



Business Process Re- Engineering Manual – E-Procurement System

For the Common Market for Eastern and Southern Africa
Secretariat

October 2023

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1 Introduction

The Common Market for Eastern and Southern Africa (COMESA) is one of the 8 Regional Economic Communities (RECs) recognized by the Africa Union. It consists of twenty-one member States that have agreed to co-operate and promote regional integration through trade and investment development resources for the mutual benefit of their people. The mission of COMESA is to achieve, over the long term, sustainable economic and social progress in member states through enhanced cooperation and integration in all fields of development especially in trade, customs and monetary affairs, transport, communications and information, technology, industry and energy, gender, agriculture, environment, and natural resources.

COMESA and the European Union (EU) have signed a Contribution Agreement amounting to €7million financed under the 11 European Development Fund (EDF), for the COMESA Institutional Capacity Building Programme (ICBP), a five (5) year programme that aims to enhance effectiveness and efficiency of COMESA Secretariat in implementation of regional cooperation projects and engagement with its stakeholders. The overall objective of the programme is to deepen regional integration in the COMESA region. The activities under the programme will focus on the areas identified as most critical as a result of the institutional capacity assessment study carried out to inform the preparation of this action.

One of the result areas of support under the ICBP is improved internal control processes including Procurement processes strengthened/ improved in line with international standards with the recommendations expected from the anticipated 9 pillar assessment.

With funding under the 11 EDF ICBP, the Common Market for Eastern and Southern Africa (COMESA) intends to implement an eProcurement System to automate the procurement processes including procurement plan, requisition, tendering, evaluation, awarding of contracts to successful bidders and payments to suppliers through the Sun Accounting System, etc.

1.1 Purpose of this document

The purpose of this document is to capture the To-Be Process of the E-Procurement System.

1.2 Main Objectives of a modern E-Procurement System

The main objectives of a modern E-Procurement system at COMESA are:

- **Work Smarter:** Increase efficiency and reduce back-office interventions thus increasing COMESA's performance and reducing costs.

- **Work anywhere:** Manage Procurement from a single system that is accessible from anytime and anywhere. Thus, getting an overall visibility of Procurement at any time to make better and timely decision making.
- **Work Collaboratively:** The system should facilitate sharing of information amongst different stakeholders and software application.
- **Work Securely:** Protecting and controlling data and information confidentially every time.

1.3 References

This document was prepared with inputs from the following sources:

- Business Process Re-Engineering Exercise: Summary Report.
- COMESA BPR TO-BE Report.
- COMESA BRP AS-IS Report.
- ICT Strategy 2021-2025
- COMESA Procurement Manual
- RFP for the design, development and implementation of the E-Procurement portal/platform.
- COMESA Digital Transformation Strategy 2023-2025

2 Current Process for Planning and Budgeting at COMESA

The current Procurement process at COMESA is manual. The Procurement plan is not linked to the budget on the system and the Vendor list is limited to vendors in Zambia. Furthermore, there is no database of market surveys.

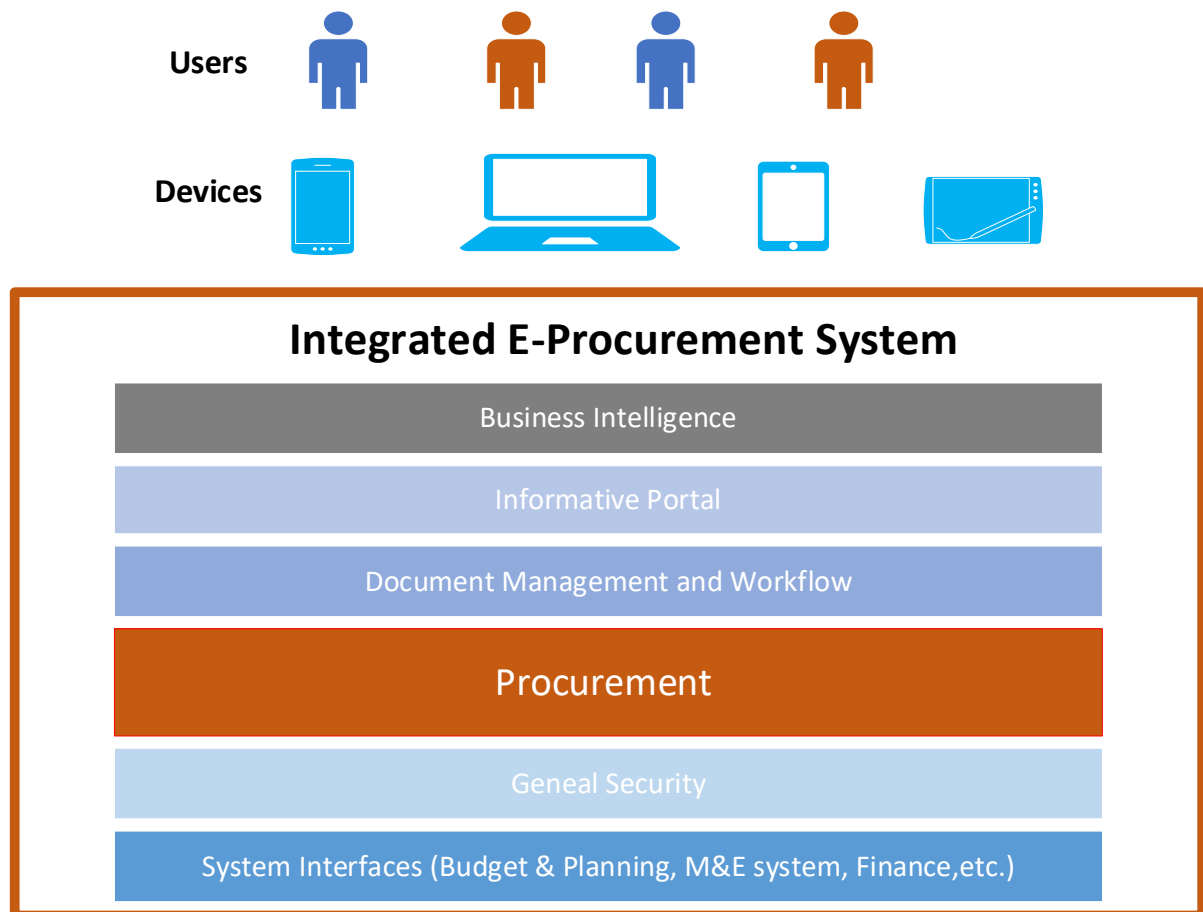
2.1 Current Problems to solve

The following problems need to be solved:

- **Processes:** Manual processes should be automated to achieve effectiveness and efficiency
- **Accessibility:** Staff should be able to access the procurement system anytime and from anywhere.
- **Integration:** The application should be able to fully integrate with current and future relevant application systems.
- **Data Integrity and Security:** Data Integrity and Security should be enhanced through proper access controls and other electronic means. The manual system does not adequately protect information assets.
- **Scalability:** All applications/systems at COMESA should be able to accommodate new features/modules to meet the changing organization needs
- **Currency:** the system shall support multi-currency and reporting. It should be able to provide consolidated reports in the base currency.
- **Reports:** Current manual system does not address all stakeholders reporting needs.

3 Proposal for a modern Planning and Budgeting Software

3.1 System Architecture and Model



An Integrated E-Procurement software should provide to COMESA Secretariat a single window platform and a repository for an up-to-date consolidated version of information concerning organisation performance. It will give all users an access to procurement information and enhance performance reporting. It is expected to significantly improve the way of managing procurement, sharing of information to different stakeholders, automated performance reporting, and statistical data within a secured environment.

The software will comprise of the following modules:

- **Informative Portal**

The informative portal will be accessible to suppliers, COMESA staff and other stakeholders and will be a single source of information for all COMESA internal policies, guidelines, procedures and processes with regard to procurement. Staff will be able to access information for current and past years. The informative portal should include Online Helpdesk/ Customer Support facilities like Chatbots (AI features) for Frequently Asked Question (FAQ).

- **Core Procurement Module**

The core procurement modules will cater for the following activities:

- Divisions and Units – Identify and plan procurement activities including requisition that will be undertaken in a given year on the basis of the Medium strategic plan, past performance, Council decisions and emerging economic trends.
- Strategic Planning – aligns Divisional and Unit procurement plans to the approved medium term strategic plan, Council decisions, emerging economic trends, Monitoring and Evaluation Indicators.
- Assistant Secretary General (Programme) – to validate procurement activities under programmes.
- Procurement Division– undertake procurement activities including Procurement Planning, E-Requisition, Solicitation, E-Bidding, Awarding of Contracts, Complaint Handling, Contract Management, Supplier Management, Asset Disposal, etc.
- Assistant Secretary General (Admin & Finance) - to review and recommends approval of procurement activities.
- Secretary General – reviews and approves the organization wide procurement plan and procurement activities.

The system should also allow rollover for procurement.

- **Workflow**

The automated workflow will allow COMESA users to have a single view of procurement. Assignment of tasks will be automated to streamline processes. The system will also automatically generate mails to convey the assigner and assignee of the assignment operation.

- **Integration**

- **Integration with sun accounting system**

Financial management of the Secretariat is undertaken through the sun accounting system. The e-procurement system should therefore integrate with the accounting system for mining of expenditures for reporting of budget performance and controlling budget spent as per the approved budget items.

- **Integration with the Monitoring and Evaluation System**

COMESA is in the process of implementing a monitoring and evaluation system. The system developer will therefore gain an understanding of the monitoring and evaluation system specifications and establish the extent to which the system will develop synergies in the area of the annual procurement and work plan activities.

- **Integration with the Document Management System**

The system will be integrated with the Document Management System for the tracking and approvals of documents related to procurement.

- **Integration with E-Signature**

The system will be integrated E-Signature for the signature of documents related to proc.

- **Integration of Planning and Budgeting System**

The system shall automatically generate the annual procurement plan and update the E- Procurement system.

- **Reports and Business Intelligence**

The e-procurement system should be integrated with a flexible management reporting tool with data extraction in various formats such as MS Word, PDF or MS Excel and includes drilling capabilities. It should include interactive dashboards and highly formatted reporting. Users should be able to design their own reports and generate them in a wide range of formats including listing, charts and pivot tables. Users should be able to access data at different levels of granularity in a single report itself.

The objective of the Business Intelligence module is to facilitate decision-making by the Head of the Division and Executive Management.

