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STRATEGIC ELECTRONIC GOVERNMENT PROCUREMENT

— STRATEGIC PLANNING GUIDE —

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Introduction

Many countries have discovered that the transition to e-government, and all the benefits that this entails, can require the extensive re-engineering of public sector management, service design and delivery, legislation and even community expectations. E-government is a reform programme which exploits the potential of online technology, but is not delivered merely through the design, acquisition and application of this technology.

Like other parts of an e-government program, implementing e-GP is a reform strategy, and like any reform strategy, will be developed, customised and owned by each jurisdiction if it is to succeed. An e-GP implementation strategy is sensitive to all of the elements that distinguish one jurisdiction from another including management and leadership culture, regulations, skills and expertise, etcetera. This guide is intended to provide an awareness of the issues and critical success factors that will generally be found in any successful e-GP strategy and is aimed at assisting jurisdictions and organisations develop their own implementation strategy for this sensitive and high value activity of government.

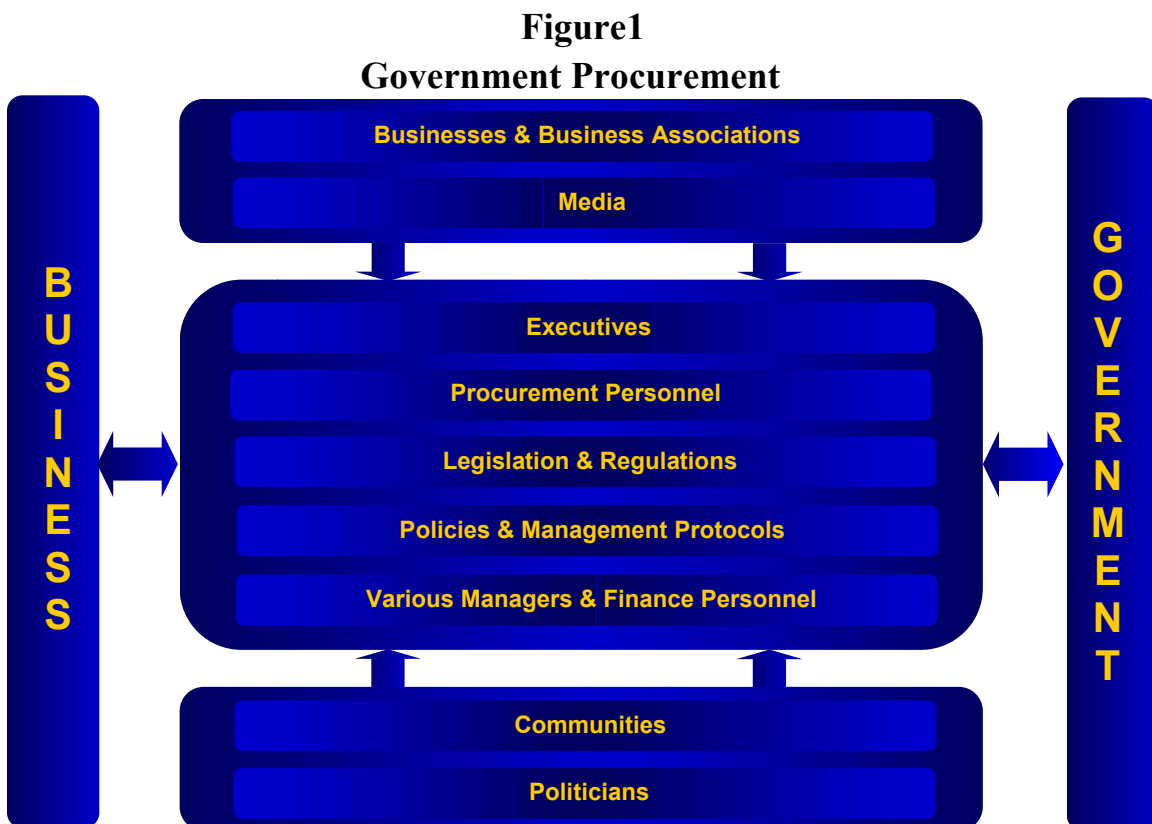
This **Guide** has been designed to complement other reports including ***Strategic e-GP - An Introduction for Executives*** and the ***Strategic e-GP - Implementation Roadmap***. Important to an understanding of this challenge is also the idea of standards as outlined in ***Strategic e-GP - Standards***. These reports are intended to support Ministers, executives, managers, procurement personnel and technologists find the way forward that best suits their jurisdiction in this important area within the broader concept of e-government and can be found on www.mdb-egp.org

Some jurisdictions may initially want to implement only limited functionality such as advertising tender opportunities and associated information. However even a relatively simple activity such as this will require attention to some aspects related to leadership, planning, and management, to ensure the activity is competently managed and achieves its benefits for all the stakeholders involved. Others will have more ambitious intentions. Regardless of their agendas or progress, jurisdictions are welcome to draw on this guide and associated reports for planning, management and progress evaluation of e-GP as well as many other elements of e-government.

