

E-PROCUREMENT TOOLKIT  
ACCELERATING E-PROCUREMENT SOLUTIONS

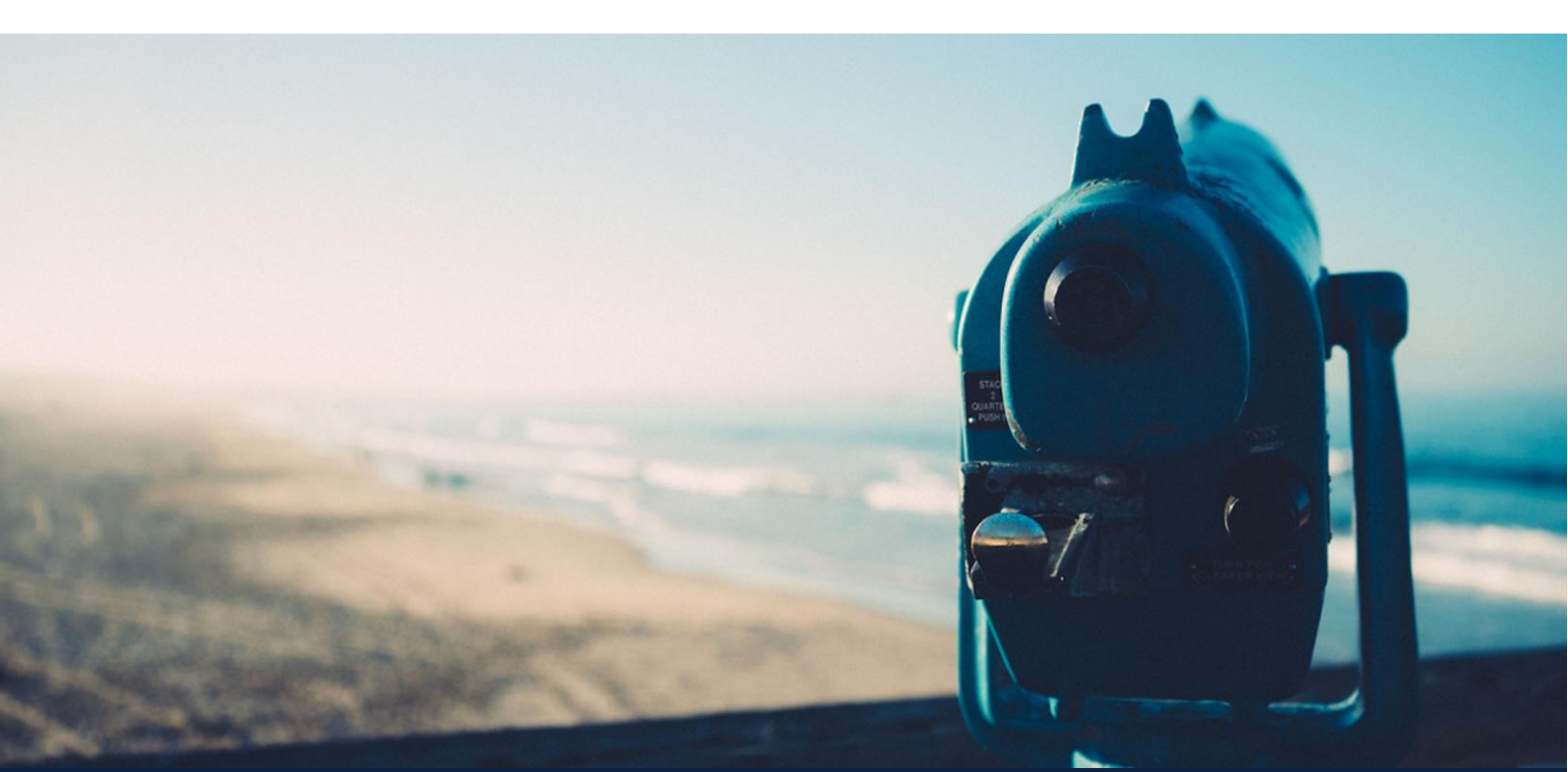
GUIDELINES FOR CONDUCTING MARKET  
ANALYSIS FOR E-PROCUREMENT SYSTEMS



**THE WORLD BANK**  
IBRD • IDA | WORLD BANK GROUP



SEPTEMBER 2016



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# GUIDELINES FOR CONDUCTING MARKET ANALYSIS FOR E-PROCUREMENT SYSTEMS

September 2016



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This document was prepared for Rapid e-Procurement Toolkit  
Project of the World Bank Group by European Dynamics,  
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Cover photo by Jay Mantri

This document was funded by the Strengthening Accountability and Fiduciary Environment (SAFE) Trust Fund sourced by the Swiss State Secretariat for Economic Affairs (SECO) and the European Commission (EC).



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## List of Acronyms

Acronym	Meaning
COTS	Commercial off-the-Shelf
EO	Economic Operator
EOI	Expression of Interest
GUI	Graphical User Interface
ICT	Information and Communications Technology
OCDS	Open Contracting Data Standard
PPP	Public-Private Partnership
REOI	Request for Expression of Interest
RFI	Request for Information
SaaS	Software-as-a-Service
SLA	Service Level Agreement

# 1 INTRODUCTION

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A market analysis is an operation that involves the collection, recording, and evaluation of data about a specific market. It can be used as a tool for a number of activities, including purchasing and promotion. The primary purpose of a market analysis is to inform a decision making process so that it leads to reduced risks and increased productivity in a future investment. Carrying out a comprehensive market analysis increases the awareness of the involved stakeholders and assists them in understanding a market's presence, its capacity, its product/service offerings and their associated costs, and so on.

In the software market and particularly in the field of e-Procurement systems, a market analysis can be used as a tool to gain knowledge about the various vendors that provide e-Procurement software solutions and the different functionalities offered by these systems. In parallel, a market analysis can function as an informal mechanism for obtaining an "Expression of Interest" from vendors for an actual procurement process.

The current document describes the factors involved in conducting a market analysis with a view to obtaining a commercial off-the-shelf (COTS) e-Procurement system. In the context used here, COTS systems are standard manufactured software products that are neither custom nor universal. Aside from this option, there are governments that may have the necessary internal information and communications technology (ICT) capacity to undertake in-house developments when building their e-Procurement systems from scratch. Alternatively, governments may opt for contracting an external consultant to develop a completely new system that meets the specific needs of the country.

With any of these options, a market analysis can significantly contribute to e-Procurement system development in several ways. First, it can assist in better defining the system's particular requirements, since governments planning to establish an e-Procurement system should be aware of the available products in the market and the functionalities they cover. In this way, it will be much easier, based on the current products/values on the market, to fine-tune the envisaged requirements in a targeted manner and to better plan the estimated budget that should be reserved and allocated for establishing the system.

Moreover, governments can determine the tendering method that should be applied by relating it to the market capacity as identified through the analysis. Since the current market with respect to e-Procurement systems is globalized, it is important that the research extends to the international markets. This way, and depending on the tendering method to be used, local and international vendors can place their offers, increasing competitiveness and thereby enabling governments to achieve better value for money, that is, to acquire better quality operations at a lower price.

In conclusion, an effective market analysis can contribute to both the definition and refinement of a system's requirements and to a better understanding of the ICT market regarding the available vendors and the e-Procurement systems they offer. Thus, having carried out a market analysis, governments can be better positioned to proceed with a public procurement action for the purchase of the most suitable e-Procurement system.

# 2 METHODOLOGY

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Before conducting a market analysis, it is very important to set clear research goals by defining the datasets that should be collected, used, and interpreted and by selecting the appropriate methodology that should be followed.