3.2 Proposed Workflow for Procurement Processes

The following list of procurement processes will be digitalise under the E-Procurement system:

1. Supplier Registration for goods, services/consultancy and non- consultancy works.
2. Annual Procurement Plan
3. Requisition
4. Tender/ Bid Preparation/ Publication/ Invitations for Bids/Tenders
5. Nominate Tender Committee
6. Tender Communication
7. Bid Opening
8. Bid Evaluation
9. Tender Approval
10. Contract Negotiation
11. Contract Award
12. Notification to unsuccessful Bidders/ Complaint Management
13. Contract Vetting
14. Contract Approval and Signature
15. Contract Management
16. Asset Disposal
17. Ticketing

4 Supplier Registration Process

4.1.1.1 Process Steps

Step	Who	Performs what
1	Supplier	<ul style="list-style-type: none">• Selects appropriate option on Supplier Portal/ E-Services for Application for New Supplier or Update Existing Supplier Information.• Create an account: Register for an account on the e-service platform, if supplier do not already have one. This usually involves providing basic personal and contact information, such as your name, email address, and phone number.• Provide business information: Complete the supplier registration form by providing detailed information about the business, such as your business name, legal structure, registration details, tax information, and other relevant details.• Upload relevant documents: Supplier shall upload certain documents, such as business license, tax identification number, proof of ownership, and other supporting documents.• Wait for approval: Once supplier submit the registration form and documents, the e-service platform will review the application and determine if supplier meet the requirements for supplier registration.• Applicant shall be able to see status of application (Pending, under review, Request for new information, Approve, Reject, etc.)• Existing Supplier shall be able to view supplier information on the portal.• All mandatory information should be provided (Business Contact Details, Business Registration Number, Business Type, etc.)• All attachment should be saved on the DMS• A notification is sent to Procurement Officer to review request from supplier
2	Head of Procurement	<ul style="list-style-type: none">• Head of Procurement should be able to view request from supplier via the back-office portal

		<ul style="list-style-type: none"> • Possibility to assign request to Procurement Officer for processing. Email notification will be sent to procurement officer
3	Assigned Procurement Officer(s)	<ul style="list-style-type: none"> • Procurement officer able to view all pending application assigned. • The assigned officer process and review supplier details • Possibility to request new information to supplier. Email notification should be sent to supplier. • Procurement Officer will send recommendation to Head of Procurement
4	Procurement officer(s)	<ul style="list-style-type: none"> • Review application
5	Head of Procurement/ Senior Procurement Officer	<ul style="list-style-type: none"> • Receives a notification for approval or rejection of supplier. • Approve or reject based on recommendation from assigned procurement officer. • Notification sends to Supplier on outcome of application. In case of rejection, ground of refusal is specified to supplier • Supplier Database is automatically updated for either approval or rejection of application.
		<ul style="list-style-type: none"> • Supplier Database should be accessible by Procurement, Finance, IT

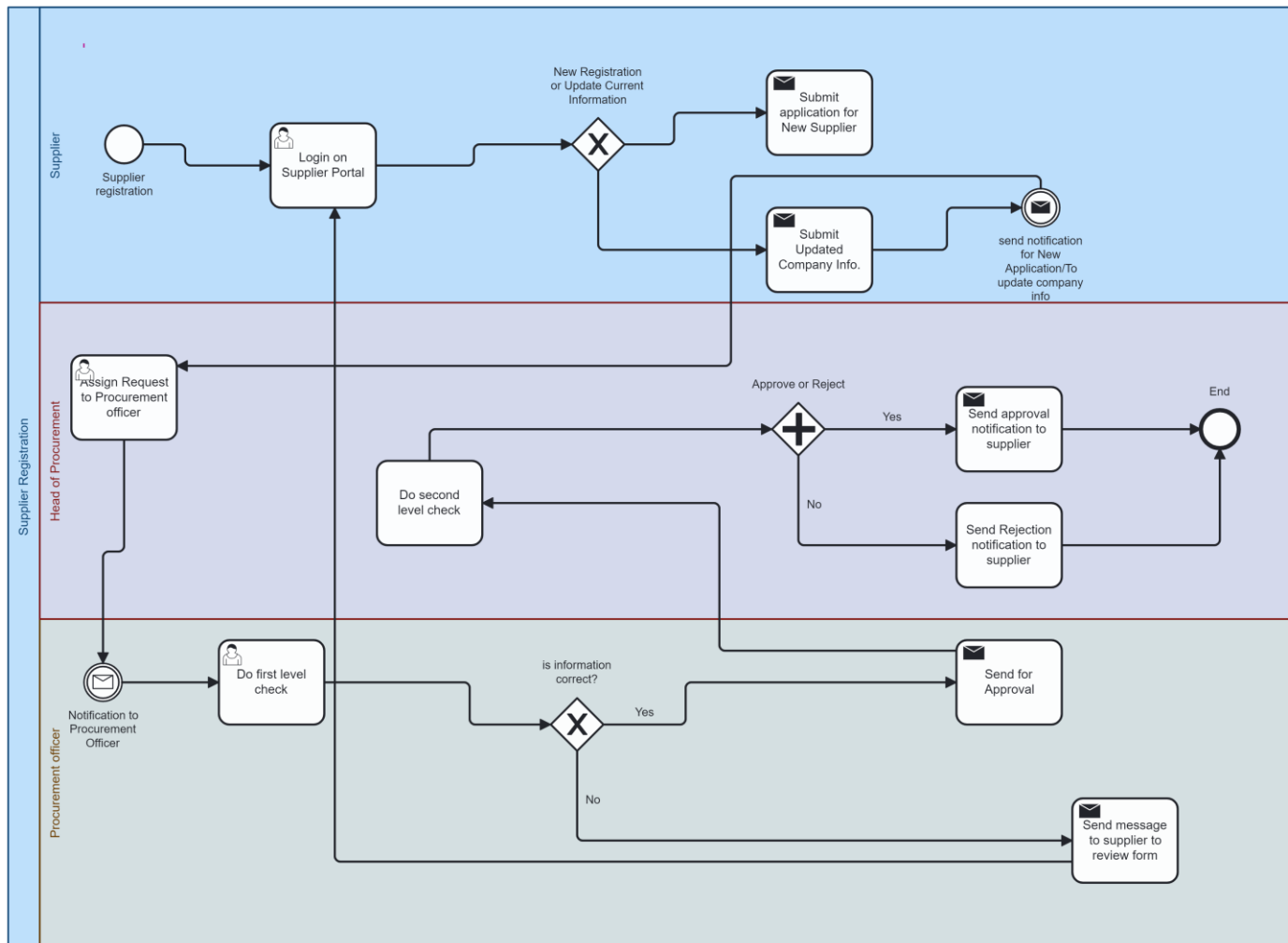
4.1.1.2 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Only Procurement Officer and Head of Procurement is involved in updating supplier list. Manual registration of supplier Human Error/Bias Constitution of Evaluation Committee Filing
DELEGATE	<ul style="list-style-type: none"> Minimize number of hand-offs. Eliminate unnecessary approvals. Authorize staff with appropriate checks and balances. Provide staff with all information for decision-making. 	<ul style="list-style-type: none"> Delegate authority to procurement officer with enough information to process supplier request. Supplier approval can be approved by Senior Officer/Head of Procurement. No approval from Executive
RELOCATE	<ul style="list-style-type: none"> Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> Supplier Registration should now be done only on supplier portal. Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> Automate communication for both supplier and internal users. Templates shall be available for email notification for request for new information, approval and rejection of supplier registration, etc.
SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role for Procurement Officer and Head of Procurement

STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard Application Forms for new supplier/ Update of Supplier information Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Time for Head of Procurement to assign new request to Procurement Officer should be less than 48hours Review New Supplier Information by Procurement Officer- Less than 14 days. Approval or Rejection of Supplier by Head of Procurement: Less than 5 days.
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> Centralize supplier data. An informative portal that will have all information on E-Procurement. A supplier portal where supplier can register with COMESA. Supplier are also able to change their details. Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can outsource either components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> COMESA to invite existing and new supplier to register on its e-Services platform through marketing campaigns. Supplier registration shall be done only on the e-service platform. Staffs will need to build capacity on the new process and the use of the new systems.

- A support team should be set-up to provide support to online users.

4.1.1.3 Process Flow



5 Annual Procurement Plan

Procurement planning is the process of identifying and defining the goods, services, and works that need to be procured, and developing a strategy for how to procure them. This process is essential for ensuring that an organization can acquire the necessary resources to carry out its operations effectively and efficiently.

The procurement planning process typically involves the following steps:

1. Identifying the procurement needs: This involves determining the goods, services, and works that are required to support the organization's operations.
2. Defining the scope of the procurement: This involves determining the specific requirements for the goods, services, or works that need to be procured, including any technical specifications or performance criteria.
3. Conducting market research: This involves gathering information about potential suppliers, their capabilities, and the market conditions that may affect the procurement.
4. Developing a procurement strategy: This involves determining the most appropriate procurement method, such as competitive bidding, sole-source procurement, or direct negotiation.

NB. The procurement plan will be prepared outside the E-Procurement system and then uploaded. An upload template will be provided in the system. If budget and planning System is in place, we will intergrate the two systems for a seamless sharing of data.

5.1.1.1 Process Steps

Step	Who	Performs what
1	Head of Procurement	<ul style="list-style-type: none">• Assigns a procurement officer to upload the the prepared procurement plan
	Procurement Officer	<ul style="list-style-type: none">• Uploads the annual procurement plan
2	Head of Procurement	<ul style="list-style-type: none">• Receives a notification for upload of procurement plan.• Approve or reject based on recommendation from assigned procurement officer.• Notification sends to Division/Unit/Project on procurement plan. In case of rejection, ground of refusal is specified.

		<ul style="list-style-type: none"> E-Procurement Database is automatically updated with approved procurement plan.
3	Director HR and Admin	<ul style="list-style-type: none"> Validate Procurement Plan Notification sends to Division/Unit/Project on procurement plan. In case of rejection, ground of refusal is specified.
4	ASG Finance and Admin	<ul style="list-style-type: none"> Validate Procurement Plan Notification sends to Division/Unit/Project on procurement plan. In case of rejection, ground of refusal is specified.
5	SG	<ul style="list-style-type: none"> Approve Procurement Plan Notification sends to Division/Unit/Project on procurement plan. In case of rejection, ground of refusal is specified.

