

***Kyrgyz Republic: Facilitating the participation of SMEs in public tenders conducted on the electronic public procurement system***

*Final Report for Deliverable D04*

*Conceptual decisions to improve the public procurement electronic system for small and medium enterprises (SMEs)*

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# ABOUT THIS DOCUMENT

## Approval list

These documents were submitted to the Government of Kyrgyz Republic by EBRD, accepted and signed off by them. It does not require any further approvals.

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| **Person responsible for Delivery** | Signature: C:\Users\Brook Horowitz\AppData\Local\Microsoft\Windows\INetCache\Content.Word\Signature.gif | Date: 5th July 2020 |
| **Brook Horowitz,**  **IBLF Global** |
| **Persons responsible for Sign-off** | Signature: Please authorisations on next page | Date: |
| **Eliza Niewiadomska, EBRD** |
| **Mr. AlmazbekAzimov, Deputy Minister of Finance of the Kyrgyz Republic** | Signature: Please authorisations on next page | Date: |
| **Mrs. Alina Shaikova, Director of Public Procurement Department, Kyrgyz Republic** | Signature: Please authorisations on next page | Date: |

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**MINISTRY OF FINANCE OF THE KYRGYZ REPUBLIC**

58 Erkindik Boulevard, Bishkek

Kyrgyz Republic, 720040

Tel: +996 (312) 66-05-04

Fax: +996 (312) 66-16-45

Telex: 245-156 NUR KG

Date: 12.07.18

No. 20-2-2/8279

To Neil McKain, Director for

Central Asia, European Bank for Reconstruction and Development (EBRD)

Dear Neil McKain

On behalf of the Ministry of Finance of the Kyrgyz Republic, we would like to thank you for supporting the reforms of the e-government procurement system.

In response to your letter and Memorandum dated April 05, 2018, ref. No. 4169, we would like to inform you of the following.

The Ministry of Finance of the Kyrgyz Republic reviewed the project proposals of the European Bank for Reconstruction and Development: ‘Facilitating the participation of SMEs in public tenders conducted on the electronic public procurement system’ (hereinafter the Project), set out in the Memorandum and considers it appropriate for implementation. By now, the Department of public procurement under the Ministry of Finance of the Kyrgyz Republic (hereinafter DPP) is actively working to facilitate the implementation of the Project. By order of the Ministry of Finance of the Kyrgyz Republic dated March 06. 2018 No. 50, a corresponding working group was created for the implementation of the electronic catalog of goods, works and services, consisting of employees of DPP, an international consultant of the European Bank for Reconstruction and Development, as well as local project consultants. For reference purposes, we inform you that the draft law of the Kyrgyz Republic on amendments to the law of the Kyrgyz Republic ‘On public procurement’ (hereinafter Draft law), reference rules for the electronic catalog of goods and services were included (Annex 1). Presently, the draft law has been approved in three readings in the Jogorku Kenesh of the Kyrgyz Republic and further it will be sent to the President of the Kyrgyz Republic for signature by the established procedure.

After the above-mentioned changes come into force, the DPP plans to start implementing the proposed changes in the relevant legal acts on the electronic catalog.

At this juncture, the DPP together with the Project consultants is working on the preparation for tests of the electronic catalog of goods, works, and services. Testing is tentatively scheduled for July 19-21, 2018.

The Ministry of Finance of the Kyrgyz Republic once again commends you for assistance in the development of the public procurement system and looks forward to furthering fruitful cooperation.

Annex 1 on 17 pages

Kind regards,

The Minister A.A. Kasymaliev

# General Description

## **Introduction**

This report is prepared by the Consultants of IBLF Global and GovRisk Consortium for EBRD Project: “Kyrgyz Republic: Facilitating the participation of small and medium enterprises (SMEs)in public tenders conducted on the electronic public procurement system” prepared under contract number C36473/7399/37759.

According to the work scope of the Project, it’s focused on small and medium enterprises (SMEs) for their active participation in the Electronic Procurement Portal by improving procurement process for simplified procedures, online price comparison procedures, general conditions for online signing of small-value agreements and delivery procedures to customers.

The project has identified 2 directions of the development: improvements in the legislative component and the electronic procurement system, including the procedures development for "online store" in the Catalog form. In the Public Procurement Law The Procurement Department shall monitor prices at all stages and to implement the price monitoring functionit is required, as the main foundation, to standardize the subject of procurement.

In September of this year, the Project conducted the survey and analysis among the registered on the Portal suppliers, where recommendations from respondents were noted and the development directions in the public procurement electronic system were identified in terms of the direct contracting procurement and procurement in a simplified way, taking into account the publication functions of the standard reports on the conducted Open Contracting Data Standard (OCDS), as well as the Call Center of the Electronic Public Procurement Portal.

An important basis for this project implementation is lack of activity for participation in competitions, procurements and lots, for example, 1.8 applicationsfor simplified procurement method, and 1.2 applications by the direct method, which is thelow levelindicator. To improve this indicator at least in 2 times, the Project prepared Decision on the procurement improvement of the above methods focused on the small enterprises activity increasing in participation in competitions and announcements of forthcoming procurements by procuring entities and especially suppliers from the Republicregions.

It is expected that the development of software will begin in December 2017 and will be completed in March 2018, after that the Project will begin work on conducting trainings and seminars all over the Republic.The EBRD will assist in the development of software for the Public Procurement Department under the Ministry of Finances of the Kyrgyz Republic (hereinafter - PPD).

## **General description and goals**

The current e-procurement Portal covers all procurement processes and, in general, procurements are transparent, and are also user-friendly atprocuring or application filing, and especially during one-stage procurement method. Referring to other methods of procurement, they are also convenient and understandable in use, but there are barriers for small suppliers to participate through the Portal for reasons not related to the procurement procedures,but to preparation of applications such as statutory documents, references and certificates that can be automated. In general, the existing functions of the system do not intend to change, but supplement with the automatic functions development.

## **Expected results**

With regard to the development of additions to the electronic procurement systemusing the direct contracting method and the simplified method, the following main development directions in EPP are defined:

- creation of Goods &Services Catalog in the existing system;

- re-registration in the Catalog (verification);

- retraining by certification;

- input of goods by suppliers (often purchased goods);

- search and selection of goods;

- electronic contract;

- electronic payments;

- reporting and audit;

- Callcenter.

In order to increase the number of suppliers in the Catalog, the Catalog must be separate module and second-level domain name, so that suppliers can independently place their goods and services,that leads to simplifiedregistration rules in the Catalog and easy use of it.

In addition, it is required to develop the mobile version of the Catalog, which will allow small farmers in the remote regions also actively participate and update their prices for the goods produced or services.

# Development of the catalogue

## **Innovations Structure**

The main emphasis on innovation is the creation of the ready goods catalog with standard specifications, as well as standard services that have specific description.

The existing standards of the Electronic Procurement Portal are the basis for development of the general background, users and the procurement principle.

### **7.1 User roles in the Catalogue:**

1. A supplier who enters his goods in the Catalog and independently adjusts the price per unit of goods with the exception of new goods that must be reconciled by the Catalog operator.
2. A buyer (Procurement specialist) who searches for the necessary goods, reconciliation of similar goods from suppliers. Perhaps, for example, 10 suppliers sell similar quality paper, so a buyer should check the price and other conditions accordingly. As the goods will be selected, abuyer sends a notice electronically with the signed contract. When purchasing in a centralized manner, abuyer sends the necessary goods or services to the Operator with volume/scale and terms of the contract.
3. Operator, technical specialists in the Call Center of the PPD, who constantly submit new products with specifications from manufacturers with code. Opens or blocks access to suppliers to the Catalog. At centralized procurements, operator files list of the procuring entities with the procurement volumes to conduct a tender for the conclusion of the framework agreement.
4. Administrator, an authorized employee of the PPD with the right to open access to operators, and also the right to generate statistical and dynamic reports within the OCDS framework.