## 2.1 METHODS FOR CONDUCTING THE ANALYSIS

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Several methods are available for carrying out a market analysis to better understand and assess the market of available e-Procurement systems. If needed, several of the methods outlined below can be combined.

### 2.1.1 DESK-BASED RESEARCH

Desk-based research is a way of investigating and analyzing information that is readily available and easily accessible, mainly through the Internet. Published reports, industry and government websites, discussions/interviews with experts, and a wide range of other sources can provide an effective way to collect data. This method offers many advantages in an analysis of the e-Procurement field and is time and cost effective. Details regarding the features and prices of the available e-Procurement products on the market can be found on official websites that can be located via targeted Internet searches. Published reports (for example, Gartner<sup>1</sup>) and specialized web resources (such as g-cloud<sup>2</sup>) are also reliable data sources. In addition, important information for a market analysis can be gained through formal or informal discussions with institutional representatives in other countries or with experts from donor countries or organizations. And since the available information can change over time, the sources used for the market analysis can be re-examined to ensure up-to-date accuracy.

### 2.1.2 SURVEYS / QUESTIONNAIRES

Carrying out market research with surveys and questionnaires is an effective way to generate the required information, especially in situations where the data collected through other means (such as desk-based research) are either not easily obtained or not completely reliable. Questionnaires and surveys are very powerful tools when comparable responses to specific questions can produce quantitative measurements for processing (such as the number of potential local vendors that support a specific requirement). Moreover, the use of web-based surveys makes the process relatively easy, since they are easily distributed and respondents can reply via their personal computers.

The questions included in these surveys/questionnaires should be carefully and clearly designed to obtain the minimum information required for a productive market analysis. Surveys/questionnaires may be distributed to a select set of vendors, who, due to their direct involvement, can be expected to respond with accurate feedback, given that they are likely hoping to do business with government. Another option would be to openly publish the questionnaire so it can be completed by an interested vendor, though this open procedure may result in uncertain response rates.

### 2.1.3 SYSTEM DEMONSTRATION

In system demonstrations, vendors are invited to present the functionality of their system to the potential buyer in an interactive manner. Buyers may specify the particular operations that should be demonstrated, which typically involve either an overview of the system through a high-level demonstration of the modules or a focus on advanced functionality to cover a specific set of business operations (such as how purchase orders are created, processed, and approved).

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<sup>1</sup> See Gartner, "Market Guide for E-Procurement and Regional P2P Suites," Gartner, Stamford, CT, <https://www.gartner.com/doc/2871919/market-guide-e-procurement-regional-pp>.

<sup>2</sup> See <https://www.digitalmarketplace.service.gov.uk/g-cloud/search?q=procurement&lot=saas>.

Demonstrations may be performed either during face-to-face meetings between vendor and buyer officials or through online demonstrations (such as through WebEx). The latter option is particularly relevant for international vendors, so that they are not excluded from the market analysis process.

Apart from the immediate understanding of the system's functionality, the buyer can also gain practical experience on nonfunctional aspects of the system, such as graphical user interface (GUI) look and feel, usability, translation capabilities, and help features.

#### **2.1.4 COMMUNICATION METHODS WITH VENDORS**

Interaction with the vendors is a powerful technique in market analysis, as the buyer's preliminary ideas on the e-Procurement project are communicated directly to the potential set of vendors. This interaction can subsequently help transform the information and ideas that are exchanged into a clearly defined vision of the project.

Several processes and tools can be used to communicate, either formally or informally, with the vendors:

- » Formal communication methods: a Request for an Expression of Interest (REOI) and a Request for Information (RFI) are procedures whose fundamental purpose is to collect information on the capacities of the diverse vendors. They are effective in helping the decision-making process on the steps that should be followed after the market analysis is completed. Moreover, they may stimulate an interest in the potential vendors and provide important initial information on their capacity.
- » Informal communication methods: e-mail communications, advertisements in publication/bulletin boards, and various social media (such as Twitter/Facebook/LinkedIn groups) can be used as a means to leverage any interest in and familiarization with the potential vendors regarding the advertised project. In this context, the potential vendors are informed about a country's intention to establish an e-Procurement system and can closely follow any future announcements related to the project.

In either case, invitations to participate in the market analysis must be open and well advertised, thus allowing for full market penetration.

#### **2.1.5 INVOLVEMENT AND/OR FULL ASSIGNMENT TO EXTERNAL CONSULTANT/SPECIALIST**

A market analysis is an extensive undertaking that requires considerable time and effort. As such, the involvement of experts can assist in carrying out the research in a timely and accurate manner. Professionals in this field know how to ask the right sort of questions to the correct audience and produce results that are coherent and concise.

There are various types of market research providers that can either be partly involved in or fully undertake the market analysis from beginning to end. Market experts, though, may have differing areas of specialization, so it is important to ensure that their expertise matches the envisaged scope of the project.



## 2.2 VENDOR INFORMATION

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The initial step of the market analysis is to define the research objective, including the information sets that should be collected. The latter should enable the buyer to assess the range of vendors that might be in a position to deliver the required technology services.

General profiling information on the participating vendors should be obtained first in order to define and assess their status as potential e-Procurement system contractors. The vendor's overall experience in ICT system implementation in the public sector, along with its specific experience in e-Procurement systems, is critical information in any background assessment and can help the buyer to better understand the capacity of the market to deliver an e-Procurement system according to the set requirements. In addition, the vendor's economic and financial standing, as well as its technical and professional ability (including certifications), should be established.

Another factor that may influence the specifications of a future tendering process for acquiring an e-Procurement system relates to the feasibility or necessity of a local presence. Ideally, the analysis should help assess the vendors' geographical coverage with regard to the following services:

- » system implementation (including business analysis of the legal framework)
- » end-user training (including methodology for vendor training)
- » support/maintenance operations
- » help desk operations

Furthermore, the business models used by the different vendors need to be clarified, since this information must be taken into account when determining the exact requirements of the future tendering process. The vendors should therefore be asked to define the engagement methods that they commonly follow and to indicate which of the following methods are supported:

- » supply software ownership and source codes
- » system delivery in the form of software-as-a-service (SaaS)
- » experience/interest in public-private partnerships (PPPs)
- » system delivery in the form of a shared service

Lastly, the typical Service-Level Agreement (SLA) that the vendors regularly set for their products should be identified. This way, the market analysis can determine how quickly the different vendors are able to respond to major or minor issues. SLAs are important in ascertaining the reflexes of the providers when issues arise, especially when dealing with systems that are already in production or in use.

## 2.3 E-PROCUREMENT SYSTEM INFORMATION

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Apart from profiling the system vendors, further information on the actual systems they provide should be collected. More specifically, the system modules that are widely available on the market, along with their indicative cost, should be listed. In parallel, a draft estimate of the level of customization that may be needed should be drawn up in order to adapt the requirements that are to be covered.

Vendors should provide evidence, either through case studies or white papers, to demonstrate that their offered e-Procurement systems are currently functioning appropriately for their existing customers. The vendors should also be asked to provide a detailed list of the functional features of their e-Procurement systems to enable the buyer to make an accurate determination of the operations that are fully or only partially covered by the available systems of the market. The functional list could be either vendor or buyer defined. In the first case, the vendor should be prompted to define the modules/features that its software products offer, and in the second, the vendor is encouraged to provide a yes/no or a self-evaluation response within a predefined list of modules/features.

In addition to functional features, it is vital to consider the nonfunctional elements supported by e-Procurement systems. The basic technology, programming language, and standards followed are all critically important, and state-of-the-art technologies, robust technical implementation, and industry-defined practices can be expected to offer the system a more efficient operation, maintenance, and evolution.