What is e-GP?

Electronic Government Procurement (e-GP) is the application of an efficient high quality management framework to public sector procurement, facilitated through online information and processes. E-GP has the potential to strengthen the accountability, transparency, efficiency and effectiveness of this sensitive high value government function.

Figure 1 shows the traditional operating environment of government procurement with its multiple influences, often split accountabilities and complex regulatory and management frameworks.



Online technology provides the potential to significantly reform the accountabilities and performance of this activity. However, as implied in Figure 1, this reform cannot be expected to succeed simply as a technological add-on to an already complex environment. Effective e-GP implies that changes occur across areas of personnel and executive behaviour, skills, regulations and legislation, operational policies, financial reporting, business

behaviour as well as transparencies and accountabilities. Few, if any, of these changes will occur simply through the acquisition of some hardware and software, and if this is the understanding and intended starting point to e-GP then jurisdictions may find that the funds might better be spent on other priorities.

E-GP facilitates higher quality outcomes for government procurement through its twin attributes of accessibility and interoperability, which enable:

- greater business access and competition for government expenditure (creating commercial benefits for business and price and quality gains for government),
- greater and easier access to real time and historic information for management and audit (enabling higher quality decision making and planning as well as greater transparency and accountability), and
- integration and automation of many workflow processes for transactions and other supply chain management activities improving efficiency and reducing processing costs.

E-GP does not displace professionalism or accountability in government procurement even though it can displace manual handling of the mundane and routine processes inherent in traditional supply chain management.

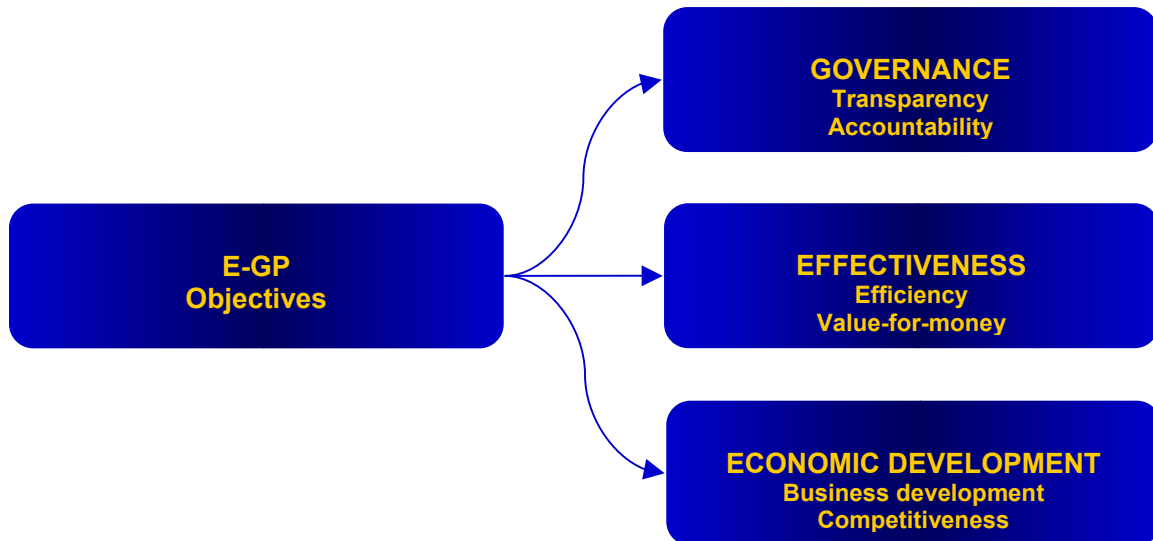
Why E-GP?

There are generally three broad objectives for an e-GP strategy. These are illustrated in Figure 2. Frequently, developing countries have a stronger focus on the governance issues with others more interested in the effectiveness and efficiency goals. Most jurisdictions also have an interest in the third objective – economic and business development. In some cases, such as Korea, enhanced policy making capacity is also defined as an objective for e-procurement.

What objectives are to be targeted?

- *Transparency?*
- *Value for money?*
- *Economic development?*
- *Service delivery?*

Figure 2
Reform Objectives for E-GP



All three objectives are mutually compatible and can be pursued simultaneously for much the same costs as aiming for just one of these levels alone. The issues are primarily about design, standards and management rather than resources.

How and with whom is this strategic vision and/or objectives shared?

However while all of these benefits are mutually compatible it does not follow that the pursuit of just one or two will automatically deliver all three. For example greater transparency and accountability, as well as efficiency of transactions can be generated from an e-GP framework built around closed standards, but such a framework will have restricted interoperability and play less of a catalytic role in technology take-up more broadly through the economy

How will the objectives be carried through into the design principles and specifications?

