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Consolidated View & Analysis of Responses from 27 Asia Pacific Countries to Public Procurement Survey (with e-GP Overview)

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For **Asian Development Bank**

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This report has been prepared only based on the survey responses. No other primary or secondary research was conducted for better understanding of the responses. Hence, findings reported in this document are accurate to the extent the survey responses are accurate.

This report is prepared as per survey responses submitted by country representatives in January 2011. Hence, developments subsequent to that time period are not reflected in this report.

About the Author

Dr. Ramanathan Somasundaram was selected on the basis of his previous consulting involvement with Government of Karnataka e-Procurement initiative. He was associated with the initiative for 5 years (2005-2010)

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Executive Summary

ADB commissioned a survey to evaluate the state of readiness of e-GP system and e-GP implementation experiences in its Developing Member Countries (DMC). A survey questionnaire was prepared and representatives from 30 countries were invited to respond to the survey. Out of 30 countries, 27 responded to the invite by filling out the survey questionnaire.

The survey responses are consolidated and analyzed in this report to obtain a holistic view of public procurement profile, e-GP planning and e-GP implementation initiatives in the 27 DMC's. Also, the responses are segregated region-wise and analyzed under 5 regions namely: Central & West Asia, East Asia, Pacific Region, South Asia and South East Asia. Responses to 2 or more related queries are correlated in an effort to draw meaningful inferences (e.g.) whether e-GP systems launched a decade earlier have better functional and geographical coverage compared with recently launched systems. A comparative analysis of the e-GP systems implemented is done to position & rank the e-GP systems in a 2-dimensional map.

Key findings from this survey are listed below:

1. 5 of 7 countries in South East Asia region & 3 of 6 countries in South Asia region have implemented e-GP
2. The list of functionality which is not pervasive as of now but will increasingly come into focus in near future is given below:
 - a. System for receiving bid securities or guarantees (newly planned in 7 countries)
 - b. e-Payment system for invoicing and payment (newly planned in 10 countries)
 - c. Credit card transaction reporting and reconciliation system (newly planned in 4 countries)
3. Philippines and Malaysia from the South East Asia region pioneered the implementation of e-GP in the year 2000. India followed suit after a gap of 7 years. Soon after, Indonesia and Vietnam started implementation of e-GP system in their countries. In the years 2010 and 2011, a total of 6 countries joined the e-GP bandwagon. A total of 22 countries have reported plans to implement e-GP system. Thus, the number of countries with e-GP systems is expected to increase substantially in near future.
4. The key success factors reported by the respondents are: a) Political will / Top Management support (45.45%) b) Change management (36.36%) c) Mandatory / Regulation (27.27%) & Enhanced efficiency and effectiveness (27.27%)
5. The major problems faced during e-GP implementation are: a) Change Management (81.82%) b) Infrastructure Constraints (54.55%) & c) IT literacy (36.36%)
6. The 11 e-GP systems are mapped onto a two-dimensional positioning map to obtain a snap-shot view on maturity of the systems, wherein X-Axis and Y-Axis is defined as "Functional Coverage" and "Geographical Coverage" respectively. The 11 e-GP systems are compared and ranked in relation to one another, as per which the e-GP system (e-Perolehan) implemented in Malaysia is ranked at the top. e-GP systems in India and Indonesia are placed in the same Quadrant as Malaysia.
7. The current status on functional coverage is co-related with e-GP system launch date and roadmap for implementation of new functional components. Key observations from this correlation are given below:
 - a. Thailand has plans to implement 5 new additional functional components
 - b. Functional coverage of e-GP system in Georgia is just as good as Malaysia, though this implementation went live only about a year back.
 - c. Despite being a pioneer, e-GP system in Philippines has fallen behind on the functional coverage

1 Introduction

ADB commissioned a survey to evaluate the state of readiness of e-GP system and e-GP implementation experiences in its Developing Member Countries (DMC). A survey questionnaire was prepared and representatives from 30 countries were invited to respond to the survey. Out of 30 countries, 27 responded to the invite by filling out the survey questionnaire. The questionnaire is divided into 3 parts namely:

- (i) Part A: Country Public Procurement Profile, enquires about:
 - a. Central Public Procurement Authority (PPA)
 - b. Regulatory framework and coverage
 - c. Reform agenda & need
 - d. Initiatives and
 - e. Procurement spend
- (ii) Part B: e-Government Procurement planning, enquires about:
 - a. e-GP roadmap
 - b. Plans to implement specific functionality &
 - c. Development of surrounding systems (e.g. legal architecture and IT infrastructure) required for e-GP implementation
- (iii) Part C: e-Government Procurement System Implementation, enquires about:
 - a. Launch date
 - b. Modules implemented
 - c. Security implementation
 - d. Overall management of e-GP system
 - e. Usage statistics, challenges faced, key success factors etc.

The questions under Part A and Part B are objective and require the user to select one or more of the pre-defined options. Certain questions in Part C require descriptive response from the respondents. Broadly, the questions requiring descriptive response enquire about the approach adopted for implementation of a certain feature / functionality in e-GP system and respondent's perception of the challenges and key success factors in e-GP implementation.

The survey responses are herewith consolidated and analyzed to obtain a holistic view of public procurement profile, e-GP planning and e-GP implementation initiatives in the 27 DMC's. Also, the responses are segregated region-wise and analyzed under 5 regions namely: Central & West Asia, East Asia, Pacific Region, South Asia and South East Asia. Responses to 2 or more related queries are correlated in an effort to draw meaningful inferences (e.g.) whether e-GP systems launched a decade earlier have better functional and geographical coverage compared with recently launched systems. A comparative analysis of the e-GP systems implemented is done to position & rank the e-GP systems in a 2-dimensional map. The descriptive responses are categorized (i.e. inducted) under objective criteria where possible, thus a summary view of such responses is obtained.

The findings from the analysis are reported in this document under 3 sections corresponding to the questionnaire: Part A, Part B and Part C. Both holistic and regional view of the responses is reported under each of the 3 sections. The correlation of responses to 2 or more queries is presented as and where applicable. The respondents had answered certain questions apparently wrongly and in some cases not answered a question at all. One round of clarifications was sought and the initial response submitted by respondents is modified as per the clarifications provided. Certain feedback is embedded within this document on the framing and placement of questions in the survey questionnaire.

The percentages in this report are calculated with reference to the population sub-set relevant to a question. For example, 26 out of 27 countries have a central Public Procurement Authority (PPA). The base population for all questions pertaining to PPA reporting, number of people employed by PPA etc. is taken as 26 for percentage calculations. Few of the respondents have not answered a few questions, in which case only the number of responses received to that particular query is taken as the base population for percentage calculations.

This report has been prepared only based on the survey responses. No other primary or secondary research was conducted for better understanding of the responses. Hence, findings reported in this document are accurate to the extent the survey responses are accurate. Two responses to the same questionnaire are received from India, and the content of both of the responses is compiled into one to the extent the responses are not contradictory.

2 Analysis of Responses to Part A: Country Public Procurement Profile

2.1 DMC Analysis

All the 27 respondents filled out responses to Part A of the questionnaire. All the countries except for India have a central Public Procurement Authority (PPA), of which 23 countries have a web-site for PPA. It is specified that a high level committee has recommended far reaching reforms in June 2011, which is under consideration by the Government of India. The top 3 functions of PPA are:

- (i) Formulation of procurement policy and regulations
- (ii) Procurement capacity development and Training
- (iii) Procurement compliant review

PPA reports to Ministry of Finance in about 40% of the countries and to the Prime Minister's or President's office in about 15% of the countries. In about a 1/4th of the countries, PPA 's reporting hierarchy is specific to the country. For example, PPA reports to the National Economic Council chaired by the Prime Minister in Bangladesh, the State Council in China and Ministry of Planning & Investment in Vietnam. PPA employs more than 15 people in 60% of countries.

The average annual procurement budget under National and Local budget of 16 countries out of 23 which responded is in excess of USD 200 Million. 3/4th of the countries with annual budgeted procurement spend in excess of USD 200 Million and all 5 countries with more annual budgeted procurement spend in excess of 1 Billion USD employed more than 15 people in PPA.

About 88% of the surveyed countries have a public procurement law or any other form or regulation with legislative power. The 2 countries without a procurement law are: India and Lao Republic. The top 5 subjects covered under the procurement law are:

- (i) Standardization of procurement practices (about 85%)
- (ii) Provides for an administrative review mechanism that allows bidder to challenge procuring entity's decision (about 70%)
- (iii) Provision for the use/adoption of e-procurement (56%)
- (iv) Allow framework contracts (52%)
- (v) Does not cover procurement conducted by state owned enterprises (44%)

A provision for the use of e-Procurement is in procurement law in 14 countries, of which 10 have already started implementation of e-GP. The 4 countries where law has a provision for e-GP adoption, but yet to implement e-GP system are: Maldives, Mongolia, Pakistan & Timor Leste. 11 of the surveyed countries have implemented e-GP, of which India has implemented e-GP without a provision for the use of e-Procurement in procurement law.

10 out of 11 countries which have implemented e-GP have either a long term procurement strategy updated 3-5 years or a mid-term procurement strategy with updated annual plan. The one remaining country has an annual plan consistent with the government's overall policy of that budget year is Afghanistan. Of the 8 countries with long term procurement strategy, the following 3 countries are yet to implement e-GP system: Pakistan, P.N. Guinea and Cambodia.

The top 3 initiatives and assistance required to improve public procurement as selected by the respondents are:

- Sustainable training system for procurement practitioners (about 75%)
- Assess compliance with country's public procurement rules and regulations by procuring entities (about 60%)
- Launch communication campaign to improve public awareness of country's public procurement policy & Analyze the structure and business practices of PPA and support efforts to improve its capacity and performance (about 55%)

Refer to Annexure for a holistic view of the responses to Part A.