5.1.1.2 Business Process Re-Engineering

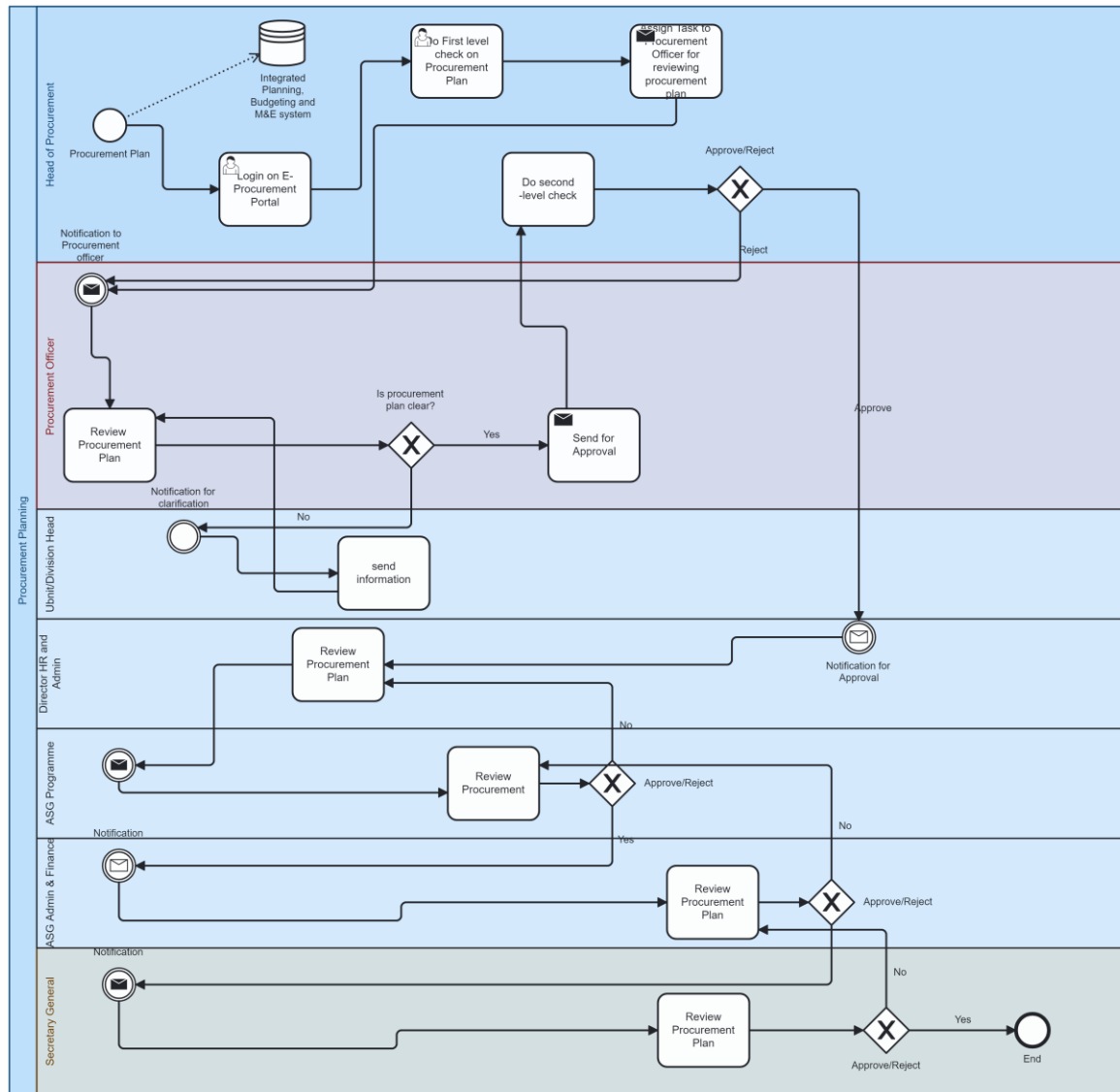
Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Planning and Budget automatically retrieve from Planning and Budgeting system.
DELEGATE	<ul style="list-style-type: none"> Minimize number of hand-offs. Eliminate unnecessary approvals. Authorize staff with appropriate checks and balances. Provide staff with all information for decision-making. 	<ul style="list-style-type: none"> Delegate authority to procurement officer with enough information to process procurement plan.
RELOCATE	<ul style="list-style-type: none"> Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> Procurement Plan should be done only on e-procurement. Services should be accessible on mobile services.

AUTOMATE	<ul style="list-style-type: none"> Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> Automate communication for both procurement officers and internal users. Templates shall be available for email notification for request for new information, approval and rejection of procurement plan.
SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role for Procurement Officer and Head of Procurement
STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard template for procurement plan Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Time for Head of Procurement to assign new request to Procurement Officer should be less than 2 days Review Procurement Plan by Procurement Officer- Less than 11 days. Approval or Rejection of Procurement Plan by Head of Procurement: Less than 2 days.
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> Centralize data for Planning, Budgeting and Procurement. An informative portal that will have all information on Procurement Planning. Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.

Change Management

- Change Management initiatives with regards to the process
- Procurement Planning shall be done only on the e-service platform.
- Staffs will need to build capacity on the new process and the use of the new systems.
- A new support team should be set-up to provide support to online users.

5.1.1.3 Process Flow Diagram

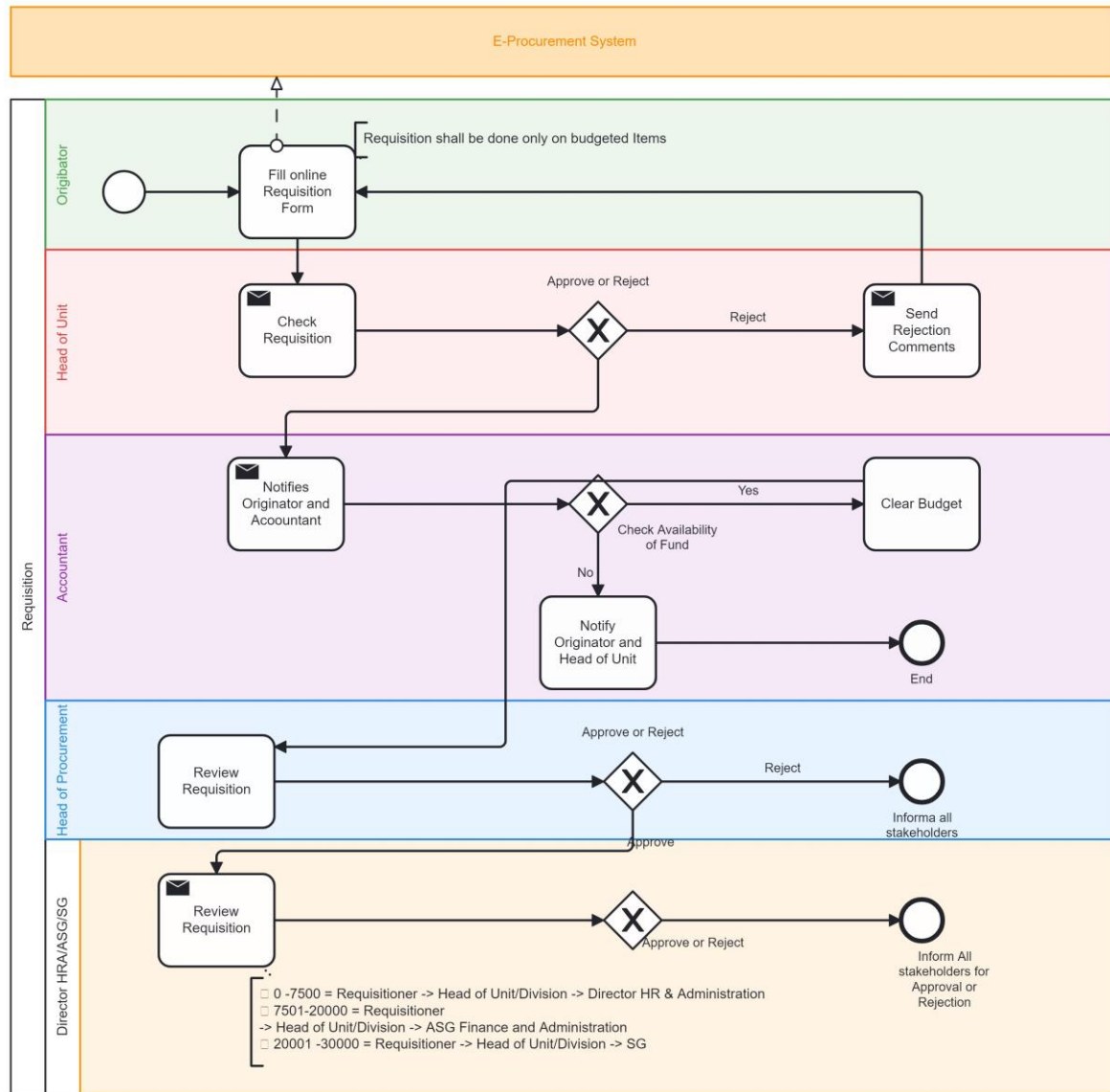


6 Requisition

The e-requisition process typically involves the following steps:

1. User submits a requisition: The user, usually an employee or department head, initiates the requisition process by submitting an electronic requisition form that includes details about the requested goods or services.
2. Automated routing for approval: The e-requisition software then routes the requisition to the appropriate approver(s) for review and approval. The system can be configured to automatically route the requisition based on predefined rules, such as the amount or department.
3. Review and approval: The approver reviews the requisition to ensure that it complies with organizational policies and procedures. The approver may also need to review the available budget to determine if there are sufficient funds to fulfill the request. If approved, the requisition is forwarded to the next stage. If not, it may be returned to the user for revision or rejected outright.
4. Purchase order creation: Once the requisition is approved, the e-requisition system generates a tender based on the procurement method set for the requested item in the procurement plan. This could be a RFQ,RFP,RFEOI, Single source etc

6.1 Requisition- Process Flow Diagram



6.2 Process Steps

Step	Who	Performs what
1	Originator	<ul style="list-style-type: none"> • Prepare Requisition • Originator must choose procurement items within the procurement plan for his units/division. • The system shall have allowed Originator to process requisition for items that are not in the procurement plan. • An email notification is sent to Head of Unit/ Director for approval
2	Head of Unit/Director	<ul style="list-style-type: none"> • Review Requisition • Approve or Reject Requisition • Notifications to Procurement on approval of new requisition
3	Finance Accountant	<ul style="list-style-type: none"> • Receives a notification for new requisition. • Performs a budget check for availability of funds for this requisition
4	Head of Procurement	<ul style="list-style-type: none"> • Receives a notification for new requisition. • Assign / Re-allocate requisition to Procurement officer for processing.
5	Assigned Procurement Officer	<ul style="list-style-type: none"> • Possibility to view requisition assigned. • The assigned officer process and review requisition. • Assigned Officer has the possibility to request information to Division/Unit/Project • Assigned Officer will review and send recommendation to Head of Procurement
6	Head of Procurement	<ul style="list-style-type: none"> • Possibility for staff to respond to queries/ send clarification to Procurement Officer • Approve/ Reject Requisition
7	Head of Unit/Director/Originator	<ul style="list-style-type: none"> • Receives a notification for approval or rejection of requisition. • Receives instruction for next stage.

For requisition that had not been planned/budgeted, it has to be approved by Director HR and Administration, ASG or SG as follows based on requisition value in USD.