## **Main Functions of the Catalog**

After launching the Catalog in the pilot mode, the Catalog Administration should start adding those products that are often purchased based on the analysis of purchases on the Portal. It is expected that over time, all products will be included in the Catalog. The catalog can be linked to other commercial catalogs to expand the search capabilities for products that are not available in the Catalog.

Main functions of the Catalog Administration:

1. Analysis of frequently purchased products and development of detailed specifications and inclusion in special characteristics from official available sources;
2. Registration of goods, works and services:
3. Registration of new standard specifications and entering characteristics of goods, works and services;
4. Assistance to suppliers in adding products in the Catalog according to the included specifications and characteristics;
5. Monitoring of completed purchases;
6. Consultation of Catalog users
7. Directory maintenance requests (bar codes of products, technical regulations, etc.)
8. Administration of user feedback;
9. Call logging;
10. Reception of visitors;
11. Preparing and publishing frequently asked questions and instructions for working with the Catalog
12. Confirmation of user registration;
13. Verification of compliance of the input qualification data by suppliers;
14. Constant monitoring of the system operation and timely informing the Catalog’s technical specialists.

Subparagraph ‘C’ of paragraph 2 means that the Catalog Administration monitors: the increase and decrease of products; published advertisements on the Web portal. If there are new standard products, the catalog administration creates new technical specifications in the Catalog and then notifies suppliers to apply new products.

### **8.1 Administration**

The Catalog module will include functional possibilities that allow creation of catalogs and send orders for goods or services included in the Catalog.

The Catalog is primarily intended for suppliers / contractors who will publish their prices for goods and services having a specific description. Procurement specialists can register in the Catalog through the Portal and publish orders for receiving prices with detailed descriptions from suppliers, and function of price monitoring. The catalog can be used both for competitive bidding (simplified and for lowering price), and for those not competitive in the method of direct contract conclusion, as well as goods and services included in framework agreements and centralized procurements.

The procurement process through the Catalog must be fully electronic by automating all the required documents at the time of the formation of orders by the procurement specialists and the filing of applications by the suppliers. It is assumed that the Catalog will be useful for the procurement specialists of often purchased and daily consumed goods, as well as in repetitive procurement procedures.

The catalog should cover the entire life cycle of procurements, from the publication of goods by the suppliers and before the delivery of the goods to the addressees.

The process of creating goods in the Catalog and publishing orders should be implemented as follows:

1. Operator: creating classifier of goods and services, and also validating suppliers and procurement specialists.
2. Supplier: creates its own catalog of goods and services wherecan edit prices and delivery conditionsat any time.
3. Procurement specialist (buyer): opens the Catalog and finds the necessary goods for procurement from the suppliers.
4. Procurement specialist (buyer): makes list of goods he/she interested in, adds a place of delivery, and other selection criteria for qualifications.
5. Procurement specialist (buyer): after making of the procurement list, selects the method of procurement (Direct method order or request for bids in the simplified method or tender for price reduction) and publishes an advertisement with the terms of submission of applications from the selected suppliers.
6. Supplier: receives a request to submit a proposal (application) and sends an automatic confirmation of receipt of the request from the Procurement specialist (buyer).
7. Supplier: before the deadline for submitting proposals can change the prices and conditions in own Catalog and send it to the Procurement specialist (buyer).
8. Procurement specialist (buyer): upon completion of the submission deadline, analysis of the proposal (proposals in the tender) of the supplier and acceptance of the offer (or refusal), as well as sending an electronic signed agreement (contract) formed by the Catalog to the supplier.
9. Supplier: submission of the formal consent with the signed contract (contract) electronically.
10. Procurement specialist (buyer): automatic generation and delivery of the procurement order to the supplier.
11. Supplier: approval of the list in the order and the process of sending the goods.

Users participating in this process will be allowed to perform the following actions:

Procurement specialist (buyer):

- consult referring products/services, prices, stocks, etc.;

- compare services and prices for goods;

- order goods/services;

- set the deadline for the submission of proposals and additional documents;

- request additional information or clarifications from the suppliers.

Supplier:

- create own catalog and update it at any time;

- accept, reject, accept changes, or modify (if required) procurement orders from the Procurement specialists (buyers);

- offer/request additional information or clarifications from the Procurement specialists (buyers).

Treasury:

- considers the procedures of procurement and execution of agreements (contracts);

- allow payments to suppliers;

- block payments to suppliers, if necessary.

### The Catalog Design

1. When creating an announcement by the procurement specialist (buyer) or of goods by the supplier, simply and clearly explain with clarifications all input data fields to reduce risks and errors made by users.
2. When viewing the goods there must be a filter in the left column by the date of input or price updates and other samples
3. In the upper area there should be a navigation chain (duplicating menu, so called Breadcrumbs in English) - a navigation element (usually in the file managers), representing the path from the root to the working directory that the user is currently viewing
4. All user logs should be recorded for all roles with the detailed description of the date of entry and exit from the Catalog with unique addresses of the user's computer (mobile) equipment.

### **8.2 Administration directory**

When the Administration enters data in the directory, a mandatory condition must be a link with 3 input languages. If at least one of the fields is not entered, the data in the directory should not be written.

|  |  |  |
| --- | --- | --- |
| № | Title | Commentary |
| 1 | Countries | Registry |
| 2 | Trademarks | Official source: Kyrgyzpatent, EurAsEC, technical regulations, GDD, etc) |
| 3 | Manufacturers | A bunch with ‘the country’ (p.1)  Division:  - Residents  - Non residents  - The EurAsEC countries |
| 4 | Unit of measurement | Registry |
| 5 | Package | Registry |
| 6 | ОКГЗ (CPV) | Registry from the Portal |
| 7 | Classifier of the EurAsEC technical regulations | - Registry  - Together with CPV |
| 8 | Goods | Creating specifications with attributes:  - list of unregistered users  - list for consideration  - list of approved  - list of rejected  - list of categories |
| 9 | Works |
| 10 | Services |
| 11 | СОАТЕ | Register of localities with geographical coordinates:  - region  - city  - village |
| 12 | Procurement organizations | Реестр с Портала, но разделенная:  - по ведомственной классификации  - СОАТЕ и др. |
| 13 | Suppliers/contractors | - Residents and non residents  - Resident manufacturers  - Database of unreliable suppliers  - Prequalification: General list; Prequalified; Disqualified; Under consideration. |
| 14 | Reports | Types of OCDS reports |

When filling the directory, the system should show a preview of the query about the correctness of the input data and only then should save the fulfilled information. After that, the information should not be deleted, but you can edit or block it. All notes must be recorded in the event timeline.

### **Classification and Standardization of product specifications**

Based on the analysis and survey among portal users, the Project received a lot of comments on product specifications, where offers from Suppliers with the lowest prices and weak specifications often win. The project plans to detail specifications by automating product descriptions so that buyers can choose from a ready-made list of specifications when creating specifications. In this case, the Supplier will understand the exact specification and, accordingly, the actual selling price for the product, which in turn will reduce disputes after the publication of the results of the competition or order.

Due to the fact that the Portal already uses the CPV code and along with this, it is planned to introduce new product classification codes within the EEU. It provides sampling from both codes and entering features by code name, where the system will automatically generate its code. The administration will add the product specification for different characteristics divided into 2 parts: the information of the specification by the buyer and the submission of product details from the Catalog by the Supplier.