Why a Strategic Implementation Plan?

Implementing a worthwhile e-GP strategy is not simple. It involves many players, operating systems and regulations as already illustrated in Figure 1. The challenges for this strategy will come from both inside and outside of government and can include:

- Weak policy and operational leadership. E-GP involves significant change management and a weak leadership framework will invite fragmentation of objectives, interoperability and methodologies.
- Weaknesses in management, planning and ambiguous or divided ownership of the reform programme, rigid processes and regulations, poor contract management, staff apprehension and departmental imperialism
- An assumption that e-GP is primarily about technology and therefore is to be implemented by technologists.
- Regional economies that are often dominated by small and medium enterprises (SMEs) with widely varying, but commonly low awareness, understanding, or skill in relation to new technology.
- Apprehension that is often widespread amongst SMEs that sometimes perceive new online technologies as a threat to business. This apprehension is heightened if Government buying agencies begin dealing directly with the online catalogues of major corporations thereby locking out small, offline and regional players.
- Government activity, especially procurement, is sometimes subject to intense scrutiny and must be undertaken within a tight policy, accountability and probity framework – a framework that is poorly understood by private sector service providers.
- Confusion over standards or the emergence of competing closed trading environments and limited interoperability.
- Uncertainty about the legislative environment around e-commerce.
- Inadequate access and connectivity to communications infrastructure.
- Poor pre-existing procurement practice, legislation and regulation.

There is sometimes also a view that e-GP is a technology system that should operate in a competitive environment such that multiple systems should prevail within government all competing for government workflow. It is preferable to regard the

Is Government committed to reform?

Are key executives committed to reform?

What management capabilities are available to drive this as a reform programme?

How will key stakeholder support and commitment be gained?

What awareness raising needs to be done and with whom?

technology supporting e-GP as infrastructure rather than a service and, like most infrastructure, efficiency is ensured through regulated management rather than expensive duplication which itself requires regulation to ensure interoperability. Also there is sometimes an intention to charge fees for participation by businesses. This will slow the implementation or even stall the programme altogether.

Is e-GP technology perceived as a service or as infrastructure?

Compounding these issues is the complexity of government procurement which precludes the possibility of a one-size-fits-all model for acquisitions. The sweep of government procurement is extensive and varied, ranging from the acquisition of minor items such as office supplies through to major construction, telecommunications, defence, hospital supplies and complex services. This supply side, or government procurement, affects thousands of suppliers, thousands of line items and is usually managed by hundreds or even thousands of procurement managers within government. Government procurement can easily account for more than one third of public expenditures.

There are also significant design and regulatory risks. The benefits of e-GP can be negated:

How well do the stakeholders understand this as a reform programme?

- if it is not integrated with reforms of management and regulation that obfuscate transparency and accountability through their very complexities,
- if processes obstruct the potential of online information to open up the market for government supply,
- if the information flows relate poorly to audit and management requirements,
- if there is poor interoperability between government agencies, and
- if routine processes continue to be managed manually alongside technology.

The potential for e-GP can also be defeated if access or interoperability of the enabling technology is restricted by cost, infrastructure, licenses, legislation, limited interoperability with other networks, or if business does not have the confidence to engage.

Finally, it is a common perception that the benefits of e-GP derive from the displacement of manual handling of the substantial processes associated with procurement. While these workflow savings may be significant for major organisations they can be secondary compared to the potential for new ways of

doing business, the scope for innovation, consolidation, compliance, business intelligence and collaboration. The management of the technology issues will be secondary to the management of the business and personnel issues in a successful change strategy.

An e-GP implementation strategy is a reform strategy that seeks to minimise these considerable risks and ensure that maximum advantage is obtained from the opportunities provided by online technologies. It is management, leadership, professional development and reform, rather than technology, which will successfully drive e-GP implementation.

A Guide to Implementation

An e-GP implementation strategy is sensitive to all of the elements that distinguish one jurisdiction from another including management and leadership culture, regulations, skills and expertise, etcetera. Accordingly an e-GP implementation strategy, like any reform strategy, will be developed, customised and owned by each jurisdiction if it is to succeed. This guide is intended to provide an awareness of the issues and critical success factors that will generally be found in successful strategies.

Is the need for a strategy appreciated?

A risk managed approach to e-GP implementation will include the five key components as shown in Figure 3:



Figure 3 illustrates that, to deliver maximum impact, an e-GP implementation strategy will address the key elements common

to many government reform programmes that involve multiple agencies including:

- Political and executive leadership and authority.
- Management procedures, regulations and legislation.
- Broad stakeholder involvement.
- Infrastructure.
- Technology.

An e-GP implementation strategy is not simply a strategy for the scoping and acquisition of technology although this will form a component of its requirements. The technology will not successfully drive e-GP implementation and alone may merely add an additional layer of cost.

