



ISDB E-GOVERNMENT PROCUREMENT STRATEGIC FRAMEWORK



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List of Abbreviations:

ADB	-	Asian Development Bank
e-GP	-	Electronic Government Procurement
GPA	-	WTO Agreement on Government Procurement (GPA).
ICB	-	International Competitive Bidding
IsDB	-	Islamic Development Bank
MDB	-	Multilateral Development Bank
NCB	-	National Competitive Bidding
PMIS	-	Procurement Management Information Systems
QBS	-	Quality Based Selection (of Consultants)
QCBS	-	Quality and Cost Based Selection (of Consultants)
SBD	-	Standard Bidding Document
WB	-	World Bank
WTO	-	World Trade Organization

EXECUTIVE SUMMARY:

The size of public markets in low-income countries is 14.5% of their GDP¹, followed by upper-middle-income countries is 13.6 % of their GDP. Adopting the electronic government procurement (e-GP) will have a significant impact by improving efficiency, enhancing governance and bringing value for money.

The member countries (MCs) of IsDB are increasingly using e-GP systems as a means for processing and managing their public procurement activities. The projects funded by the Multilateral Development Banks (MDBs) are also utilizing e-GP based on a method of compliance of the system with their respective policies and procedures. The e-GPs are using information and communications technologies (ICT) in conducting procurement activities for the acquisition of goods, works and services, and management of contracts ensuring good governance and value-for-money and contributing to the overall socio-economic development.

The promotion of e-GP in IsDB Member Countries (MCs) fits the general purpose of IsDB to support their efforts to improve public procurement. Looking at the landscape of the IsDB MCs in terms of their readiness for e-GP, based on their profiles, have been categorized into three main clusters:

(i) **Cluster-A:** MCs who have not started implementing e-GPs. These are 20 MCs located mainly in Asia, followed by Middle East and Africa and Latin America (Suriname);

(ii) **Cluster-B:** these are 21 MCs who offer basic functionality for e-GP (business opportunities and registration) but do not offer critical services such as e-tendering. These MCs are mainly located in Africa, followed by Asia and the Middle East;

(iii) **Cluster-C:** these are 16 MCs who offer e-tendering services. Meanwhile, some countries have significantly advanced systems and offering mature services such as contract management, complaint handling, and integration of procurement system with national tax and social security systems.

The MDBs encourage the use of end-to-end and unitary national e-GP systems covering all stages of the procurement process including procurement planning, pre-qualification, advertising, preparation and issuance of procurement documents, receipt of bids, bid opening, evaluation of bids, clarification and modification, notification, the publication of results, and contract management. The e-GP systems typically include several modules such as e-Bidding, e-Catalogues, e-Reverse Auctions, e-Framework Agreements, and Procurement Management Information Systems (PMIS).

The MDBs assess the e-GP system of countries in terms of its consistency with any approved delegations, evaluate the e-GP system features, standards, and operations to ensure it satisfies the requirement of MDBs.

Considering 37 of IsDB MCs are at various stages of adopting e-GP, it was apt for IsDB to develop a comprehensive Framework² for the assessment of e-GP services in use for the

¹ Source: Benchmarking public Procurement, 2017.

² The framework complements the IsDB's Guidance Note of the use of e-Procurement for IsDB finance project.

project financed in the country. This provides a comprehensive methodology for the assessment of the country's e-GP systems both in term of technical and procedural functionality. Other requirements related to system properties includes remote access, operating systems compatibilities, and user experience that includes (i) Graphical User Interface (GUI), (ii) Multi-lingual Requirements, (iii) Online Help and support. The system functionality must include (i) Time-stamping, (ii) Reporting, (iii) Transaction logging and Monitoring, (vii) Risk Management, (viii) Reliability and (ix) Scalability etc. The e-GP systems must align with the IsDB's key procurement principles of transparency, equality of access, open competition, and security of the process.

IsDB can help in developing the e-Procurement system in Category-A and B MCs in several ways. First, it can assist in analyzing the prevailing systems and regulatory framework, defining the system's requirements. Secondly, it can guide on availability of various products and technologies and required level of functionalities and thirdly by providing both technical, financial and human resources necessary for establishing the system. IsDB can also play a catalytical role in facilitating the linkage with relatively advanced countries in e-GP and also in change management and building institutional capacity to ensure effective utilization of the system.

The Strategic Framework for e-GP sets the future direction on how IsDB can mainstream the use of evolving e-GPs in MCs. The Bank can also play a role in promoting e-GP in MCs, which can improve the transparency and efficiency of procurement systems. The Framework also recommends a practical way forward based on the lessons learnt from other MDBs.

1) The Context:

Member countries of IsDB are increasingly using electronic procurement systems (e-GP) as a means for processing and managing procurement activities financed from their national budget as well as funded by the Multilateral Development Banks (MDBs). The e-GP is a system that capitalizes on the capabilities of information and communications technologies (ICT) in conducting transparent and efficient procurement activities for the acquisition of goods, works and services, and management of contracts and payment systems ensuring transparency, efficiency and better value-for-money.

The advantages associated with the use of e-GP when compared to paper-based processes are widely known. From the increased efficiency and transparency to savings in purchasing prices generated by a broader competition and reduced procedural costs, it is worthy to note that the benefits are recognized by governments, contracting entities, economic operators, beneficiaries and other stakeholders like the non-governmental organizations.

The size of public markets in low-income countries (14.5% of their GDP)³, followed by upper-middle-income countries (13.6 % of their GDP) - it is assumed that all that progress in adopting e-GP will have a significant impact on the performance of public procurement. The promotion of e-GP in IsDB Member Countries (MCs) fits the general purpose of IsDB to support efforts of MCs to improve efficiency, enhance governance and bring value for money. Moreover, the IsDB e-GP strategic framework is built on a common set of principles and objectives which encourages the adoption of project procurement approach tailored to address specific country needs.

First of all, the e-GP will have a qualitative impact, because its adoption and development by a country or organization signals the fairness, transparency and modernization of its procurement system, especially if integrated within a broader digital transformation agenda. Buying electronically will become a common expression because, sooner than later, all purchases will tend to be electronic throughout the whole procurement cycle.

Secondly, also a quantitative impact is expected, with particular emphasis on the ease of use and wider dissemination/accessibility resulting in savings generated by reduction of prices as a consequence of the increase of domestic and international competition. The e-GP is facilitated by an electronic business environment and the reduction of administrative costs (time and money required for the conduct of procurement procedures).

IsDB is aware of the strategic interest of some of IsDB MCs in the e-GP as an enabler of sustainable public procurement. The e-GP platform is already established at varying degree in 22 MCs while others are set to follow. Furthermore, IsDB realized the importance of e-GP as a project management tool, especially after using it in some of their financed projects.

³ Source: Benchmarking public Procurement, 2017.

Notwithstanding, the IsDB's modernization agenda including effective delivery - embodied in the IsDB's 10 Year Strategy (10Y'S)⁴ and the President's 5 Year Program (P5P)⁵ - demands more from the Bank to deliver to the efficiency of these strategies. It requires the adoption of a Strategy Framework that constitutes a consistent orientation for its activity to promote the most widespread adoption of the e-GP by its 57 Member Countries.

The new IsDB Procurement Guidelines include provisions explicitly referring to the e-GP⁶ and encouraging its adoption by Beneficiaries. Now, the IsDB seeks adoption of a consistent Strategy Framework for promoting the e-GP uptake in line with the current international trends and best practices that can leverage benefits for the MCs and Beneficiaries.

For a Strategy Framework to be useful, it has to take in consideration some of IsDB's specific characteristics, especially: (i) the diversity of its membership; (ii) the heterogeneity of the current level of e-GP up-take across MCs; (iii) the multiplicity of partners, e.g. MDBs, Arab Donors and other bilateral development agencies, already active in MCs and involved in programs and projects to launch or develop and improving their e-GP systems, which raises the need for an exhaustive review of initiatives to avoid duplication of efforts, waste of resources in countries already assisted or the absence of initiatives in others.

The present document intends to present a path for the adoption of an e-GP Strategy Framework. In order to be relevant, useful and sustainable, several preliminary tasks are conducted in view of (i) collect further information on MCs e-GP profile; (ii) update the clustering of MCs and (iii) devise programs and projects that fit each of the identified clusters.

The following identifies and suggests the way forward for IsDB to adopt an e-GP Strategy Framework, for which the earliest possible participation of key stakeholders is one of the key success factors. Stakeholders will define the difficulties that face them, know the requirement clearly, the benefits of the use of e-GP and what will the system bring to them, and their mandatory participation for the formation of the e-GP in the early stages. A guideline is defined for e-GP assessment in selected MCs, where it has been well-established and used by MDBs and other development partners.

2) Key Principles of Administration of MDBs Funded Activities:

The MDBs recognize and encourage sovereign governments to find their own paths in the implementation of e-Procurement. The resulting systems will reflect the specific requirements and priorities in each country. However, in recognizing these individualities, the MDBs also have responsibilities to their development partners, borrower countries, and their own governance rules. These responsibilities mean that the MDBs have some minimum

⁴ The objective of the IDB Group *10 Years Strategy (2015-2025)* is to foster inclusive growth in line with current and emerging challenges with special focus on Solidarity, Connectivity and Islamic Finance.

⁵ The IsDB's transformation exercise is guided by the *President's 5 Year Program (P5P)*, which aims to significantly change the way IsDB provides its support to Member Countries (MCs). More, specifically, the P5P requires IsDB to re-orient its development model along with the following: (i) The Bank to act as a catalyst and facilitator to make markets work for development by providing integrated whole value-chain solutions in partnership with other players, (ii) Leverage Developers' capacity in delivery of financial assistance, knowledge services and implementation of IsDB Programs in strategic areas, and (iii) Decentralize business delivery geographically and functionally. These transformations are structured around the six tracks of the P5P: i- Awareness; ii- Linkages; iii- Competency; iv- Funding; v- Delivery; vi- Reinforcement.

⁶ Sections 1.47 of both the Guidelines for procurement of goods, works and related services under IsDB project financing, 2007 and Guidelines for the use of Consultant Services under IsDB project financing, 2017.

standards and qualities that must be met if such electronic systems are applied to the activities that they fund.

These minimum standards and qualities are designed solely to ensure that basic standards of good governance apply to these resources.

The following are key requirements which aim at safeguarding the interest of beneficiaries. The MDBs require the following key principles:

- transparency,
- economy and efficiency
- non-discrimination,
- equality of access,
- open competition,
- accountability and
- security of the process

The beneficiary countries must apply these requirements to the deployment of the MDBs resources.

The following requirements are designed to support these principles for MDB related activities. Translating these core principles into operational effects has implications for variables such as:

- bid advertising,
- technological/brand neutrality,
- technical standards for interoperability and security,
- some processes such as ensuring good audit trails,
- cost and ease of participation.

These requirements provide further guidance and do not replace existing requirements that apply to traditional procurement processes for MDB funded activities.