Entering the technical specification by the Administration looks like this in a single input window, for instance, on ‘Cartridge’:

1. Select the product name with CPV ‘30125100 – 2 toner – cartridges’;
2. If the approved code of goods, works and services is already in force within the EEU, then the cartridge code is also selected;
3. The product category code ‘CI subsection computers, electronic and optical equipment’ is selected for the classification of goods and services created by the National Statistical Committee;
4. Then attributes are created: Model, Color, Type, Form;
5. All available market values are entered for reach attribute. For example, the ‘Type’ attribute creates an enumeration for it: original, licensed, compatible, restored;
6. Then the following attributes are created: trade mark, manufacturer, country of origin;
7. The minimum and maximum batch at the end and other detailed data: product logo, barcode, etc. It all depends on the product characteristics.

### **Supplier’s personal cabinet**

The Supplier's cabinet consists of the following sections: "Home", "Announcements", "My goods", "My services", "My applications", "and My contracts (agreements), MyCompany".

***9.1 Main page***

After entering the Catalog, the home page of the Supplier's personal cabinet opens, which contains the following types of information:

1. Latest notifications from the Operator;
2. Exchange rates from the National Bank;
3. Operator’s contact phone;
4. Status of certificates from the Tax Service and the Social Fund;
5. General statistics: the number of potential announcements by methods.

Certificates should be in the form of a table with the color indicators: red - there is a debt; green –there is not. If there is a debt in at least one of the Certificates, the Procurement specialists (Buyers) will not be able to form orders for the goods of such Supplier.

***9.2 Advertisements***

In this section there should be all published announcements of the Procurement specialists (Buyers) by competition (simplified and for price lowering) and by non-competitive selection (direct method).

The section is divided into 2 subsections with the number of active announcements from the Procurement specialists (Buyers): "All announcements" ("Orders", "Competition", "Auctions"); "Request for proposals".

At opening any procurement in an announcement, an interest maybe submitted, regardless of whether it is similar product in the Catalog of the Supplier.

In the subsection "Request for Proposals" only those announcements are where the Supplier has similar products according to the characteristics. In this subsection, the Supplier may, at his/her discretion, accept the request by updating the price and terms of delivery. If Supplier is interested in submitting an offer at opening an announcement in this subsection, he/she clicks the button "Submit a proposal" and in this case the announcement of the Procurement specialist (Buyer) passes to "My applications" section.

***9.3 My applications***

There are 2 subsections in this section: "My proposals/applications"; "Draft proposals/applications". Each section contains subsections according to the procurement method.

***9.4 My Catalog***

This section is the main one for the Supplier and has 2 subsections: "Goods"; "Goods’ drafts". All entered data must be in a single table.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| № | Code | Category | Name | Brand | Country | Price | Date |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

8 - the publication date or the price last update and other conditions.

At clicking the "New Product" button, the following window for data entry opens.

|  |  |  |
| --- | --- | --- |
| *№* | *Field name* | *Description* |
| 1 | Select category | Combined list(ComboBox) |
| 2 | Name of goods | Text field with pop-upprompts |
| 3 | Brand | Brand of goods. Combined list with the ability to enter goods. In this case, the Operator must check that the entered data is correct. If a product is selected from the list, then the remaining fields by characteristics must go to this brand. |
| 4 | Manufacturer | Manufacturer's name |
| 5 | Country of origin | Combined list |
| 6 | Signs  (Characteristic) | Depending on the choice of category, each product has its own lists of signs and descriptions entered by the Operators. Not all fields can be mandatory. |
| 7 | Measurement unit | The pop-up list with all available measurement units. |
| 8 | Price per item | In soms, the monetary format with two numbers of decimal notes. |
| 9 | Discounts | Internal table with 5 columns: #, minimum quantity, maximum quantity, discount in percent, action. |
| 10 | Delivery conditions | Sub-table with delivery conditions |
| 11 | Regions of delivery | The list of regions where goods can be delivered at the above mentioned prices |
| 12 | Quantity in stock | A numerical value. This field means quantity of goods in stock a supplier has at specified address. This field is free to enter. |
| 13 | Number of days of delivery | The maximum number of days of delivery to the specified regions |
| 14 | The minimum quantity of goods for delivery | The text field is compulsory for input |
| 15 | Warranty | Text field |
| 16 | Attaching a picture | The well-known formats with possibility of observance of sizes and number of files is not more than 3 for viewing by users of the Catalog |
| 17 | Reference to the website | Website where the characteristics of the product are described in details (optional field) |

After entering of all data, a supplier publishes his/her goods by validation.

A company enters its products in the Catalog, the Catalog operator should check for the correct composition of the product characteristics. If everything is correctly entered, then the goods are entered in the Company Catalog, otherwise it is sent back for revision. Catalog for different categories of goods must differ in type, material and other characteristics. For example, a computer has its own description of the material, type, brand, purpose, warranty period, different assemblies from manufacturers, etc., and potatoes have their own characteristic by grade, size, etc.

*Searchsystem*

Adding additional criteria at searching for announcements, as well as improving automatic notification by splitting the groups and subgroups of the JVPC (CPV) in accordance with the type of activity of the organization.

***9.5 My company profile***

The main obstacle for small enterprises in participating through the Portal is certificates from the Tax Service and the Social Fund. It is important to automate this process to reduce the number of required documents at the time of application. The main ones are: Charter, Certificate, Inquiries of the Tax Inspectorate and the Social Fund, work experience under previous agreements.

In this section, it should be the same as on the Portal description of organization requisites, users, bank data and tables for qualifications and work experience. Qualifications and work experience should be related to "My contracts (agreements) and in future all concluded contracts should be automatically added to this list.

*Mobile version of the Catalog*

It is necessary to develop the mobile version of the Catalog for Suppliers, as in the regions entrepreneurs with SMEs are loaded with their work and often don’t have time and opportunity to work on the computer. Currently, almost all physical persons, regardless of regions, have modern telephones with access to the Internet.

Suppliers can register via the mobile Internet and start entering their products/goods. According to the product specification ithas be identified by the bar code of the goods. There are many ready-made applications for reading barcodes and these codes are available on the Internet. The program must write down the bar code and when entering the goods by the supplier, the system must fix the code so that the operator can rank the product by description and characteristic.

Important. Suppliers do not have to fill in all the specifications when entering out the goods, but simply enter the brand and the country and possibly the barcode. It is assumed that the Operator has a list of all manufactured and imported goods, and the Operator adjusts the detailing in order to make it easier for suppliers at the beginning of the implementation of the Catalog.

The project will also assist in simplifying the procurement procedures in the frames of the current procurement rules used in the Portal. So, for example, when submitting an application in the last step of the supplier, the application form is currently required to be printed, signed and scanned to send. Often, suppliers get confused with files and instead of the application form attach other files and as a result they are rejected from the application receipt. In this case, the Project recommends that this function shall be simplified in the last step, i.e.removalof the print and scan function. It is enough in the form of an electronic declaration to ask the supplier for agreement with all of its completed steps and send an application or proposal. It is recommended also to add verification to the company through alternative sources such as the Bank, the Ministry of Justice, the State Tax Service and others to exclude forms of attachment of documents.

### **Procurement Specialist’s (Buyer’s) personal cabinet**

After gaining access to the Catalog, the Procurement specialist (Buyer) in the personal cabinet of the Portal opens "My Catalog" in the new window with the following sections: "Home"; "General Catalog"; "My announcements"; "My contracts."