2.2 Regional Analysis

2.2.1 Central & West Asia Region

7 out of the 10 countries in Central & West Asia region responded to the survey, the 3 countries which did not respond are: Armenia, Kazakhstan & Turkmenistan. Key observations on the responses from this region are:

- a) Procurement audit is in the mandate of PPA in about 3/4th of the countries in this region, wherein audit is not regarded as important in the overall DMC analysis
- b) PPA in this region do not report to the Ministry of Finance as much as the DMC average, instead PPA reports to President / Parliament In 3 out of the 7 countries
- c) PPA employs more than 15 people in 5 out of 7 countries, which is somewhat higher than the DMC average
- d) 100% of countries in CWRD have a web site for PPA
- e) Interactive features such as procurement forum, Q&A, customer survey and feedback & compliant resolution details are published in the PPA web site in about 75% of the countries in CWRD, wherein the DMC average is lower at about 33.33%
- f) Procurement law:
 - a. In 57.14% of countries in this region covers all procurement handled by public entities including foreign funded procurement , which is higher than the DMC average of 29.17%
 - b. Does not cover procurement by public utilities in more than 50% of the countries in CWRD as against 41.67% DMC average
 - c. Does not require registration and classification of contractors as a pre-condition to participate in tenders in about 50% of the countries, which is slightly higher than the DMC average
- g) Procurement spend from National & Local budget is more than 200 Million USD in 100% of the countries, wherein DMC average is about 50%
- h) Countries in this Region have prioritized the launch of communication campaign to improve public awareness of country's public procurement policy & to analyze the structure and business practices of PPA

2.2.2 East Asia Region

East Asia has only 2 countries in it: People's Republic of China and Mongolia, given which percentages calculated from the responses will be limited to one of the following: 0%, 50% and 100%. Meaningful inferences cannot be drawn from the responses in this region given the small sample size. Key highlights from the responses in this region are listed below:

- a) Both the countries in this region have a web-site for PPA
- b) PPA reports to Minister of Finance, Government and Parliament and the State Council in Mongolia and China respectively
- c) Monitoring & Evaluation at country, sector and procurement entity levels is in the PPA mandate of the 2 countries
- d) PPA web-site covers posting of overview and resolution to complaints in both the countries
- e) Procurement spend from National & Local budget is more than 200 Million USD in the 2 countries
- f) Entire defense procurement is excluded from Procurement Law in both the countries

2.2.3 Pacific Region

All 5 countries in Pacific region responded to Part A of the questionnaire. Key highlights from this region are listed below:

- a) Countries in this region have relatively lower annual procurement spend mostly in the range of 10-100 Million USD
- b) All the 5 countries have a central PPA, of which 3 have employed 3-5 staff in PPA
- c) The PPA mandate for countries in this region is broadly in sync with that of the DMC
- d) Posting of contract award details in PPA web site is done in 80% of the countries in this region, which is higher than the DMC average of 73.91%
- e) All countries in Pacific Region have selected sustainable training program for procurement practitioners as a requirement to improve public procurement system and 4 out of the 5 countries have sought for an overall assessment of their country's public procurement system
- f) Procurement law:
 - a. Establishes combination of decentralized and centralized system (decentralized for small or routine procurement and centralized for large or selected goods, works and services) in 100% of countries in this region as compared with about 55% DMC average
 - b. Does not cover procurement done by State owned Enterprises in 3 out of 5 countries

2.2.4 South Asia Region

All 6 countries in this region responded to Part A of the survey. All the responses are consolidated and analyzed. Key highlights of the analysis are given below:

- a) 5 out of the 6 countries in South Asia Region have a PPA, of which 3 countries have a web-site for PPA
- b) Procurement complaint review is a mandate of PPA in all the 5 countries
- c) Registration and classification of contractors as a pre-condition to participate in tenders is not applicable in 60% of the countries with Procurement Law
- d) 83.33% of respondents require assessment of effectiveness of the public financial management system and public administration system to generate support for public procurement policy reform, which is higher than the DMC average of 48.15%
- e) Procurement decision making is decentralized with no prior review in 4 out of 5 countries in this Region as compared with the overall average of about 55% for all DMC's
- f) Provision for the use/adoption of e-procurement is made in the Procurement Law in 3 out of 5 countries in this region.

2.2.5 South East Asia

The responses given by all 7 countries in South East Asia region are consolidated and analyzed. Key findings from the analysis are given below:

- a) All countries in South East Asia Region have a central PPA and also a web site for the PPA
- b) Formulation of procurement policy and regulation is in the mandate of PPA of all the 7 countries in this region. The overall average for this function is slightly lower at 85% for the DMC's
- c) 6 out of the 7 countries have employed more than 15 people in PPA
- d) Procurement related regulation and documents and News, events and policy initiatives related to public procurement are made available all the countries with PPA web site
- e) Linkage to e-GP system is provided in PPA web site in 83.33% of the Countries in this Region, which is significantly higher than about 40% reported for all DMC's
- f) About 3/4th of countries in this region have long term procurement strategy updated 3-5 years
- g) Standardization of procurement practices is mandated by Law in all the 6 countries with procurement law

Refer to Annexure for Regional view of the responses to Part A.

3 Analysis of Responses to Part B: Planning for e-GP System

3.1 DMC Analysis

A total of 24 countries responded to Part B of the survey questionnaire. The 3 countries which did not respond to this section of the survey are: Fiji, Lao Republic and Solomon. Only a brief response is provided by Tajikistan, wherein it is stated that a decree from Government to implement e-GP in 2011-12, but without a detailed plan.

Firstly, the status on formation or implementation of e-GP plan and roadmap is enquired. About 38% of the countries did not have a formal plan or agenda for e-GP and an additional 30% were in the initial stage of preparing the e-GP development and roadmap. Only 9 countries, translating to about 37.5% of the surveyed countries have developed a comprehensive plan and roadmap for e-GP. The South Asia region is ranked at the top, wherein about 57% of countries have already developed a plan and roadmap for e-GP implementation.

The second question enquires about the e-GP functionality either already implemented or under implementation. 23 of the respondents answered this question, as per which the top 5 already planned e-GP functionality are:

- (i) A single website that consolidates and publishes all national information and policies related to public procurement (about 90%)
- (ii) e-Publication of procurement awards and results (about 87%)
- (iii) e-Publication system for real time procurement notices (about 87%)
- (iv) System for bidders to download bidding documents and RFPs (about 74%)
- (v) e-Bidding system for bidders to submit their proposals online (about 74%)

The functionality required to handle credit card transactions and bid securities is not implemented by many and they are ranked at the bottom of the list.

The third question enquires about e-GP functionality newly planned. Except for Timor Lieste, Bangladesh and Uzbekistan, all the countries which answered the previous question also responded to this question. The top most e-GP functionality selected by the respondents to this question is given below:

- (i) A single website that consolidates and publishes all national information and policies related to public procurement (60%)
- (ii) e-Publication system for real time procurement notices (55%)
- (iii) e-Publication of procurement awards and results (50%)
- (iv) e-Bidding system for bidders to submit their proposals online (50%)
- (v) e-Contracting system which allows award notification and contract signing through the system (50%) &
- (vi) e-Payment system for invoicing and payment (50%)

Some overlap in responses between the 2nd and 3rd question is found, wherein few of the respondents selected the same functionality to both the questions. Implementation of functionality such as the e-Publication system for real time procurement notices could not be both planned and newly planned at the same time. Nevertheless, comparison of the responses to the 2nd and 3rd questions shed rich insights on the emerging trend in implementation of e-GP functionality. Key findings from the comparison are as follows:

- a) The functionality listed as sub-bullets below is already implemented widely across multiple e-GP installations and implementation of the same functionality is envisaged in the newly planned e-GP systems as well. Thus, most e-GP systems either have the functionalities or will soon have these functionalities roughly in the same sequence as given below:
- A single website that consolidates and publishes all national information and policies related to public procurement
 - e-Publication of procurement awards and results
 - e-Publication system for real time procurement notices
 - e-bidding system for bidders to submit their proposals online
 - System for bidders to download bidding documents and RFPs
 - Electronic supplier registration system
 - Regional or local websites for publishing and sharing all local information related to public procurement
 - Electronic evaluation of bidders technical and financial proposals
- b) The new functionality being planned provides an indication of things to come. The list of functionality which is not pervasive as of now but will increasingly come into focus in near future is given below:
- System for receiving bid securities or guarantees (newly planned in 7 countries)
 - e-Payment system for invoicing and payment (newly planned in 10 countries)
 - Credit card transaction reporting and reconciliation system (newly planned in 4 countries)
 - e-Contracting system which allows award notification and contract signing through the system (newly planned in 10 countries)
 - Online purchasing from e-catalogs or supplier marketplace (newly planned in 8 countries)

Refer to the Figure below for a snapshot view of the comparison in functionality between planned & newly planned e-GP initiatives.