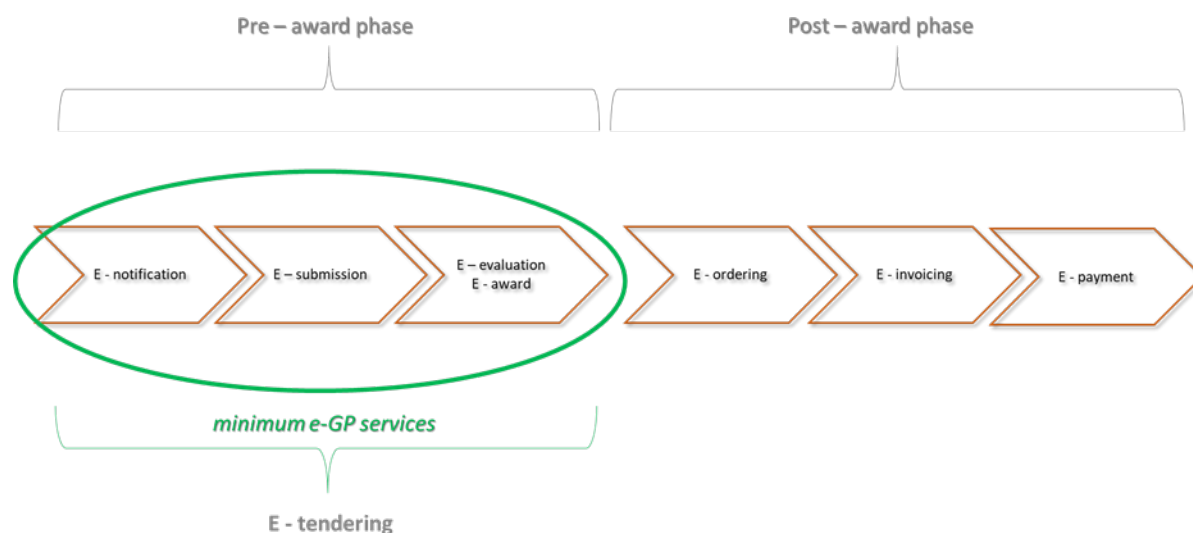
3) Key Concepts and Benchmarks

This section shortly presents the e-GP definition around which the whole strategy framework is built as well as the benchmark adopted by Multilateral Development Banks (MDB) for allowing the use of e-tendering in the projects financed by them.

3.1 The e-GP definition

“An e-GP is defined as the collaborative use of information and communications technologies by government agencies, bidding community, regulatory and oversight agencies, other supporting service providers, and civil society in conducting ethical procurement activities of the government procurement process cycle for the procurement of goods, works and services, and management of contracts ensuring good governance and value-for-money in public procurement, and contributing to the socio-economic development of the country”⁷.

⁷ Definition used in World Bank’s eprocurementlearning.org



The Diagram above represents, in a synthetic way, the e-GP cycle and marks with a green ring what could be considered, for the purpose of setting uptake objectives, the “*minimum e-GP service level*”. Entire pre-award phase (green ring), can thus be considered to constitute the so-called “*minimum e-GP service level*” since the mere publication of contract opportunities (e-Notification) is just one of the many features (services) offered throughout a full-fledged e-GP system.

Bearing in mind the modular nature of most technological solutions available on the market (COTS⁸), a more “*flexible*” concept could invite for a less ambitious approach or a slower implementation pace. In other words, the mere availability of a single public procurement portal and the e-publishing/e-notification functionalities does not make the system an “*e-GP system*” as most of the expected benefits deriving from such an electronic system only materialize through the use of the e-Submission and e-Awarding/e-Evaluation modules comprised within the e-Tendering stage. It is at these stages that several important advantages materialize, e.g., the simultaneous access by all parties involved, to all the information generated in the electronic platform (for all, simultaneously), the guarantee of the inviolability of the bids before the opening deadline, the sharing between all interested parties of all relevant information concerning the evaluation of the bids and the appeals and challenges made following the notification of the award decision, etc. All that is made possible, and much more quickly, reliably and economically than in the corresponding paper-based systems.

Thus, by applying this concept of “*minimum e-GP services*”, a country will be considered to have an e-GP system (core) when the whole of e-Tendering (pre-award phase) becomes operational (in production mode), including the following modules:

- **e-Notification:** online disclosure of all contract and contract award notices and notification of pre-selected types of opportunities to registered users/subscribers;
- **e-Access:** easy online access to all documents of the procedure, without the need for a prior request, and permanent access on a 24/7 basis;
- **e-Submission:** submission of enquiries/clarifications and submission of bids online; and
- **e-Evaluation and e-Awarding:** the opening of proposals/bids (download and decryption of correspondent electronic files), assessment of the clarifications

⁸ Commercial Off-The-Shelf.

submitted by bidders upon request the award committee and notification of the award decision.

There are also numerous Business to Government (B2G) services provided to various government agencies.

The definition of "*minimum e-GP services*" is not intended to discriminate against any country because it has not yet reached this up-take stage⁹ of the e-GP. On the contrary, it aims to build a strategy and their correlated implementation programs so they can address the specific needs of each country while not losing sight of the need to set ambitious targets. Therefore, it can be considered as one of the crucial components of a broader process of reform and modernization of the respective national public procurement system.

Such implementation programs should ensure the feasibility of these goals by promoting the adoption of appropriate timetables and the availability of adequate resources, e.g. technical capacity.

The availability of the functionalities that are comprised within the **e-Notification and e-Access** is taken as a criterion to classify countries in cluster A or cluster B. In contrast, the availability of **e-Submission/e-Tendering** is the criterion for qualifying countries as cluster C (see section 3.2. below).

The **Adoption of a minimum level of e-GP service**- covers the dynamic aspects of the transition process from a paper-based system to an electronic-GP. Several specific indicators are designed to measure the level of take-up which is fundamentally measured in terms of **number** and the **value** of contracts formed electronically through the **e-Tendering** stage which ends precisely at the e-Award stage, as a proportion of the total public procurement contracts processed in the same period.

Particular attention should be given to the new technologies which can be used in public procurement, e.g. artificial intelligence, business intelligence, robotic process automation, block-chain, etc.

3.2 The Electronic Procurement Requirements for MDBs

MDBs prepared a Guide for Electronic Procurement Requirements for MDB Financed Operations in January 2019. The MDBs encourage the use of end-to-end and unitary national e-GP systems as per national regulatory requirements. All stages of the procurement process can benefit from electronic processes, including procurement planning, pre-qualification, advertising preparation and issuance of procurement documents, receipt of bids, bid opening, evaluation of bids, clarification and modification, notification, the publication of results, and contract management. e-GP systems normally include several modules such as e-Bidding, e-Catalogues, e-Reverse Auctions, e-Framework Agreements, and Procurement Management Information Systems (PMIS).

It is important that the e-GP system is based on open standards, so that additional functionalities can be added over time. This would make it possible to apply e-GP to selected

⁹ Evaluated by the functionalities that the system already offers to the users, especially contracting authorities (demand side) and bidders (supply side).

steps in the procurement process, adding more steps to the system in a phased approach as resources, legislation or developments permit.

Where e-GP systems are intended to be used for procurement of goods, works, services or consulting services under MDB financed operations, using any of the approved procurement processes, the MDB unit administering the project shall, consistent with any approved delegations, evaluate the e-GP system features, standards, and operations to ensure it satisfies the conditions that follow in this guide.

As stated in the document “MDBs have some minimum standards and qualities that must be met if such electronic systems are to be applied to the activities that they fund – just as the MDBs have mandatory processes for traditional paper-based procurement. These minimum standards and qualities are designed solely to ensure that basic standards of good governance apply to these resources.” It further states that “The MDBs require that the key principles of transparency, non-discrimination, equality of access, open competition, accountability and security of process must apply to the deployment of these resources. Translating these core principles into operational effect has implications for variables such as bid advertising, technological neutrality, technical standards for interoperability and security, some processes such as ensuring good audit trails and cost and ease of participation.”

The document comprises a list of 12 areas to be assessed which guides evaluators as well as entities in-charge of managing the e-GP system: “Where e-GP systems are intended to be used for bidding for goods, works, services or consulting services under MDB financed projects, using any of the approved bidding processes, the MDB unit administering the project shall, consistent with any approved delegations, evaluate the e-GP system features, standards, and operations to ensure it satisfies the conditions that follow in this guide: System Access; Advertising; Correspondence; Amendments; Substitutions and Clarifications; Bidding Documents; Submission of Bids/Proposals; Bid Securities; Public Bid Opening; Bid Evaluation and Contract Award; Information Security Management; Authentication; Payment; Other Considerations”.

4) Designing an Efficient Strategy

The experience of implementing transition programs in regions that include very diverse members in terms of the current level of e-GP up-take and for which there is no supranational power capable of imposing the adoption of a single solution for all (integration solution) nor the approximation of solutions that meet a minimum of common requirements imposed by the whole (harmonization model) recommends that two preliminary requirements be taken into account when designing the strategy: (i) the profiling of countries in terms of e-GP (get to know where the countries stand) and, with that information available, (ii) their clustering (a cluster-based strategy and policy are needed to address diversity more efficiently).

4.1 Profiling the IsDB Member Countries

As there is no standing group of MC representatives dealing with issues related to e-GP and the use of new technologies in public procurement, a survey¹⁰ with the aim of updating the

¹⁰ The African Development Bank has recently conducted a similar survey with the aim of preparing the launch of a Bank’s e-GP Strategy “E-GP on the move - Results and Analysis of a survey in Africa e-GP on the move Results and Analysis of a survey in Africa, 2017”.

state of readiness of e-GP and e-GP implementation experiences should be conducted and target the 57 MCs. This survey questionnaire¹¹, as well as the identification of addressees in each MC, should enable to (i) build a database on the e-GP implementation status of all MCs; (ii) to map the system functionalities and the access to them; (iii) to identify the success factors and constraints encountered by each MC in the implementation process to enable the provision of adequate support to e-GP national reform programs; (iv) to identify best practices in e-GP reform programs and (v) to map all IsDB-financed projects.

The survey results will help the IsDB to keep an updated picture of the MCs e-GP profiles and, consequently, better devise country-based capacity building and technical assistance programs in partnership with beneficiaries, implementing agencies and other stakeholders.

4.2 Clustering exercise to build a flexible strategy

Although there are some common features and similarities, the different levels of up-take, the technological constraints¹², the specific national legal system and, perhaps even more importantly, the level of political commitment towards the reform of the public procurement system, will have to be very well known and considered when devising a segmented strategy fit to address the needs of each cluster and country.

In the Table below (Country classification and clustering on e-GP readiness) the IsDB Member Countries are grouped in three clusters¹³ :

- (i) **cluster A** gathers the countries who are not initiated in e-GP since there is no systematic e-Notification nor e-Access available yet;
- (ii) **cluster B** gathers the countries that offer already the e-publication of procurement plans, several contract-related notices and the possibility of downloading tender documents from a web portal but do not offer the e-Tendering and subsequent steps of the procurement cycle electronically; and
- (iii) **cluster C** gathers the countries who have already reached the stage of the e-Bidding - to promote simplification that is needed to devise better suitable strategies and set priorities in the allocation of resources.

Detailed information about all countries will enable the IsDB to adopt a segmented strategy and consequently (i) devise a tailor-made set of programmes and initiatives appropriate for each cluster/country and (ii) set the priorities for the resource's allocation.