**10.1 General Catalog**

Similarly, as in all well-known electronic catalogs, there is a list of goods and services published by the suppliers. The catalog is divided according to the classification, where all goods and services, the list of companies by form of ownership and activities, prices and other terms of sale can be viewed. An advertisement can be createdthrough the Catalog and at request "Ask Last Price" by clicking button for the selected item, the system automatically transfers the page into "My announcements» for receiving request from the supplier, but subject to the provisions of Article 21 of the Public Procurement Law or the simplified procurement method or competition to lower the price.

The "General Catalog" is also available to supplier in the personal cabinet and on the public external part for all unregistered users of the Portal.

In this section, an important function is the search for goods and services. Search should be in two ways: a regular search like in Google search, where when typing a letter or a number the list of goods and services should reflect,found in the search field; and the second extended search by category and detailed division into groups, subgroups and elements.

At searching for and finding the required goods in the Catalog, when,for example, the Procurement specialist (Buyer) is planning to purchase "Drinking water", he/she can order in the same window if the "direct method" is selected and this Order goes to "My announcements" for waiting for 2 working days. Accordingly, other suppliers can also submit their prices for the similar product before the deadline. At choosing methods as simplified and to lower prices, then the waiting time is one week.

***10.2 My advertisements***

In this section there are 2 headings (Goods and Services) and 5 subsections:

1. All published ads of the Procurement specialist (Buyer);
2. draft announcements, i.e. those announcements that have not yet been published;
3. “My Orders";
4. “My Competitions";
5. "My Auctions".

The details of the main announcement table must match to announcement in the Portal, since all published announcements must be posted on the Portal.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| № | Type of procurement | Name of procurement | Procurement method | Planned amount | Date of publication | Application deadline | Status (Action) |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

Similarly, as in the Portal, the Procurement specialist (Buyer) can make a new announcement, cancel the current one, or amend the published announcement.

At clicking on the "Add new announcement" button, the page for creating the specifications opens. The Procurement specialist (Buyer) will not need to enter manually any requirements, he/she will choose from the drop-down list by classifying the product except for the brand, the manufacturer and the country of origin. There should be the delivery function with a sample of the region according to COATE (by default the registration address of the procuring entity) and the quantity of goods for each region, if more than one region is chosen for goods delivery.

After process of goods formation, the Catalog should show the minimum price per unit of such goods from the Catalog, the maximum and average prices per unit in case if the similar goods were published by supplier in own Catalog.

On the same page, the Procurement specialist (Buyer) may specify the minimum requirements for the work experience and the financial turnover of the supplier, conditions relating to beneficiaries and direct manufacturers. At the end, the procurement method is selected and advertisement is published.

The published announcements, depending on the procurement method, are added to subsections: My orders (direct purchase method); "My competitions" (simplified method); "My auctions" (method for lowering prices).

***10.3 My contracts***

After completion of terms in "My announcements" and also chooseof goods from the supplier that meets all requirements, the Procurement specialist (Buyer) makes the draft contract with reservation of amount required from the Treasury system. There should be a link witha bank for such reservationfor the non-budget organizations.

The Procurement specialist (Buyer) also enters the goods recipient field and sends an electronic contract to the Supplier for consideration and confirmation of agreement with the conditions of published announcement and the proposal (bid) of the winning Supplier. In this case sending a notice of award of the contract means that the Procurement specialist (Buyer) has electronically signed the contract (agreement). Signing the contract, publishing decisions at any stage of procurement should be accompanied by verification through receiving the code for the mobile number of user.

### **11. Contracts (signed contracts)**

Most of the procuring entities in terms of payment indicate "as financingarrives" and in this regard, suppliers do not want to participate in the public procurement. Within the framework of the Project, it is planned to detail this section during the formation of the "Special Conditions of the Contract", where agreed standards of description fields by the payment terms and division of payment periods should be, and also to exclude the text field for input by the procurement specialists. All entered data should be automatically reflected in the draft contract for electronic signing by the parties. In this section the statuses of concluded contracts should be in the form of a table with color indicators, as well as the ability to attach an act of receipt of goods (invoice) by the Supplier in order to expedite the payment process.

## **Communication with other systems**

Within the framework of Taza Koom, a number of automated systems are being developed and some systems are functioning. To save time during the procurement procedures there is need to link to the following systems:

- Database of legal entities of the Ministry of Justice of the Kyrgyz Republic;

- Database of the Tax Service by a single taxpayer card;

- Information system of the Social Fund on the lack of debts of individuals and legal entities;

- link with the National Bank on personal accounts;

- and other systems to reduce obstacles at application submitting by supplier and during the evaluation of the bid proposal by procurement specialist (buyer).

# Application languages

The software for organization of interaction with users is offered in Kyrgyz, Russian and English languages.

# Link with the Treasury and Banks

It should be noted that, according to the form of ownership, the procuring entities are divided into budgetary and non-budgetary organizations. All organizations related to the Republican budget and the Treasury system are budgetary, and joint-stock companies, state enterprises are not budgetary and have right to conduct economic activities, and have accounts in commercial banks.

The concluded contracts (agreements) are automatically transferred to the Treasury system for budgetary organizations, andreferring to non-budgetary organizations to the servicing banks. Currently, all accounts of the budgetary organizations are linked to the Portal and the Treasury system, the Project will make efforts to link with the Banks for the exchange of XML files for non-budgetary organizations.

# Reporting and audit

The project will also assist the PPD in standardizing data on the Portal for the subsequent generation of reports and analytical data, taking into account international practice, by developing an Open Contracting Data Standard (OCDS) and BI (business intelligence) standards.

The effectiveness of procurement will be assessed in accordance with five key indicators.

Simplicity

Reasonable ratio of the approach to the needs of the user and the requirements of the local legal requirements and entrepreneurial culture.

Speed

Time is the determining factor for the effectiveness of most aspects of the legal process. The less time is required for implementation, the more effective it is.

Price

Both sides spell the price: the state customer implementing the process and the frequent contractor participating in this process. The higher price, the state pays more.

Conformity to conditions

Is regulation well adapted to the economic, social and legal conditions of the market? Does it serve specific program objectives?

Certainty

The three key indicators are predictability, impartiality and anti-corruption.

Reporting: Supplier and the Procurement specialist (Buyer) must have their own user statistics. The system should also include the OCDS User Reporting System.

Report for the Catalog Administration should be as follows:

|  |  |  |
| --- | --- | --- |
| № | Type | Commentary |
| 1 | Suppliers | By country, region, ownership, company form (large, medium, small/micro, individual entrepreneur), VAT payers, local manufacturers, company activity, and the number of companies excluded from the Catalog. |
| 2 | Buyers | By region, departmental classification, form of ownership or number of excluded buyers. |
| 3 | Products | Goods, works and services: list of unregistered; under review; approved; rejected; categories. Pricing: high and low prices. |
| 4 | Procurement | List of reports that can be opened by default: by methods; in terms of regions and departments; the list of successfully concluded contracts; list of failed orders and bids; list of Suppliers who received notification of the agreement and whose bids were higher that the first rating; list of Suppliers who refused to sign a contract; list of Suppliers that did not respond to a price request from Buyers; rating of frequently purchased products; |
| 5 | Database of unreliable suppliers/contractors | The number of included Suppliers and the list of suppliers that received a warning are under consideration by the Commission. |

# Additional Catalog options

# Mobile version of the Catalog

A mobile version of the Catalog for Suppliers must be developed; since entrepreneurs and SMEs in regions are busy with their work and often do not have time and opportunity to work on a computer. Currently, almost all individuals, regardless of regions, have modern phones with Internet access.

Suppliers can register via mobile Internet and start adding their products. According to the product specification the product must be identified by the product’s barcode. There are many ready-made applications for reading barcodes and these codes are available on the Internet. The program must record the barcode and when adding the product by the supplier, the system must record the code so that the Catalog Administration can rank the product by description and characteristics.