- **0 -7500** = Requisitioner -> Head of Unit/Division -> Director HR & Administration
- **7501-20000** = Requisitioner -> Head of Unit/Division -> ASG Finance and Administration
- **20001 -30000** = Requisitioner -> Head of Unit/Division -> SG

After an approval, they follow the next stages the planned requisitions.

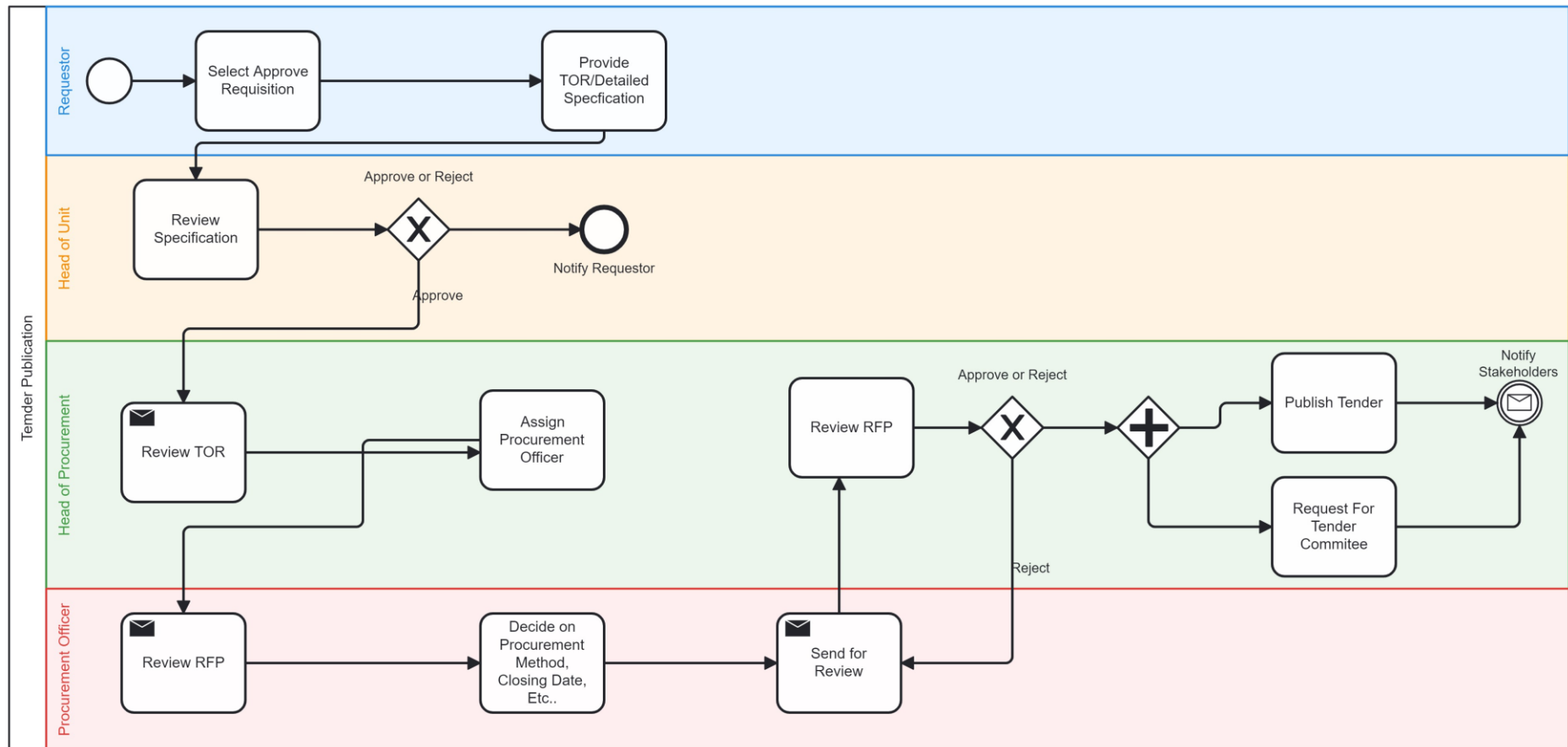
6.3 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Requisition is aligned with Procurement Plan.
DELEGATE	<ul style="list-style-type: none"> Minimize number of hand-offs. Eliminate unnecessary approvals. Authorize staff with appropriate checks and balances. Provide staff with all information for decision-making. 	<ul style="list-style-type: none"> Delegate authority to procurement officer with enough information to process requisition.
RELOCATE	<ul style="list-style-type: none"> Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> Requisition should be done only on e-procurement. Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> Automate communication for both procurement officers and internal users. Templates shall be available for email notification for request for new information, approval and rejection of requisition.
SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role for Procurement Officer and Head of Procurement

STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard template for requisition. Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Time for Head of Procurement to assign new request to Procurement Officer should be less than 2 days Review Procurement Plan by Procurement Officer- Less than 5 days. Approval or Rejection of Procurement Plan by Head of Procurement: Less than 2 days.
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> Centralize data for requisition. An informative portal that will have all information on requisition. Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> Requisition shall be done only on the e-service platform. Staffs will need to build capacity on the new process and the use of the new systems. A new support team should be set-up to provide support to online users.

7 Tender Process/ Bid Notice/ Advertisement

7.1 Process Flow Diagram



7.2 Process Steps

Step	Who	Performs what
1	Originator	<ul style="list-style-type: none"> • Select Approve Requisition • Attach Detailed RFP, TOR, etc.. • An email notification is sent to Head of Unit/ Director for approval
2	Head of Unit/Director	<ul style="list-style-type: none"> • Review RFP/TOR,etc.. • Approve or Reject Specification •
3	Head of Procurement	<ul style="list-style-type: none"> • Receives a notification for new tender • Assign / Re-allocate requisition to Procurement officer for processing.
4	Assigned Procurement Officer	<ul style="list-style-type: none"> • Finalise Procurement method and RFP/RFQ/etc... • Assigned Officer has the possibility to request information to Division/Unit/Project • Assigned Officer will review and send recommendation to Head of Procurement
5	Head of Procurement	<ul style="list-style-type: none"> • Review RFP,RFQ,etc.. • Approve/ Reject • Publish RFP/RFQ/etc.. • Notification send to stakeholders • Request to select for tender committee

7.3 Business Process Re-Engineering

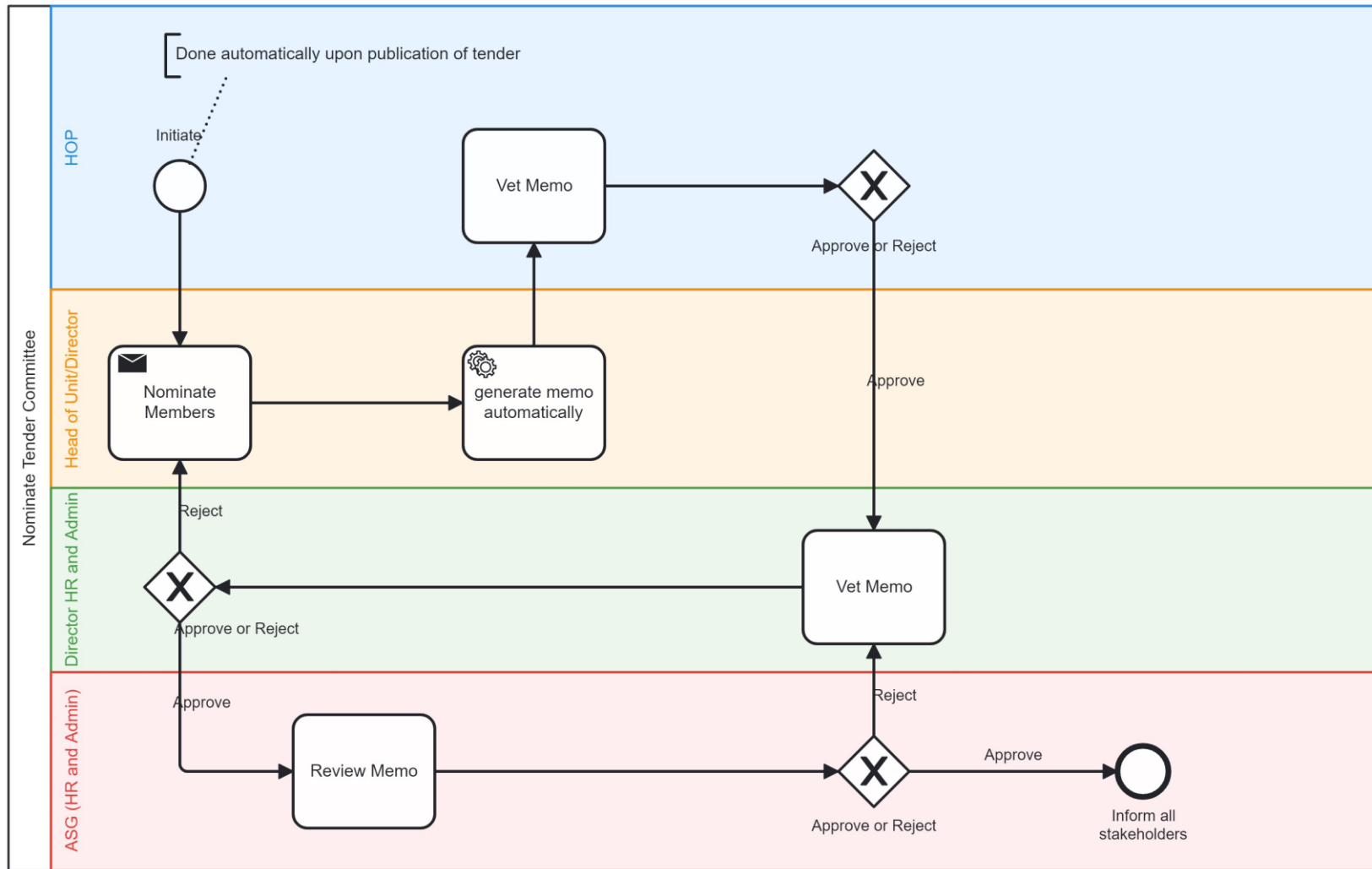
Strategies	Description	Remarks
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ELIMINATION	<ul style="list-style-type: none"> • Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> • Tender is aligned with Requisition and Procurement Plan. • No need for approval from Executive Management
DELEGATE	<ul style="list-style-type: none"> • Minimize number of hand-offs. • Eliminate unnecessary approvals. • Authorize staff with appropriate checks and balances. • Provide staff with all information for decision-making. 	<ul style="list-style-type: none"> • Delegate authority to procurement officer with enough information to process requisition.
RELOCATE	<ul style="list-style-type: none"> • Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> • Tender publication should be done only on e-procurement. Notifications shall be sent to existing suppliers. Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> • Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> • Automate communication for both procurement officers and internal users. Templates shall be available for email notification for request for new information, approval and rejection of requisition.
SEPARATE	<ul style="list-style-type: none"> • Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> • Separate role for Procurement Officer and Head of Procurement
STANDARDIZE	<ul style="list-style-type: none"> • Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> • Standard process for tender process. • Standard emails for notification in case of approval/rejection/request for information, etc. • Response time are as follows: <ul style="list-style-type: none"> ○ Time for Head of Procurement to assign new request to Procurement Officer should be less than 2 days

		<ul style="list-style-type: none"> ○ Review RFP/RFI,etc by Procurement Officer- Less than 5 days. ○ Approval or Rejection of RFP,RFI,etc. by Head of Procurement: Less than 2 days.
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> • Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> • Not applicable.
Change Management	<ul style="list-style-type: none"> • Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> • Publication shall be done only on the e-service platform. • Staffs will need to build capacity on the new process and the use of the new systems. • A new support team should be set-up to provide support to online users.