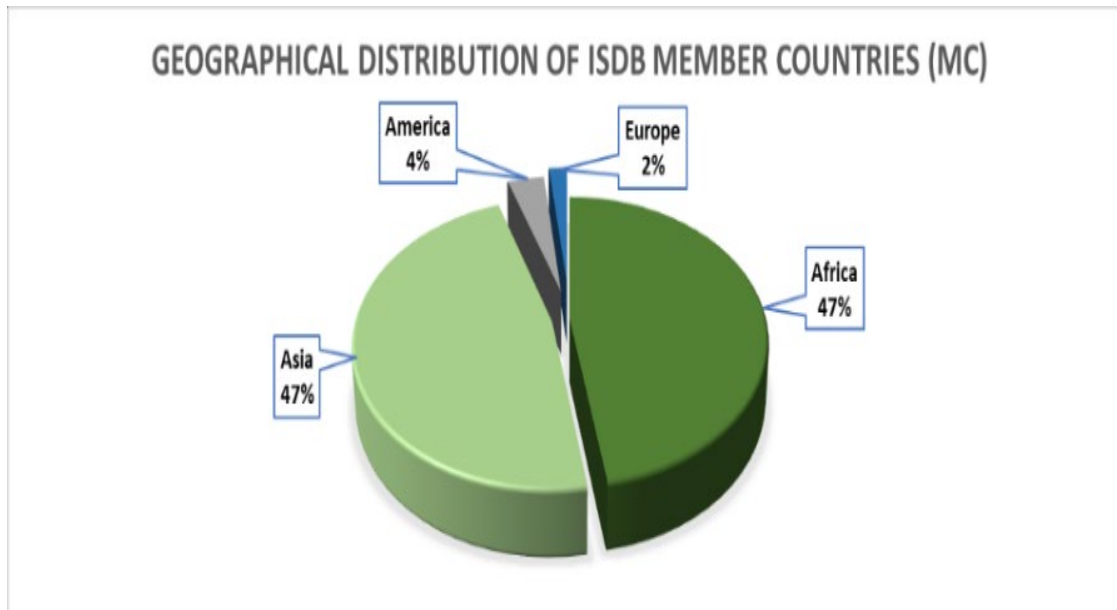
¹¹ The mentioned AfDB's survey had been conducted using an online survey tool, which can be complemented with some strategic interviews and focus groups.

¹² Normally, there are technological constraints related to the communications infrastructures, e.g. availability of data centres, the access to the internet, the level of web and ICT literacy, etc.

¹³ This schema is focused on front end processes covering notification, publication, portal, etc. However, some countries have commenced e-GP at the back-end with electronic systems for contract management, reporting and evaluation, etc. Back-end development is a good place to start if there is not strong political will for development of e-GP.

Region	IsDB Member Country (MC)	FUNCTIONALITIES									
		CLUSTER A	CLUSTER B			CLUSTER C					
		No systematic e-notification and e-access	e-publication of Procurement Plans	e-contract notices	Provision of tender documents	e-submission of tenders (e-bidding)	e-auctions	e-award notification	Ordering	e-invoicing (excluding by email)	Contract management
Asia	Afghanistan		•		•						
Europe	Albania		•	•	•	•	•	•		•	•
Africa	Algeria	X									
Asia	Azerbaijan		•								
Asia	Bahrain		•		•						
Asia	Bangladesh		•	•	•	•	•	•		•	•
Africa	Benin		•	•							
Asia	Brunei		•		•						
Africa	Burkina Faso	X									
Africa	Cameroon		•	•							
Africa	Chad	X									
Africa	Comoros	X									
Africa	Cote D'Ivoire		•								
Africa	Djibouti	X									
Africa	Egypt		•		•	•	•	•		•	
Africa	Gabon	X									
Africa	Gambia	X									
Africa	Guinea	X									
Africa	Guinea Bissau	X									
America	Guyana		•								
Asia	Indonesia		•		•	•	•	•		•	
Asia	Iran	X									
Asia	Iraq	X									
Asia	Jordan		•								
Asia	Kazakhstan		•		•	•	•	•		•	
Asia	Kuwait	X									
Asia	Kyrgyz		•		•	•	•				
Asia	Lebanon	X									
Africa	Libya	X									
Asia	Malaysia		•		•						
Asia	Maldives	X									
Africa	Mali		•		•						
Africa	Mauritania		•	•							
Africa	Morocco		•	•	•	•	•	•		•	
Africa	Mozambique		•		•						
Africa	Niger		•								
Africa	Nigeria		•								
Asia	Oman	X									
Asia	Pakistan		•		•	•				•	
Asia	Palestine	X									
Asia	Qatar		•		•	•	•	•		•	
Asia	Saudi Arabia		•		•	•	•	•		•	
Africa	Senegal		•		•						
Africa	Sierra Leone		•	•	•	•	•	•		•	
Africa	Somalia			•							
Africa	Sudan		•								
America	Suriname	X									
Asia	Syria	X									
Asia	Tajikistan		•			•	•	•		•	
Africa	Togo	X									
Africa	Tunisia		•		•	•	•	•		•	
Asia	Turkey		•		•	•	•	•			
Asia	Turkmenistan										
Africa	Uganda		•	•	•						
Asia	United Arab Emirates		•	•	•	•	•	•		•	
Asia	Uzbekistan		•							•	
Asia	Yemen		•		•	•	•	•		•	

The geographical distribution of Member Countries is an essential factor for mapping partnerships already existing or to be launched, between MCs and Multilateral Development Banks (MDB) and other Development Partners.



Since 94% of IsDB MCs are located in Africa and Asia regions,¹⁴ most of the partnerships to be followed or to be participated by the IsDB in the field of e-GP are made with the African Development Bank, the Asian Development Bank and the World Bank, organizations that have been cooperating with many MCs in implementing an agenda for the modernization of national public procurement systems and, in some cases, also for digital transformation.

The case of Albania¹⁵, the only MC in Europe, in particular, because it is profoundly impacted by the European Union public procurement policies and regulatory system¹⁶.

Subject to confirmation through dialogue with the countries and validation based on the results of the envisaged survey, the following three Clusters could be considered:

CLUSTER A: Countries who did not start implementing e-GP

The common characteristic of MCs grouped in cluster A is that they have not yet started the implementation of e-GP at all or, although prepared to that, do not always publish procurement related notices online¹⁶ and do not make the bidding documents available to be downloaded from a public procurement central portal or from procuring entities' portals¹⁸.

¹⁴ Countries are grouped in regions according to the United Nations "Standard Country or Area Codes for Statistical Use" originally published as Series M, No. 49 and now commonly referred to as the M49 standard. <https://unstats.un.org/unsd/methodology/m49/>

¹⁵ The General Affairs Council of the European Union, held on 26 June 2018 reaffirmed the EU's commitment to the enlargement process and the European perspective of the Western Balkans and agreed to respond positively to the progress made by the former Yugoslav Republic of Macedonia and Albania, and set out the path towards opening accession negotiations with both countries in June 2019.

¹⁶ An update about the progress made by Albania in the approximation to the EU regulatory system can be found in the Commission Staff Working document *Albania 2018 Report Communication on EU Enlargement Policy*, SWD/2018/151 final.

¹⁷ Corresponding to the so-called "e-notification" functionalities.

¹⁸ Corresponding to the so-called "e-access" functionalities.

These countries still need to start the path to e-GP by adopting a Roadmap containing a Strategy and a Transition and Action Plan. Since these are countries where not even such a Roadmap yet exists, the positive external influence of technical and financial partners is particularly important in order to facilitate, first and foremost, the assumption of the political will for starting this reform.

CLUSTER A			
REGION	MEMBER COUNTRY	REGION	MEMBER COUNTRY
Africa	Algeria	Asia	Iraq
Africa	Burkina Faso	Asia	Kuwait
Africa	Chad	Asia	Lebanon
Africa	Comoros	Africa	Libya
Africa	Djibouti	Asia	Maldives
Africa	Gabon	Asia	Oman
Africa	Gambia	Asia	Palestine
Africa	Guinea	America	Suriname
Africa	Guinea Bissau	Asia	Syria
Asia	Iran	Africa	Togo

CLUSTER B: Countries who do not offer e-Tendering services yet

This cluster comprises of MCs who are already offering e-Notification and e-Access functionalities but did not yet reach the e-GP maturity level that allows making the e-Submission the only or the primary way for economic operators to submit bids and for the contracting authorities to receive them.

CLUSTER B			
REGION	MEMBER COUNTRY	REGION	MEMBER COUNTRY
Asia	Afghanistan	Africa	Mauritania
Asia	Azerbaijan	Africa	Mozambique
Asia	Bahrain	Africa	Niger
Africa	Benin	Africa	Nigeria
Asia	Brunei	Africa	Senegal
Africa	Cameroon	Africa	Somalia
Africa	Cote D'Ivoire	Africa	Sudan
America	Guyana	Asia	Turkmenistan
Asia	Jordan	Africa	Uganda
Asia	Malaysia	Asia	Uzbekistan
Africa	Mali		

CLUSTER C: Countries offering e-Tendering services

MCs grouped within Cluster C have in common the fact that they have already achieved what is considered, for present strategy, a significant level of e-GP maturity¹⁹ since they offer e-tendering services to the procurement community on a permanent and systematic basis.

CLUSTER C			
REGION	MEMBER COUNTRY	REGION	MEMBER COUNTRY
Europe	Albania	Asia	Qatar
Asia	Bangladesh	Asia	Saudi Arabia
Africa	Egypt	Africa	Sierra Leone
Asia	Indonesia	Asia	Tajikistan
Asia	Kazakhstan	Africa	Tunisia
Asia	Kyrgyz	Asia	Turkey
Africa	Morocco	Asia	United Arab Emirates
Asia	Pakistan	Asia	Yemen

Priorities for such countries include but are not limited to expand the e-GP coverage to make more functionalities available throughout the procurement cycle and strengthen the integration with other e-Gov sub-systems, e.g. the Finance Management Information Systems (FMIS), commercial and criminal registries, tax and social security administration, etc.

5) Outline of an e-GP Strategy Framework

The e-GP is not an end in itself²⁰ and must be framed within broader policy objectives, both at the wider level of the e-Gov and at the more specialized level of public procurement itself (and public finances).

The vast majority of countries, regardless of their stage of economic and social development, and international organizations have already adopted and are implementing or preparing to launch digital transformation programmes. However, e-GP can only coordinate with such programmes and should, as far as possible (i) guarantee the availability of some e-Gov requirements that directly influence e-GP performance, e.g. infrastructure and Internet access in the country; (ii) benefit from the desirable further integration with other sub-systems, e.g. public finance and budgetary management, companies, tax and criminal registries and social security; (iii) and offer as much interoperability among sub-systems and their tools as possible in view of enhancing productivity and the users' experience.

e-GP is across all agencies is a powerful driver of e-Gov more generally. Both e-Gov and e-GP offer a very interesting potential for leapfrogging that organizations such as IsDB can stimulate together with their Member Countries who show a stronger political will to catch up and adopt a faster pace of reform to bridge the gaps in the respective ICT landscape.

¹⁹ Important to note that countries that have achieved considerable e-GP have not necessarily achieved the objectives of e-GP strategy.

²⁰The same with public procurement itself, which ultimately aims to meet the needs of the community through the acquisition of goods and services and the carrying out of works.

Among the General Provisions, the new Guidelines²¹ set out policy objectives for procurement in connection with the IsDB's mission²² and the strategic guidelines of Strategy 10Y²³ and P5P²⁴ which can be seen as the Bank's core procurement principles: (i) to promote sustainable development with integrity; (ii) to promote value for money through the application of core procurement principles, i.e. economy, efficiency, fairness and effectiveness.

The IsDB encourages Beneficiary's to continually modernize their procurement systems, including incorporating e-GP elements that ensure economy, efficiency, fairness and effectiveness in the procurement process. The country e-GP covers various aspects of the procurement process, including issuing bidding documents, and addenda, receiving applications, quotations, bids, proposals, and carrying out other procurement actions.