Readme. Suppliers do not have to fill in all the specifications when filling out the product, but just enter the brand, country and possibly a barcode. Like the above specifications, the Catalog Administration has a list of all manufactured and imported goods that can be adjusted in detail to make it easier for Suppliers to start implementing the Catalog.

# Catalog Design

The basis for development is the existing Portal standards: General background users and purchasing principle:

1. Formers and color sets must be identical to the current Portal.
2. When making an advertisement by a Buyer or registering products by a Supplier, show all input data entry fields as clearly as possible with explanations to reduce risks and errors by users.
3. When viewing products, there should be a filter in the left column by the date of adding or updating prices and other selections.
4. In the upper area there should be a navigation chain (duplicate menu, Breadcrumbs) – a navigation element (usually in file managers), which is a path through the file system from the root to the working directory that the user is currently viewing.
5. All user logs must be recorded for all roles with a detailed description of the date of entry and exit from the directory with unique addresses of the user’s computer (mobile) equipment.

# Recommendations for current methods on the Portal

The project will also assist in simplifying procurement procedures in the current procurement rules on the Portal. For example, when submitting an application in the last step by the Supplier, the application form must currently by printed, signed and scanned to send. Suppliers often get confused with files and attach other files instead of the request form that results in their requests being rejected. In this case, the project recommends simplifying this function in the last step, i.e. removing the print and scan function. It is enough to request the supplier’s consent to all the completed steps in the form of an electronic declaration and send a request or offer. It is also recommended to add verification via alternative sources such as the Bank, the Ministry of justice, the state tax service and others to the company’s registration in order to exclude forms for attaching documents.

For the simplified method, it is recommended to remove all qualification requirements and leave only the function of similar experience as an arbitrary form when drawing up qualification requirements and apply statutory documents as in the Catalog prequalification as an additional option.

Use the state revenue service and social fund help as in the Directory for all methods.

Generate a draft agreement with detailed descriptions in accordance with the ‘Special terms of the agreement’ step connected to the purchase Plan, as well as other options that will be used in the Catalog.

1. **CATALOG IMPLEMENTATION**

# Call center

The PPD has a dedicated Sector for analysis and innovationin its structure, which is responsible for administration and development of the Portal, as well as for user support. There are only 3 employees in the Sector and they lack of time to support users due their heavy load with telephone incoming calls and reception of visitors, and practically have no time for the main direct functions of the Sector.

The Project proposes the following activities to solve the abovementioned issue:

1. Purchase equipment and software for tracking the work of Call Center Operators;
2. To hire qualified specialists as Operators for the Call Center;
3. To conduct training regarding working the Call Center (Legislation, Portal, Catalog, interaction with software developers);
4. Updating the current Instructions for working with the Portal with Call Center Operators, creating frequently asked questions about working with the Portal and video lessons;
5. Provide training to the PPD staff and the Portal programmers and Operators on the interaction between departments and groups for the effective implementation of the Catalog;
6. Creation of functions for monitoring and tracking the operation of servers, as well as notifications in case of system failure and making an operative decision in accordance with the established rules.

# Prospects for the Call Center development

The EBRD will assist in the development of the Call Center, but after the launch of the Call Center the PPD should independently further manage and develop the Call Center through cooperation through the PPP and inclusion of paid services to the register. Suppliers/contractors certification, sms notifications, detailed procurement reports, publication of the company's portfolio in the Catalog and other services not inconsistent with the legislation of the Kyrgyz Republic can be included as paid services.

# Number and qualification of personnel for implementation

The number of users of the system and the necessary attendants is specified at the stage of the technical project development (DX).

The mode of work of the personnel is determined at the stage of development of the operational documentation and fixed by the regulatory documents of the Customer.

***Developers of the system***

Requirements for the level of competence and qualification of users in the subject area of the system are determined by their job descriptions and other regulatory documents, the projects of which should be developed at the development stage.

The tasks for servicing the system should be carried out by specialists of information or accompanying services and departments of the Customer, provided in the staff schedule of the Customer or specially hired, but with knowledge and experience in the public procurement field.

***The following specialists are required to develop the system:***

|  |  |  |  |
| --- | --- | --- | --- |
| № | Position | Number | Qualifications |
| 1 | Business Analyst | 1 | Experience in the public procurement, in projectson business processes development. |
| 2 | System Analyst | 1 | Experienceinsoftwaredevelopment, systemanalysisandbuildingofinformationsystemsarchitectures. |
| 3 | Chief Programmer | 1 | An experienced programmer in the development and implementation of at least 5 complex automated systems on the platform of Java. |
| 4 | Programmer | 2 | At least 3 developed and functioning systems on the platform of Java. |
| 5 | Web designer | 1 | Experience in design, layout |
| 6 | System administrator | 1 | Systemandnetworkadministrationofthecorporatenetworks, launchofatleast 3 complexsystemswithknowledgeofinformationsecurity |

***To maintain the system during testing and start-up:***

|  |  |  |  |
| --- | --- | --- | --- |
| № | Position | Number | Functions |
| 1 | Technical Operator (Operator) | 5 | Functions are described in the personal cabinet of the Operator |
| 2 | Analyst | 1 | Preparation of Terms of Reference for programmers |
| 3 | Programmer | 2 | Making changes and additions in the Catalog |
| 4 | System Administrator | 1 | Continuous monitoring of system operation |

# Control and acceptance of the program

The PPD forms the working group from the number of the Procurement specialists and Suppliers for monitoring, control and acceptance of the developed software product and technical documentation. The basis for the acceptance of works is the Report on the work performed.

Everything created within the framework of this Concept for the development of software will be transferred to the PPDin the form of ready-made modules and in the form of source codes submitted in electronic form.

# Registration in the Catalog

Registration in the Catalog is possible in 2 ways: through the Portal, where you need to confirm requests from the system; and through the Catalog itself (only for suppliers).

Registration in the Catalog for user is once only with further possibility to change own data, add or edit users in the organization.

Registration of a user in the Catalog occurs once with further possibility of data change, add or edit users in organization of such user.

*Registration of the Procurement Specialist (Buyer)*

In the personal cabinet of the Procurement Specialist (Buyer) should be a link to "My Catalog". When this button is clicked, the Catalog opens in a new window or in the same window, but without the left side of the column, since all functions of the Catalog are difficult to implement under the existing structure of the user's cabinet in the Portal. This button in the form of a link to "My Catalog" is available only for the role: "Head of the Procurement Department".

In a new window, the "Type of procuring entity", "Central office" or "Juridical organization" is requested where the relevant hierarchy and users of the system are selected, representatives of which need to attach valid certificates, as well as their mobile phone numbers. In the same window, there should also be a selection of the users’role (all may be selected), such as: "End Receiver", "Buyer", "Payments Specialist". After completing all the fields, the Procurement Specialist must read the terms of the "User Agreement" and if everything suits, click on the "Confirm data for registration" button.

After sending a request for confirmation to Operator, the Operator must check all registration details, confirm the accuracy of the filling or notify what needs to be done for confirmation. At the same time, the Operator should have the entire database from the relevant organizations to validate the user (the National Statistical Service, Treasury, Kyrgyztelecom by the numbers of individuals and legal entities, the Training Center of the Ministry of Finances of the Kyrgyz Republic for certificates, etc.).

Communication with SMS-Gateway can be used as an alternative registration, where the user enters his mobile number and receives a confirmation code (One timepassword, OTP) to enter the Catalog. At the same time, the Operators should rank the data about the organization manually and find certificate of a procurement specialist and other data in the database of the Training Center of the Ministry of Finances of the Kyrgyz Republic.