The market analysis should also target the envisaged costs of all the activities related to the delivery of the system. It would be useful to have indicative estimates that cover the full lifecycle costs. In this context, the vendors should provide an indicative base/license cost for the delivery of their full system. Moreover, they should be asked to include estimated costs for adaptation (through a fictitious change request) as well as annual costs for the system's license and/or maintenance. Such information is crucial in order for the analysis to define the average cost required and for the buyer to dedicate the respective budget before publishing a tender for the procurement of an e-Procurement system.

## 2.4 CONSIDERATIONS

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Prior to conducting market analysis tasks, the buyer should consider several factors that might have either a positive or negative impact on the analysis outcome. The first decision is to determine the entity that will undertake the analysis, a decision that strongly depends on the available funds and time, particularly if the study is to be conducted by the buyer and additional staff might be required. If outside professionals will be either fully or partially involved, the buyer should organize all the planned activities to ensure that the analysis can be completed in a timely manner and within the available budget.

Since a wealth of detailed information can be extracted from the groups of vendors that participate in the market analysis, determining which vendors will make up that group is a key task. If a specific set of vendors is to be invited, a list should be drafted, an exercise that in itself requires some preliminary investigating. The selection of a well-suited group of vendors should be combined with a well-planned research process, and to this end, the purpose and context of the market analysis should be clearly defined.

The buyer should consider the fact that the implementation of an e-Procurement system is a complex and lengthy project. In this context, prior to inviting a group of vendors to participate in the market analysis, the buyer must be able to outline a minimum number of requirements for the desired system. Another primary element that should be assessed is the time frame for the envisaged implementation and rollout, since implementation in particular might require a considerable amount of time, depending on the planned features that need to be supported.

The planned business and hosting models should also be considered before inviting vendors to respond to the market analysis, though this may reduce the range of vendors that can participate in the research and subsequently bid for the future tender. The geographical and linguistic coverage are further considerations, since more than one language and/or local dialects may need to be supported.

The scope of the market analysis may encourage vendors to provide supporting documents. These may include further details on the software product that each of them provides, the methodologies used, the pricing schemes, and so forth. In this case, specifications on the types of documents required could be explicitly defined in order to avoid discrepancies on the scope and length of the reports that the vendors should prepare and deliver.

# 3 TEMPLATES

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This section presents a list of suggested templates that may be useful in a market analysis to facilitate future tendering for the procurement of an e-Procurement system. The actual templates can be found in the annexes to this document.

## 3.1 INVITATION TEMPLATE

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This template is an invitation that could be sent to a selected set of vendors invited to participate in a market analysis exercise. It provides the vendors with some important information, including the purpose and objectives of the analysis and any procedural and contact information. The invitation template can be found in Annex I.

## 3.2 QUESTIONNAIRE TEMPLATE

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The questionnaire template includes a suggested set of questions to pose to vendors in the context of the market analysis. It contains both general questions on the vendors' profile (such as experience, geographical coverage, and so forth) and more specific questions related to the potentially offered e-Procurement system. The questionnaire template can be found in Annex II.

## 3.3 MARKET ANALYSIS REPORT TEMPLATE

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After the completion of the market analysis, the results should be documented in a way that points to the main conclusions, which can subsequently be utilized for decision making. The report should also document the methods used. The template comprises four proposed sections, including the purpose of the analysis and its participants, a brief description of the methodology, the core results, and the main conclusions. The report template can be found in Annex III.

## 3.4 REQUEST FOR EXPRESSION OF INTEREST

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The REOI template is a suggested official letter to suitable vendors, inviting them to express their interest in implementing an e-Procurement system. According to their responses, the vendors might be subsequently asked to place bids for a forthcoming tender. The REOI template can be found in Annex IV.

# ANNEX I: INVITATION TEMPLATE

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*Sender's details:*

*Name*  
*Department/Organization*  
*Address*  
*Country*

*Recipient's address:*

*Name*  
*Department/Organization*  
*Address*  
*Country*

[Date]

*Dear Sir/Madam,*

*Our organization, in line with its mandate to modernize the national public procurement environment, is undertaking a market analysis exercise in the field of electronic procurement (e-Procurement) systems, aiming to obtain a better understanding of the market landscape. The ultimate objective of the market analysis is to refine our requirements in preparation for a tendering procedure to contract with the most suitable vendor(s) to implement the [country]'s e-Procurement system. The tendering procedure is planned to take place in the [number] quarter of [year].<sup>3</sup> Your company is asked to participate in the market analysis exercise because of its expertise, reputation, and past performance record in the field.*

*The mission of our organization is to modernize the national public procurement environment in the whole country, with the goal of improving in five strategic areas: governance, institutional capacity, functionality and infrastructure, interoperability, and adoption. All five strategic areas are being addressed in an organized and thorough manner, as per the elaborated Action Plan published at [website], which also describes the achievements so far.*

*The market analysis is a central component of the third strategic area of the Action Plan, that of functionality and infrastructure. A solid market analysis on e-Procurement systems and their respective vendors is crucial to our understanding of the current state of the market, including the latest trends, best practices, industry capabilities, delivery approaches, and likely costs. The analysis will be based primarily on a questionnaire that raises five topics for profiling vendors (such as experience and methodology) and five topics for profiling e-Procurement solutions (such as system modules and maintenance support). In addition to these specific topics, you may submit any supplementary information you consider important for our better understanding of the market, including brochures, case studies, methodologies, pricing schemes, and so forth.*

*I wish to emphasize that the market research is not a tendering competition. Any information obtained will be treated as confidential and will be used solely by government officials for the purposes outlined above. Furthermore, the identity of the vendors invited and those that respond will not be disclosed, and no formal evaluation of the submitted information will be performed. Finally, this invitation does not constitute a commitment for future*

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<sup>3</sup> If the timeplan for the tendering exercise is not decided yet, this sentence should read "There is currently no specific date for commencing the tendering exercise".

*business cooperation and vendors will not be financially compensated their response. Any contractual arrangement with any organization(s) may be concluded only following the forthcoming tendering exercise.*

*If you are interested in participating in the market analysis, please visit the following Internet location in order to obtain access to the terms, list of requirements, and questionnaire.<sup>4</sup>*

*[website]*

*Your responses should be sent via e-mail to: [e-mail address]*

*Any questions, objections, and/or concerns should be communicated via e-mail to the aforementioned e-mail address.*

*I wish to thank you in advance for your cooperation and look forward to receiving your response.*

*Sincerely*

*[name]*

*[role]*

*[signature]*

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<sup>4</sup> If the material is not intended to be published, this sentence should read “If you are interested in participating in the market analysis, please send a respective e-mail to [e-mail address]; we will then respond back to you, attaching all relevant material.”