The last question in this Section sought to know broadly about the plans for development of the systemic infrastructure required for implementation of e-GP. Only 18 out of 27 countries responded to this question. The 5 most selected initiatives are:

- Improving legal architecture to facilitate e-GP system implementation (about 73%)
- Draft amendment to public procurement law, its rules and regulation as required to enable e-GP implementation (about 68%)
- Creation of necessary IT infrastructure (about 63%)
- Piloting e-GP module (about 63%)
- Generating public awareness and conducting consultation with suppliers to promote development of e-GP system (about 63%)

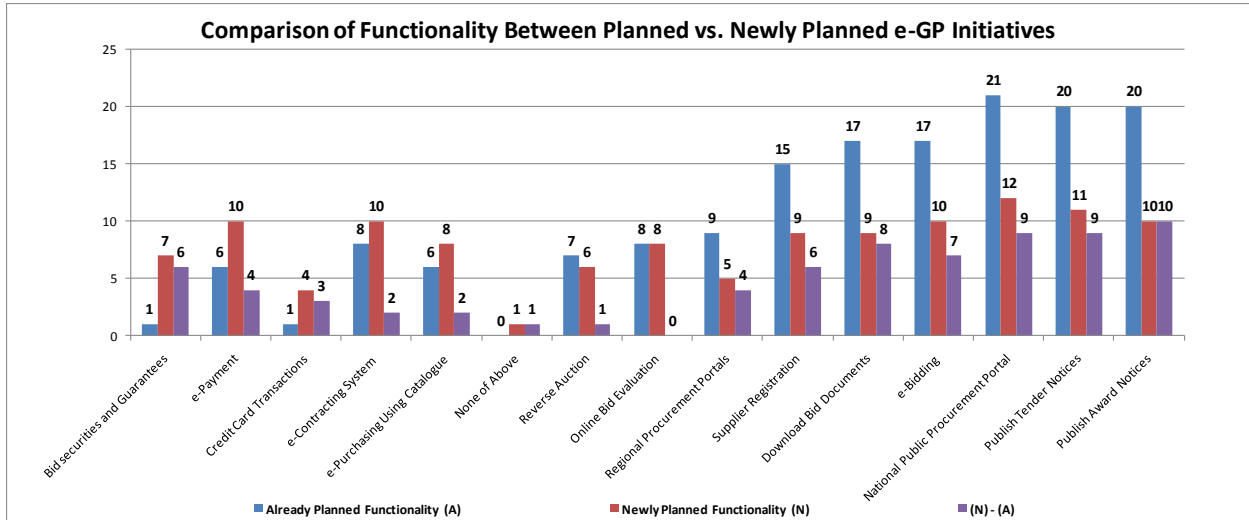


Figure 1: Comparison of Functionality between Planned and Newly Planned e-GP Initiatives

Refer to Annexure for a holistic view of the responses to Part B.

3.2 Regional Analysis

3.2.1 Central & West Asia Region

All 7 countries in this region responded to Part B of the questionnaire. Tajikistan however responded to only the 1st of the 4 questions in this section. Key observations from responses received from this region are as follows:

- About 70% of countries in this region either do not have a concrete plan for e-GP development or they are in the initial stage of preparing the development plan & Roadmap
- All countries in this region have already implemented or have planned the implementation of a central web site to publish policy information and the system for publication of procurement notices real-time
- The implementation of the following new e-GP functionality is planned by a larger percentage (83.33%) of countries in this region as compared with the DMC overall:
 - Credit card transaction reporting and reconciliation system
 - Online purchasing from e-catalogs or supplier marketplace
 - e-Contracting system which allows award notification and contract signing through the system
 - e-Payment system for invoicing and payment
- 83.33% of the respondents selected piloting e-GP module & improvement of legal architecture to facilitate e-GP system implementation as activities in scope of e-GP plan
- 66.67% of the respondents have selected obtaining/searching funding support for e-GP system enhancement in their scope of e-GP plan, which is higher than the 38.89% DMC average

3.2.2 East Asia Region

Both China and Mongolia responded to all 4 questions in this section. Key observations from their responses are given below:

- Both the countries are in the initial stage of developing e-GP Plan and Roadmap
- The implementation of electronic supplier registration system, e-Bidding and the system to publish procurement notices, upload policy documents and download bid documents is already planned in the 2 countries
- Both the countries have planned the implementation of following activities as part of their e-GP plan
 - Awareness creation and consultation with suppliers
 - Conduct user acceptance testing
 - Draft amendment to public procurement law, its rules and regulation as required to enable e-GP implementation

3.2.3 Pacific Region

Fiji and Solomon Islands from this region did not respond to all the 4 questions in this section. Out of 5 countries, only Samoa responded to the last question on the scope of e-GP plans. Highlights of responses from this region are as follows:

- 66.67% of countries in this region did not have formal plan or agenda for e-GP implementation; highest amongst the 5 regions, followed by South East Asia and Central & West Asia
- None of the countries have already planned or newly planned the implementation of e-Bidding functionality
- Countries in this region are focused on development of National portal for publishing procurement information and the system required for publication of procurement notices and procurement award details. Implementation of transactional components of e-GP is not being planned in general. Maturity of e-GP systems planned in this region is lower when compared with the other regions

3.2.4 South Asia Region

All 6 countries in this region responded to Part B questions. The 2 responses submitted from India are contradictory on the status of e-GP plan, wherein one has reported e-GP plan as ready and the other has reported e-GP plan as under development. Distinct features of the responses from this region are given below:

- About 57% of countries in this Region have developed a concrete plan for e-GP implementation
- Implementation of the following transactional e-GP functionality is highest amongst the 5 regions:
 - e-Bidding functionality (100% of respondents)
 - Electronic evaluation of bidders technical and financial proposals (About 65% of respondents)
 - Online reverse auctions (60% of respondents)
- Testing and obtaining relevant government agency approvals with respect to information security is being planned by 50% of the respondents

3.2.5 South East Asia Region

6 out of 7 countries in this region have responded to Part-B questions, Lao Republic is the exception. Key findings from analysis of the responses are listed below:

- 50% of the countries do not have formal plan or agenda for e-GP

- Implementation of e-Payment system for invoicing & payment and online purchasing from e-Catalogs is planned in 50% of the countries
- All respondents in this region have plans to:
 - Improve legal architecture to facilitate e-GP system implementation
 - Draft amendment to public procurement law, its rules and regulation as required to enable e-GP implementation

Refer to Annexure for Regional view of the responses to Part B.

4 Analysis of Responses to Part C: e-GP System Implementation

4.1 DMC Analysis

The Part C of the questionnaire is filled out by 11 of the respondents, wherein details about e-GP system implemented in their respective countries are provided. Philippines and Malaysia from the South East Asia region pioneered the implementation of e-GP in the year 2000. India followed suit after a gap of 7 years. Soon after, Indonesia and Vietnam started implementation of e-GP system in their countries. In the years 2010 and 2011, a total of 6 countries joined the e-GP bandwagon. As per the response to Part B of the questionnaire, a total of 22 countries reported plans for implementation of e-GP system. Thus, the number of countries with e-GP systems is expected to increase substantially in near future. Refer to the Figure below for a pictorial view on the uptake of e-GP systems in the 11 countries.

Timeline Depicting the Start of e-GP Implementation in the 11 Countries

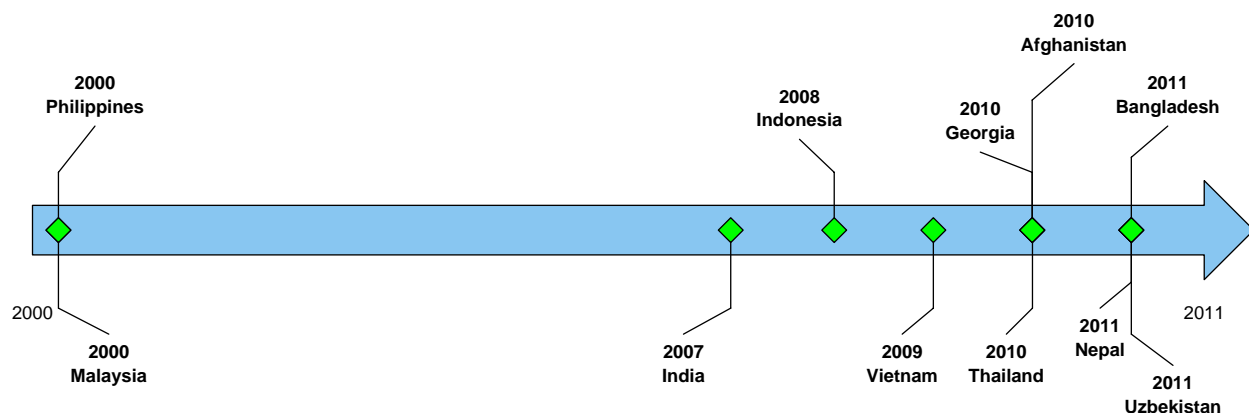


Figure 2: Pictorial view on the Start of e-GP Implementation in the 11 Countries

The most commonly implemented functional module in the 11 e-GP systems is e-Publication / Downloading. 10 out of the 11 respondents reported implementation of this component, in line with the responses provided in Part B of the questionnaire. e-Bidding is the next most commonly implemented module, about 75% of the respondents reported availability of this component in their system.

The 2 most common Government IT systems inter-linked with e-GP are: Banking & Contractors Registration and classification. The integration with these 2 systems is reported in 50% of the e-GP systems.

A brief description on the process followed for online bid evaluation is provided by 6 of the respondents. In most e-GP systems, bids are downloaded and evaluated outside the system and results of such evaluation is keyed into the e-GP system. Certain systems generate comparative chart of bidders' responses to aid the evaluation. The e-GP system in Bangladesh has the facility to create evaluation committee online and enable either joint bid evaluation or evaluation by individual members of the committee.

Uploading files is the most common method adopted for submitting tender documents in e-Tendering system. About 3/4th of the respondents reported usage of this method. Web form is used in more than

50% of the e-GP systems. Usage of file upload and web-form is not exclusive. The respondents in general reported usage of both the methods.

Submission of bid security / bank guarantee is required in 9 out of the 11 e-GP systems, with Afghanistan and Malaysia being the exception. Bidders are typically required to scan and upload a scanned copy of bank guarantee, as reported by many of the respondents. Most e-GP systems are designed to work with multiple Operating Systems and Web Browsers. However, the few which are restrictive typically require Windows Operating System and Internet Explorer web browser.

The adoption of two factor authentication is widely reported, wherein user name and Digital Signature Certificate are used together by a user seeking to authenticate. The use of digital signature is reported for non-repudiation and SSL for managing the security of data during data transportation. The use of PKI based encryption is reported for data secrecy by few of the respondents. Georgia has adopted an open approach and has implemented standard Role and Access based Controls (RABC). Further, advanced authentication methods are not adopted in Georgia since adoption of such methods will make the system closed.