*Supplier Registration*

Similar to the Procurement Specialist (Buyer), a Supplier fills in the following fields: "Company Form" (Large, Medium, Small/Micro, IE), "VAT Payer", "Type" (Producer, Intermediary), "Experience in supplying to the governmental organizations" "Financial information" (fiscal year, turnover, profit/loss, amount, audit), bank data. At the same time, bank data should be linked to the data of the National Bank. Next, the operator checks all data for compliance and opens the Catalog to asupplier.

Any company can also register in the Catalog bypassing the Portal, while the supplier accounts are automatically generated in the Portal and accordingly the logins and passwords must act in both systems.

# Operator's personal cabinet

After the system is started, the Operators should begin to enter to the Catalog those goods that are often purchased based on the analysis of procurements in the Portal. It is expected that gradually all goods and services will be in the Catalog. The Catalog can be connected to other commercial catalogs to expand the search capabilities of those goods that are not available in the Catalog.

When entering the goods suppliers may do mistakes and in this case the Operator must edit such goods and put them into the required classifier.

***Classification and Standardization of the specifications of goods and services***

Based on the analysis and inquiries conducted by the Project, it was found out that there are many comments on the specification of goods where bids with the lowest prices with weak specifications often win. The project recommends that the specifications be detailed, that means automate the goods, so that at formation of specifications by the procurement specialists (buyers’), the specifications should be as detailed as possible by sampling from the finished list of specifications. In this case, the exact specification will be understood for the supplier and accordingly there will be a real price for the goods and disputes will be reduced after publication of the results of a tender or an order.

There is already the CPV code in the Portal so due to that fact and to plans of introductionof the new codes for the classification of goods in the EAEC framework, it is envisaged to select from both codes and enter characteristics for the code name where the system will automatically generate its code.

Entering the technical specification is as follows in a single input window, for example, on drinking water:

1. It is chosen by searching of the name of goods with CPV"41110000-3 Drinking water";
2. If the approved code of goods and services already operates within the framework of the EAEC, then the water code is also selected;
3. According to the product classifier (goods and services) created by the National Statistical Committee the product category (goods and services) and the product category code are selected "Subsection CA - Food products (including beverages) and tobacco products";
4. Further, the signs and characteristics are entered; for example, the operator creates the "Type of drinking water" sign and the following: spring water; mineral water; purified water; artesian water; groundwater; sparkling water; sterile water.
5. Then choose the brand, manufacturer, country of origin.

Main functions of the Operator:

1. Registration of goods and services;
2. Consultation of users of the Catalog;
3. Maintenance of directories (bar codes of goods, technical regulations, etc.)
4. Administeringfeedbackfromusers;
5. Loggingofcallsreceived;
6. Reception of visitors;
7. Preparation and publication of frequently asked questions and instructions for working with the Catalog;
8. Confirmationofuserregistration;
9. Check for compliance with the entered qualifications by the suppliers;
10. Constant monitoring of the system operation and timely informing of technical specialists of the Portal.

# Work plan for the development and implementation of the Catalog

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Activity Description** | **Days** | **Start** | **End** |
|  |  |  | 11-Dec-17 | 31-May-18 |
| 1 | **High Level Design of the System (HLD)** | 5 | 11-Dec-17 | 16-Dec-17 |
|  |  |  |  |  |
| 2 | **Prepare Functional Requirements Specifications (FRS)** | 5 | 16-Dec-17 | 21-Dec-17 |
|  |  |  |  |  |
| 3 | **Development and Testing Of Pilot Software** |  | 21-Dec-17 |  |
|  |  |  |  |  |
| a | ***User administration Module*** | 30 | 21-Dec-17 | 20-Jan-18 |
|  | *Low Level Designs* | 5 | 21-Dec-17 | 26-Dec-17 |
|  | *Development Beta version of Software* | 10 | 26-Dec-17 | 5-Jan-18 |
|  | *Prepare and approve Test Plan* | 5 | 5-Jan-18 | 10-Jan-18 |
|  | *Testing of Software* | 5 | 10-Jan-18 | 15-Jan-18 |
|  | *Release Software for Go a Live* | 5 | 15-Jan-18 | 20-Jan-18 |
|  |  |  |  |  |
| b | ***E-Catalogue*** | 55 | 20-Jan-18 | 16-Mar-18 |
|  | *Low Level Designs* | 10 | 20-Jan-18 | 30-Jan-18 |
|  | *Development Beta version of Software* | 30 | 30-Jan-18 | 1-Mar-18 |
|  | *Prepare and approve Test Plan* | 5 | 1-Mar-18 | 6-Mar-18 |
|  | *Testing of Software* | 5 | 6-Mar-18 | 11-Mar-18 |
|  | *Release Software for Go a Live* | 5 | 11-Mar-18 | 16-Mar-18 |
|  |  |  |  |  |
| c | ***e-Contract*** | 50 | 16-Mar-18 | 5-May-18 |
|  | *Low Level Designs* | 5 | 16-Mar-18 | 21-Mar-18 |
|  | *Development Beta version of Software* | 30 | 21-Mar-18 | 20-Apr-18 |
|  | *Prepare and approve Test Plan* | 5 | 20-Apr-18 | 25-Apr-18 |
|  | *Testing of Software* | 5 | 25-Apr-18 | 30-Apr-18 |
|  | *Release Software for Go a Live* | 5 | 30-Apr-18 | 5-May-18 |
|  |  |  |  |  |
| 4 | **Final Release** | 15 | 5-May-18 | 30-May-18 |
|  | Integrated Testing of Software | 10 | 5-May-18 | 15-May-18 |
|  | Bug fixing | 10 | 15-May-18 | 25-May-18 |
|  | Deployment of the Software | 5 | 25-May-18 | 30-May-18 |
|  |  |  |  |  |
| 5 | Go-live for Pilot | 5 | 16-Mar-18 | 21-Mar-18 |
|  |  |  |  |  |
| 6 | Updating and modifining | 10 | 21-Mar-18 | 31-Mar-18 |
|  |  |  |  |  |
| 7 | Go-live for all Portal users | 1 | 30-May-18 | 31-May-18 |

# Annex 1

**Total budget for the Catalog development and implementation, as well as introduction of additions to existing procedures on the Portal in order to simplify the filing of applications by suppliers.**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Software Development Staffing Requirements | | |  |  |  |  |  |  |  |  |  |
| # | Designation | Monthly Salary | Months | | | | | | | | | SUM |
| development | | | testing | | launching | | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 1 | Business analyst | 2000 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 18 000,00 |
| 2 | System analyst | 2000 | 0,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 16 000,00 |
| 3 | Senior Developer | 2000 | 0,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 16 000,00 |
| 4 | Developer | 1500 | 0,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 12 000,00 |
| 5 | Web-designer | 1500 | 0,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 1 500,00 | 12 000,00 |
| 6 | System and network administrator | 2000 | 0,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 2 000,00 | 16 000,00 |
|  |  |  |  |  |  |  |  |  |  |  |  | 74 000,00 |
| # | Call center (Operators) | Monthly Salary | Months | | | | | | Sum |  |  |  |
| 1 | 2 | 3 | 4 | 5 | 6 |  |  |  |
| 1 | Lead specialist | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 6 000,00 |  |  |  |
| 2 | Specialist 1 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 4 200,00 |  |  |  |
| 3 | Specialist 2 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 4 200,00 |  |  |  |
| 4 | Specialist 3 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 4 200,00 |  |  |  |
| 5 | Specialist 4 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 4 200,00 |  |  |  |
| 6 | Specialist 5 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 4 200,00 |  |  |  |
| 7 | Specialist 6 | 700 | 700 | 700 | 700 | 700 | 700 | 700 | 4 200,00 |  |  |  |
|  |  |  |  |  |  |  |  |  | 31 200,00 |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | Total budget | SUM |  |  |  |  |  |  |  |  |  |  |
|  | Developers | 74 000,00 |  |  |  |  |  |  |  |  |  |  |
|  | Operators | 31 200,00 |  |  |  |  |  |  |  |  |  |  |
|  | Call-center | 10 000,00 |  |  |  |  |  |  |  |  |  |  |
|  |  | 115 200,00 |  |  |  |  |  |  |  |  |  |  |
|  | \* Call Center - equipment and software | | |  |  |  |  |  |  |  |  |  |