To further explain the use of e-GP, the Bank has prepared Guidance Note on the use of e-GP which details how and under what circumstances IsDB permits the use of e-GP in different stages of the procurement process. It may be used in projects financed in whole or in part by IsDB and to guide Beneficiaries on introducing or extending e-GP in national and agency-level procurement systems.

IsDB Beneficiaries are encouraged to use e-GP across IsDB's procurement cycle, particularly for the procurement planning, bidding, bid evaluation, contract award, and contract implementation stages. IsDB must approve the use of an e-GP system.

Based on the assessment undertaken by IsDB for the compliance of country e-GP with its project procurement process. The national agency will be asked to consider suggested measure which will ensure compliance and enable using the e-GP system. IsDB will avoid, whenever possible, requiring changes to the standard functionality and processes of the system.

In case the IsDB decides to use the e-GP system of member countries, it will undertake assessment and only if it is satisfied with the adequacy and efficiency of the system, including its accessibility, security and integrity, confidentiality, and audit trail features. The project procurement risk assessment completed by IsDB should verify and confirm the proposed use of e-GP or related arrangements and ensure that the e-GP system should not prevent the participation of any potential eligible Bidders as detailed in IsDB's Guidance Note on Eligibility. A description of the use of e-GP and related specific arrangements and decisions shall be indicated in the approved project procurement plan and procurement strategy, if requested by IsDB, before implementation.

The e-bidding or e-tendering module in Beneficiary-led e-GP will be verified for compliance to the latest version of the Multilateral Development Banks (MDBs)²⁵ e-tendering requirements, as adopted by IsDB. The other modules of e-Procurement, such as catalogue management or e-marketplace, will be verified for compliance with reference to IsDB's Core Procurement Principles as detailed in Paragraph 1.5 of IsDB's 2019 Guidelines for the procurement of Goods, Works and related services under IsDB Project Financing and the requirements set out in Paragraph 1.47.

²¹ Sections 1.5 and 1.6., respectively of the Guidelines for Procurement of Goods, Works and related Services and the Guidelines for the Use of Consultant Services.

²² Article 1 of the Articles of Agreement of IsDB.

²³ 10 Year Strategy of the IsDB Group (2016-2025)

²⁴ President's Five Year Program (P5P) (2017-2021)

²⁵ Note that the MDB e-GP requirements are focussed on functional governance with very little concern with technical governance, which should also be addressed

After clearance of an e-GP system by IsDB, the Beneficiary will closely monitor and record e-GP implementation experiences and share with IsDB any challenges faced in the procurement, specifically because of the e-GP system used. Such feedback will enable IsDB to develop suitable remedial measures to address these challenges and coordinate a harmonized approach to problem-solving with other MDBs.

6) e-GP System Accreditation Modalities

IsDB will approve the use of an e-GP system on a case by case basis based on the outcome of the assessment. If a system found to be substantially compliant with the 2019 Procurement Guidelines, the Bank will consider its utilisation depending on functionality for NCB, Limited ICB and ICB procurement with the Standard Bidding Document (SBD) conditions, or such.

If an e-GP system was accredited previously by IsDB, or another MDB, and no substantial modifications were introduced since such accreditation, IsDB will consider authorizing the use of the system on a case by case basis if it complies with IsDB's Core Procurement Principles. If the system was not accredited previously by IsDB or another MDB, or substantial modifications were since introduced, the system must be (re)assessed by an IsDB-appointed consultant or staff during the procurement planning stage of the project.

The executing agency is required to facilitate the assessment of the e-GP system by IsDB staff or consultant deployed onsite. The first step in the assessment of the agencies e-GP system is for the agency to complete the questionnaire in Annex II of the IsDB Guidance Notes on e-Procurement and MDBs electronic bidding requirements (Annex-I). The scope of the assessment will be determined by the results of the e-GP questionnaire, the procurement's complexity and the system's maturity.

The executing agency is requested to submit a compliance statement of its e-GP system to IsDB's e-GP requirements concerning compliance to the MDB e-tendering Guidelines, as applicable. IsDB may review the system onsite to verify compliance and identify non-compliances, if any, and analyse their risks and impacts. When the risks and impacts are considered material, remedial measures will be recommended to address the non-compliance.

If these are agreed to and addressed, IsDB may consider approving the use of the system. Any assessment result may recommend the use of certain e-GP specific requirements to be inserted in the SBD's of the procurement to be processed using the e-GP system.

6.1 Vision

The proposed vision is ambitious, taking into account the starting point, i.e. the current state of implementation of e-GP in the 57 MCs of IsDB, but is consistent with the endorsed definition of e-GP. Reaching the point where the country provides the functionalities that integrate the e-Tendering means, under the terms of this strategy, offering the so-called "minimum e-GP services".

Vison:

ALL IsDB MEMBER COUNTRIES WILL MAKE AVAILABLE THE E-TENDERING FUNCTIONALITY BY 2030.

6.2 Principles

Digital transformation in general, and the e-GP in particular, should be regarded as enablers of the public procurement modernization at the service of the vision and the mission of IsDB and, to that extent, e-GP should contribute to the practical pursuit of the core procurement principles of the IsDB, i.e. economy, efficiency, fairness and effectiveness.

Tailor-made solutions are needed for each MC based on their specific needs (different rhythms but the same ultimate goals). Accompanying the other MDBs also the IsDB recognizes that it should “ ... encourage individual governments to find their paths in the development and implementation of e-GP ...” so that “the resulting systems will reflect the specific requirements and priorities of each government for which there is no single ‘right’ solution.”²⁶

Facilitating and promoting the launch of multi-country capacity building projects²⁷ in the field of public procurement and e-GP is essential. Strengthening the existing collaboration and coordination with other MDBs and Development Partners initiatives and programmes which calls for (i) mapping all ongoing and projected initiatives in every MC; (ii) joining ongoing initiatives/projects led by other partners or inviting them to joint venture with the IsDB in the interest of the MCs; (iii) pay special attention to filling in possible gaps – situations not adequately covered by other MDBs efforts – especially in view of reducing the gap between the least advanced and the most developed countries in terms of e-GP up-take, and (iv) the formal adoption²⁸ the “e-Tendering Requirements for MDB Financed Projects”²⁹ – Annex 2 – by the IsDB and adherence to the MDBs Working for its revision.

6.3 Group responsible objectives

The IsDB Strategy Framework is designed to support MCs pursuing the following key objectives:

Objective-1: *Increase the use of e-GP in Bank-funded operations.* Legal, managerial and operational arrangements must be made to allow for a substantial increase in the use of e-GP in Bank-financed procurement.

Objective-2: *Strengthen the national public procurement systems of MCs by promoting their changeover towards e-GP.* This objective is justified by the empirical evidence on the benefits of e-GP and the link between its introduction and the improvement of its system in terms of efficiency (more accuracy, fewer errors, less time, higher productivity, savings on both sides of the market), transparency and competition.

²⁶ Source: E-Tendering Requirements for MDB Financed Procurement, Nov 2009, p.3

²⁷ Unlike in other thematic areas, this is an area where states act predominantly alone or only with the support of MDBs and other development partners, but not in multi-country partnerships, even where cultural and linguistic affinities could naturally suggest this, as in the case of Portuguese-speaking African countries.

²⁸ In practice, the IsDB has been assessing the e-tendering systems of MCs based on the “e-Tendering Requirements for MDB Financed Procurement”.

²⁹ It is assumed in the document that “Through setting standards and requirements MDBs aim at safeguarding the key principles of (i) transparency, (ii) non-discrimination, (iii) equality of access, (iv) open competition, (v) accountability and (vi) security of the process.” and that “...*Translating these core principles into operational effect has implications for variables such as (i) bid advertising, (ii) technological/brand neutrality, (iii) technical standards for interoperability and security, (iv) some processes such as ensuring good audit trails, (v) cost and ease of participation.*”

Objective-3: Develop e-GP capacity and share the relevant experience. Public procurement capacity is built to fill in the structural gaps. The professionalization of the procurement function from contracting entities (demand side) and economic operators (supply side) is critical.

Objective-4: Build capacity in using e-GP data to measure public procurement performance. The introduction of e-GP, especially when the e-bidding stage is exceeded and the contract management stage is reached, operates a real paradigm shift in relation to the quantitative knowledge of a public procurement system. It is worth noting that we have moved from a model of information generation based on manual operations "on paper" to a model of access to data automatically generated by the operation of the system (transactions) with the inherent advantages in terms of time and resources needed to both obtain and process the information, as well as a reducing error and increasing reliability. However, good business intelligence tools will have to be made available to make the best use of these new possibilities. Only in this way can we make performance measurement as a key step towards the strategic management of public procurement.

6.4 Key Strategic Directions

The diversity of MCs regarding e-GP up-take calls for a strategy that focuses primarily on country tailored programmes to be adopted by national authorities mandated with the public procurement reform so that their specific needs can be addressed, and the proposed solutions are fit-for-purpose and feasible. In general, such national programmes could take into consideration the following three directions:

- First direction: Use of e-GP in IsDB financed projects;
- Second direction: Launch and enhancement of national adoption plan option of e-GP;
- Third direction: Measuring Public Procurement Performance.

The IsDB will drive a culture change in the adoption of the e-GP in the country

Even though clustering is considered essential for constructing a flexible strategy that matches common objectives with the possible specific constraints of each MC, some leapfrogging should be encouraged when adopting or enhancing the national specific e-GP adoption plans.

STRATEGIC DIRECTION	CLUSTER A Countries	CLUSTER B Countries	CLUSTER C Countries
<u>First Direction</u> <i>Use of e-GP in IsDB Financed Projects</i>			X
<u>Second Direction</u> <i>Adoption of e_GP</i>	X	X	X
<u>Third Direction</u> <i>Measuring Public Procurement performance</i>		X	X

6.4.1 First direction: Increase the use of e-GP in IsDB financed projects

This strategic direction is based on the idea of taking positive advantage of the Bank's involvement through the financing of the Beneficiaries' projects to agree with the Member

Countries both (i) the feasibility study of one-off arrangements, and (ii) the use of e-GP as one of the conditionalities linked to the Bank's support³⁰.

One-off arrangements for conducting Bank-financed procurements electronically

Countries grouped within CLUSTER A

Assess the feasibility of using off-the-shelf e-Tendering platforms to showcase (real-life simulation) the use of e-GP in Bank-financed procurements/projects

Countries not yet systematically publishing the procurement notices and providing the bidding documents online – Cluster A – the possibility of supporting, technically and financially, implementing agencies to procure a stand-alone, one-off e-GP solution/service to run specific IsDB financed procurements should be assessed. In addition to assessing the legal feasibility of such approach in light of the national legal framework, this possibility should be conveniently tested and piloted in view of assessing the risks and benefits, the potential for capacity building and showcasing to promote a faster e-GP up-take.

Based on the county capacity and readiness for launch of e-GP, this approach should preferably be experimented on high-value acquisitions which offer a broader showcasing potential. The national implementation agency should be able to benefit from external support provided through the Bank's technical assistance arrangements.

Use of e-GP as an agreed conditionality (between Beneficiary and IsDB)

Countries grouped in CLUSTERS B and C

Increase the use of e-GP in IsDB funded procurements/projects

Although the procurement financed by the IsDB represents only a part of the whole public procurement conducted in each MC, these projects offer an excellent opportunity to promote the adoption of e-GP.