Electronic documents and paper documents are considered legally equivalent in more than 80% of countries where e-GP system has been implemented and in 33% of all the countries surveyed. The response to this query is submitted only by the 11 respondents who have filled out part C of the questionnaire. It is likely that the legislation is already ready passed in one or more of the remaining 16 surveyed countries that did not respond to Part C. Hence, the number of countries where electronic and paper documents are considered legally equivalent could be higher than it is reported in this survey.

Many countries have outsourced the development of e-GP software, however system administrative controls is vested with the Government. In-house development and management is reported in India and Indonesia. A hybrid of in-house and outsourced model is reported in few countries as well. About 1/3rd of countries charged transaction fees from suppliers for using e-GP system. Philippines is planning a membership type approach with multiple membership categories. A bidder has to obtain "Platinum" membership to submit bids online.

Training of users is done in all countries implementing e-GP system. The use of hands on class-room training using Computer Based Training (CBT) material, e-Learning material and user manual downloadable from web-site is reported. The query on certification is interpreted differently by the respondents. Few of the respondents understood it as training related certification and others have read it as certification of the software by a 3rd party agency. A meaningful analysis of the responses to this question could not be prepared since this question is misunderstood by the respondents. Issuance of e-training certificate is reported by Malaysia and Uzbekistan. Call center facility is provided in more than 90% of the e-GP systems. Service centers are made available as support infrastructure for suppliers in about 50% of the e-GP systems.

The adoption of e-GP system is made mandatory, thus prospective users are encouraged to adopt. The same level of emphasis is provided for training and awareness creation about the e-GP system implemented. User friendly software, enhanced transparency and provision of IT infrastructure support are other mechanisms adopted to encourage users to adopt e-GP system.

Less than a 1/3rd of countries allow procurement entities to customize National e-GP system and none of the countries allow individual procurement entities to use a different e-GP system to those approved at the National level.

The key success factors reported by the respondents are:

- (i) Political will / Top Management support (45.45%)
- (ii) Change management (36.36%)
- (iii) Mandatory / Regulation (27.27%) &
- (iv) Enhanced efficiency and effectiveness (27.27%)

The major problems faced during e-GP implementation are:

- (i) Change Management (81.82%)
- (ii) Infrastructure Constraints (54.55%)
- (iii) IT literacy (36.36%)
- (iv) Awareness creation (18.18%) &
- (v) Lack of financing (18.18%)

4.2 Regional Analysis

Except for Cambodia and Lao Republic, all the 5 remaining countries in South East Asia region have implemented e-GP. Half the number of countries (i.e. 3 out of 6) in South Asia region and 3 out of 7 countries in Central and West Asia region have implemented e-GP. The countries in Pacific and East Asia regions have not responded to Part C of the questionnaire.

4.2.1 Central & West Asia Region

e-GP in this region is implemented in 3 countries namely: Afghanistan, Georgia and Uzbekistan. The implementation in Georgia titled “Unified Electronic System of State Procurement” is ranked as one of the best implementations given the wide functional coverage reported. The e-GP systems in other 2 countries are found lagging both on system functionality and system usage. Key observations from the responses pertaining to this region are given below:

- Countries in this region are “late adopters” in the e-GP adoption curve. Georgia and Afghanistan started e-GP implementation in 2010 and Uzbekistan more recently in 2011
- e-Publication / downloading module is implemented in all the 3 e-GP systems
- Georgia has reported the implementation of 6 out of 7 functional modules, e-Catalog purchasing being the exception
- e-GP in this region is not integrated with other government systems as widely as it is reported in the other regions
- All the 3 countries have developed a call center to address customer related issues
- Mandating the adoption of e-GP is specified by 2/3rd of the respondents as a critical success factor
- Majority of the respondents have reported change management and infrastructure constraints as major problems for e-GP implementation

4.2.2 South Asia Region

Out of 6 countries in this region, India, Bangladesh and Nepal have reported the implementation of e-GP. India started the implementation as an “Early adopter” in 2007, Bangladesh and Nepal have started

e-GP implementation recently in 2011. The Indian e-GP system has achieved broader geographical coverage, whereas Bangladesh has implemented larger number of functional modules. Key observations from this region are as follows:

- e-Publication / downloading & e-Bidding components are implemented in all the 3 countries
- 2/3rd of the respondents have reported integration of e-GP with banking system
- Bidders are required to pay transaction fees for using e-GP system in 2 of the 3 implementations; India being the exception where e-GP system is developed in-house
- In all the 3 countries:
 - Facility to upload files is provided in tendering module &
 - Submission of paper documents is not accepted
- Self teaching modules are made available by all the 3 countries
- Key success factors reported:
 - Transparency and efficiency resulting from e-GP
 - Enhanced efficiency and effectiveness
- Major problems encountered during e-GP implementation:
 - 100% of respondents reported facing difficulties in change management
 - Unavailability of IT and network connectivity

4.2.3 South East Asia Region

More than 70% of countries in this region have implemented e-GP, Lao Republic and Cambodia being the exception. Malaysia and Philippines pioneered implementation of e-GP amongst the 27 DMC's more than a decade back in the year 2000. Indonesia, Vietnam and Thailand followed suit in the years 2008, 2009 and 2010 respectively. Key observations from the responses in this region are listed below:

- e-Catalog purchasing is implemented in 3 out of 5 e-GP systems in this region, whereas this module is not implemented in both South Asia and Central and West Asian regions. The 2 remaining countries (i.e. Thailand and Vietnam) have plans to implement this module in future
- The key governments systems linked with e-GP are listed below:
 - Contractor registration and classification (80%)
 - National treasury and budget (60%) &
 - Banking & Tax (40%)
- Electronic and paper documents are regarded as legally equivalent in more than 50% of countries in this region
- Service centers are established for the supplier community in 80% of the countries with e-GP
- Key methods adopted to encourage procurement entities and suppliers to adopt e-GP:
 - Training & awareness creation (80%)
 - Mandated by Law (60%)
- Development of software is outsourced in 3 of the 5 implementations
- Support infrastructure is well developed as given below:
 - Call centers available for all the systems
 - Self teaching modules & Physical service centers available for 80% of the systems
- Key success factors
 - Political will / Top Management support (80%)
 - Change management (60%)
- Major challenges faced in implementation of e-GP system
 - Change management (80%)
 - IT literacy & infrastructure constraints (40%)

5 e-GP Positioning Map

The 11 e-GP systems are mapped onto a two-dimensional positioning map to obtain a snap-shot view on maturity of the systems. The criteria used to measure X-Axis and Y-Axis are:

- Functional coverage (i.e.) software modules implemented & integration with other government systems (X-Axis)
- Geographical coverage (i.e.) usage of the system measured by (Y-Axis):
 - Percentage of annual procurement spend handled using e-GP system
 - Number of procurement entities using e-GP system
 - Percentage of procurement entities actually using the system as legally required
 - Number of registered suppliers

The 11 e-GP systems are compared and ranked in relation to one another. Better rank is assigned on X-Axis when number of e-GP functional components and number of other government systems inter-linked with e-GP in an implementation is higher in comparison with the other systems. The comparison is done at first on the number of functional components implemented and then on inter-linkages with other government systems. Similarly, better ranking on Y-Axis is assigned when percentage of annual procurement spend handled using e-GP system is higher. Other variables used for ranking an implementation in Y-Axis is given below in the order of priority: % of procurement entities actually using the system as legally required, number of procurement entities using e-GP system & number of registered suppliers.

Question 11 in Part C sought statistical data on procurement spend and e-GP usage information. Not all statistical information was provided by the respondents as required in the questionnaire. Few of the respondents provided approximate data. And some of the responses were logically inconsistent. For example:

- Number of suppliers reportedly registered in e-GP system is higher than number of active businesses in the Country
- Number of procurement entities that actually used e-GP system is higher than number of procurement entities registered in the e-GP platform

The usage information is collected about e-GP system as a whole and not module-wise. Hence, it is not possible to say whether the functional components implemented are fully used. Despite these constraints, an effort is made to rank the systems in a 2 dimensional matrix to provide a snap shot view on the maturity of e-GP systems implemented by DMC's of ADB.

Refer to the Figure below for the e-GP positioning map. The e-GP system (e-Perolehan) implemented in Malaysia is ranked at the top. Key features of this system are:

- A pioneering initiative, functional for over a decade since 2000
- Six functional components implemented
 - e-Publication / downloading
 - e-Bidding
 - e-Contracting
 - e-Payment
 - e-Reverse Action
 - e-Catalogue Purchasing
- Integrated with 2 other government systems

- National Treasury & Budget
- Contractor Registration and classification
- 53.85% of annual procurement spend is handled in the e-GP system in the year 2010; valued at 3.5 Billion USD
- 2534 registered procurement entities
- 183,029 registered suppliers

The other systems in Quadrant (I) are India and Indonesia. Both the implementations have the same number of functional components. However, e-GP system in Indonesia is inter-linked with 3 other government IT systems (viz. Tax, Contractor Registration & National Treasury and Budget) when compared with 1 government IT system (viz. Banking) for India. The number of procurement entities using e-GP system is higher in India than in Indonesia. Hence, India is ranked better on geographical coverage. All 3 systems in this Quadrant have been in existence for more than 3 years.

The 2 e-GP systems (Georgia and Bangladesh) in Quadrant IV have good functional coverage but the percentage of annual procurement spend handled in the Georgian e-GP system in the year 2010 is less than 0.5%. The Bangladesh e-GP system went live in 2011, hence e-GP procurement spend information for the year 2010 is not available. The usage is expected to increase in future as the 2 systems in this quadrant get rolled out across all procurement entities.