## **Annex 2: Timeline for introducing the Pilot Catalogue**

|  |  |  |
| --- | --- | --- |
| ***№*** | ***Activity*** | ***Timeline*** |
| 1 | Create a workgroup in DPP | Up to March 23, 2018 |
| 2 | Select at least 4 categories (products) for frequently purchased goods, works and services | Up to April 10, 2018 |
| 3 | Develop detailed standardized specifications with attributes and agree upon a full product description with the lead organizations | Up to April 15, 2018 |
| 4 | Identify pilot purchasing organizations for testing and agree upon the eligibility to purchase products from the Catalogue, as well as gather all suppliers for the selected region and products for transfer to the Catalogue | Up to the end of April 2018 |
| 5 | Conduct testing of the developed pilot version of the Catalogue and make suggestions to the technical developers for improving the Catalogue | Up to May 15, 2018 |
| 6 | Prepare instructions for work with the Catalogue and arrange seminars for pilot organizations and SMEs | Up to the end of May 2018 |
| 7 | Launch the Catalogue project in pilot mode | June 2018 |
| 8 | During the piloting of the Catalogue, prepare recommendations for improving the Catalogue and update the instructions with the organization of work for the customer support service | Up to July 2018 |
| 9 | Prepare an inception report of the working group on the results of piloting and make a decision on further development of the Catalogue | Up to August 2018 |

## **Annex 3: Total Budget for the development of the e-catalogue and making changes to the existing procedures in the Portal**

|  |  |  |  |
| --- | --- | --- | --- |
| ***№*** | ***Position*** | ***Amount*** | ***Commentary*** |
| ***I.*** | ***DX-MSE*** |  |  |
| 1 | Local consultant | 2 300,00 | Consultant of the IBLF Global and GovRisk Consortium. Monitoring and control of the development and implementation process. |
| 2 | International consultant | 4 000,00 | Review, analysis and recommendations for the Catalogue. |
|  |  | *6 300,00* |  |
| ***II.*** | ***IT group*** |  |  |
| 3 | Business analyst | 7 120,00 | Developing common process architecture and coordinating the group. Negotiations and approvals by the parties involved. |
| 4 | System analyst | 6 230,00 | Preparing requirements for software development. Testing. Technical documentation. |
| 5 | Chief programmer | 7 120,00 | Development architecture and structure of the Catalogue. Backend. IT team management and coordination with DPP / GE info-system programmers. |
| 6 | Programmer | 5 340,00 | Development of procedures and functions under the control of the Chief programmer. Frontend. |
| 7 | Web designer | 5 340,00 | Design of the catalogue pages, development and coordination of page forms with the involved parties. Preparing presentations and instructions. Web page layout. |
| 8 | System and network administrator | 3 520,00 | Administration of the Catalogue hardware. Working with the SE INFOSYSTEM. Information security. |
|  |  | *40 970,00* |  |
| ***III.*** | ***Help Desk*** |  |  |
| 9 | Help Desk software | 12 240,00 | Purchasing and installing software in DPP. Training of specialists of the Help Desk, DPP and technical support of the Portal. |
|  |  | *12 240,00* |  |

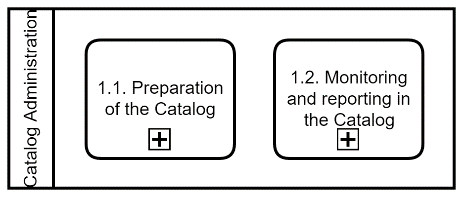
# Annex 4: Model of the business process of the created Catalog