The use of e-GP in IsDB financed projects should be considered among the strategic priorities of the Bank since it will certainly foster a more efficient procurement of goods, services and works as part of implementation of the funded projects. It will contribute to the achievement of value for money and increase competition and transparency.

It is also important to stress that specific projects offer a better testing and piloting environment than a whole national public procurement system which is of a different dimension (volume and number of contracts and contracting authorities) and complexity (all kinds of contracts).

³⁰ Not in the sense of the Bank imposing the adoption of the e-GP in the financed projects but rather the formulation of a shared vision regarding the potential that concrete projects offer to produce a positive side effect - the use of e-GP - with all its showcasing potential in relation to the other contracting entities of the country concerned

The expected awareness-raising and showcasing made possible by the use of e-GP in specific projects that are well known by the public will stimulate stakeholders to get involved and support the generalization of its use.

The inclusion of e-GP related provisions in the Member Country Partnership Strategies (MCPS), Project Preparation and Project Appraisal Reports (PPR / PAD), and the Financing Agreements, should be considered so that both the financial and technical assistance provided by the Bank are regarded as strategic opportunities to stimulate advances in the digital transformation agenda of MCs, especially for countries where e-GP is well established or making significant progress in that direction.

6.4.2 Second direction: launch and enhancement of national adoption plans

This direction is devised to meet two very distinct realities as the countries fall into one of three clusters — Cluster A, which gathers least developed countries in terms of e-GP or Cluster B, which corresponds to a moderate development stage and Cluster C, in which there is a need for permanent enhancement even if these countries have already reached set goals. Efforts would be focused to build the capacity of these countries towards the gradual adoption of e-GP.

For all clusters, the ultimate goal is to raise the level of e-GP up-take, or the coverage and quality of existing systems, throughout the procurement cycle regardless of the starting point of each country. In more concrete terms, the following actions could be considered for each Cluster:

Countries grouped in CLUSTER A

- Building on the work of other MDBs further and conduct of *e-GP Readiness Self-Assessments*, or update of existing, in partnership with the competent national authorities;
- Sharing knowledge and experiences of leading countries in the e-GP adoption and develop a roadmap for implementation of e-GP based on the specific country requirements;
- Formally adopt a comprehensive roadmap and an action plan for the changeover towards e-GP;
- Encouraging “*South-South cooperation*” through the identification of opportunities and the establishment of partnerships between countries of the relatively advanced Clusters B and C;
- Technical and financial assistance rendered by MDBs should provide for access to using the most critical e-GP modules which allow performing procurement planning, the registration of contracting authorities and economic operators, the conduct of the pre and award activities, e.g. e-Tendering, e-Quoting, e-Auctions, e-Reverse Auctions – and contract management; audit trails, analyses and reporting...
- Integrated social marketing plans should be devised to support the change to e-GP (attitudinal factors may be the most challenging barriers to overcome and call for considerable investment in change management activities);
- Reinforce e-GP specific capacity through training – for both contracting authorities and economic operators - and the promotion of professionalisation schemes for the public procurers.

Countries grouped in CLUSTER B

- Stimulate the adoption of programs designed to fasten preparations for next steps up through the e-GP value chain, especially the introduction of the e-Bidding/e-Submission functionalities;
- Evaluate the current status (*baseline*) and identify the main barriers that make it more difficult to reach the next stage and set measurable and time-bound targets;
- e-GP modules which allow going beyond the so-called “*minimum e-GP services*”, including the setup of central database units and the use of BI tools for enhancing the monitoring function should be identified and the necessary technical and financial assistance deployed;
- Promote the enhancement of e-GP services quality (respond to client needs and stakeholders’ aspirations), e.g. through wider integration and interoperability among all e-Gov sub-systems;
- Map the connection and intersection areas between e-GP and other e-Gov sub-systems, e.g. public financial management information systems, tax and social security administration, business and criminal registries, and devise integration plans where appropriate;
- Reinforce e-GP specific capacity through training – for both contracting authorities and economic operators – and the promotion of professionalisation schemes for the public procurers.

Countries grouped in CLUSTER C

- Offer functionalities beyond the so-called “*minimum e-GP services*” including the setup of central database units and the use of business intelligence tools for enhancing the monitoring function, especially by using new technologies³¹ in public procurement;
- Promote the enhancement of the quality of e-GP services that are already offered (respond to client needs and stakeholder aspirations);
- Integrated communications plan and change management to support the continuation of e-GP implementation;
- Reinforce e-GP specific capacity through training – for both contracting authorities and economic operators – and the promotion of professionalisation schemes for the public procurers.

6.4.3 Third direction: Measuring Public Procurement Performance (IsDB Observatory)

When a country moves from a paper-based system to an e-GP system, we no longer collect data but rather access the data generated in the contract formation process. Instead of manual collection, with the inherent risks of error and uneven reliability, an e-GP system opens a new horizon for the quantitative dimension of public procurement management.

³¹ A Table comprising the definitions of the key “new technologies used in public procurement” is presented in Annex 1.

This is why it is so important to take advantage of the adoption of e-GP to also promote the quantitative monitoring of the performance of the MC public procurement systems.

As long as the MCs do not have management information systems, public procurement based on the operation of e-GP will always depend on the same data collection practiced before having a functioning e-GP system - a "manual" collection of information, but which should be done in a well-defined time and thematic scope - e.g. annual data collection to calculate the KPIs agreed to be part of the observatory.

The aim of the observatory is not to duplicate any effort already been made by other partners, nor to unnecessarily increase the work of the national authorities, which have the competence to report statistical data on their systems (usually the public procurement regulatory bodies), but to concentrate the available information from the MCs in a common repository.

Given its value in terms of the GDP of the MCs, it is important to have an overview of the performance of national public procurement systems, as is done in other areas of the economy and public finance, social and environmental policies to cite just a few examples.

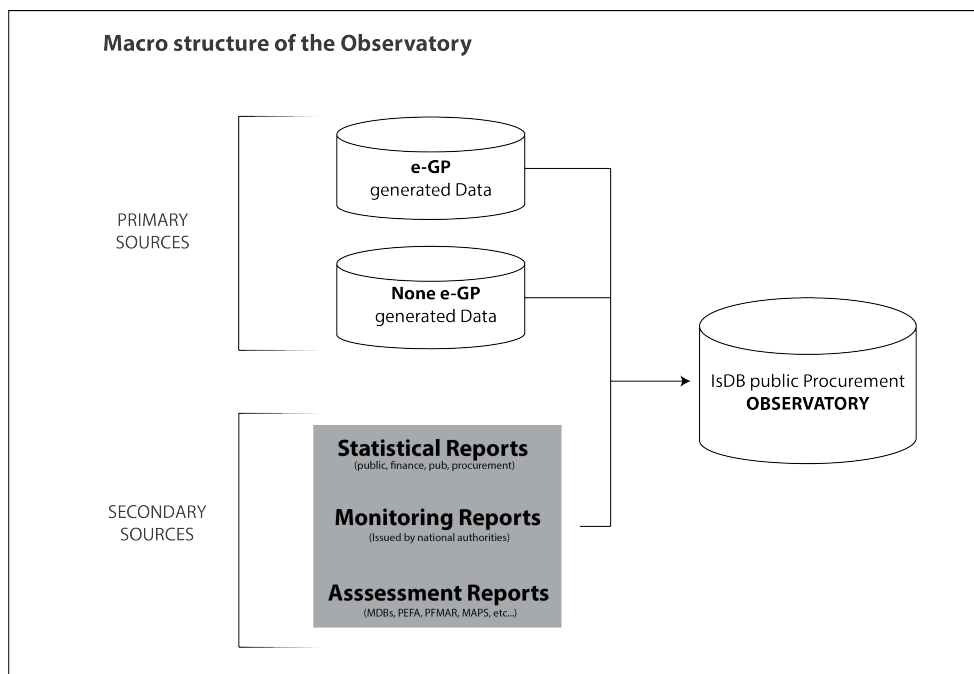
6.4.3.1 IsDB Procurement Measurement System - the observatory

Since the current proposal provides for the promotion of the e-GP adoption as the first step to enhance the "national performance measurement systems", the setup of a "*pan-IsDB Public Procurement Observatory*" (Observatory).

To be feasible and useful, this observatory should be:

- flexible, in the sense that all MCs are invited to contribute their public procurement data regardless of their e-GP maturity provided they can be treated under the common methodology set for the observatory;
- scalable, as MCs make progress and can contribute more and better data, which depends very much on the pace of their transition towards e-GP;

From a practical and operational point of view, the ideal would be to create a cloud-based repository to which national systems (ideally the central database unit serving the national public procurement system) could send the relevant data. At a first stage, in order to include as many MCs as possible, a manual method of data collection could be established through the use of a standard data collection form and survey to feed the database to be created for this purpose by IsDB.



The tangible outputs of the Observatory could comprise:

- Availability of data on public procurement per country (MC) for the network of monitoring institutions and public procurement professionals (through a dedicated web portal);
- Annual Report on Public Procurement in IsDB Member Countries – an annual statistical report, capturing the main results of the application of agreed KPIs to the available data per country.

ALL Countries (ALL Clusters)

Monitoring national public procurement systems through an IsDB Observatory

Most recent experience has shown that the quantitative approach to public procurement is very often neglected. The current strategy aims at promoting the measurement of the e-GP adoption and the performance of the national public procurement systems in a quantitative manner.

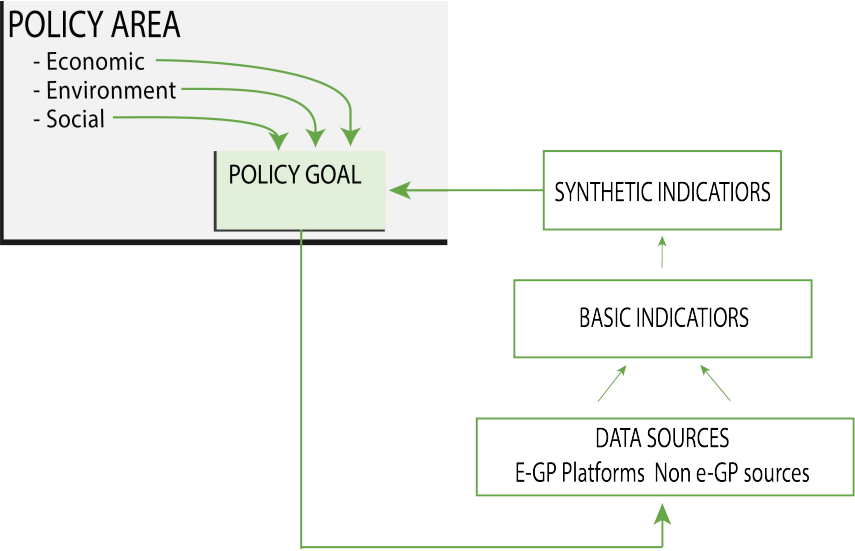
Such a permanent quantitative measurement will (i) guarantee quality inputs to the monitoring function; (ii) enhance comprehensiveness and relevance of information; (iii) make longer data series available and broaden the scope of analyses, and (iv) provide independent analysis and recommendations in view of enriching the strategic decision-making process.

The following sub-sections describe the main building blocks of the Observatory:

6.3.4.2 From policy goals to e-GP adoption and performance indicators

An initial task consists of identifying the policy goals that will be subject to quantitative evaluation. The enhancement of the systems evaluation methods and techniques will also motivate countries to review their own strategic plans and the appropriateness of available tools to reach the goals. Over time, as the data sets increase and offer a more accurate picture of reality, it will be easier to achieve organizational goals and to conduct an informed strategy review.