The e-GP systems in Philippines and Thailand are positioned in Quadrant IV, since less than or equal to 3 functional modules are implemented and both the systems are used extensively. The e-GP system was used to handle 1.26 Billion USD in Philippines in the year 2010. More than 13% of annual procurement spend amounting to USD 1.7 Billion was handled using e-GP software in Thailand. The number of procurement entities using e-GP in Philippines and Thailand are: 18692 & 6529 respectively. Both Philippines and Thailand have plans to augment their existing system by adding new functional components.

e-GP systems implemented in Vietnam, Nepal, Afghanistan and Uzbekistan are positioned in Quadrant III, since the functional and geographical coverage of these systems are low. The number of functional components implemented is less than or equal to 3. Also, the e-GP systems are not used as extensively.

Refer to the figure below titled “e-GP Positioning Map” for a pictorial view of the various systems mapped onto the 4 quadrants.

Many respondents have provided roadmap information for implementation of new e-GP functional components. The current status on functional coverage is co-related with e-GP system launch date and roadmap for implementation of new functional components. The graph resulting from correlation is depicted in the figure titled “Launch Date vs. e-GP Functional Coverage”. Key observations from this correlation are given below:

- Thailand has plans to implement 5 new additional functional components; successful addition of these modules will enable Thailand to shift from Quadrant (II) to Quadrant (I)
- Functional coverage of e-GP system in Georgia is just as good as Malaysia, though this implementation went live only about a year back. Similarly, functional coverage reported for Bangladesh is almost as good
- Indonesia will strengthen its position in Quadrant (I) with addition of 3 new functional modules

- Despite being a pioneer, e-GP system in Philippines has fallen behind on the functional coverage. The additional of 3 new components envisaged will enable Philippines to shift from Quadrant (II) to Quadrant (I)

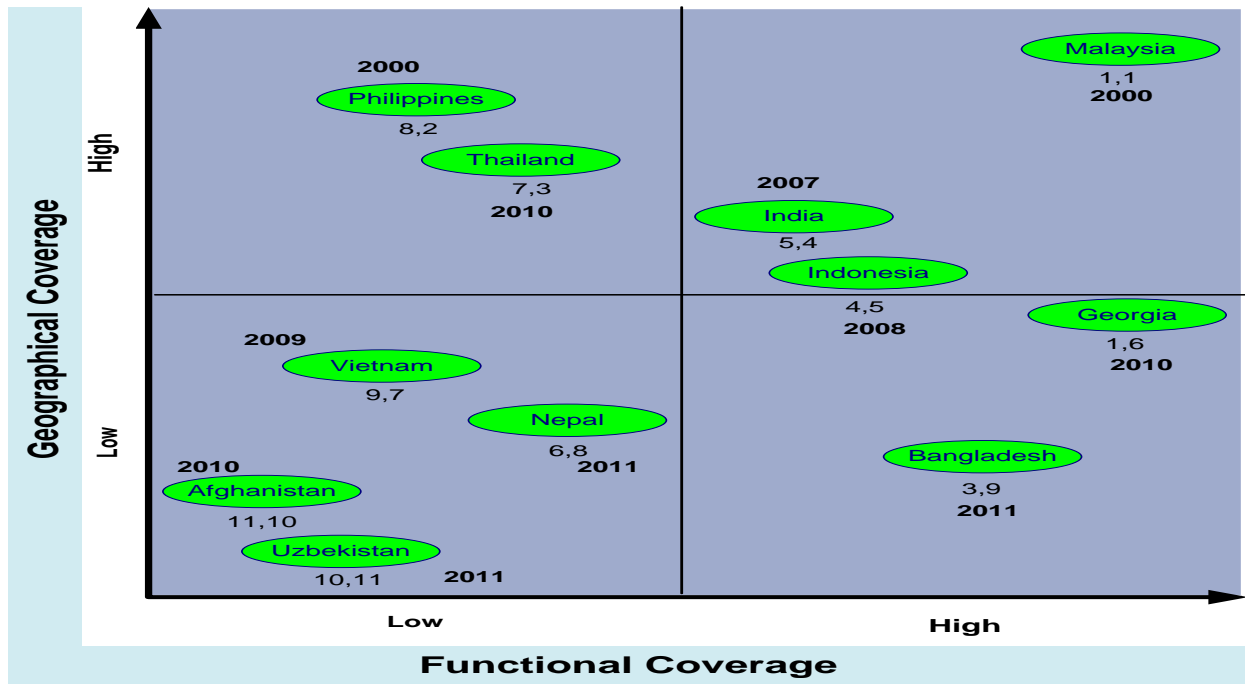


Figure 3: e-GP Positioning Map

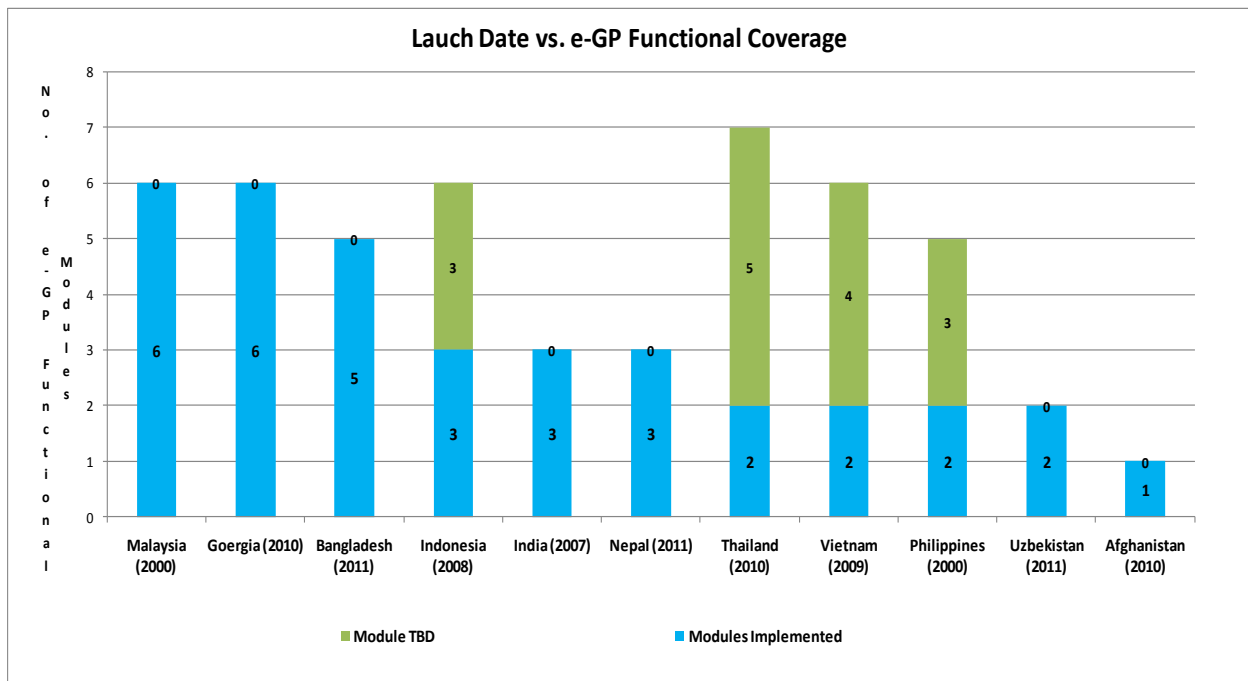


Figure 4: Launch Date vs. e-GP Functional Coverage

6 Annexure

6.1 Part A: Holistic View of the Responses

S.no.	Description	Number	Percentage	
1	No of Countries with a Central PPA	26	96.29%	
2	Key PPA mandates (26 countries with PPA)			
	A	Formulation of procurement policy and regulations	23	85.18%
	B	Procurement capacity development and training	22	81.48%
	C	Procurement complaint review	21	77.77%
	D	Professional advise and guidance in public procurement	20	74.07%
	E	Procurement oversight and post reviews	16	59.25%
	F	Monitoring and evaluation at country, sector and PE levels	16	59.25%
3	PPA reports to (26 countries with PPA)			
	A	Ministry of Finance	11	42.31%
	B	President / Parliament	4	15.38%
	C	Prime Minister's Office	4	15.38%
	D	Cabinet	2	7.69%
	E	Others	6	23.08%
4	No of people employed by PPA (26 responses)			
	A	15 and more	16	61.54%
	B	3-5 staff	5	19.23%
	C	6-8 staff	3	11.54%
	D	9-15 staff	2	7.69%
5	No. of Countries with web-site for PPA (26 responses)	24	92.30%	
6	Key areas covered in the PPA web-site (24 responses)			
	A	Procurement related regulations and documents	21	87.50%
	B	Specific opportunities and notices for bidders	19	79.17%
	C	News, events and policy initiatives related to public procurement	18	75.00%
	D	Posting of contract award details (bidder name & value)	17	70.83%
	E	Online system for collecting procurement data and statistics	12	50.00%
7	Key subjects covered under procurement law (25 responses)			
	A	Standardization of procurement practices	21	84.00%
	B	Provides for an administrative review mechanism that allows bidder to challenge procuring entity's decision	18	72.00%
	C	Provision for the use/adoption of e-procurement	14	56.00%
	D	Law allows framework contracts	13	52.00%
	E	Does not cover procurement conducted by state owned enterprises	11	44.00%
8	Reform agenda to develop procurement system (25 responses)			
	A	Long term procurement strategy updated 3-5 years	8	32.00%
	B	Mid-term procurement strategy with updated annual plan	8	32.00%
	C	Annual plan consistent with the government overall policy	5	20.00%
	D	No strategy document specific to public procurement	4	16.00%
	E	Others	2	8.00%
9	Key Initiatives and Assistance Required to Improve Public Procurement System (27 responses)			