General structure of the Catalog

Изображение выглядит как знак

Автоматически созданное описание

1. Catalog Administration

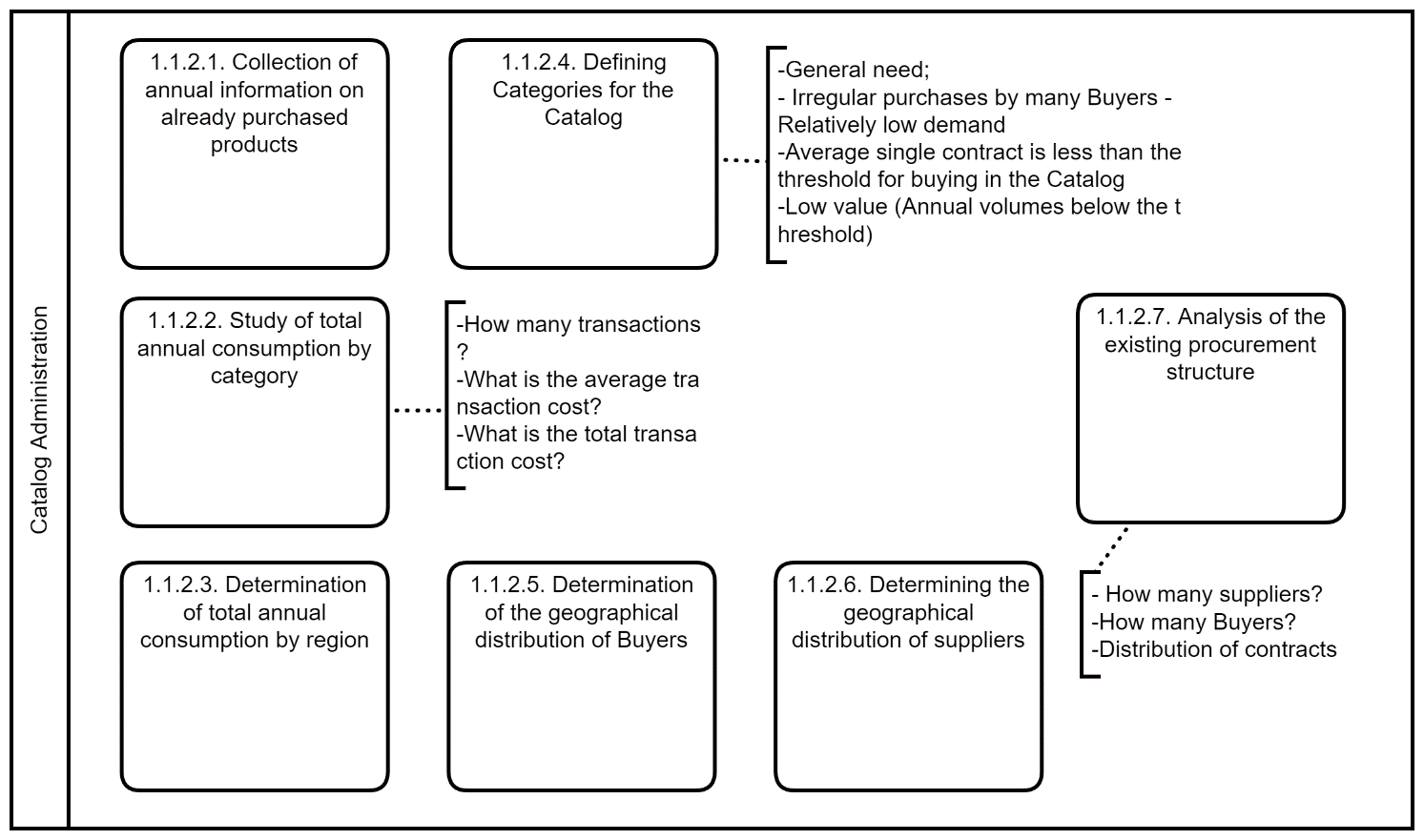


1.1 Formation of the Catalog

Изображение выглядит как снимок экрана

Автоматически созданное описание

1.1.2. Assess analysis



* + 1. Marketing consulting

Изображение выглядит как снимок экрана

Автоматически созданное описание

1.1.8. Development of standard specifications

Изображение выглядит как снимок экрана

Автоматически созданное описание

1.2. Monitoring and reporting in the Catalog

Изображение выглядит как снимок экрана

Автоматически созданное описание

1.2.2. Detailed overview of the Catalog

Изображение выглядит как снимок экрана

Автоматически созданное описание

1.2.6. Optimization of the Catalog

Изображение выглядит как снимок экрана

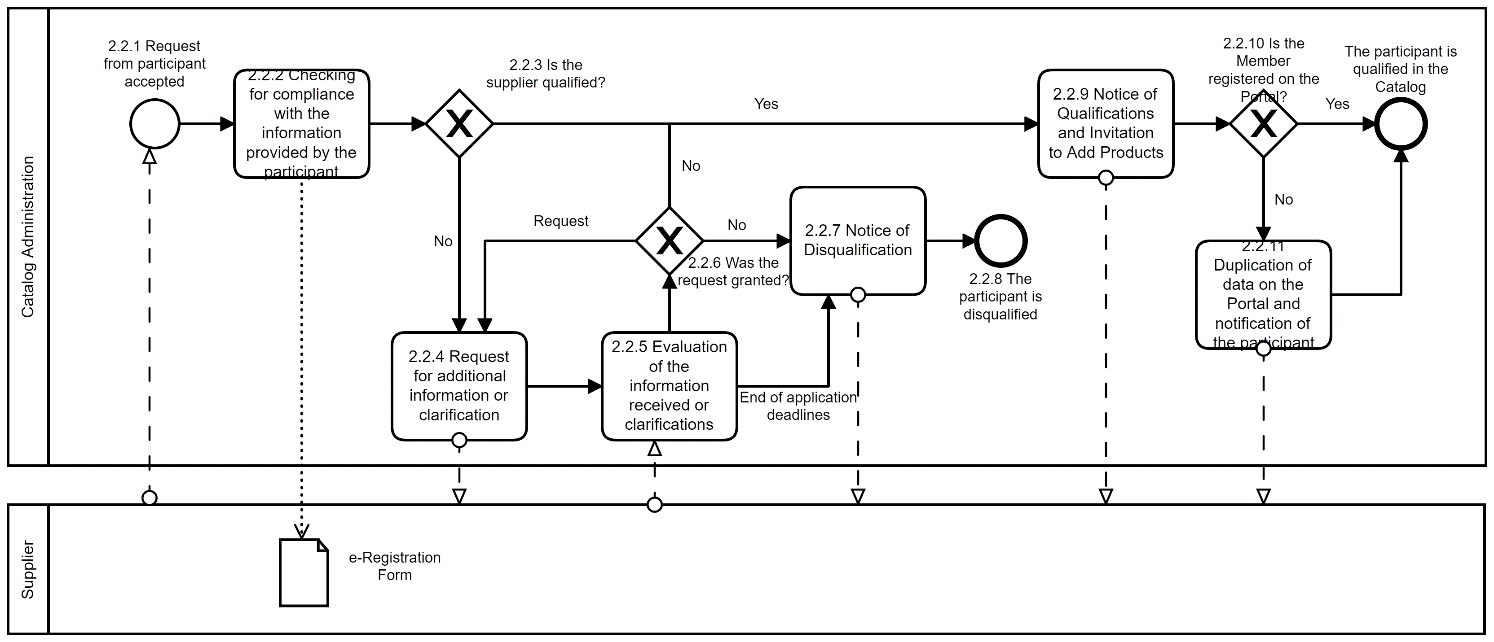
Автоматически созданное описание

2.Supplier management

Изображение выглядит как снимок экрана

Автоматически созданное описание

2.2. Prequalification of the Supplier



2.13. Supplier Review and Analysis

Изображение выглядит как снимок экрана

Автоматически созданное описание

1. Catalog Administration

Изображение выглядит как снимок экрана

Автоматически созданное описание

3.4. Publishing a new Catalog

Изображение выглядит как снимок экрана

Автоматически созданное описание

3.4.3. Checking loaded Catalog

Изображение выглядит как текст

Автоматически созданное описание

3.5. Administration of the created Catalog

Изображение выглядит как снимок экрана

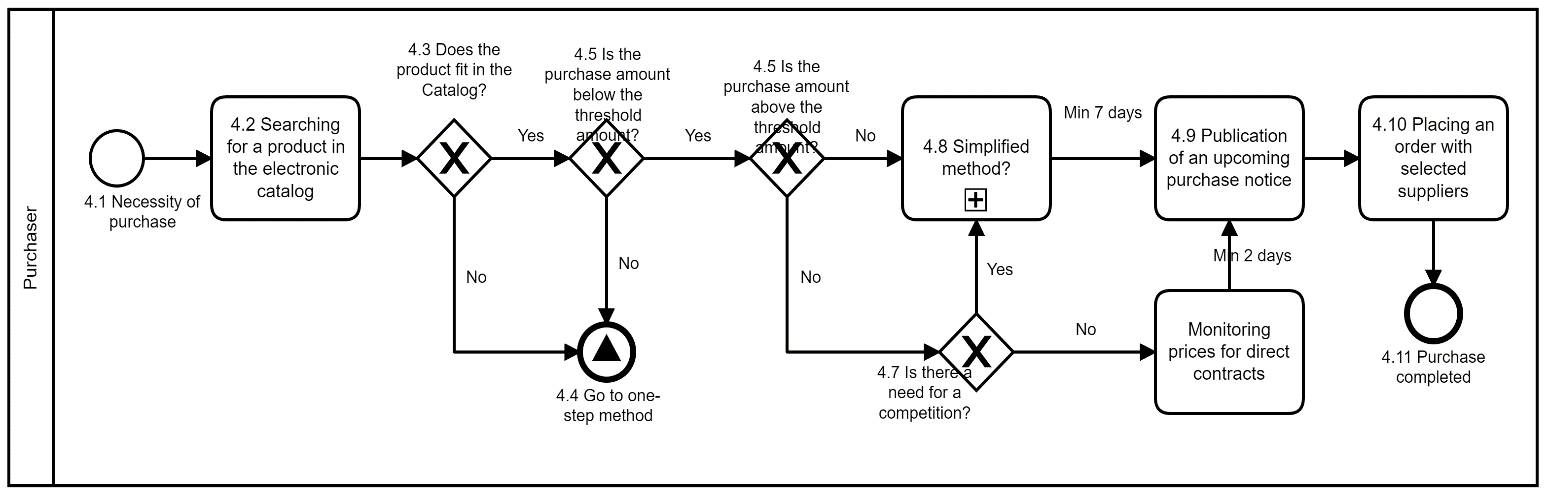
Автоматически созданное описание

3.5.1. Inclusion of qualified suppliers

Изображение выглядит как снимок экрана

Автоматически созданное описание

4.Purchase in the Catalog



4.8. Simplified procurement method

Изображение выглядит как снимок экрана

Автоматически созданное описание