# ANNEX II: QUESTIONNAIRE TEMPLATE

## INFORMATION ON THE VENDOR

### 1. Profile

1.1 Name	
1.2 Website	
1.2 Field of expertise (free text up to 200 words)	

### 2. Relevant experience

2.1 Experience in public sector systems (last 5 projects)	Country	Client	Project	Budget
2.2 Experience in public sector e-Procurement systems (last 5 projects)	Country	Client	Project	Budget
2.3 Experience in private sector e-Procurement systems (last 5 projects)	Country	Client	Project	Budget

3. Eligibility to participate in public procurement proceedings

<p>3.1 Eligibility in public procurement proceedings (i.e., not convicted of participation in any criminal activity, corruption, fraud, terrorist offenses, money laundering, or child labor; not subject to exclusion due to nonpayment of taxes or social security; not in the process of bankruptcy; not convicted of misconduct, etc.) (check as appropriate)</p>	<p><i>I confirm that the organization is eligible.</i></p>		<p><i>I do not confirm that the organization is eligible.</i></p>	
<p>3.2 Average annual turnover in the past 5 years (number)</p>				
<p>3.3 Average annual manpower (number)</p>				
<p>3.4 Certificates by independent bodies</p>	<p><i>Independent Body</i></p>	<p><i>Certificate</i></p>	<p><i>Valid until</i></p>	



4. Geographical coverage

<p>4.1 Physical presence in region</p>	<p>Continent X<sup>5</sup></p>	<p>Country Y<sup>6</sup></p>
<p>4.2 Experience in delivering software solutions in region (If you cover Country Y, then simply check that box. If not, write the main countries covered in Continent X.)</p>	<p>Continent X</p>	<p>Country Y</p>
<p>4.3 Experience in delivering end-user training services in region (If you cover Country Y, then simply check that box. If not, write the main countries covered in Continent X.)</p>	<p>Continent X</p>	<p>Country Y</p>
<p>4.4 Experience in delivering software support/maintenance services in region (If you cover Country Y, then simply check that box. If not, write the main countries covered in Continent X.)</p>	<p>Continent X</p>	<p>Country Y</p>
<p>4.5 Experience in delivering help desk services in region (If you cover Country Y, then simply check that box. If not, write the main countries covered in Continent X.)</p>	<p>Continent X</p>	<p>Country Y</p>

<sup>5</sup> The person creating the questionnaire should replace this text with the continent on which his/her country is located.

<sup>6</sup> The person creating the questionnaire should replace this text with his/her country.

5. Engagement methods with clients and typical Service-Level Agreement (SLA)

<p>5.1 Delivery of software ownership and source codes (check as appropriate)</p>	<p>Yes</p>	<p>No</p>
<p>5.2 Delivery of software-as-a-service (SaaS) (check as appropriate)</p>	<p>Yes</p>	<p>No</p>
<p>5.3 Engagement in a public-private partnership (PPP) (check as appropriate)</p>	<p>Yes</p>	<p>No</p>
<p>5.4 Delivery of service in the form of a shared service (check as appropriate)</p>	<p>Yes</p>	<p>No</p>
<p>5.5 Indicative SLA provided (e.g., response time for minor/major issues, availability %, response to security issues, etc.) (free text up to 200 words)</p>		

*INFORMATION ON THE SYSTEM*

6. Profile

6.1 Name	
6.2 Website	
6.2 Description of the system (free text up to 200 words)	

7. System modules<sup>7</sup>

7.1 e-Registration	<i>Supported (Yes/No)</i>	
7.2 e-Procurement Plan	<i>Supported (Yes/No)</i>	
	<i>Process management</i>	
	<i>Group/consolidation</i>	
	<i>Publication</i>	
7.3 e-Publication/Notification	<i>Supported (Yes/No)</i>	
	<i>Tender workspace creation and workflow setup</i>	
	<i>Officer association</i>	
	<i>Tender documentation</i>	
	<i>Tender questionnaire</i>	

<sup>7</sup> More information on the requirements of the enlisted modules is available on the World Bank's e-Procurement Rapid Toolkit website (<http://eProcurementToolkit.org>).

	<i>Completion Publication/ Activation</i>	
<i>7.4 e-Tendering</i>	<i>Supported (Yes/No)</i>	
	<i>Questions/answers</i>	
	<i>Creation/submission of bids</i>	
	<i>Securities/guarantees</i>	
<i>7.5 e-Evaluation/e-Awarding</i>	<i>Supported (Yes/No)</i>	
	<i>Bid opening</i>	
	<i>Offline tenders</i>	
	<i>Evaluation</i>	
	<i>Complaints</i>	
	<i>Award</i>	
<i>7.6 e-Reverse Auctions</i>	<i>Supported (Yes/No)</i>	
<i>7.7 Contract Management</i>	<i>Supported (Yes/No)</i>	
	<i>Contract workspace management</i>	
	<i>Contract negotiations, amendments, renewals</i>	
<i>Deliverables</i>		

	<i>Actions</i>	
	<i>Key Performance Indicators</i>	
	<i>Financials</i>	
<i>7.8 e-Catalogues</i>	<i>Supported (Yes/No)</i>	
	<i>Catalogue workspace management</i>	
	<i>Catalogue browsing</i>	
	<i>Cart management</i>	
<i>7.9 Catalogue Management</i>	<i>Supported (Yes/No)</i>	
	<i>Catalogue preparation</i>	
	<i>Catalogue submission</i>	
	<i>Catalogue approval</i>	
	<i>Catalogue versioning</i>	
	<i>Catalogue activation</i>	
<i>7.10 e-Purchasing</i>	<i>Supported (Yes/No)</i>	
	<i>Requisition</i>	
	<i>Quotation</i>	

	<i>Purchase order</i>	
	<i>Invoice</i>	
	<i>Payment</i>	
	<i>Goods receipt note</i>	
<i>7.11 Vendor Management</i>	<i>Supported (Yes/No)</i>	
	<i>e-Attestations</i>	
	<i>Prequalification</i>	
	<i>Vendor performance</i>	
<i>7.12 Procurement Monitoring and Reporting</i>	<i>Supported (Yes/No)</i>	
	<i>Notifications</i>	
	<i>Auditing</i>	
	<i>Business Intelligence Reporting &amp; Dashboard</i>	
	<i>Open Contracting Data Standard (OCDS)</i>	
	<i>World Bank Indicators</i>	

8. Nonfunctional features

8.1 Programming language(s), database, supported operating system and technologies (bulleted list)	•
8.2 Technical characteristics of special interest (free text up to 200 words)	
8.3 Use of standards (bulleted list)	
8.4 Interoperability capabilities and technical setup for integrations (free text up to 200 words)	•
8.5 Adaptation/customization capabilities and methodology used (free text up to 200 words)	

9. Support/maintenance procedures

9.1 Methodology to support system and ensure a responsive, reliable, and available service (free text up to 500 words)	
9.2 Methodology for risk management and disaster recovery (free text up to 500 words)	

10. Financial considerations

10.1 Indicative system baseline/license cost (USD range in thousands)	
10.2 Indicative system annual license and maintenance fee (USD range in thousands)	
10.3 Indicative cost for adaptations <sup>8</sup> (USD range in thousands)	

*SUPPLEMENTARY INFORMATION*

Vendors are invited to deliver any further documentation deemed relevant to this inquiry or any additional information that may supplement the provided answers. This can include:

- » vendor profile brochures
- » system brochures
- » case studies on the practical application of the system
- » technical documentation of the system
- » operational/procedural documentation on employed methodologies
- » pricing scheme

<sup>8</sup> To obtain reasonable/comparable information from vendors, it is recommended that a fictitious change request be created for this questionnaire and that vendors be prompted to provide cost estimates.