Institutional Capacity

Government and Institutional Leadership

An essential element for successful e-GP implementation is unambiguous government leadership for the purpose of defining the vision of what is to be achieved and activating the process by which it will be achieved. The vision will probably be constructed around the objectives outlined above. This leadership in turn will probably have been inspired by a champion. This leadership delivers sponsorship, endorsement and authority for the vital ingredients of:

- A vision and objectives for e-GP.
- Lead agency role definition and coordination.
- Procurement management reform and implementation.
- Stakeholder activation and commitment (government, business, community).
- Resource support (influence, funding & expertise) for implementation and sustainability of e-GP.

The effective operational translation of this leadership is crucial and the government will need to nominate a lead agency to implement its policy and manage the risks. A suitable agency may already exist (a specialist procurement agency, for example, may be appropriate). Lead agency endorsement identifies an authority to lead and manage the development and operation of the transformations required for government e-procurement.

Are the dimensions of an e-GP strategy understood?

What will be the scope of the e-GP strategy?

- ***Goods & services?***
- ***Works & construction?***
- ***Trading organisations?***

Is government prepared to formalise its endorsement in terms of policy and resources?

Will the government endorse, empower and resource a lead agency to implement e-GP?

Does the lead agency have comprehensive terms of reference for e-GP?

The introduction of effective e-GP cannot be expected to succeed through fragmented or devolved implementation. There are many reasons for this. For example, devolved implementation of e-GP is likely to include adoption of disparate standards, whether open or proprietary, leading to difficulties of interoperability, costly licensing and lock-in or expensive re-alignment at later dates. The expertise required to guide government through these issues is scarce enough on a whole-of-government basis and does not exist on an individual agency basis in most cases

Is devolved implementation a consideration?

The idea of a lead agency in this exercise is important for it defines the need for management and technical expertise and funding as well as coordination and collaboration across government. This lead agency will also need to draw on the expertise of other major agencies and recognise their individual requirements: in doing so it would be an advantage to undertake its roles in an inclusive rather than exclusive way. The development by the lead agency of a multi-agency participation group to help guide development and implementation issues can provide an important advantage.

What government agencies should participate in a lead consultative group?

For these reasons Cabinet-level sign-off and lead agency establishment are important first steps to establish leadership, coordination and effective outcomes as well as the mechanism by which the requisite expertise can be assembled.

This central lead agency role to ensure common standards and coordination essential for technology to be able to be effective should not be confused with centralisation of business processes or control. The accountability for business processes remains firmly with agency managers and is not transferred to the technology or to the lead agency. Thus the systems should be preferably designed around common platforms or at least common standards but retain flexibility to be customised around the individual business processes of each agency or decision points within agencies.

Complementing this political leadership is a requirement for institutional or organisational leadership. The lead agency requires resources and expertise not just in technical areas but also to undertake change management. A fear by procurement managers is that they will be 'disintermediated' by technology. Participation by procurement managers of the transition to this new environment as part of change management is imperative.

How will procurement staff be included in the change process?

An e-GP strategy will be strengthened by:

- A change management strategy that builds awareness and ownership amongst procurement personnel.
- Professional procurement development and retraining at manager and officer levels.
- Access to high-level policy, management and technical advice.
- Restructuring to recognise the higher skill levels that result from e-GP reform.

The change management process will recognise that for professional procurement officers these new approaches offer new opportunities and up-skilling rather than ‘disintermediation’.

Technology affects the skill requirements for procurement but is not a substitute for inadequacies in this area. Labour savings will be available but these will occur predominately with officials for whom procurement is mundane processing or is just one of a range of duties (smaller agencies) and for whom the disintermediation of their procurement processing will often represent welcome relief allowing for greater productivity in other responsibilities.

Governance

E-GP provides the capacity for more meaningful management information supporting decision making about procurement methodologies ranging from spot purchasing, fixed term contracts, multi-agency aggregation or even to outsourcing. The same technology brings together greater transparency on the one hand with the potential for improved management performance on the other. This transformation will change the management and policies around government procurement with new audit and compliance regimes and greater management information available about all aspects of procurement allowing management to not only challenge its traditional supply requirements but to look more intelligently at shared service options, leasing versus purchase and various alliance possibilities but also at procurement methods themselves such as reverse auctions, business profiling and panel contracts.

For some of these developments new regulations and legislation are likely requirements. Procurement regulation and management guidelines in the public sector seek to support fair,

What expertise is required?

How will the expertise be acquired and maintained?

What professional development is required and where will this come from?

What changes need to be made to the management of procurement?

How effective /efficient is the current process/how is this measured?

What new processes (if any) are required?

transparent, accountable, effective and sustainable outcomes. Technology is not a substitute for poor procurement regulation, legislation or poor management practice. For it to deliver its objectives the technology needs to be founded within effective legislative and management frameworks.