8 Nominate Members of Tender Committee

8.1 Process Flow Diagram



8.2 Process Steps

Step	Who	Performs what
1	HOP	<ul style="list-style-type: none"> Initiate Nomination – done automatically upon publication of tender
2	Head of Unit/Director	<ul style="list-style-type: none"> Nominate members Memo generate by system
3	HOP	<ul style="list-style-type: none"> Vet Memo Approve/ Reject memo
4	Director HRA	<ul style="list-style-type: none"> Vet Memo Approve/ Reject memo
5	ASG (HR and Admin)	<ul style="list-style-type: none"> Vet Memo Approve/ Reject memo

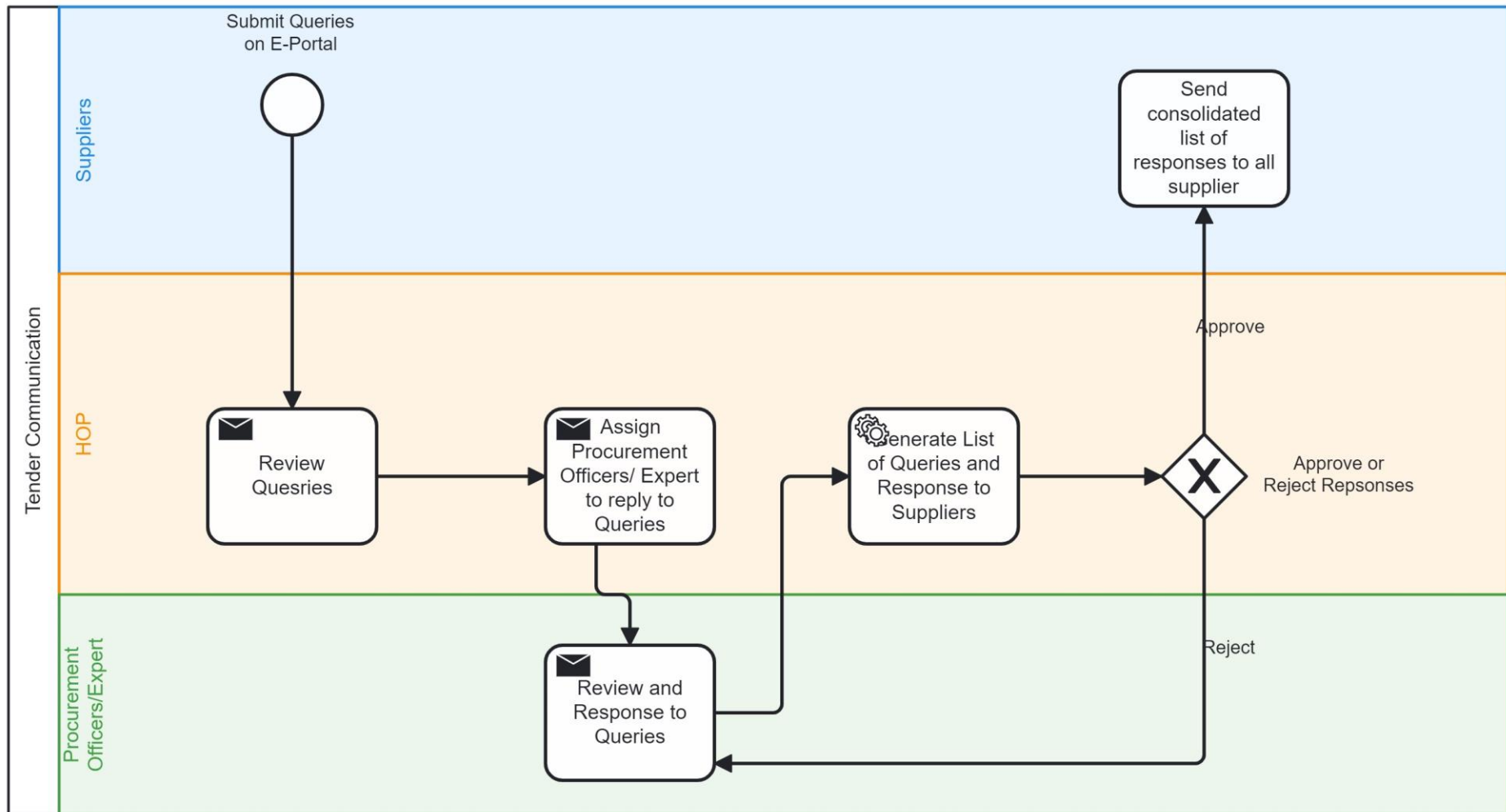
8.3 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Memo generated by system
DELEGATE	<ul style="list-style-type: none"> Minimize number of hand-offs. Eliminate unnecessary approvals. Authorize staff with appropriate checks and balances. Provide staff with all information for decision-making. 	<ul style="list-style-type: none"> Procurement officer not require to do memo.
RELOCATE	<ul style="list-style-type: none"> Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> Services should be accessible on mobile services.

AUTOMATE	<ul style="list-style-type: none"> Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> Automate communication for all stakeholders Memo generated automatically
SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard process for nomination of members. Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Time for Head of Unit/Directors to nominate members should be less than 2 days Review/ Approval by stakeholders- Less than 2 days.
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> Centralize data for requisition. An informative portal that will have all information on requisition. Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> Staffs will need to build capacity on the new process and the use of the new systems. A new support team should be set-up to provide support to online users.

9 Tender Communication Process

9.1 Process Flow Diagram



9.2 Process Steps

Step	Who	Performs what
1	Bidder	<ul style="list-style-type: none">• Send queries
2	Head of Procurement	<ul style="list-style-type: none">• Assign Procurement Officer/Expert to response to queries
3	Procurement Officer/Expert	<ul style="list-style-type: none">• Review and Response to queries
4	Head of Procurement	<ul style="list-style-type: none">• Review response – List is sent automatically (weekly)• Approve/ Reject response• Responses sent automatically to all bidder

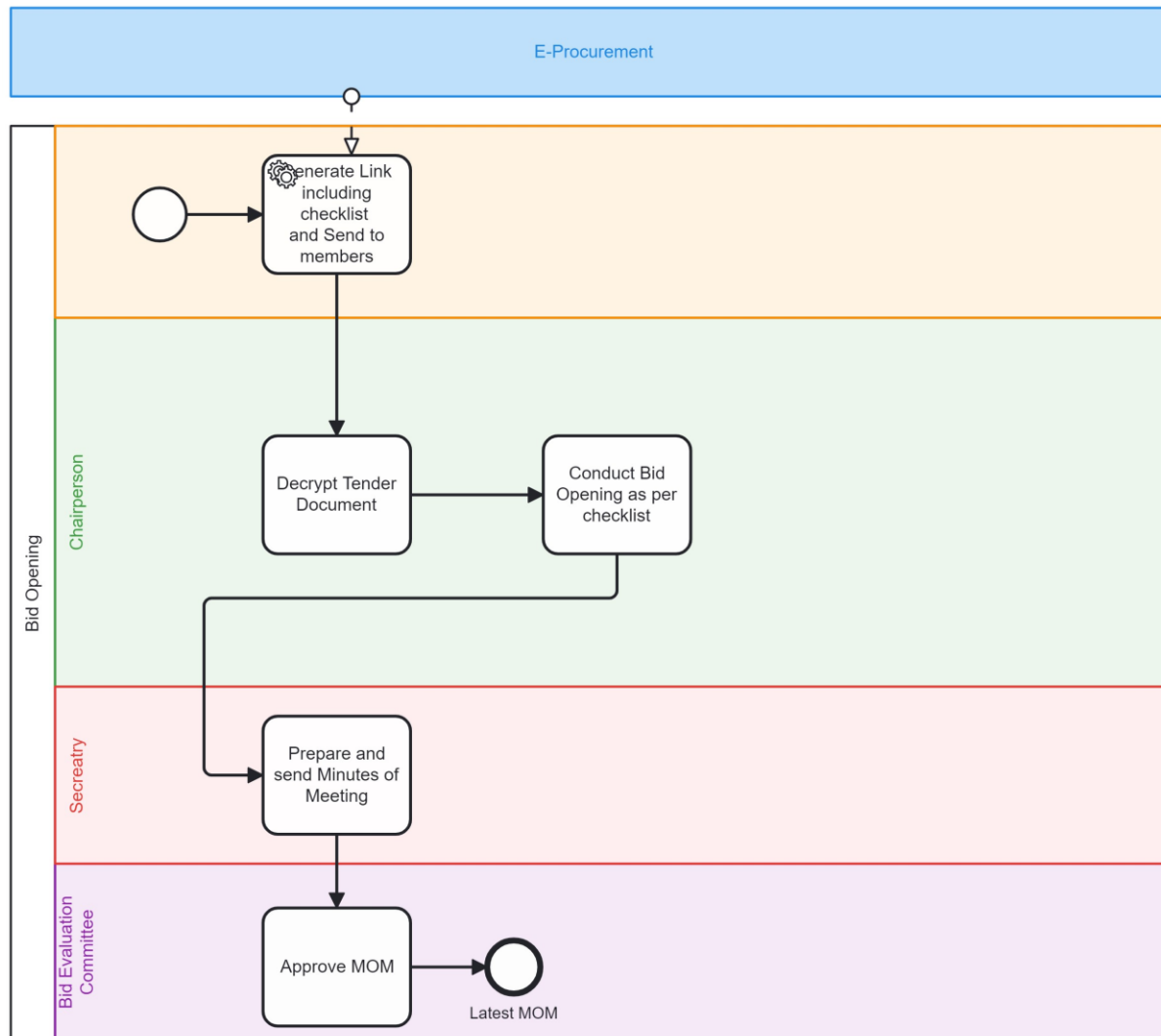
9.3 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none">• Reduce process steps when redundancy and burden as time is observed.	<ul style="list-style-type: none">• List of queries/response generated by system
DELEGATE	<ul style="list-style-type: none">• Minimize number of hand-offs.• Eliminate unnecessary approvals.• Authorize staff with appropriate checks and balances.• Provide staff with all information for decision-making.	<ul style="list-style-type: none">• Procurement officer not require to send list of response to bidder
RELOCATE	<ul style="list-style-type: none">• Deploy multiple and appropriate channels of access.	<ul style="list-style-type: none">• Services should be accessible on mobile services.