S.no.	Description		Number	Percentage
A	Sustainable training system for procurement practitioners		19	74.07%
B	Assess compliance with country's public procurement rules and regulations by procuring entities		15	59.26%
C	Launch communication campaign to improve public awareness of country's public procurement policy		14	55.56%
D	Analyze the structure and business practices of PPA and support efforts to improve its capacity and performance		14	55.56%
E	Create a single window for procurement related information and statistics led by PPA and connect with e-procurement system		13	51.85%
(10) Size of Public Procurement				
	National budget	State owned enterprises	Donor funded	
below US\$ 10 mill	1	3	1	
between US\$ 10 to 100 mill	4	6	6	
between US\$ 100 to 200 mill	2	3	2	
more than US\$ 200 mill	11	4	8	
Between USD 500 Mill & 1 Bill	1	0	2	
more than US\$ 1 bill	5	1	0	

6.2 Part A: Regional View of the Responses

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD	
1	Countries with a Central PPA	96.29%	100.00%	100.00%	100.00%	83.33%	100.00%	
2	Key PPA mandates (26 countries with PPA)							
	A	Formulation of procurement policy and regulations	85.18%	85.71%	100.00%	80.00%	80.00%	100.00%
	B	Procurement capacity development and training	81.48%	100.00%	100.00%	60.00%	80.00%	85.71%
	C	Procurement complaint review	77.77%	100.00%	50.00%	80.00%	100.00%	57.14%
	D	Professional advise and guidance in public procurement	74.07%	85.71%	50.00%	80.00%	60.00%	85.71%
	E	Procurement oversight and post reviews	59.25%	71.43%	50.00%	60.00%	80.00%	42.86%
	F	Monitoring and evaluation at country, sector and PE levels	59.25%	42.86%	100.00%	60.00%	40.00%	85.71%
3	PPA reports to (26 countries with PPA)							
	A	Ministry of Finance	42.31%	0.00%	0.00%	0.00%	20.00%	42.86%
	B	President / Parliament	15.38%	42.86%	0.00%	0.00%	20.00%	0.00%
	C	Prime Minister's Office	15.38%	28.57%	0.00%	60.00%	40.00%	57.14%
	D	Cabinet	7.69%	14.29%	0.00%	20.00%	0.00%	0.00%
4	No of people employed by PPA (26 responses)							
	A	15 and more	61.54%	71.43%	50.00%	40.00%	20.00%	85.71%
	B	3-5 staff	19.23%	14.29%	0.00%	60.00%	0.00%	14.29%
	C	6-8 staff	11.54%	14.29%	50.00%	0.00%	40.00%	0.00%
5	No. of Countries with web-site for PPA (26 responses)							
	D	9-15 staff	7.69%	0.00%	0.00%	0.00%	40.00%	0.00%
6	Key areas covered in the PPA web-site (24 responses)							
	A	Procurement related regulations and documents	87.50%	85.71%	100.00%	60.00%	100.00%	100.00%
	B	Specific opportunities and notices for bidders	79.17%	85.71%	100.00%	40.00%	100.00%	83.33%
	C	News, events and policy initiatives related to public procurement	75.00%	85.71%	100.00%	20.00%	75.00%	100.00%
	D	Posting of contract award details (bidder name & value)	70.83%	71.43%	100.00%	80.00%	75.00%	50.00%
	E	Online system for collecting procurement data and statistics	50.00%	42.86%	50.00%	40.00%	25.00%	83.33%
	F	Online system for procurement monitoring of procuring entities	41.67%	57.14%	50.00%	20.00%	25.00%	50.00%
	G	interaction with users through procurement forum, Q&A,	37.50%	71.43%	0.00%	20.00%	25.00%	33.33%

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD
	customer survey & feedback etc.						
H	Posting of overview and resolutions to complaints	37.50%	71.43%	100.00%	20.00%	0.00%	16.67%
I	Linkage to an e-GP system with actual procurement transactions	37.50%	28.57%	0.00%	20.00%	25.00%	83.33%
	Key subjects covered under procurement law (25 responses)						
A	Standardization of procurement practices	84.00%	85.71%	50.00%	80.00%	80.00%	100.00%
B	Provides for an administrative review mechanism that allows bidder to challenge procuring entity's decision	72.00%	85.71%	50.00%	60.00%	80.00%	66.67%
C	Provision for the use/adoption of e-procurement	56.00%	57.14%	50.00%	20.00%	60.00%	83.33%
D	Allows framework contracts	52.00%	57.14%	50.00%	20.00%	60.00%	66.67%
E	Does not cover procurement conducted by state owned enterprises	44.00%	14.29%	50.00%	60.00%	40.00%	66.67%
F	Principles for national registration and classification system for contractors as not a pre-condition to participate in bidding process or to qualify for specific contracts	40.00%	42.86%	50.00%	20.00%	60.00%	33.33%
7	G Fully decentralized system for procurement decision making with no prior review	40.00%	57.14%	0.00%	0.00%	80.00%	33.33%
H	Does not cover procurement conducted by public utilities	40.00%	57.14%	50.00%	40.00%	20.00%	33.33%
I	Excludes entire defense procurement	40.00%	57.14%	100.00%	0.00%	60.00%	16.67%
J	Combination of decentralized and centralized system	36.00%	0.00%	50.00%	100.00%	20.00%	33.33%
K	Covers all procurement handled by public entities including foreign funded procurements but excluding goods and services for national security purpose only	32.00%	57.14%	50.00%	20.00%	0.00%	16.67%
L	Mandates the use of the registration and classification system as pre-qualification of contractors to bid	24.00%	14.29%	0.00%	20.00%	20.00%	50.00%
M	Decentralized system with prior review and approval procedures for large contracts	28.00%	57.14%	0.00%	0.00%	60.00%	0.00%
	Reform agenda to develop procurement system (25 responses)						
8	A Long term procurement strategy updated 3-5 years	32.00%	28.57%	0.00%	25.00%	0.00%	71.43%
B	Mid-term procurement strategy with updated annual plan	32.00%	14.29%	50.00%	25.00%	40.00%	42.86%
C	Annual plan consistent with the government overall policy	20.00%	28.57%	0.00%	50.00%	0.00%	14.29%
D	No strategy document specific to public procurement	16.00%	14.29%	50.00%	0.00%	40.00%	0.00%
E	Others	8.00%	14.29%	0.00%	0.00%	20.00%	0.00%

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD	
9	Key Initiatives and Assistance Required to Improve Public Procurement System (27 responses)							
	A	Sustainable training system for procurement practitioners	74.07%	57.14%	50.00%	100.00%	66.67%	85.71%
	B	Assess compliance with country's public procurement rules and regulations by procuring entities	59.26%	57.14%	0.00%	60.00%	50.00%	85.71%
	C	Launch communication campaign to improve public awareness of country's public procurement policy	55.56%	71.43%	50.00%	40.00%	66.67%	42.86%
	D	Analyze the structure and business practices of PPA and support efforts to improve its capacity and performance	55.56%	71.43%	0.00%	20.00%	66.67%	71.43%
	E	Create a single window for procurement related information and statistics led by PPA and connect with e-procurement system	51.85%	57.14%	50.00%	20.00%	66.67%	57.14%
	F	Overall assessment of the effectiveness of the country's public procurement system	48.15%	14.29%	50.00%	80.00%	33.33%	71.43%
G	Assess effectiveness of the PFMS and public administration system to generate support for public procurement policy reform	48.15%	14.29%	50.00%	40.00%	83.33%	57.14%	
10	Size of Public Procurement (National & Local budget)							
	A	below US\$ 10 mill	4.17%	0.00%	0.00%	0.00%	16.67%	0.00%
	B	between US\$ 10 to 100 mill	16.67%	0.00%	0.00%	50.00%	16.67%	16.67%
	C	between US\$ 100 to 200 mill	8.33%	0.00%	0.00%	25.00%	0.00%	16.67%
	D	more than US\$ 200 mill	45.83%	50.00%	100.00%	25.00%	33.33%	50.00%
	E	Between US\$ 500 mill – US\$ 1 Bill	4.17%	16.67%	0.00%	0.00%	0.00%	0.00%
	F	more than US\$ 1 bill	20.83%	33.33%	0.00%	0.00%	33.33%	16.67%
	Size of Public Procurement (State Owned Enterprises)							
	A	below US\$ 10 mill	18.75%	33.33%	0.00%	50.00%	20.00%	0.00%
	B	between US\$ 10 to 100 mill	37.50%	0.00%	0.00%	50.00%	40.00%	50.00%
	C	between US\$ 100 to 200 mill	18.75%	66.67%	0.00%	0.00%	0.00%	16.67%
	D	more than US\$ 200 mill	25.00%	0.00%	100.00%	0.00%	20.00%	33.33%
	E	more than US\$ 1 bill	6.25%	0.00%	0.00%	0.00%	20.00%	0.00%
	Size of Public Procurement (Donor Funded Projects)							
	A	below US\$ 10 mill	5.26%	0.00%	0.00%	33.33%	0.00%	0.00%
	B	between US\$ 10 to 100 mill	31.58%	50.00%	0.00%	66.67%	20.00%	16.67%
	C	between US\$ 100 to 200 mill	10.53%	25.00%	0.00%	0.00%	0.00%	16.67%
D	more than US\$ 200 mill	42.11%	25.00%	100.00%	0.00%	40.00%	66.67%	

S.no.	Description		% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD
	E	Between US\$ 500 mill – US\$ 1 Bill	10.53%	0.00%	0.00%	0.00%	40.00%	0.00%
	F	more than US\$ 1 bill	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