# ANNEX III: MARKET ANALYSIS REPORT TEMPLATE

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## *1 INTRODUCTION*

### *1.1 Purpose of the report*

*Description of the current market analysis (i.e., the incentive for performing it and next steps)*

### *1.2 Stakeholders and audience*

*Description of the personnel involved in the market analysis and its intended audience*

### *1.3 Structure of the report*

*Description of the report chapters*

## *2 METHODOLOGY*

### *2.1 Market analysis phases*

*Brief description of the phases followed for conducting the market analysis:*

- » Inception*
- » Material preparation*
- » Vendor involvement/communications*
- » Consolidation/synthesis*
- » Conclusions*

### *2.2 Material shared with vendors*

*Documentation of the material provided to vendors*

#### *2.2.1 Invitation*

*Attachment*

#### *2.2.2 Description of the requirements*

*Attachment*

#### *2.2.3 Questionnaire(s)*

*Attachment(s)*

#### *2.2.4 Other material*

*Attachment(s)*

### *2.3 Consolidation/synthesis*

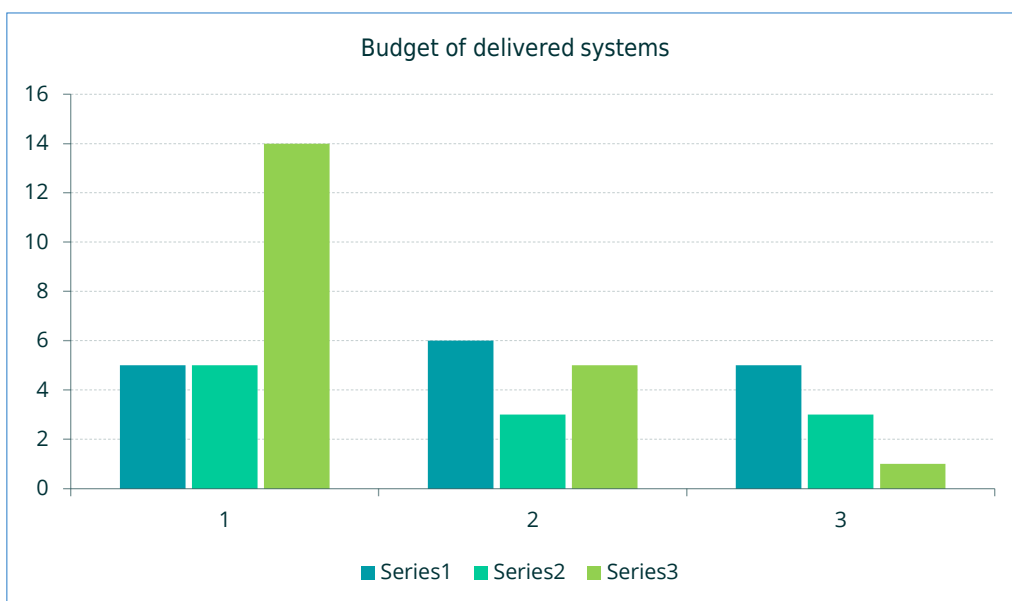
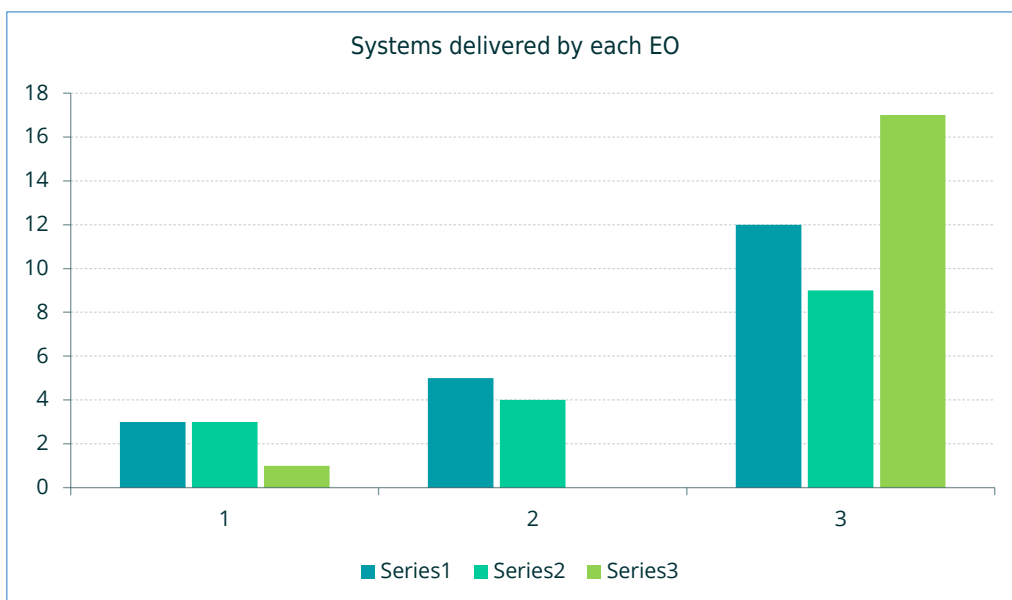
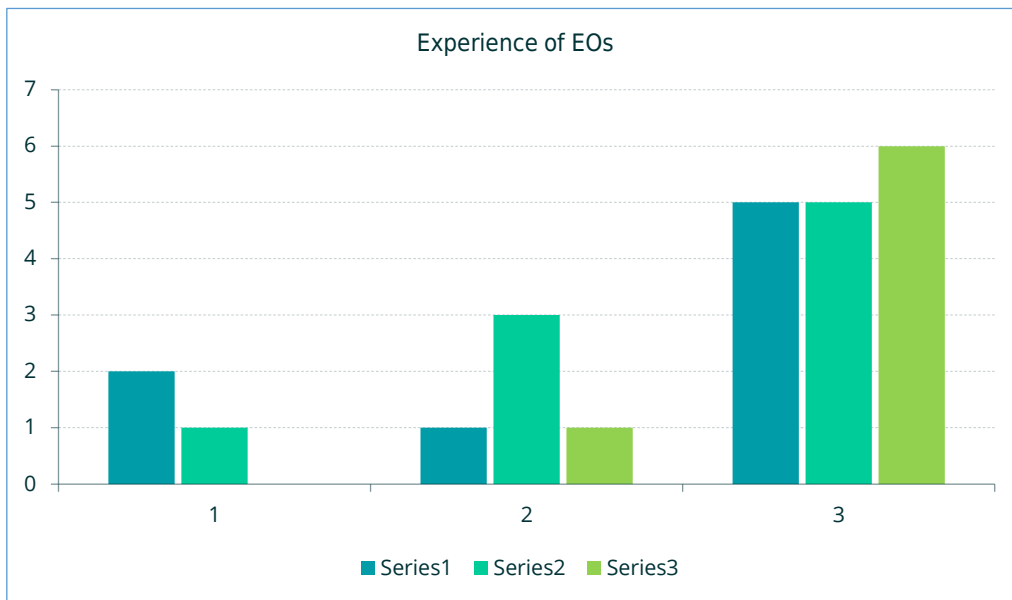
*Description of the processing performed to synthesize the collected data and extract the information needed for the next steps (including attachments of any “consolidation” templates used)*

## *3 SYNTHESIZED INFORMATION*

### *3.1 Relevant experience*

*Relates to information collected from section 2 of the questionnaire. Below are some sample graphs that could be used to present the collected information:*