Management and Planning

To deliver its benefits e-GP implementation will need to be planned, managed and coordinated by a lead agency. At a second level e-GP is unlikely to deliver full benefits if it is to operate with inappropriate management practices within the various government agencies. Desirable initiatives would include:

- A management and operational structure to enable a lead agency to plan and manage both the implementation of e-GP and its ongoing sustainability.
- A review of current procurement processes to identify reforms that may be enabled by e-GP.
- Consideration of the application of quality assurance standards to the revised process.
- Specification of a procurement data warehouse and reports to government and for buyer/supplier usage.
- A readiness assessment and baseline indicators for current procurement performance.
- Consultation with stakeholders.

Policy

Government policy may need to be defined to give support, and direction to an e-GP programme that is disseminated, understood by stakeholders and consistently applied. At another level government procurement policies may require amendment. E-GP will not deliver its potential if it is required to operate within an inefficient procurement policy framework. An e-GP strategy will be strengthened with:

- A review of current procurement policies and their application, development, management and effectiveness.
- A determination of e-GP policies and their relationship for policies on e-Government and e-Commerce.
- Revised policy dissemination and monitoring for compliance and effectiveness.

What will this cost to implement and sustain long-term?

Is effective project management available?

Which steps need to be progressed first as they have long lead times?

What policy development and guidelines are required?

What policy reform is desirable?

Legislation and Regulation

E-GP, like e-government generally, is likely to impact on a range of business and public sector legislation as well as on procurement legislation although often it is possible to initiate elementary e-GP without legislative amendment. E-GP will be of limited effectiveness if it is required to operate against inefficient or ineffective procurement legislation or regulations, guidelines or management protocols. It would be desirable for an e-GP reform process to include:

- Reviews of scope, effectiveness, and application of current legislation and regulatory framework, guidelines and management protocols with a special focus on the impact of technology.
- Identification of responsibilities and resourcing to reform legislation and regulatory functions with the expertise and consultation that relates to online technology.
- Development of a comprehensive regulatory framework to include the online environment.
- Monitoring of the effectiveness of the legislative and regulatory framework.

Infrastructure and Web Services

The potential of online technologies arises from the twin attributes of interoperability, which is determined by standards, and connectivity which is a function of infrastructure and web service availability. For developing countries and remote communities connectivity and related variables of bandwidth and reliability can be the principal hurdle to e-GP and e-government generally.

Options for Government

The cost of enhancing the telecommunications infrastructure can be prohibitive for many governments, but there is a range of other initiatives that can be affordable and even almost costless. A strategy for e-GP should consider carefully these options, some of which may require co-ordination rather than additional resources including:

- Kiosk services, retail connectivity (eg internet cafés)
- Service industry development

Who is responsible for regulation and do they have sufficient legal and administrative powers for reform?

What form of internal / external regulation is in place and how effective is it?

What legislation may be required?

What reform of procurement guidelines may be required?

What access to the Internet is required by businesses?

What is the current access by government, the private sector and the community to the Internet?

What design and service options are available to government to enhance access?

- ✓ Catalogue development
- ✓ Business systems integration
- ✓ Electronic Trading Associations
- Peering facilitation
- Hardware interoperability (between internet, fax, post, etc)
- Bandwidth design & compression
- Wireless

Included here are elements that would, in developed countries, be regarded as strictly private sector responsibilities such as electronic trading associations (ETAs) and peering. However for many countries these are frequently at such a level that some government facilitation (or regulation) can be desirable. An e-GP infrastructure readiness assessment may be useful at the outset, recognising that weak infrastructure and web services may reflect weak demand which will, in turn, be influenced by e-GP.

Business Functionality and Standards

Standards

The benefits of e-GP can be greatly diminished if access is restricted by cost, infrastructure, licenses, legislation, limited interoperability with other networks, or if business does not have the confidence to engage. The prospects of locking into proprietary solutions, or into dead end standards are of great commercial, economic, and social significance. These issues will increase over time as the technologies evolve and become even more powerful.

Standards are the key strategic vehicle through which access and interoperability are ensured. A partial list of issues around which standards development for e-commerce is relevant would include:

- Catalogue management
- Security
- Authentication
- Signatures
- Supplier identification
- Records management
- Legislation
- Reliability

Does the Executive understand the strategic significance of standards?

What expertise will monitor and advise on standards?

What technical or other standards will be adopted?

Are these open standards?

Which standards bodies will maintain these?

The management of the standards issue is made more difficult because the development of standards is in a constant state of tension between open standards and proprietary solutions from which developers can extract economic rents, while the development of open standards sometimes lags business requirements.

The very nature of commerce demands that the development and adoption of standards in these and other areas should not only be appropriate within the context of local business and national policies but also consistent or interoperable with international trading partners.