6.3 Part B: Holistic View of the Responses

S.no.	Description	Number	Percentage	
1	Status on formation or implementation of a concrete plan for e-GP development (24 responses)			
	A	A comprehensive plan and roadmap consistent with the country's public procurement strategy	4	16.67%
	B	A comprehensive plan and roadmap developed by the government agency responsible for IT systems and e-Govt. issues	1	4.17%
	C	Both (A) and (B) are true	4	16.67%
	D	Government is in initial stage of preparing the e-GP development plan and roadmap	7	29.17%
	E	There is no formal plan or agenda for e-GP	9	37.50%
2	Functionality of planned e-GP initiatives (23 responses)			
	A	A single website that consolidates and publishes all national information and policies related to public procurement	21	91.30%
	B	e-Publication of procurement awards and results	20	86.96%
	C	e-Publication system for real time procurement notices	20	86.96%
	D	System for bidders to download bidding documents and RFPs	17	73.91%
	E	e-bidding system for bidders to submit their proposals online	17	73.91%
	F	Electronic supplier registration system	15	65.22%
	G	Regional or local websites for publishing and sharing all local information related to public procurement	9	39.13%
	H	e-Contracting system which allows award notification and contract signing through the system	9	39.13%
	I	Online reverse auctions or electronic negotiations	7	30.43%
	J	Electronic evaluation of bidders technical and financial proposals	8	34.78%
	K	e-Payment system for invoicing and payment	6	26.09%
	L	Online purchasing from e-catalogs or supplier marketplace	6	26.09%
	M	Credit card transaction reporting and reconciliation system	1	4.35%
N	System for receiving bid securities or guarantees	1	4.35%	
3	Plans to implement any new e-GP system at the national level? (20 responses)			
	A	A single website that consolidates and publishes all national information and policies related to public procurement	12	60.00%
	B	e-Publication system for real time procurement notices	11	55.00%
	C	e-Publication of procurement awards and results	10	50.00%
	D	e-bidding system for bidders to submit their proposals online	10	50.00%
	E	e-Contracting system which allows award notification and contract signing through the system	10	50.00%
	F	e-Payment system for invoicing and payment	10	50.00%
	G	System for bidders to download bidding documents and RFPs	9	45.00%
	H	Electronic supplier registration system	9	45.00%
	I	Online purchasing from e-catalogs or supplier marketplace	8	40.00%
	J	Electronic evaluation of bidders technical and financial proposals	8	40.00%
	K	System for receiving bid securities or guarantees	7	35.00%
	L	Online reverse auctions or electronic negotiations	6	30.00%
M	Regional or local websites for publishing and sharing all local	5	25.00%	

S.no.	Description	Number	Percentage	
	information related to public procurement			
N	Credit card transaction reporting and reconciliation system	4	20.00%	
O	None of the above	1	5.00%	
4	Scope of e-GP plans (19 responses)			
	A	Improving legal architecture to facilitate e-GP system implementation	13	73.68%
	B	Drafting amendments to the public procurement law and its implementing rules and regulations to facilitate e-GP operations	13	68.42%
	C	Creation of necessary IT infrastructure	12	63.16%
	D	Piloting e-GP module	11	63.16%
	E	Generating public awareness and conducting consultation with suppliers to promote development of e-GP system	11	63.16%
	F	Assessing e-readiness of procuring entities through surveys and feasibility studies	10	57.89%
	G	Obtaining/searching funding support for e-GP system enhancement	7	36.84%
	H	Conducting user acceptance and testing	7	42.11%
	I	Testing and obtaining relevant government agency approvals with respect to information security	6	31.58%
	J	drafting amendments to the public procurement law and its implementing rules and regulations to facilitate e-Gp operations	1	5.26%
	K	generating public awareness and conducting consultation with suppliers to promote development of e-Gp system	1	5.26%

6.4 Part B: Regional View of the Responses

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD	
1	Status on formation or implementation of a concrete plan for e-GP development (24 responses)							
	A	A comprehensive plan and roadmap consistent with the country's public procurement strategy	16.67%	14.29%	0.00%	0.00%	42.86%	0.00%
	B	A comprehensive plan and roadmap developed by the government agency responsible for IT systems and e-Govt. issues	4.17%	0.00%	0.00%	0.00%	0.00%	16.67%
	C	Both (A) and (B) are true	16.67%	14.29%	0.00%	33.33%	14.29%	16.67%
	D	Government is in initial stage of preparing the e-GP development plan and roadmap	29.17%	28.57%	100.00%	0.00%	28.57%	16.67%
	E	There is no formal plan or agenda for e-GP	37.50%	42.86%	0.00%	66.67%	14.29%	50.00%
2	Functionality of planned e-GP initiatives (23 responses)							
	A	A single website that consolidates and publishes all national information and policies related to public procurement	91.30%	100.00%	50.00%	100.00%	100.00%	83.33%
	B	e-Publication of procurement awards and results	86.96%	83.33%	100.00%	100.00%	83.33%	83.33%
	C	e-Publication system for real time procurement notices	86.96%	100.00%	100.00%	100.00%	100.00%	66.67%
	D	System for bidders to download bidding documents and RFPs	73.91%	66.67%	100.00%	66.67%	83.33%	66.67%
	E	e-bidding system for bidders to submit their proposals online	73.91%	66.67%	100.00%	0.00%	100.00%	83.33%
	F	Electronic supplier registration system	65.22%	50.00%	100.00%	33.33%	66.67%	83.33%
	G	Regional or local websites for publishing and sharing all local information related to public procurement	39.13%	16.67%	50.00%	66.67%	33.33%	50.00%
	H	e-Contracting system which allows award notification and contract signing through the system	39.13%	33.33%	50.00%	33.33%	50.00%	33.33%
	I	Online reverse auctions or electronic negotiations	30.43%	33.33%	50.00%	0.00%	33.33%	33.33%
	J	Electronic evaluation of bidders technical and financial proposals	34.78%	0.00%	50.00%	33.33%	66.67%	33.33%
	K	e-Payment system for invoicing and payment	26.09%	16.67%	0.00%	0.00%	33.33%	50.00%
	L	Online purchasing from e-catalogs or supplier marketplace	26.09%	16.67%	50.00%	0.00%	16.67%	50.00%
	M	Credit card transaction reporting and reconciliation system	4.35%	16.67%	0.00%	0.00%	0.00%	0.00%
N	System for receiving bid securities or guarantees	4.35%	0.00%	0.00%	0.00%	16.67%	0.00%	
3	Plans to implement any new e-GP system at the national level? (20 responses)							

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD	
A	A single website that consolidates and publishes all national information and policies related to public procurement	60.00%	60.00%	0.00%	100.00%	60.00%	66.67%	
B	e-Publication system for real time procurement notices	55.00%	60.00%	0.00%	50.00%	80.00%	50.00%	
C	e-Publication of procurement awards and results	50.00%	60.00%	0.00%	50.00%	60.00%	50.00%	
D	e-bidding system for bidders to submit their proposals online	50.00%	60.00%	0.00%	0.00%	80.00%	50.00%	
E	e-Contracting system which allows award notification and contract signing through the system	50.00%	80.00%	50.00%	0.00%	60.00%	33.33%	
F	e-Payment system for invoicing and payment	50.00%	80.00%	50.00%	0.00%	60.00%	33.33%	
G	System for bidders to download bidding documents and RFPs	45.00%	40.00%	0.00%	50.00%	80.00%	33.33%	
H	Electronic supplier registration system	45.00%	60.00%	0.00%	50.00%	40.00%	50.00%	
I	Online purchasing from e-catalogs or supplier marketplace	40.00%	80.00%	0.00%	0.00%	40.00%	33.33%	
J	Electronic evaluation of bidders technical and financial proposals	40.00%	60.00%	50.00%	0.00%	60.00%	16.67%	
K	System for receiving bid securities or guarantees	35.00%	60.00%	0.00%	0.00%	40.00%	33.33%	
L	Online reverse auctions or electronic negotiations	30.00%	40.00%	0.00%	0.00%	60.00%	16.67%	
M	Regional or local websites for publishing and sharing all local information related to public procurement	25.00%	20.00%	0.00%	50.00%	40.00%	16.67%	
N	Credit card transaction reporting and reconciliation system	20.00%	80.00%	0.00%	0.00%	0.00%	0.00%	
O	None of the above	5.00%	20.00%	0.00%	0.00%	0.00%	0.00%	
4	Scope of e-GP plans (19 responses)							
	A	Improving legal architecture to facilitate e-GP system implementation	73.68%	83.33%	50.00%	100.00%	50.00%	80.00%
	B	Drafting amendments to the public procurement law and its implementing rules and regulations to facilitate e-GP operations	68.42%	50.00%	100.00%	100.00%	50.00%	100.00%
	C	Creation of necessary IT infrastructure	63.16%	66.67%	0.00%	100.00%	50.00%	100.00%
	D	Piloting e-GP module	63.16%	83.33%	50.00%	100.00%	50.00%	40.00%
	E	Generating public awareness and conducting consultation with suppliers to promote development of e-GP system	63.16%	50.00%	100.00%	100.00%	25.00%	80.00%
	F	Assessing e-readiness of procuring entities through surveys and feasibility studies	57.89%	50.00%	50.00%	0.00%	50.00%	80.00%
	G	Obtaining/searching funding support for e-GP system enhancement	36.84%	66.67%	0.00%	0.00%	25.00%	40.00%

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD
H	Conducting user acceptance and testing	42.11%	16.67%	100.00%	100.00%	50.00%	20.00%
I	Testing and obtaining relevant government agency approvals with respect to information security	31.58%	33.33%	50.00%	0.00%	50.00%	20.00%
J	drafting amendments to the public procurement law and its implementing rules and regulations to facilitate e-Gp operations	5.26%	0.00%	0.00%	0.00%	20.00%	0.00%
K	generating public awareness and conducting consultation with suppliers to promote development of e-Gp system	5.26%	0.00%	0.00%	0.00%	20.00%	0.00%