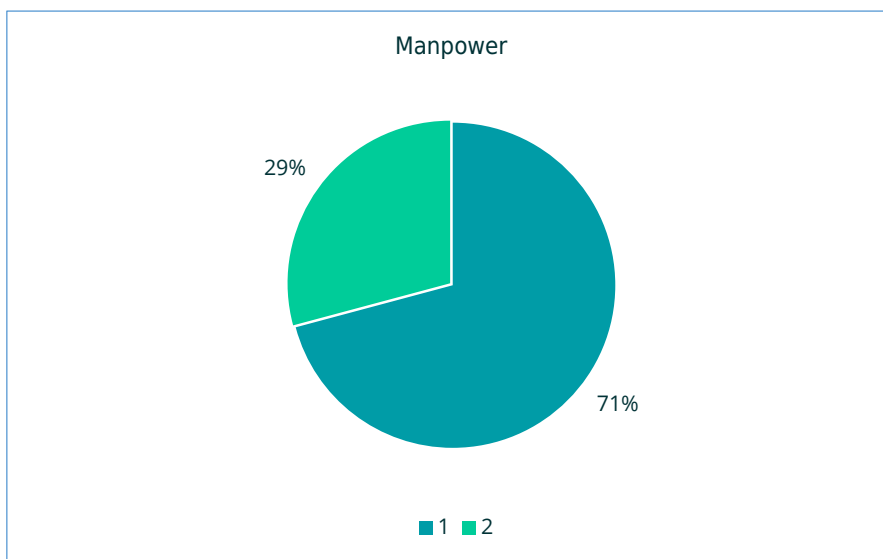
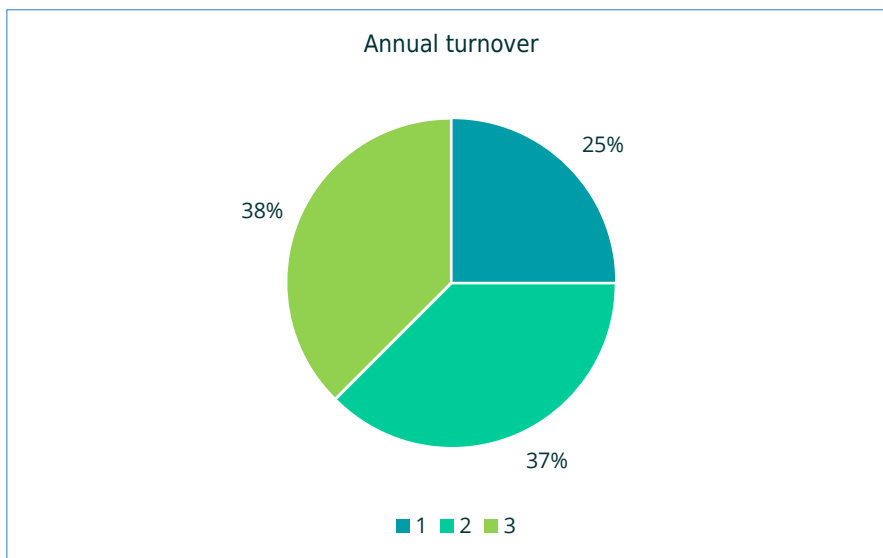
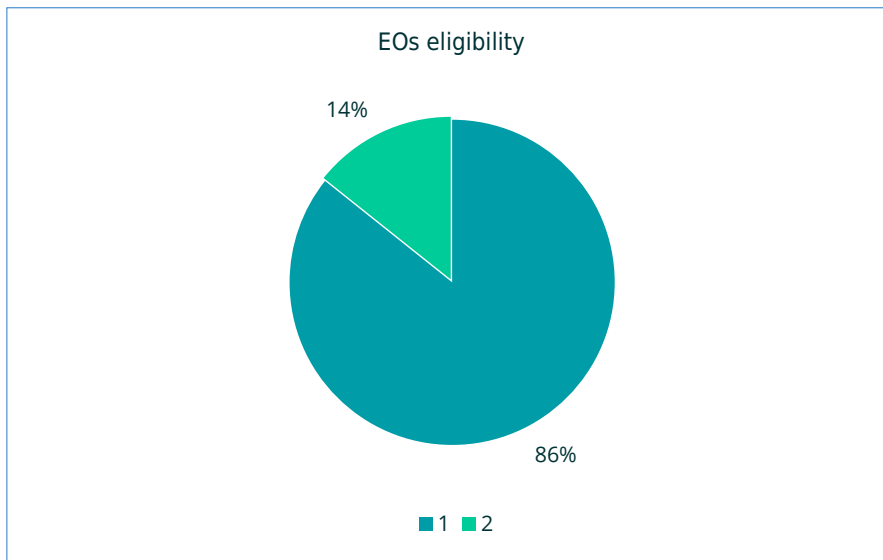


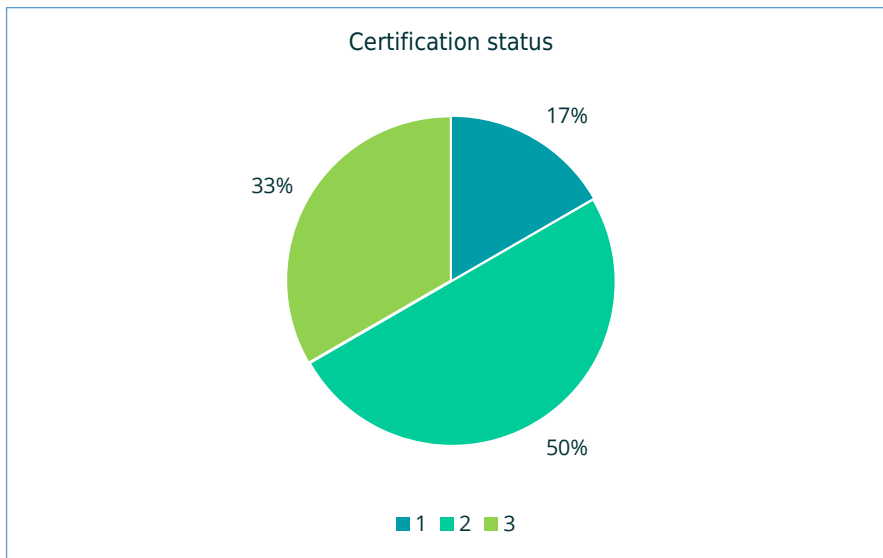


***Conclusion to be drawn:*** do the EOs that provided data have experience in delivering public sector systems, e-Procurement systems, and other such large-scale projects?

### 3.2 Eligibility

Relates to information collected from section 3 of the questionnaire. Sample graphs that could be used to present the collected information:

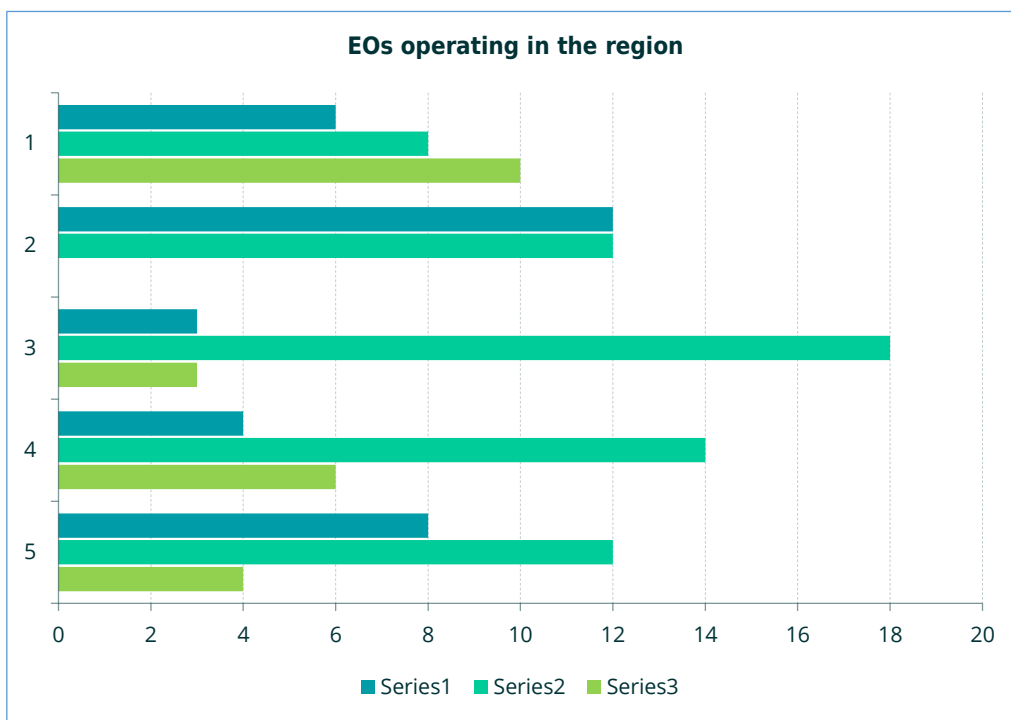




**Conclusion to be drawn:** are the EOs that responded to the market analysis eligible to support an e-Procurement system implementation project?