Functionality

The functionality of e-GP comes in two parts and is guided by the structure of government business dealings – especially by the division between simple and complex procurement. A third part could be added to include contract management. Case studies suggest that ninety percent of procurement transactions are for less than \$US 3000 and account for perhaps 15% of total procurement. For higher valued procurement (typically above \$US 25000 – 50000) a public tendering process is the usual methodology.

Figure 4 shows the principal modules in a comprehensive framework. An incremental approach to these elements is desirable, commencing with e-tendering.

E-Tendering Functionality

E-tendering functionality is relatively simple, low cost to implement and maintain, and provides significant value to businesses. Functionality can be increased incrementally and includes:

- All tendering opportunities information on a single internet site.
- Online registration for businesses.
- Online search tools.
- Open access via the internet to all original bidding documents
- Electronic bid submission by suppliers.
- Customization options for agencies.

Does the functionality support government policies on:

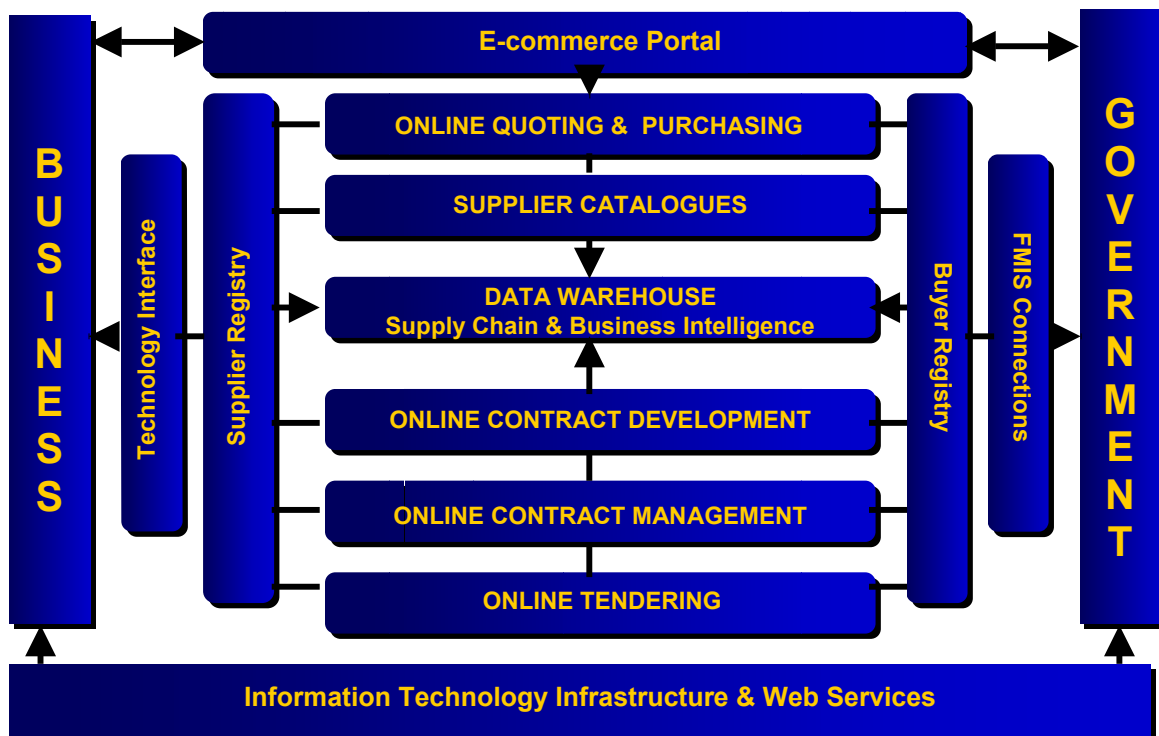
- ***Governance?***
- ***Efficiency?***
- ***Small business?***
- ***Management?***

What consultations are to support the design of functionality?

Is the functionality practical for small and remote businesses?

The technically most demanding element of this service is sometimes regarded as the security demands of online tender lodgment, although potentially all elements have strong security requirements. The role and status of parallel systems for a phase-in period is a policy issue to also be addressed.

Figure 4
E-Procurement Functionality



E-Purchasing Functionality

E-purchasing functionality is relatively complex because there is a need to integrate workflows and transactions, as well as manage a wide variety of purchases and information flows for many buyers and many sellers. Some of the basic functionality often includes:

- Online registration of businesses.
- Purchasing policies available online.
- Buyer authorization management.
- Online quotations and information flows
- E-Purchasing transactions.

- Financial management integration.
- Data warehousing.
- Reverse auctions.
- Online catalogues.

Small and medium businesses will be hesitant to invest in this level of functionality without government leadership and proof of concept via e-tendering. Businesses will need to invest in online cataloging and other elements while government agencies will need to engineer significant changes to work practices for e-purchasing to realize its potential.