AUTOMATE	<ul style="list-style-type: none"> Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard process for nomination of members. Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Time for Head of Procurement to assign procurement officer/ expert to response to queries – less than 2 days Repsonsos by Procurement Officer/ Expert- Less than 2 days.
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> Centralize data for requisition. An informative portal that will have all information on requisition. Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> Staffs will need to build capacity on the new process and the use of the new systems. A new support team should be set-up to provide support to online users.

10 BID Opening

10.1 Process Flow



10.2 Process Steps

Step	Who	Performs what
1	Members of Committee	<ul style="list-style-type: none">• Receive notifications of Bid Opening meeting
2	Chairperson	<ul style="list-style-type: none">• Decrypt Tender Documents
3	Secretary	<ul style="list-style-type: none">• Prepare and Upload Minutes of Meeting
4	Members of Committee	<ul style="list-style-type: none">• Approve Minutes of Meeting

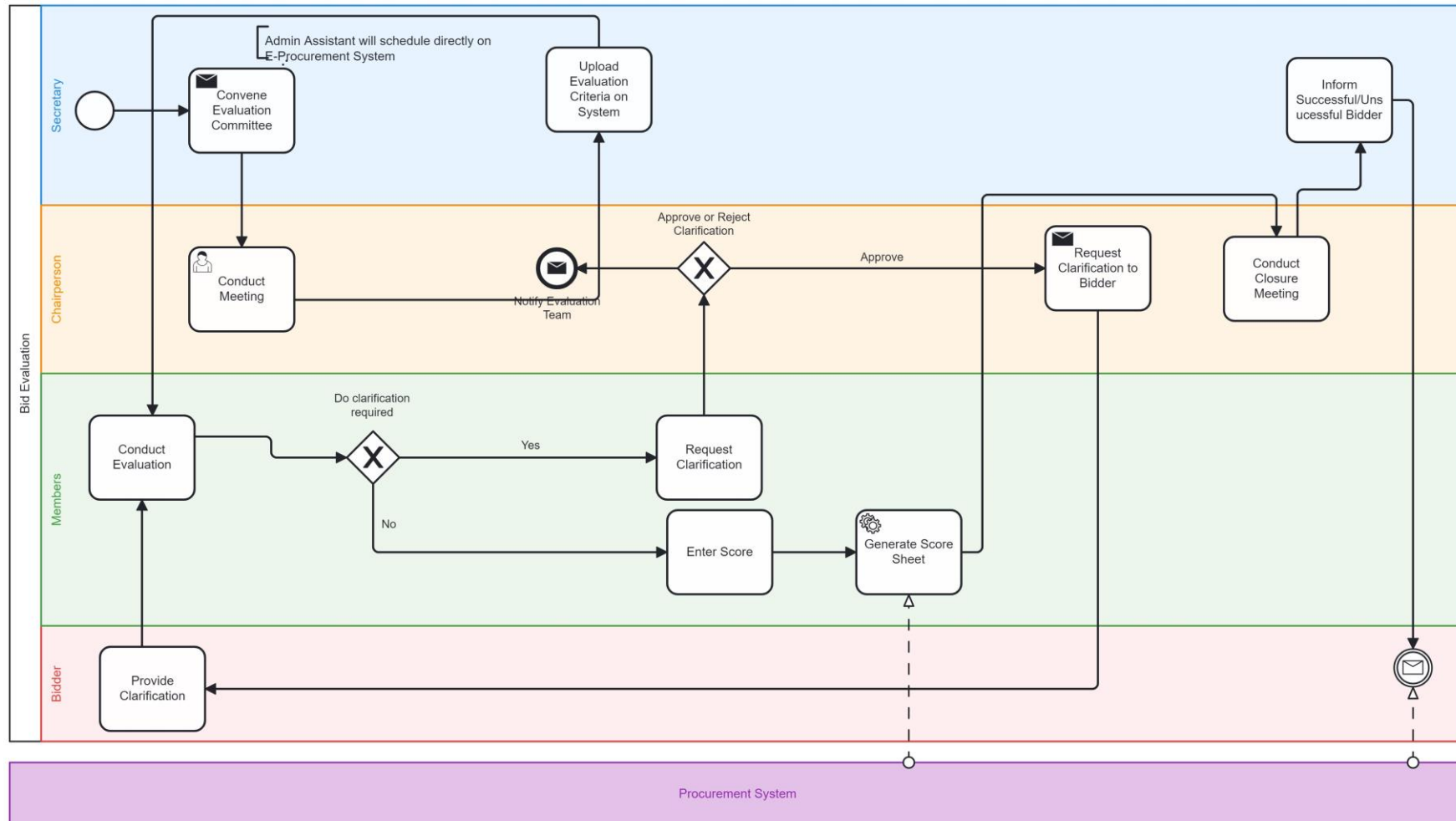
10.3 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none">• Reduce process steps when redundancy and burden as time is observed.	<ul style="list-style-type: none">• Meeting link and Checklist generated automatically
DELEGATE	<ul style="list-style-type: none">• Minimize number of hand-offs.• Eliminate unnecessary approvals.• Authorize staff with appropriate checks and balances.• Provide staff with all information for decision-making.	.
RELOCATE	<ul style="list-style-type: none">• Deploy multiple and appropriate channels of access.	<ul style="list-style-type: none">• Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none">• Normally, manual work is prone to errors, while computers are great with repetitive tasks.	<ul style="list-style-type: none">• Automate communication for all stakeholders

SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard process for nomination of members. Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Bid Opening should be done as per schedule
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> Centralize data for requisition. An informative portal that will have all information on requisition. Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> Staffs will need to build capacity on the new process and the use of the new systems. A new support team should be set-up to provide support to online users.

11 Bid Evaluation

11.1 Process Flow



11.2 Process Steps

Step	Who	Performs what
1	Secretary	<ul style="list-style-type: none">• Convene kick-off meeting
2	Chairperson	<ul style="list-style-type: none">• Conduct Meeting and set evaluation criteria• Evaluation Criteria is upload in system
3	Evalaution Committee	<ul style="list-style-type: none">• Evaluate proposal• Request Clarification if any from bidders• Enter Score – Score sheet generated automatically by system
4	Bidder	<ul style="list-style-type: none">• Provide clarification if require
5	Chairperson	<ul style="list-style-type: none">• Convene Closure meeting – Score sheet should be lock if all members agree with score• System should sent e-mail to bidder informing whether bidder are successful or unsuccessful

11.3 Business Process Re-Engineering

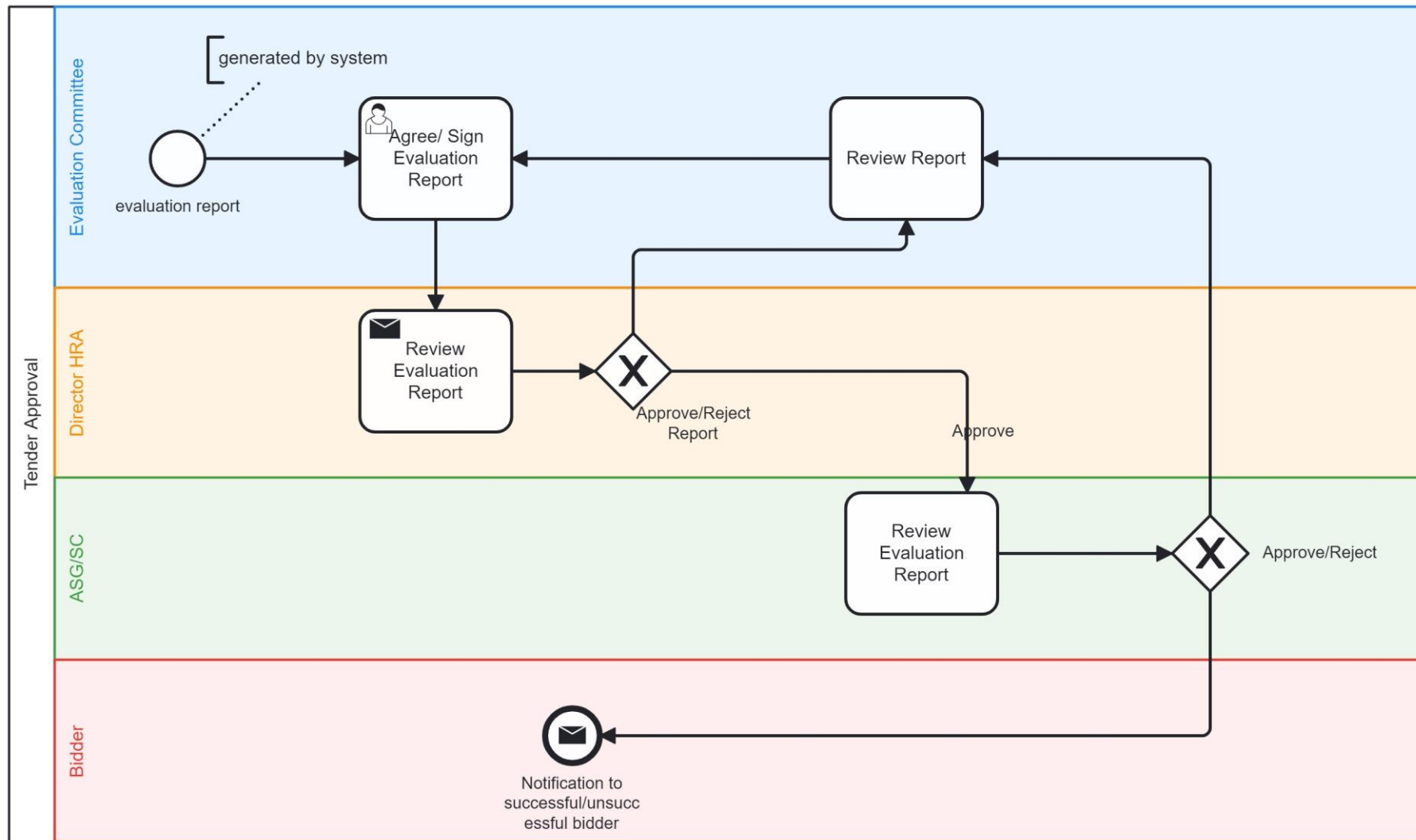
Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none">• Reduce process steps when redundancy and burden as time is observed.	<ul style="list-style-type: none">• Consolidated score generated automatically

DELEGATE	<ul style="list-style-type: none"> • Minimize number of hand-offs. • Eliminate unnecessary approvals. • Authorize staff with appropriate checks and balances. • Provide staff with all information for decision-making. 	.
RELOCATE	<ul style="list-style-type: none"> • Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> • Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> • Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> • Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> • Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> • Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> • Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> • Standard process for nomination of members. • Standard emails for notification in case of approval/rejection/request for information, etc. • Response time are as follows: <ul style="list-style-type: none"> ○ Bid evaluation should be done as per schedule set by Chairperson
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence

OUTSOURCE	<ul style="list-style-type: none"> • Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> • Not applicable.
Change Management	<ul style="list-style-type: none"> • Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> • Staffs will need to build capacity on the new process and the use of the new systems. • A new support team should be set-up to provide support to online users.