### 3.3 Geographical coverage

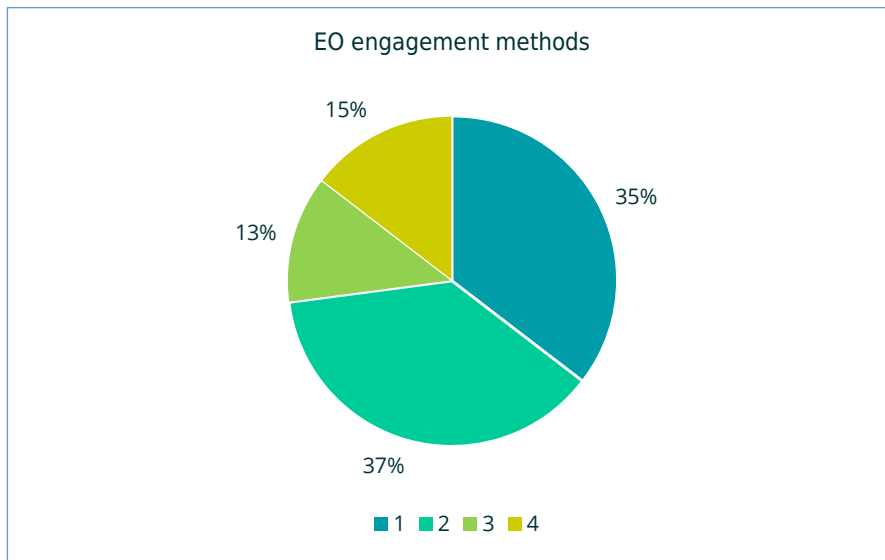
Relates to information collected from section 4 of the questionnaire. Sample graph that could be used to present the collected information:



**Conclusion to be drawn:** do the EOs that responded to the market analysis provide the necessary regional coverage to support the full cycle of an e-Procurement system implementation project?

### 3.4 Engagement method

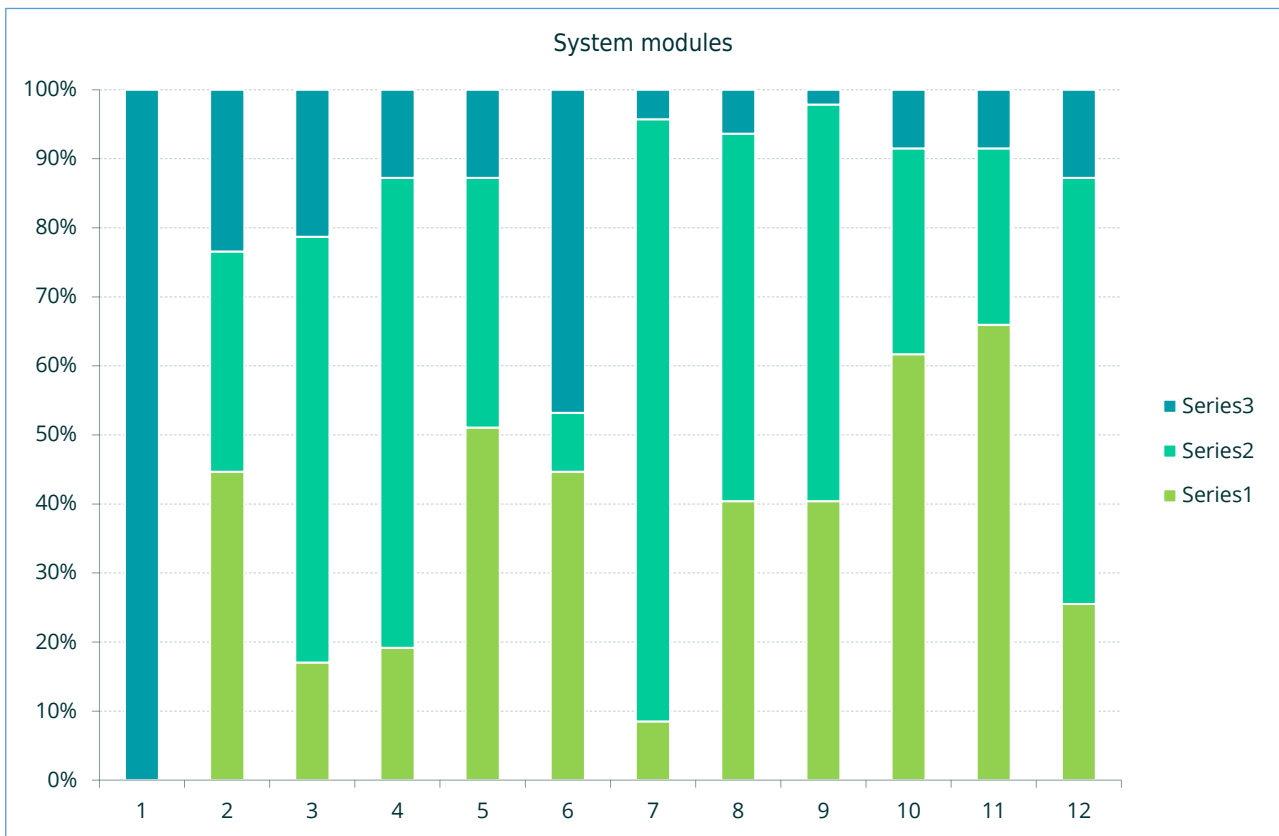
Relates to information collected from section 5 of the questionnaire. Sample graph that could be used to present the collected information:



Conclusion to be drawn: which engagement methods are used most by the EOs that responded to the market analysis?

### 3.5 System modules

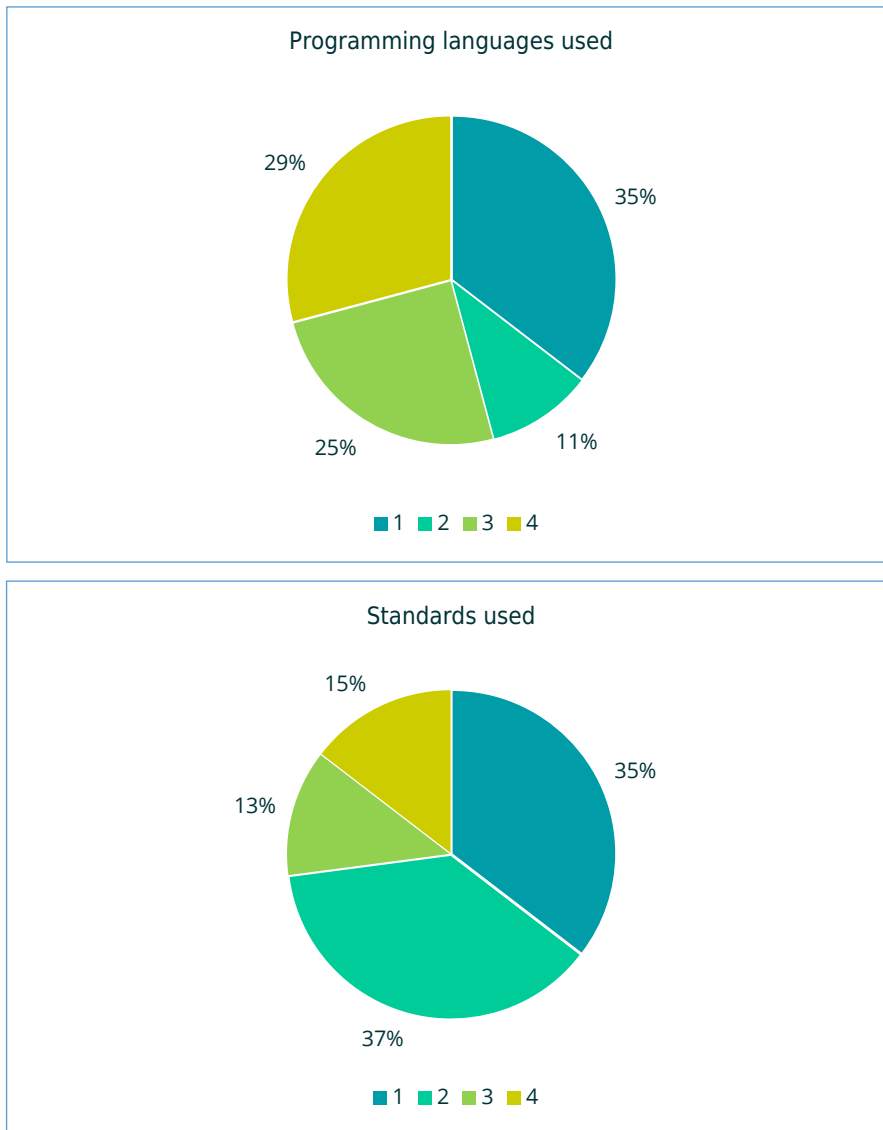
Relates to information collected from section 7 of the questionnaire. Sample graph that could be used to present the collected information:



Conclusion to be drawn: which system modules are widely available on the market and which would most probably require a substantial implementation/configuration effort as per the information provided by the EOs that responded to the market analysis?

### 3.6 Nonfunctional features

Relates to information collected from section 8 of the questionnaire. Sample graphs that could be used to present the collected information:



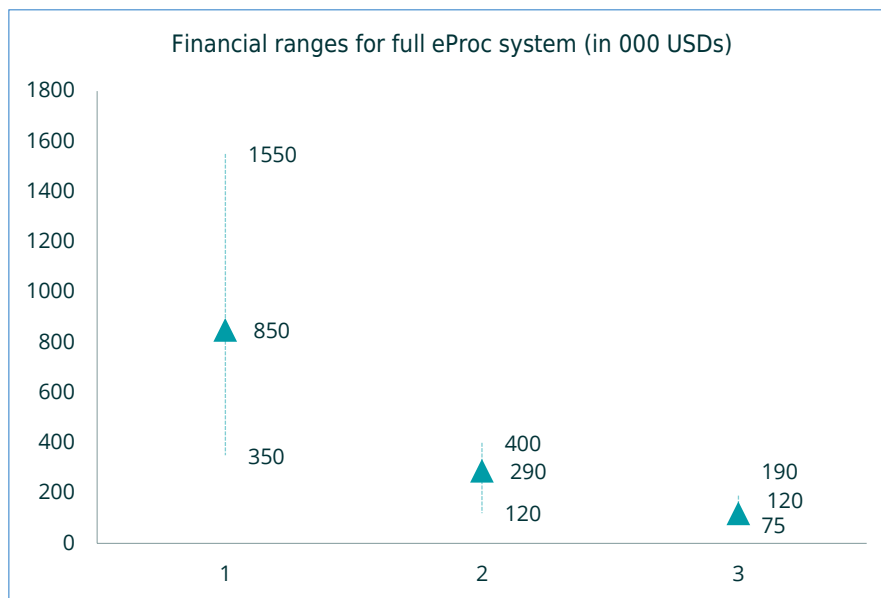
Conclusion to be drawn: which are the most prominent programming languages and the most commonly used standards as per the information provided by the EOs that responded to the market analysis?

### 3.7 Support/maintenance procedures

Relates to information collected from section 9 of the questionnaire. Since responses here involve free text provided by the EOs, a graph is not envisaged. Still, a conclusion should be drawn as to the most common management standards used by the EOs that responded to the market analysis. Support methodologies, tools, and communication mediums should be captured in order to identify commonalities, trends, and best practices.

### 3.8 Financial considerations

Relates to information collected from section 10 of the questionnaire. Sample graph that could be used to present the collected information:



Conclusion to be drawn: what are the envisaged costs for configuration/deployment, annual maintenance fees, and typical adaptation costs as per the information provided by the EOs that responded to the market analysis?

#### 4 MAIN CONCLUSIONS

*This section should list the main conclusions of the market analysis, typically covering:*

- » number, eligibility/technical/financial status, and experience of EOs that responded to the market analysis, which can indicate the EO interest and capacity that could be expected in the tendering process for the e-Procurement system (unless wider advertisement schemes or improved communication methods are used)
- » geographical coverage of EOs that responded to the market analysis, which can indicate whether the tendering process could explicitly require a local presence, subcontracting with a local partner, specific methodologies for long-distance cooperation, and so on
- » engagement methods that are most preferred or used by vendors, which can be taken into account when determining the exact requirements for the tendering process
- » commonalities and expertise in functionalities, technologies, and standards that can also be taken into account in concluding the tender's exact requirements
- » rough financial estimates that can be used to estimate the budget for the tendering process

# ANNEX IV: REQUEST FOR EXPRESSION OF INTEREST TEMPLATE

## REQUEST FOR EXPRESSION OF INTEREST

[COUNTRY]

[PROGRAM NAME]

[PROJECT/TENDER NAME]

[PROJECT/TENDER REFERENCE NUMBER]

The [agency] of the Government of [country] intends to obtain ICT consulting services for the establishment of the country's national electronic public procurement system (hereafter "e-Procurement system"). The consulting services would include analysis, design, configuration/parameterization, testing, and delivery of the e-Procurement system. In addition to the above, the service provider should expect to engage in various support activities, such as pilot operation, rollout, end-user training and capacity building, promotion/marketing, help desk operation, hosting, and system support/maintenance. The solution must be based on a prebuilt, commercial-of-the-shelf (COTS) system that will need to be configured/parameterized to meet the specific project requirements.

The [agency] now invites eligible firms to express their interest in providing the requested consulting services. Interested consultants should present evidence of their qualification status and demonstrate their financial and technical capacity. Eligible consultants will be short-listed using the following criteria:

- » experience in public sector ICT projects
- » evidence of having delivered at least one national public e-Procurement system of similar size
- » evidence of adhering to industry-accepted quality methods

By submitting their Expression of Interest (EOI) in the current request, consultants implicitly confirm that there is no conflict of interest in relation to their past, current, and/or forthcoming assignments. If there is a potential conflict of interest, together with the EOI, consultants are required to submit a detailed description of the potential conflict to the agency so that we can investigate further and take it into consideration during the qualification/short-listing process.

Consultants may submit their EOI as individual firms or in a joint venture with other firms in the form of consortia or subconsultants. In the latter case, one expression must be submitted on behalf of the entire joint venture, which should include evidence of the qualification status of all the firms involved. Furthermore, a thorough description of the roles and responsibilities of each of the firms should be provided, along with a clear justification of each firm's involvement and the value it brings to the project implementation.

Following the qualification/short-listing process, successful consultants will be invited to submit their bids, which will be evaluated using the Quality and Cost-Based Selection method.

EOIs must be delivered in person, by mail, by fax, or by e-mail to the addresses below by [date] [time] [time zone].

Physical address: [physical address]

E-mail address: [e-mail address]

Fax number: [fax number]

Detailed information on the process, terms and conditions, and requirements can be found on the following website: [website]