Will the functionality represent an attractive value proposition for businesses?

E-Contract Development, E-Contract Management

Online contract development is primarily aimed at improving internal efficiencies and transparency of government agencies, while e-contract management targets efficiencies for both agencies and businesses (especially construction businesses). Some of the functionality can include:

Will the functionality be suitable for the full scope of the project? Construction for example?

- Management and monitoring of contract performance.
- Management and monitoring of contract payments.
- Management of contract variations.
- Management of contract completion and final evaluations.
- Management of guaranties.
- Contract templates and best practice guides.

Does the functionality strengthen government policies and does it deliver all of the objectives?

For all of these elements – e-tendering, e-purchasing, e-development, and e-management – it is essential to address business needs both of suppliers and agencies, change management, procurement management as well as technical design:

- Project design
- Procurement process review
- System specifications/performance
- System scope (business/technical)
- System development/ acquisition/ hosting/ support and maintenance

Is the design user friendly? How is this known?

Private Sector Integration

Private Sector

All markets, including those relevant to e-GP, are comprised of a ‘buyer’ side and a ‘seller’ side. The participation of the private sector

cannot be taken for granted. Experience suggests that the most effective way to promote business activation is through the immediate value proposition. A business activation strategy will address existed contracted suppliers, non-contracted suppliers and may also work with the service industry that supports business applications. A checklist for supplier activation may include:

- Current readiness for and awareness of e-GP
- Contracted suppliers
 - ✓ Sell value proposition
 - ✓ Letters, online follow-up
 - ✓ Meetings and training
- Non contracted suppliers
 - ✓ Sell value proposition
 - ✓ Connectivity
 - ✓ Industry association involvement
- Service industry development
 - ✓ Catalogue development
 - ✓ Business systems integration
- Electronic Trading Associations support
- Business selection and listing policies
- Remote business strategy
- Charging policies
- Banking
- Supplier – supplier interoperability
- Catalogues
- Kiosk services

Also relevant is the structure of the e-GP implementation programme itself where business is initially uncertain about the benefits. A fully integrated e-purchasing strategy is likely to be relatively complex and expensive for business to integrate, whereas e-tendering is easily picked up by business often at little or no cost and represents an effective means of activation of the private sector, forming a foundation on which higher value services can be built.

Other Issues

These are just some of the issues that are relevant to the concept stage of e-GP. Other issues to be addressed include:

- Ownership & management
- Banking integration – suppliers
- Banking integration – buyers
- Document management

What awareness building needs to be done?

What is the value-proposition for business and who is communicating this?

What business involvement is required?

How will suppliers be brought on board?

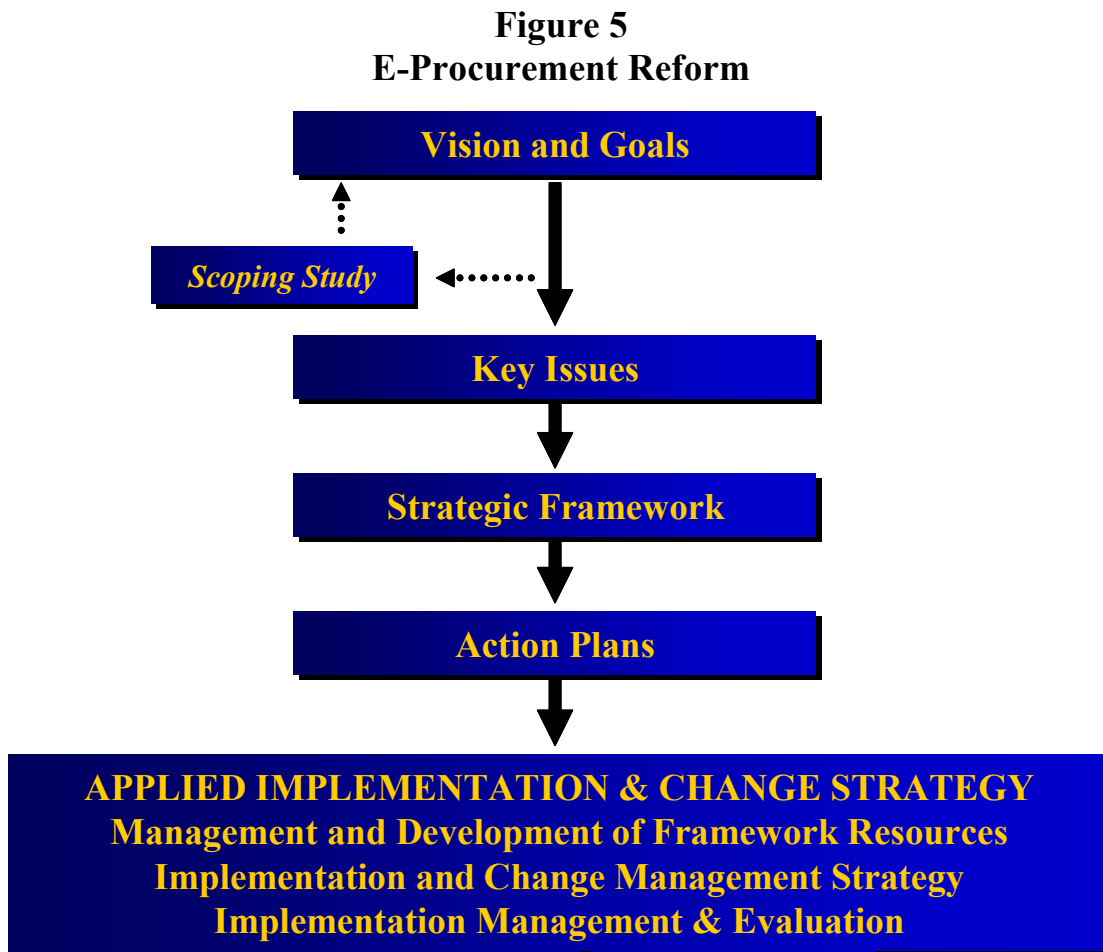
How will these be recognised?