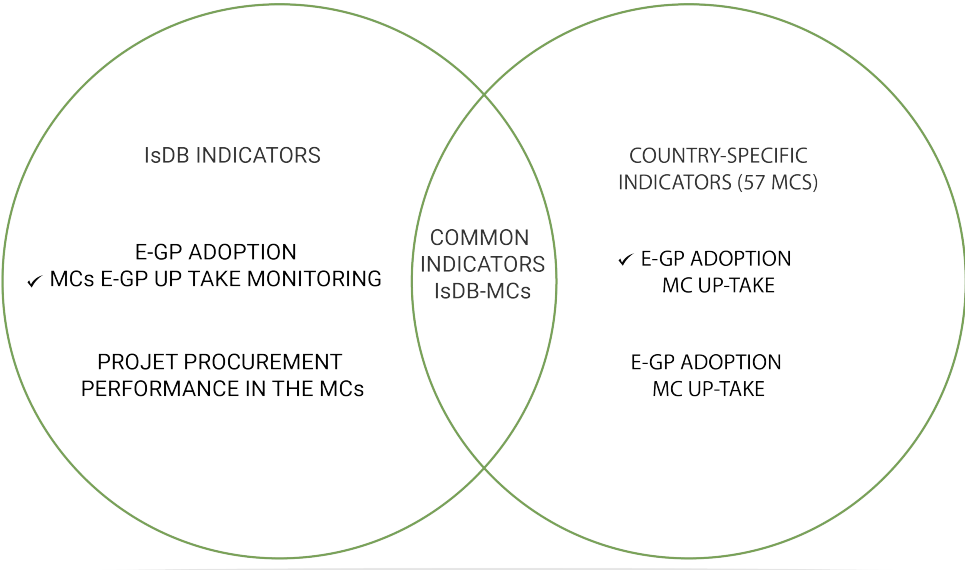
Monitoring³² of public procurement is any systematic observation of the public procurement system that is conducted coherently to assess how the system functions and develops over time and to establish whether the desired (targeted) state defined by policymakers has been achieved.



Basic indicators measure specific parts of the policy goal implementation and achievement. Its formulation should be detailed and specific in order to properly capture the reality that is the object of decision-making.

Synthetic indicators aggregate basic indicators for a given measurement area (they are broader than the basic indicators), this aggregation of the indicators is based on the calculation of averages or another algorithm, which may be weighted.

Overall, the strategy proposal advocates the coexistence of both “*common indicators*”, i.e. e-GP adoption and performance indicators that can be applied in every MC with the same formulation and calculation method, metrics and algorithm, and “*country-specific indicators*” which each MC may want to add in order to capture a particular feature of its system.



³² A distinction should be made between the concept of monitoring and the methods and proceedings applied in order to detect and remedy infringements of public procurement rules (auditing, inspection, checking of compliance).

The coexistence, in case of countries that opt to go through a dual system transitional period, of both paper-based and e-GP raises several difficulties relating to the different nature, format and shape of data generated within two completely different worlds – a paper-based system and an emerging e-GP system. This is considered when designing and planning the country-level activities, namely by carefully mapping all data generating processes in operation in the country that is feeding the overall statistical information on national public procurement . However, it represents, after all, an argument against this kind of transition that may prove to be more complex, lengthy and costly.

6.4.3.3 Common IsDB and country-specific e-GP adoption and performance indicators

Five steps towards the measurement of e-GP up-take

- Conduct a Country Readiness Assessment or update and review existing ones in the light of this strategy so that any missing answers could be obtained from national authorities;
- National Governments should be invited to define the country policy goals regarding the adoption of an e-GP System. In such a definition (policy document or statement) the key goals which will inform at a later stage the national roadmap will tackle the top-level policy issues at stake, *e.g.* legal, institutional and governance-related reforms and arrangements needed as prerequisites for the e-GP adoption, mandatory *versus* voluntary adoption to e-GP, big bang approach *versus* transitional period, single *versus* multiple electronic contracting platform services providers);
- A formal agreement on e-GP adoption indicators (uptake indicators) which requires a DATA collection and treatment/analysis protocol providing for the indicators formulation, metrics, logarithms and calculation, collection and treatment methodologies, interaction with non-e-GP generated data, etc.);
- Set the BASELINE regarding each measurement area and indicator;
- Start measuring the e-GP adoption through the application of the indicators against the baseline.

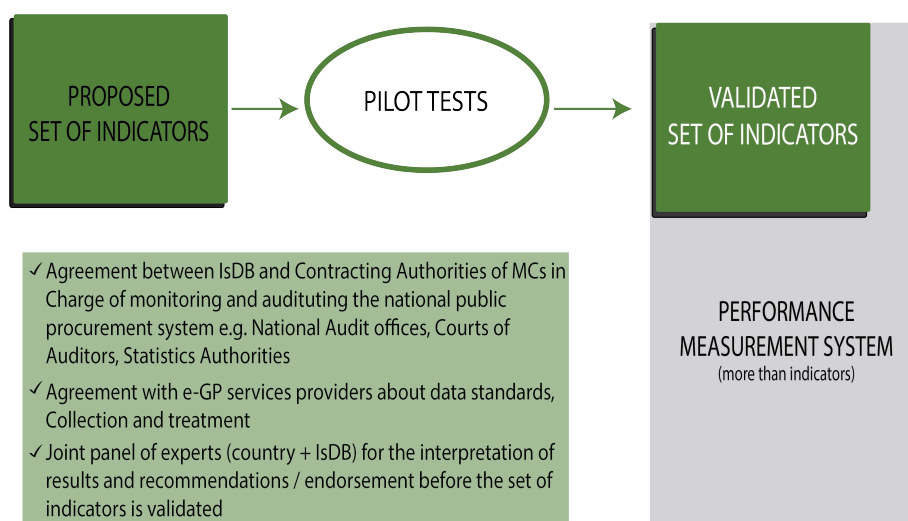
The Observatory will use data generated at three levels³³:

- The National (Meta) Level: this level represents the highest possible aggregation of data and evaluation. In this case, it refers to data and evaluation from a national (country) procurement system.
- The Contracting Authority (Macro) Level: this level results from aggregating data for all contracts concluded by a contracting entity, and
- The Contract Management (Micro) Level: this is the level at which the data are those for a single contract (e.g. contract value, object, duration, contracting authority, supplier, head office or subsidiary of the supplier, etc.).

Annex-I to III presents the (i) MDBs Harmonized e-GP Requirements, (ii) Technical Criteria for e-GP assessment and (iii) KEY e-GP Functionality Indicators.

³³The Meta, Macro and Micro level concepts have been introduced by The Contact Committee of the Supreme Audit Institutions of the European Union in the Public Procurement Audit booklet (2010).

systems taking into account the proposed three directions of the present strategy proposal as well as the policy goals that are more likely to be considered within a minimum approach to performance measurement.



IsDB should encourage the Member States to adopt a comprehensive set of indicators covering the most relevant policy areas:

- the economic performance of public procurement;
- the consideration of environmental aspects;
- consideration of social aspects;
- the level of achievement of e-GP.

The first three dimensions above are those that reveal the extent to which the measured public procurement system is more or less sustainable. The fourth is instrumental to the others in the sense that the measurement of performance nowadays³⁴ became extremely difficult to perform without making use of a technological system of production and processing of information.

The mechanisms for collecting and processing data that are needed to calculate the KPIs will naturally depend on each national system. However, an effort must be made to converge or harmonize them to the extent possible so that all MCs can benefit from the comparability of results, often different as a result of different policy options.

This sharing of information and knowledge has the potential to benefit all MCs in the respective policy production process and reforms. Knowing the practical results of implementing a given policy will be decisive for its improvement and eventual adaptation and adoption by others³⁵.

Investing seriously in the quantitative evaluation of the systems is what can contribute most to their continuous improvement. In essence, it provides avenues for solutions to the

paper on public procurement performance measures, Gian Luigi Albano/OECD (GOV/PGC/ETH 2013-1), - Brief 21 Public procurement – Performance measurement, SIGMA, 2011; Presentations rendered at the 10th Public Procurement Knowledge Exchange Platform, Istanbul, Turkey, May 2014.

³⁴This is mainly caused by the growing volume of information and data generated by a by an also increasing volume of public procurement in terms of countries' GDP.

³⁵The scarcity and/or lack of quality of available statistical information about the public procurement performance is one of the most relevant shortcomings capable of affecting the way policy and reform decisions are made - most often based solely on empirical observation and the common sense of decision-makers.

problems or inefficiencies detected and, very importantly, it facilitates the sharing with the society in general and the cooperation of stakeholders who are dedicated to the scrutiny of the system, from regulators and monitoring bodies to non-governmental organizations.

The adoption of a coherent, tested and generalized set of e-GP adoption indicators and, on a broader perspective, of public procurement performance indicators, first at the national level, is meant to be the first building block of a broader, IsDB multi-regional³⁶, public procurement system PMS³⁷. The national systems would aim to (i) collect and analyze public procurement related data generated in the concerned country; (ii) monitor the procurement policies (combination of guiding principles and policy goals) and measure the actual level of implementation, and (iii) disseminate best practices.

It is highly recommended to promote the “*Open Contracting Data Standard*” (OCDS)³⁸ which should be considered by MCs who are in the process or preparing to set up their e-GP systems and the monitoring function connected to it. The application of this standard will ensure **free and public access to information and data** while indirectly promoting other important international standards, namely the UNCITRAL Model Law on Public Procurement (2011) and the WTO-GPA (2014).

7) Recommendations and Next Steps

7.1 General recommendations

The entry into force of the new Procurement Guidelines provided IsDB with a unique opportunity to launch an e-GP strategy framework and improve the quality of the Bank’s financed projects and, in a broader and longer-term perspective, of the national procurement systems themselves.

This strategy framework needs to be further developed and detailed through a dialogue established with the national authorities in-charge of the monitoring of the public procurement function and the collection of all possibly existing information data from primary and secondary sources in MCs, thus will help in categorizing the countries and their readiness to adopt the e-GP in the projects financed by the Bank. This will enable the Bank to kick start using e-GP in some of the countries with the already established e-GP system.

The framework also provides guidance on undertaking assessment keeping in view work done by other MDBs in the use of e-GP in common MCs and also understanding challenges and risks.

³⁶ In the case of IsDB, two regions i.e. Africa and Asia are of particular importance since 94% of their Member Countries are geographically located there. The remaining 6%, corresponding to two

³⁷ The World Bank has supported the setup of this kind of “facility”. Among others, we could mention several cases in India: Public Procurement Observatory for the State of Uttar Pradesh (<http://v1.procurementobservatoryup.com>), Public Procurement Observatory for the State of Chhattisgarh (<http://pocg.in/index.php>), Public Procurement Observatory for the State of Assam (<http://www.procurementobservatoryassam.in>).

³⁸ OCDS is a core product of the Open Contracting Partnership (<http://www.open-contracting.org>) that emerged as a result of the long-standing collaboration between World Bank Institute (WBI) and GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). This collaboration builds on the work WBI has been doing with open contracting coalitions from diverse sectors in more than 21 countries, from Mongolia to Ghana. Version 1.0 of the Standard is ready for use by governments and other publishers.