12 Tender Approval

12.1 Process Flow



12.2 Process Steps

Step	Who	Performs what
1	Evaluation Committee	<ul style="list-style-type: none"> Agree on system generated evaluation report
2	Director HRA	<ul style="list-style-type: none"> Review evaluation report Agree or Reject report
3	ASG/SG	<ul style="list-style-type: none"> Review evaluation report Agree or Reject report Approval of Contract Committee or other committee if required (depending on contract amount)
4	Bidder	<ul style="list-style-type: none"> System generate notification to successful/unsuccessful bidder System to generate notification of award and publish on portal

12.3 Business Process Re-Engineering

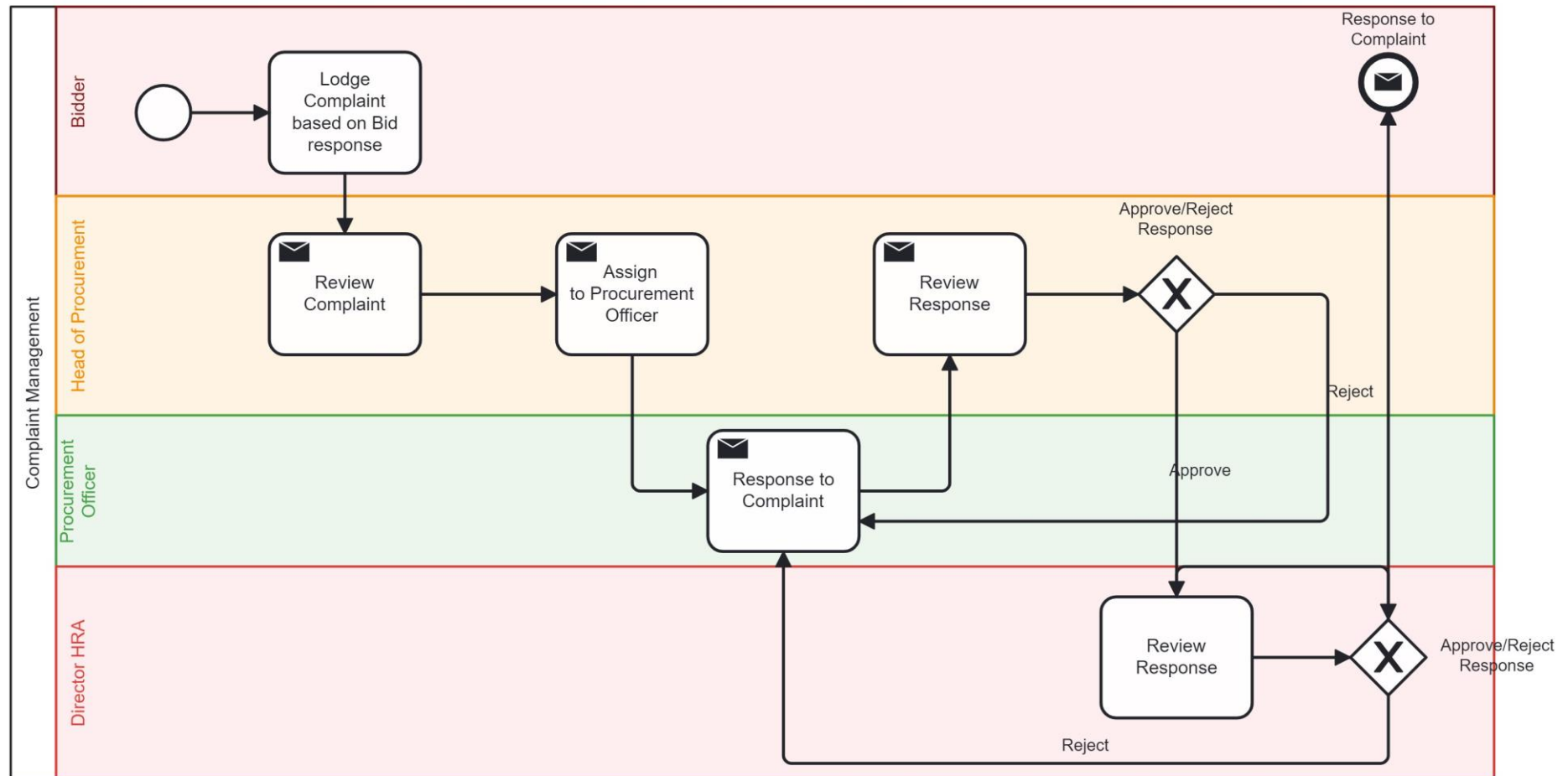
Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Evaluation report generated automatically
DELEGATE	<ul style="list-style-type: none"> Minimize number of hand-offs. Eliminate unnecessary approvals. Authorize staff with appropriate checks and balances. Provide staff with all information for decision-making. 	.

RELOCATE	<ul style="list-style-type: none"> • Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> • Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> • Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> • Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> • Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> • Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> • Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> • Standard process for nomination of members. • Standard emails for notification in case of approval/rejection/request for information, etc. • Response time are as follows: <ul style="list-style-type: none"> ○ DHRA/ASG/SG should approve/reject evaluation report within 3 days
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> • Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> • Not applicable.
Change Management	<ul style="list-style-type: none"> • Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> • Staffs will need to build capacity on the new process and the use of the new systems.

- A new support team should be set-up to provide support to online users.

13 Complaint Management

13.1 Process Flow



13.2 Process Steps

Step	Who	Performs what
1	Bidder	<ul style="list-style-type: none"> Lodge complaint with regards to evaluation
2	Head of Procurement	<ul style="list-style-type: none"> Review complaint Assign Procurement Officer to response to complaint
3	Procurement Officer	<ul style="list-style-type: none"> Review and reposonse to complaint
4	Head of Procurement	<ul style="list-style-type: none"> Approve/Reject response to complaint
5	Director HRA	<ul style="list-style-type: none"> Approve/Reject response to complaint
6	Bidder	<ul style="list-style-type: none"> Receive Response

13.3 Business Process Re-Engineering

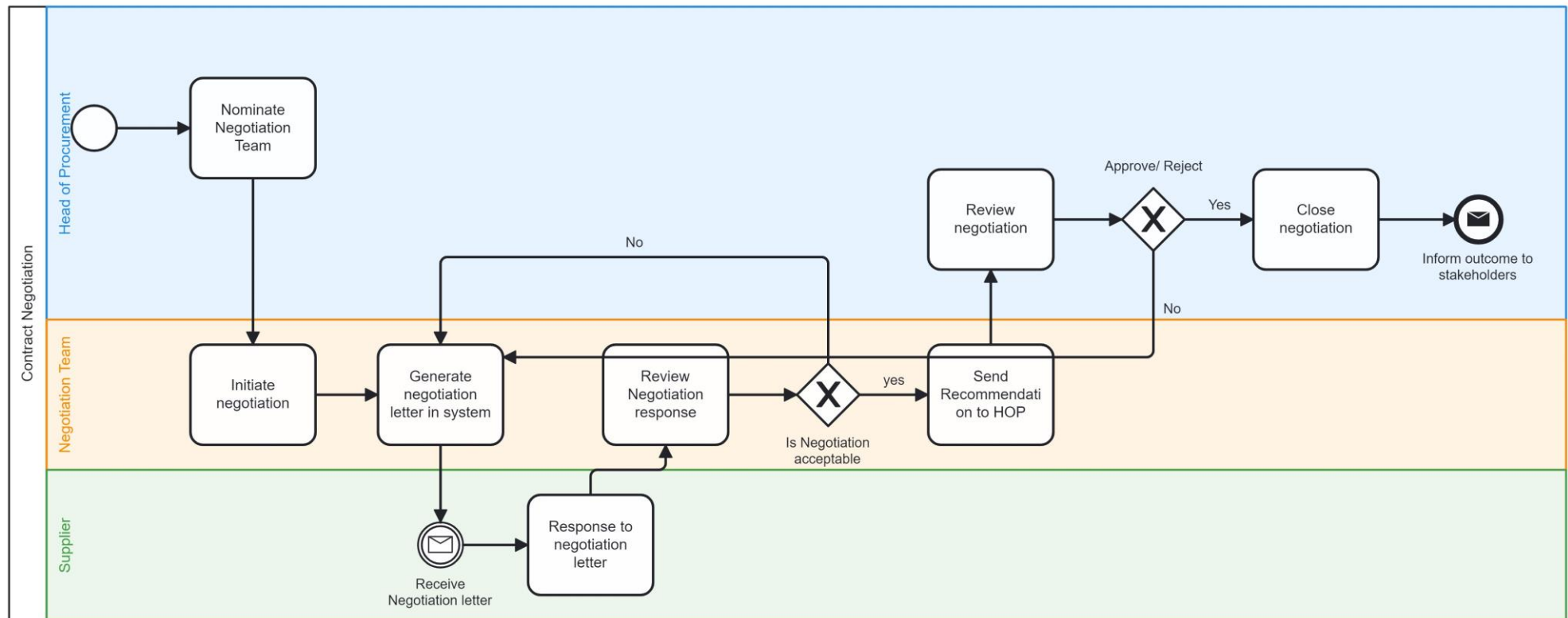
Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Complaint automatically link to a tender process
DELEGATE	<ul style="list-style-type: none"> Minimize number of hand-offs. Eliminate unnecessary approvals. Authorize staff with appropriate checks and balances. Provide staff with all information for decision-making. 	.

RELOCATE	<ul style="list-style-type: none"> • Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> • Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> • Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> • Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> • Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> • Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> • Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> • Standard process for nomination of members. • Standard emails for notification in case of approval/rejection/request for information, etc. • Response time are as follows: <ul style="list-style-type: none"> ○ Head of Procurement to assign Procurement officer to response to complaint within 2 days after receiving complaint ○ Procurement Officer to response to compliant within 2 days ○ DHRA/ASG/SG should approve/reject reponse within 2 days
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> • Outsourcing allows an organisation to stay focus on its core functions/activities. 	<ul style="list-style-type: none"> • Not applicable.