- Purchase card integration
- Data warehouse mapping
- Supplier-supplier connectivity

Developing Strategic Implementation Plans

This *Guide* is intended to assist jurisdictions and organisations to develop their own implementation plans for e-GP. A standard template for such a plan is not practical in view of the various agendas, levels of readiness and foundations that exist between jurisdictions.

Where to from here?



This discussion and the associated questions are designed to alert managers and executives of many of the important issues, risks and desirable features that a strategic implementation plan will recognise.

Where e-GP is being addressed at an early stage it may be desirable for a jurisdiction to support its strategic planning process with a preliminary scoping study to map out its issues, the key players and processes as well as the management framework needed to drive the process, as shown in Figure 5.

This scoping study would include a brief analysis of the strengths and weaknesses of the existing conduct of procurement, its efficiency, effectiveness and the public and business confidence that it commands. Such a study could also make recommendations about an appropriate lead agency, a phased implementation schedule, resourcing and methodology, the realistic potential for a change agenda around e-GP and the essential elements for success.

Evaluation

This e-GP guide is intended to encourage jurisdictions to develop their awareness and understanding of these and other issues at an early design stage of public sector technological enablement.

E-GP can be a complex programme of reform of work practices and business systems. The success or failure of an e-GP strategy should be evaluated in terms of whether it delivers its objectives rather than in terms of whether the supporting technology becomes operational.

The ongoing evaluation of the success of the implementation of e-GP should be an integral part of the programme including:

- Performance monitoring (using the baseline and periodically measurements on key indicators).
- Benefits monitoring.
- Procurement outcome monitoring and reporting.
- Process and system evolution.

This evaluation needs to be outcome-based in terms of the three objectives outlined previously – transparency, efficiency and business development. A formal evaluation plan will identify the areas where the strategy needs adjusting and prepare managers for the demands of transparency that can be expected from a program of this significance.

Who will report on progress and outcomes and when?

Who will evaluate the achievement of the objectives?

Who will receive the evaluation report?

Is the e-GP strategy and its implementation transparent?

Further Assistance

The World Bank, The Inter-American Development Bank and *The Asian Development Bank* have combined to provide an implementation strategy and toolkit designed to assist with the understanding and implementation of electronic procurement within the public sector (e-GP). It is recognised that each jurisdiction may be at different stages in appreciating and exploiting new technologies and that the process is often iterative.

The framework recognises this and is designed to:

- Assess and help define policy objectives;
- Assess a jurisdiction's potential for partial or full exploitation of online technologies for government procurement;
- Explore the challenges facing public sector service managers and executives;
- Identify resourcing, risks and multi-discipline team requirements;
- Define ownership issues, providers and resource requirements;
- Guide measures of progress.

Designed to be thought provoking, promote discussion and suggestions that can be actioned, the framework is also intended to:

- Examine the circumstances of jurisdictions to establish a baseline of understanding and needs;
- Elicit stakeholder feedback mechanisms to clarify issues and expectations;
- Prompt ongoing issues management and development.

The framework includes:

- An *Introduction for Executives* to the issues,
- an *E-GP Assessment* designed to assist jurisdictions identify their current preparedness and key issues,
- an *E-GP Implementation Roadmap*,
- a discussion of the important issue of *Standards*,
- this *e-GP Guide To Implementation Planning* to assist jurisdictions to develop their own strategic implementation plans, and

- a *Web Site* www.mdb-egp.org that enables cross-country comparisons of e-GP development.

It is anticipated that these resources will be complemented with additional links, reports and discussion papers as these become available to build a comprehensive forum for e-GP. Jurisdictions are invited to use these resources to assist their development of this strategically important component of e-government.