6.5 Part C: Holistic View of the Responses

S.no.	Description	Number	Percentage	
1(e)	General Information about the e-GP system presently in operation: Year of launch			
	A	In 2000	2	18.18%
	B	Between 2006 - 2008	2	18.18%
	C	Between 2009-10	4	36.36%
	D	>=2011	3	27.27%
2	Brief description of the system in terms of coverage and main functional modules			
	A	e-Publication / Downloading	10	90.91%
	B	e-Bidding	8	72.73%
	C	e-Contracting	3	27.27%
	D	e-Payment	5	45.45%
	E	e-Reverse Auction	3	27.27%
	F	e-Catalogue Purchasing	3	27.27%
	G	e-Guarantee / Security	3	27.27%
3	Other government IT systems that the e-GP system links to			
	A	National Treasury and Budget	4	36.36%
	B	Tax	3	27.27%
	C	Business Registration	2	18.18%
	D	Banking	5	45.45%
	E	Contractors Registration and Classification	5	45.45%
	F	Others	1	9.09%
4	How bidders input and submit their proposal/tender documents into e-Tendering System			
	A	Web form	6	54.55%
	B	Upload files	8	72.73%
	C	Send in paper documents	3	27.27%
6	No. of countries which require bid security in e-GP system	9	81.81%	
7	e-GP system require specific operating system / browser			
	A	OS Specific	2	18.18%
	B	Multiple OS	6	54.55%
	C	One Browser	4	36.36%
	D	> One Browser	6	54.55%
9	Whether electronic and paper documents legally equivalent	9	33.33%	
10(a)	Business model in e-GP System			
	A	In-house	3	27.27%
	B	Software outsourced	5	45.45%
	C	Hybrid of in-house & out-sourced	2	18.18%
	D	In-house administration	4	36.36%
10(b)	Users fee for suppliers or procuring agencies	4	36.36%	
10(e)	Call Center for e-GP system	10	90.90%	
10(f)	Self teaching (modules for user requirements)	8	72.72%	
10(g)	Service centers (physical service centers to meet user requirements)	6	54.54%	
12	Methods adopted to encourage procuring entities and suppliers to use the e-GP system			

S.no.	Description		Number	Percentage
	A	Infrastructure support	1	9.09%
	B	Mandated by Law	5	45.45%
	C	Enhanced Transparency	1	9.09%
	D	Training & Awareness creation	5	45.45%
	E	User Friendly software	2	18.18%
13	Countries which allow individual procuring entities to customize national e-GP systems?		3	27.27%
14	No of countries which allow individual agencies free to use different systems to those approved at the central level		0	0.00%
15	Key success factors for introducing or implementing e- e-GP			
	A	Transparency & Security	3	27.27%
	B	MIS	1	9.09%
	C	Enhanced efficiency and effectiveness	3	27.27%
	D	Political will / Top Management support	5	45.45%
	E	User friendliness	2	18.18%
	F	Ownership / Participatory	2	18.18%
	G	Change management	4	36.36%
	H	Mandatory / Regulation	3	27.27%
16	Major problems faced in implementing e-GP system			
	A	IT Literacy	4	36.36%
	B	Change Management	9	81.82%
	C	Infrastructure Constraints	6	54.55%
	D	Awareness Creation	2	18.18%
	E	Lack of Financing	2	18.18%
	F	3rd Party Dependencies	1	9.09%
	G	Need for Strong PMU	1	9.09%

6.6 Part C: Regional View of the Responses

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD	
1(e)	General Information about the e-GP system presently in operation: Year of launch							
	A	In 2000	18.18%	0.00%	0.00%	0.00%	40.00%	
	B	Between 2006 - 2008	18.18%	0.00%	0.00%	0.00%	33.33%	20.00%
	C	Between 2009-10	36.36%	66.67%	0.00%	0.00%	0.00%	40.00%
	D	>=2011	27.27%	33.33%	0.00%	0.00%	66.67%	0.00%
2	Brief description of the system in terms of coverage and main functional modules							
	A	e-Publication / Downloading	90.91%	100.00%	0.00%	0.00%	100.00%	80.00%
	B	e-Bidding	72.73%	66.67%	0.00%	0.00%	100.00%	60.00%
	C	e-Contracting	27.27%	33.33%	0.00%	0.00%	33.33%	20.00%
	D	e-Payment	45.45%	33.33%	0.00%	0.00%	66.67%	40.00%
	E	e-Reverse Auction	27.27%	33.33%	0.00%	0.00%	0.00%	20.00%
	F	e-Catalogue Purchasing	27.27%	0.00%	0.00%	0.00%	0.00%	60.00%
	G	e-Guarantee / Security	27.27%	33.33%	0.00%	0.00%	66.67%	0.00%
3	Other government IT systems that the e-GP system links to							
	A	National Treasury and Budget	36.36%	33.33%	0.00%	0.00%	0.00%	60.00%
	B	Tax	27.27%	0.00%	0.00%	0.00%	33.33%	40.00%
	C	Business Registration	18.18%	0.00%	0.00%	0.00%	33.33%	20.00%
	D	Banking	45.45%	33.33%	0.00%	0.00%	66.67%	40.00%
	E	Contractors Registration and Classification	45.45%	0.00%	0.00%	0.00%	33.33%	80.00%
	F	Others	9.09%	0.00%	0.00%	0.00%	33.33%	0.00%
4	How bidders input and submit their proposal/tender documents into e-Tendering System							
	A	Web form	54.55%	33.33%	0.00%	0.00%	66.67%	60.00%
	B	Upload files	72.73%	33.33%	0.00%	0.00%	100.00%	80.00%
	C	Send in paper documents	27.27%	33.33%	0.00%	0.00%	0.00%	40.00%
6	No. of countries which require bid security in e-GP system		81.81%	66.67%	0.00%	0.00%	100.00%	80.00%
7	e-GP system require specific operating system / browser							
	A	OS Specific	18.18%	0.00%	0.00%	0.00%	33.33%	20.00%
	B	Multiple OS	54.55%	33.33%	0.00%	0.00%	66.67%	60.00%

S.no.	Description		% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD
	C	One Browser	36.36%	33.33%	0.00%	0.00%	0.00%	60.00%
	D	> One Browser	54.55%	33.33%	0.00%	0.00%	100.00%	40.00%
9	Whether electronic and paper documents legally equivalent (out of 27 countries)		33.33%	28.57%	0.00%	0.00%	50.00%	57.14%
10(a)	Business model in e-GP Systems							
	A	In-house	27.27%	0.00%	0.00%	0.00%	66.67%	20.00%
	B	Software outsourced	45.45%	66.67%	0.00%	0.00%	0.00%	60.00%
	C	Hybrid of in-house & out-sourced	18.18%	0.00%	0.00%	0.00%	33.33%	20.00%
	D	In-house administration	36.36%	33.33%	0.00%	0.00%	0.00%	60.00%
10(b)	Users fee for suppliers or procuring agencies		36.36%	33.33%	0.00%	0.00%	66.67%	20.00%
10(e)	Call Center for e-GP system		90.90%	100.00%	0.00%	0.00%	66.67%	100.00%
10(f)	Self teaching (modules for user requirements)		72.72%	33.33%	0.00%	0.00%	100.00%	80.00%
10(g)	Service centers (physical service centers to meet user requirements)		54.54%	0.00%	0.00%	0.00%	66.67%	80.00%
12	Methods adopted to encourage procuring entities and suppliers to use the e-GP system							
	A	Infrastructure support	9.09%	0.00%	0.00%	0.00%	33.33%	0.00%
	B	Mandated by Law	45.45%	33.33%	0.00%	0.00%	33.33%	60.00%
	C	Enhanced Transparency	9.09%	0.00%	0.00%	0.00%	33.33%	0.00%
	D	Training & Awareness creation	45.45%	0.00%	0.00%	0.00%	33.33%	80.00%
	E	User Friendly software	18.18%	0.00%	0.00%	0.00%	0.00%	40.00%
13	Countries which allow individual procuring entities to customize national e-GP systems?		27.27%	0.00%	0.00%	0.00%	33.33%	40.00%
14	No of countries which allow individual agencies free to use different systems to those approved at the central level		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
15	Key success factors for introducing or implementing e- e-GP							
	A	Transparency & Security	27.27%	33.33%	0.00%	0.00%	66.67%	0.00%
	B	MIS	9.09%	33.33%	0.00%	0.00%	0.00%	0.00%
	C	Enhanced efficiency and effectiveness	27.27%	33.33%	0.00%	0.00%	66.67%	0.00%
	D	Political will / Top Management support	45.45%	33.33%	0.00%	0.00%	0.00%	80.00%
	E	User friendliness	18.18%	33.33%	0.00%	0.00%	0.00%	20.00%
	F	Ownership / Participatory	18.18%	0.00%	0.00%	0.00%	0.00%	40.00%
	G	Change management	36.36%	33.33%	0.00%	0.00%	0.00%	60.00%
	H	Mandatory / Regulation	27.27%	66.67%	0.00%	0.00%	0.00%	20.00%

S.no.	Description	% DMC	% CWRD	%EARD	% PARD	%SARD	%SERD
16	Major problems faced in implementing e-GP system						
	A IT Literacy	36.36%	33.33%	0.00%	0.00%	33.33%	40.00%
	B Change Management	81.82%	66.67%	0.00%	0.00%	100.00%	80.00%
	C Infrastructure Constraints	54.55%	66.67%	0.00%	0.00%	66.67%	40.00%
	D Awareness Creation	18.18%	0.00%	0.00%	0.00%	33.33%	20.00%
	E Lack of Financing	18.18%	33.33%	0.00%	0.00%	0.00%	20.00%
	F 3rd Party Dependencies	9.09%	0.00%	0.00%	0.00%	0.00%	20.00%
	G Need for Strong PMU	9.09%	0.00%	0.00%	0.00%	0.00%	20.00%