In addition, to operationalize the implementation of this strategy, a more detailed Action Plan should be approved, including, among others, the following activities:

- Share the IsDB strategy framework with stakeholders and accommodate their views and needs before the implementation on national and regional levels starts;
- Engage with MCs at a regional level to further detail the roadmap and devise an implementation plan;
- Continue the mapping of use cases and sharing of best practices in the area of e-GP, including the use of *new technologies* that can help countries to achieve levels of excellence in public procurement very quickly and at a relatively low cost (leapfrogging cases); and encourage the countries on using these technologies by presenting a good experience of other MCs;
- Promote the use of e-GP, including new technologies in the project procurement of the IsDB (leading by example); done by presenting to each country how to use the e-GP for their funded project;
- Make sure that effective cooperation with MDBs and standard setters is reinforced, both at the level of coordination of efforts and deployment of resources and also on information sharing;
- Guarantee the allocation of a full-time dedicated IsDB Innovative Procurement Solutions Team to (i) always perform a strategy and policy review, and (ii) technically assist MCs. On the other hand, this Team should be able to offer project management capacity (PMO) to supplement the field-based staff allocated to IsDB's Regional Hubs and to work closely with the MCs authorities ; and
- Assess the need for issuing Guidance Notes (i) on the Assessment of National e-GP Systems³⁹ and (ii) on the Adoption of e-GP⁴⁰.

7.2 First Direction specific recommendations

Undertake a thorough e-GP assessment for 4 major countries Cluster C (Bangladesh and Indonesia -Asia, and the Morocco and Tunisia in MENA region) as a pilot; by using assessment undertaken by other MDBs, as reference.

Based on the outcome of these assessments, pilot making the use of e-GP for procuring within IsDB financed projects as **mandatory. Gradually, expanding these for** countries of cluster C, subjecting to a positive prior country-specific risk-assessment report produced, reviewed and agreed with the national authorities concerned; and let the Bank take responsibilities with the countries in case of risks to encourage them to use the strategy until they get secured and agreed on the benefits that e-GP brings to them. Showcase the successful experience widely with other countries.

IsDB to extend support in developing the e-Procurement system in Category-A and B MCs in several ways. First, it can assist in analyzing the prevailing systems and regulatory framework, defining the system's requirements. Secondly, it can guide on availability of various products and technologies and required level of functionalities and thirdly by providing both technical, financial and human resources required for the establishing the system. IsDB can also play a catalytical role in facilitating the linkage with relatively advanced countries in e-GP and also

³⁹ In line with the MDBs document "E-Tendering Requirements for MDB Financed Procurement, 2009".

⁴⁰ As a practical guide on the implementation of the IsDB Strategy Framework.

in change management and building institutional capacity to ensure effective utilization of the system.

7.3 Second Direction specific recommendations

Support efforts of Cluster-A countries because their e-GP services level is still not allowing for big and relevant batches of procurement transaction data and information to be shared in an easily workable manner.

Build country-based capacity through tailor-made training programmes and promote the professionalization of public procurers, namely by joining already existing training programmes and courses made available by the World Bank and other MDBs. This would require the IsDB-specific training contents (or modules) to be added to the existing portfolio. Moreover, IsDB can use other MDBs training and alter them to be used by IsDB.

Develop and implement e-GP dedicated communication, and social marketing integrated plan aiming at supporting the change management required given successful adoption plans.

Map initiatives and projects are making use of new technologies in public procurement both in MCs and the rest of the world in order to be able to spread best practices and knowledge throughout the IsDB MCs. Concrete measures designed to support the MCs in introducing new technologies in procurement should be included in the national e-GP adoption plans. It is worth to mention that this system should be simple and easy to use, reliable and able to measure the required accuracy.

7.4 Third Direction specific recommendations

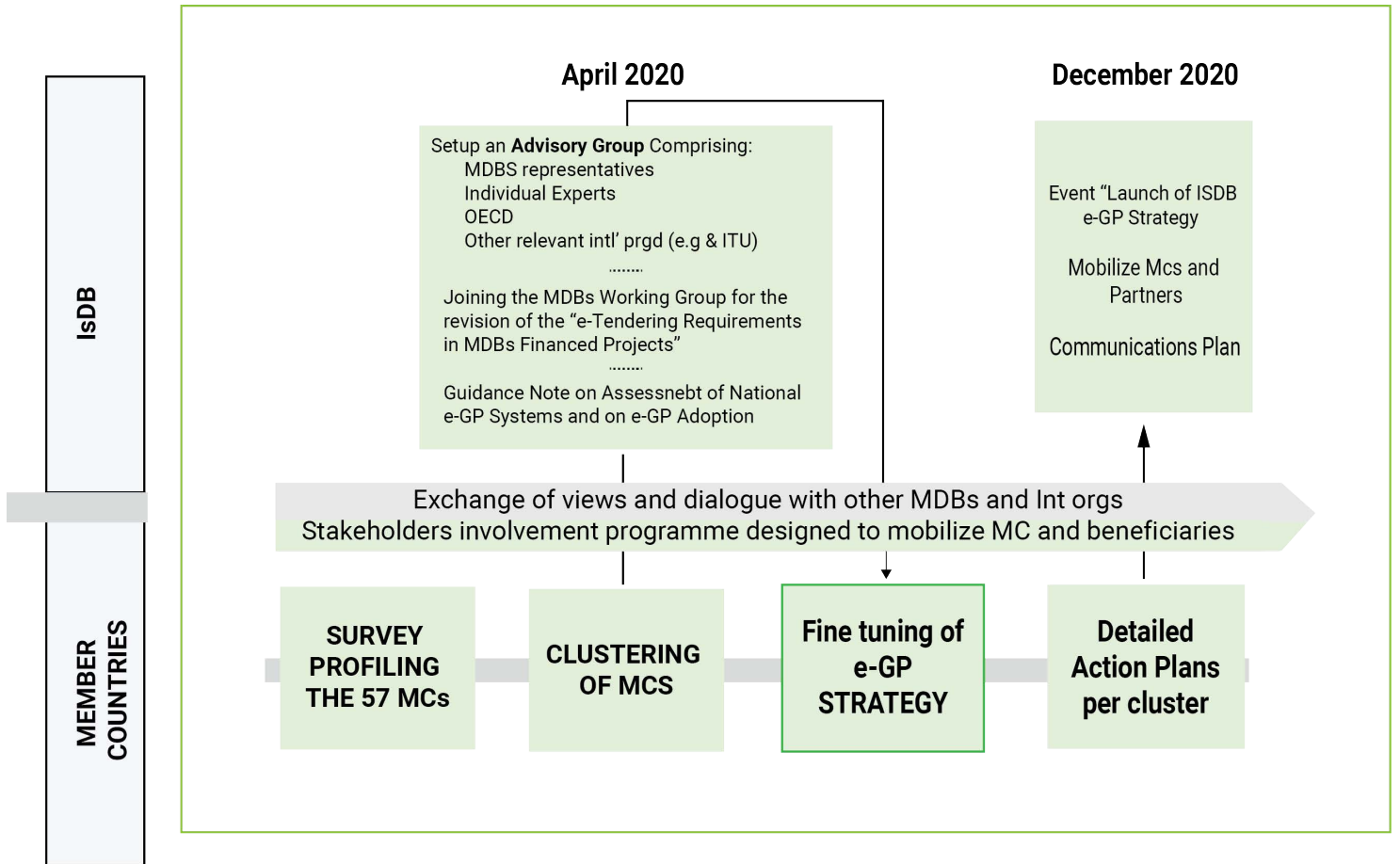
Coordinate efforts and join forces with other MDBs and international organizations – e.g. the OECD, WTO and UNCITRAL- to validate the set of Key Performance Indicators which form the base of the IsDB Public Procurement Observatory.

Try to enforce the use of e-GP in all clusters for all the projects funded by IsDB by engaging the national authorities and agencies responsible for managing public procurement in the countries.

7.5 Next Steps

The diagram below summarizes the next steps that derive from the recommendations made:

1. The following steps involve the assessment of e-GP for relatively mature Category-C countries, namely Bangladesh, Indonesia, Tunisia, Morocco, to learn lessons and gradually use these e-GP systems for projects financed by the Bank.
2. Gradually expanding these successful experiences in member countries of Cluster A and B. Supporting efforts of the countries where there are commitments to adopt these systems are high, the Bank can help in assessing their existing readiness, gathering functional and technological requirements, finding a most appropriate technology solution, and extending financial and technical assistance.
3. Supporting efforts of MCs in cluster B and A by catalyzing Reverse Linkages cooperation with Category C countries who are willing to extend capacity support and share their knowledge, experience and technical expertise.
4. Developing and implementing communication, change management and capacity building program within the Bank staff to fully utilize the e-GP system of member countries in IsDB financed operations. Also undertaking country e-GP assessment individually or in collaboration with other MDBs.



Annex-I: MDBs Harmonized e-GP Requirements

MDBs Harmonized e-GP Requirements

The MDBs⁴¹ have jointly developed a guideline for electronic procurement requirements to be used for their financed operations. It specifies the key aspects to be assessed and the criteria to be met. The IsDB is using these requirements along with the ones specified in IsDB Guidance Note to assess and use of e-Procurement in IsDB financed projects⁴².

Wherever e-GP is applied to IsDB financed operations, the following minimum features need to be available:

1) System Access:

- i) System access shall be open, equal, and unrestricted to all prospective bidders/consultants and members of the public. Those who want to submit information or receive online alerts or notifications of amendments or clarifications shall be offered an online enrollment facility.
- ii) The principle of single sign-on shall apply. Single enrollment shall allow bidders/consultants the multiple uses of the same electronic system for different procurement activities.
- iii) The e-GP system shall be interoperable with ICT products in common use and shall be an Internet-based approach accessible by users through readily available and commonly used browser software.
- iv) Downloaded documents shall be readable through open standards with a range of commonly used office software. If specialized software is necessary, this shall also be downloadable (e.g. software to read PDF documents) free of charge and compatible with the commonly used system and office software.
- v) Requirements for electronic submissions, where these are provided for, shall require interfaces with commonly used office software, or the submission software shall be available online from the contracting authority's system as required.
- vi) The system shall perform reliably and securely in time-sensitive, commercial application.

2) Advertising

Electronic advertising of procurement opportunities will be considered to satisfy the procurement advertising requirements:

- i) The advertisement shall be posted on a publicly accessible web site (or the official site where this exists) that is well known nationally, well maintained, functional, and affords free and unrestricted access.

⁴¹ Namely AfDB, AsDB, IaDB, WB and EBRD.

⁴² <https://www.isdb.org/sites/default/files/media/documents/2020-02/IsDB%20-%20Guidance%20Note%20-%20e-Procurement%20FINAL.pdf>

- ii) Concurrent advertising may also be required on additional sites and media according to specific requirements of IsDB regulations⁴³.
- iii) The bidding period shall be measured from the date of publication on the required sites/media, and where these dates vary the date of publication in the e-GP system shall prevail. A secure log of these entries shall be available for audit as required.
- iv) Where bidding is restricted or subject to pre-qualification, this shall be disclosed in the bid advertising. The bid advertisements and results disclosures shall not be restricted.

3) Procurement Documents

Contracting authorities may distribute Procurement Documents by using electronic systems (download from website).

- i) IsDB may require the use of Standard Procurement Documents. Harmonized Procurement Documents must be provided to the MDB in an approved language.
- ii) Contracting authorities shall offer the distribution of Procurement Documents in commonly used electronic formats (e.g. xml, html, doc, rtf, xls, ppt).
- iii) Contracting authorities shall ensure the integrity of the issued Procurement Documents and amendments.

4) Correspondence, Amendments, Substitutions and Clarifications

Correspondence with bidders during bid preparation shall be done electronically, and records of all correspondence shall be kept securely for audit and the bid evaluation report:

- i) All clarifications and amendments or substitutions of the procurement documents, as well as any pre-bid conference minutes, shall be posted onto the website of the associated Procurement Document. Bidders who have already expressed an interest should be directly notified electronically of any such postings. In the absence of an automated notification system, a disclaimer on the website of the procurement document should alert that it is the bidders' responsibility to check for any clarifications and amendments or substitutions on the website.
- ii) Correspondence, amendments, substitutions and clarifications shall be recorded for audit. Systems shall ensure that only authorized changes can be made.
- iii) Where Contracting Authorities stage online pre-bid conferences and clarifications, including for example online conferencing and chat facilities, such facilities shall not function after the bid submission deadline.
- iv) Correspondence during bid evaluation for the purpose of clarification may also be done electronically with the normal restrictions against modification of the substance and price of the bid. Confidentiality of the bid evaluation process shall be maintained. All correspondence and clarifications made during bid evaluation, contract award and signing stages shall be tracked and recorded for audit.

5) Submission of Bids/Proposals

⁴³ Including publishing on IsDB Website and international platform of UNDP and DG marketing.

Contracting authorities shall offer enrolled bidders/consultants the use of electronic systems to submit bids/proposals by filling in online procurement forms and/or uploading documents through a secured website conditional on the following:

- i) There shall be security arrangements⁴⁴ to ensure confidentiality of each bidder's bid/proposal (i.e. protect privacy by allowing only authorized persons to access the content at the authorized time) and integrity (i.e. not allow any modification after submission deadline) of bids/proposals in electronic format;
- ii) Bids/proposals submitted online shall be virus scanned by the system before being uploaded and accepted into the online bid box, and where this causes a bid to be rejected the bidder/consultant shall be notified immediately. In the absence of virus scanning by the system, a disclaimer on the bid submission website should alert that it is the bidders' responsibility to submit the electronic bids/proposals free of virus.
- iii) Online submissions shall be received into an electronic bid box and maintained to high standards of security for long term record-keeping and audit.
- iv) Contracting authorities shall ensure that only authorized persons can set the date/time of the applicable time zone of an automated closure of an electronic bid deadline. A secure log of these processes shall be available for audit as required.
- v) Bidders/consultants should be allowed to submit modifications to bids/proposals, modify their bids/ proposals or withdraw previously submitted bids/proposals electronically up to, but not after, the time of the bid submission deadline. Receipt of modification or notice of withdrawal, including the date and time, must be acknowledged. A secure log of these processes shall be available for audit.
- vi) In the absence of this functionality, the system shall alert bidders that bids cannot be modified/withdrawn once submitted.
- vii) Contracting Authorities shall accept only those bids/proposals in electronic format the submission or modification of which is completed at the time of the bid submission deadline. Receipt of electronic submissions, including the date and time, must be acknowledged by the system immediately.

6) Bid Securities

- i) Use of bid security/bid securing declaration is preferable.
- ii) Electronic bid securities are acceptable as long as they do not discriminate any bidder.
- iii) If bid securities are required in paper format, a scanned copy of the original can be accepted at the time of bid submission and the original complying with the procurement documents shall be submitted as pre-requisite for bidder's qualification (e.g., at the time of post-qualification).

7) Public Bid Opening

Contracting Authorities may use e-GP to open bids/proposals:

⁴⁴ See Section 9

- i) Electronic bids should be opened online at the specified bid opening time document and the name of all bidders, and bid prices shall be disclosed on the website at least to all parties involved in the procurement process.
- ii) Contracting authorities shall securely keep the bid/proposal opening records and make them freely available by electronic means to all bidders who submitted bids.
- iii) Contracting authorities shall ensure that, for two-stage evaluation processes, financial proposals in electronic format shall only be accessed and opened after the evaluation of the technical proposals.
- iv) Bids/proposals in electronic format shall be confidential and accessible by authorized persons until the publication of the contract award.

8) Bid Evaluation and Contract Award

The contracting authority may use pre-approved automated evaluation processes so long as the evaluation aligns with the criteria established in the procurement documents; is consistent with the principles of economy, efficiency, equal opportunity, and transparency; and does not violate other MDB requirements on procurement.

- i) A bid evaluation report (BER) shall be prepared as required by the IsDB, which may be in electronic format.
- ii) Contract awards shall be published online consistent with bid advertising.

9) Information Security Management

- i) For any e-GP processes engaged internally or through third parties, the contracting authority shall develop, maintain and implement an information security management system that conforms with international standards⁴⁵ for information management.
- ii) There shall be no outstanding audit issues that represent a material risk to the integrity or security of any project.
- iii) Contracting authorities should have in place procedures to be followed in the case of any failure, malfunction, or breakdown of the electronic system used during the procurement process. Contracting authorities shall not accept any responsibility for failures or breakdowns other than in those systems strictly within their own control.
- iv) e-GP systems and information security shall ensure that secure records are kept of every process, procedure, transmission, receipt, transaction in terms of the content, executing individual and authorizations, time and date. These records shall be kept for at least two years after the closing date of the Loan Agreement and be made available for audit on request.

10) Authentication

Where a Digital Certification/Signature is required, the following shall apply:

⁴⁵ such as ISO/IEC 17799, AS/NZS 7799.2, HB 231

- i) The certification process shall certify bidders for a reasonable period of time (at least one year), and bidders shall not be required to request certification for each procurement process.
- ii) The certification process shall be kept open permanently allowing bidders to submit the request for certification at any time in order to allow them to register in advance for future procurement processes.
- iii) The certification process shall allow bidders to take all actions required for their certification within their own countries, without the need to travel abroad.

11) Payment

Good practice provides free and open access to all information and allows bidders to submit bids without any charges. However, if payment is required, a nominal fee may be charged under the following restrictions:

- i) Prospective bidders shall have open and free access to all Specific Procurement Notices (SPNs). No payment shall be required.
- ii) Nominal fees to be charged are expected to be of a reasonable amount.
- iii) Bidders should be offered an electronic payment facility (e.g. electronic check, credit card) to avoid situations where bidders incur charges online but must visit an office to pay for them.

12) Other Considerations

Any discrepancies in the applications of the requirements in this document shall be subject to prior approval by the relevant IsDB.

Contracting authorities may use e-GP systems operated by a third party under a service contract arrangement. Unless appropriate, security mechanisms are in place which prevents them from accessing confidential information. Third party service providers and their subsidiaries or parent companies shall be ineligible to be awarded contracts on procurement processes that are undertaken through the said e-GP system. Irrespective of who operates the system all requirements and conditions of this Guide shall apply.

The e-GP requirements presented above support the core framework principles already described. The requirements apply where countries wish to apply e-GP to any IsDB financed operations. If circumstances arise in any contracting authority country that causes the e-GP requirements to conflict with these principles, then the circumstances shall be referred to the IsDB for interpretation.

The application of electronic systems to IsDB financed activities shall comply with the above requirements. Beneficiary countries are urged to review their electronic arrangements before approaching IsDB for the approval of such applications.

Annex-II: Technical Criteria for e-GP assessment:

No.	Criteria	Assessment	Score (Scale 1-4) ⁴⁴
1.	Type of technologies including Artificial Intelligence, Machine Learning, and Blockchain used for e-GP.		
2.	IT backbone Infrastructure including Public Servers (IT Infrastructure processing power, storage and memory and connectivity) or external secure Cloud-based technology used for e-GP.		
3.	Features of the system covering tendering, award and payment process. Also, integration of performance management of consultants/contractors/suppliers.		
4.	e-GP system accessibility, security and integrity, confidentiality, and audit trail features (clause 1.47 of the guidelines)		
5.	e-GP system performance and continuous assessment and improvement based on clearly defined performance and efficiency parameters.		
6.	Use of e-GPs are mainly for NCB, or it includes ICB (including the availability of the Digital signatures and receipt of electronic Bid Security from international Banks and security of their financial bids to only be opened on bid opening day.		
7.	Ability to register the both Consultants/Contractors/Suppliers individual, firms or Joint Ventures)		
8.	Price of the registration, availability of tender notices and bidding documents in local or at least 1-2 international language facility		
9.	e-GPs are based on Local legislative and regulatory frameworks which are not aligned with the MDBs procedures including bidding documents, mode of procurements, eligibility and		

The scale lists how significant of an impact the criteria under assessment has on the overall implementation and mainstreaming of e-GPS. 4 – Very High Impact, 3 – High Impact, 2 – Low Impact, 1 – Very Low Impact.

	process. This may require additional options for donors/MDBs harmonized systems		
10.	Any preference to be given to national/state-owned enterprises (SOE). These should meet basic MDBs criteria before these SOE are considered as eligible		
11.	Lack of communication ability of the e-GP platform to keep bidders/firms informed during various phases of the process and ensure the security of information in order to build the trust of users of the system		
12.	Harmonized data structures based on open contract data standard (OCDS) framework to be standardized, which will enable data analysis for assessing the performance of the procurement process		
13.	Building capacity of the national firms/SMEs and small contractors to be able to utilize the e-GP platforms effective		
14.	Complaint Handling and Appeal Mechanism is made an integrated part of the e-GP		
15.	Role, responsibilities and accountabilities of the staff involved in managing the e-GP		
16.	Overall ease of use, functionality, navigation and user-friendliness of Portal		

Annex-III: KEY e-GP Functionality Indicators

INDICATOR (Amount in USD)		Latest Year	Previous Year1	Previous Year2
1.1	Value of contracts awarded through e-Submission			
1.2	Value of goods contracts awarded through e-Submission			
1.3	Number of goods contracts awarded through e-Submission			
1.4	Value of works contracts awarded through e-Submission			
1.5	Number of works contracts awarded through e-Submission			
1.6	Value of services contracts awarded through e-Submission			
1.7	Value of services contracts awarded through e-Submission			
1.8	Value of contracts awarded to foreign companies			
1.9	Number of contracts awarded to foreign companies			
2.1	Average price variation indicator			
2.2	% of contracts awarded on the basis of the lowest price			
2.3	% of contracts awarded on the basis of most economically advantageous tender			
2.4	The average length of the pre-award stage (from contract notice to contract award notice)			
2.5	The average length of central purchasing procedures			
2.6	Total cost for participating in public procurement procedures (by type of contract)			
2.7	The average number of bidders per type of contract (goods, services, works)			
2.8	% of abnormally low tenders			
2.9	% of contracts subject to non-judicial review			
2.10	% of contracts subject to court appeals			
2.11	Number of appeals per year			
2.12	The average value of contracts giving rise to a dispute			
2.13	The average length of review procedures			

2.14	The average length of appeal procedures			
2.15	CA/EO winning rate (% of total) review			
2.16	CA/EO winning rate (% of total) court appeals			
2.17	Number and value of tenders published on the web (% of total procurement)			
2.18	% of contracts reserved to national bidders			
3.1	The total value of MDBs-funded contracts			
3.2	The total number of MDBs-funded contracts			
3.3	The average value of MDBs-funded contracts by type of contract (goods, services, works)			
3.4	The average value of MDBs-funded contracts by type of procedure (ICB/LIB/NCB/Shopping/FAs/Direct Contracting)			



For any additional information, Please see

www.isdb.org/procurement

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