	An organisation can either outsource components or the whole service.	
Change Management	<ul style="list-style-type: none"> • Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> • Staffs will need to build capacity on the new process and the use of the new systems. • A new support team should be set-up to provide support to online users.

14 Contract negotiation

14.1 Process Flow



14.2 Process Steps

Step	Who	Performs what
1	Head of Procurement	<ul style="list-style-type: none">Nominate Negotiation Team
2	Negotiation Team	<ul style="list-style-type: none">Initiate NegotiationSend negotiation letter
3	Supplier	<ul style="list-style-type: none">Response to negotiation
4	Negotiation Team	<ul style="list-style-type: none">Review ResponseSend recommendation to HOP
5	Head of Procurement	<ul style="list-style-type: none">Review negotiation responseApprove/Reject responseClose negotiation when response acceptedInform stakeholders outcome of negotiation

14.3 Business Process Re-Engineering

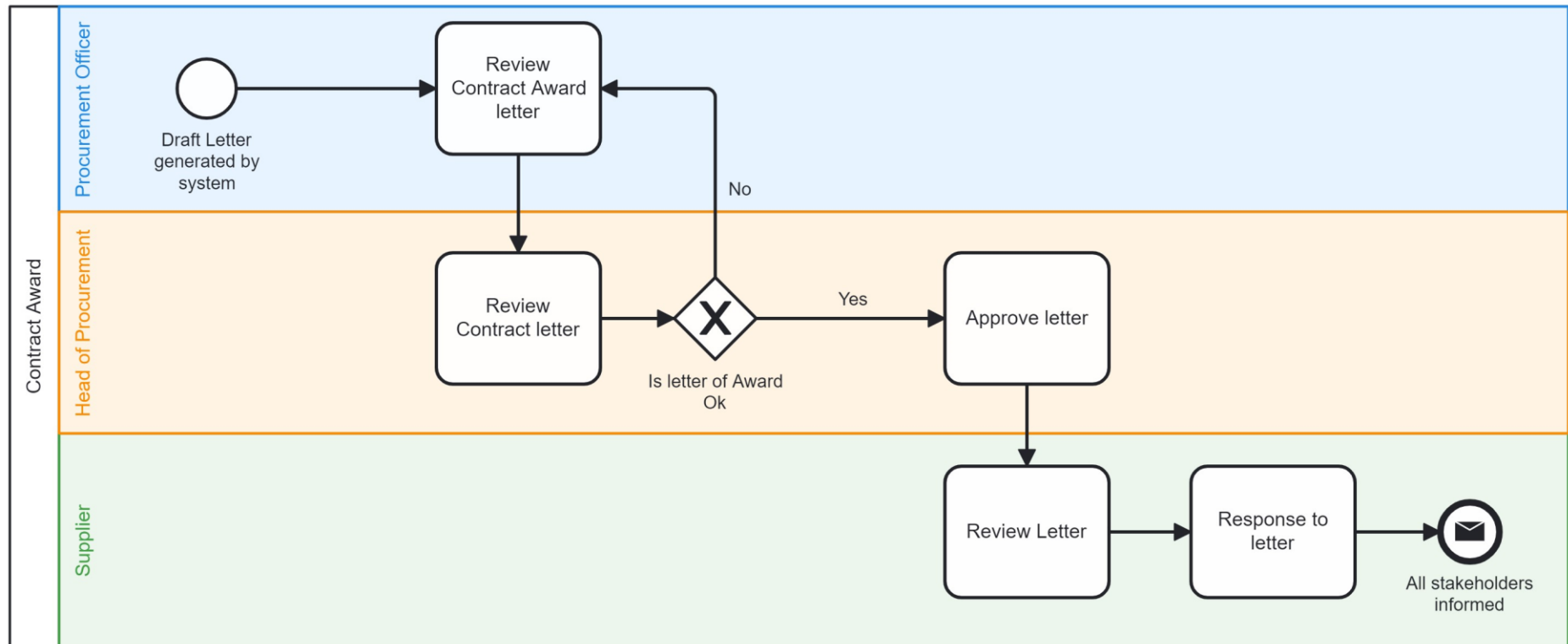
Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none">Reduce process steps when redundancy and burden as time is observed.	<ul style="list-style-type: none">Negotiation response done via the system

DELEGATE	<ul style="list-style-type: none"> • Minimize number of hand-offs. • Eliminate unnecessary approvals. • Authorize staff with appropriate checks and balances. • Provide staff with all information for decision-making. 	.
RELOCATE	<ul style="list-style-type: none"> • Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> • Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> • Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> • Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> • Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> • Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> • Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> • Standard process for nomination of members. • Standard emails for notification in case of approval/rejection/request for information, etc. • Response time are as follows: <ul style="list-style-type: none"> ○ Supplier to response to negotiation within 5 days ○ Approve/reject reponse within 2 days
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence

OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> Staffs will need to build capacity on the new process and the use of the new systems. A new support team should be set-up to provide support to online users.

15 Contract Award

15.1 Process Flow



15.2 Process Steps

Step	Who	Performs what
1	Procurement Officer	<ul style="list-style-type: none">Review award letter generated by system
2	Head of Procurementt	<ul style="list-style-type: none">Review letterApprove /Reject Letter
3	Supplier	<ul style="list-style-type: none">Letter send via mail by systemResponse to award letter

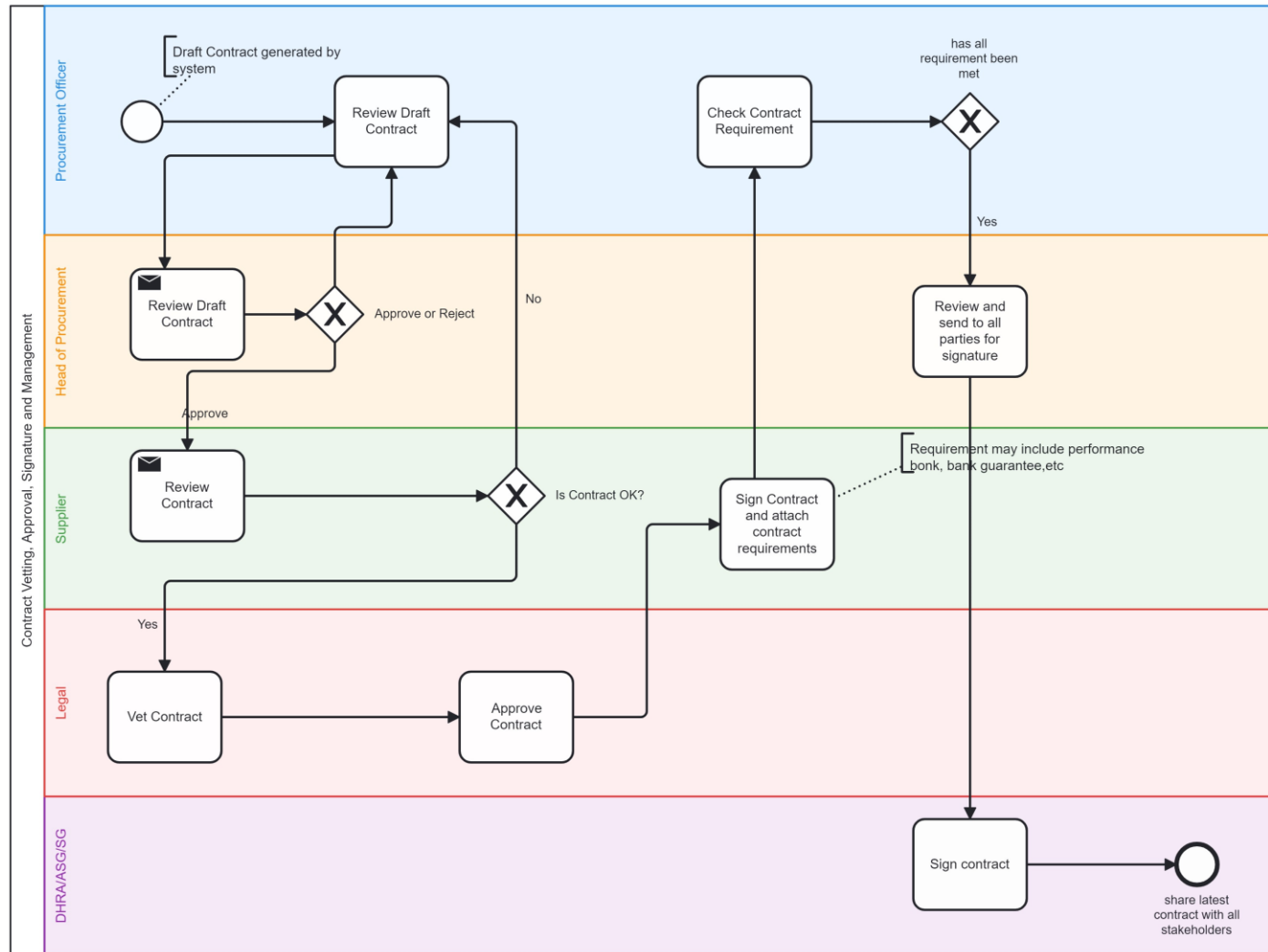
15.3 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none">Reduce process steps when redundancy and burden as time is observed.	<ul style="list-style-type: none">Draft award letter generated by the system
DELEGATE	<ul style="list-style-type: none">Minimize number of hand-offs.Eliminate unnecessary approvals.Authorize staff with appropriate checks and balances.Provide staff with all information for decision-making.	.
RELOCATE	<ul style="list-style-type: none">Deploy multiple and appropriate channels of access.	<ul style="list-style-type: none">Services should be accessible on mobile services.

AUTOMATE	<ul style="list-style-type: none"> Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard process for nomination of members. Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Procurement officer/ Head of Procurement to review letter within 3 days Supplier to response within 5 days
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> Centralize data for requisition. An informative portal that will have all information on requisition. Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> Staffs will need to build capacity on the new process and the use of the new systems. A new support team should be set-up to provide support to online users.

16 Contract Vetting/Approval/Signature and Management

16.1 Process Flow



16.2 Process Steps

Step	Who	Performs what
1	Procurement Officer	<ul style="list-style-type: none"> Review draft contract generated by system
2	Head of Procurement	<ul style="list-style-type: none"> Review draft contract Approve /Reject contract for submission to supplier
3	Supplier	<ul style="list-style-type: none"> Review contract and response to COMESA
4	Legal	<ul style="list-style-type: none"> Vet contract and provide go-ahead
5	Supplier	<ul style="list-style-type: none"> Sign contract and submit contract requirement (Performance bond, bank guarantee, etc.)
6	Procurement Officer	<ul style="list-style-type: none"> Check if all requirement met by supplier
7	Head of Procurement	<ul style="list-style-type: none"> Review all documents and submit for signature
8	DHRA/ASG/SG	<ul style="list-style-type: none"> Sign contract

16.3 Business Process Re-Engineering

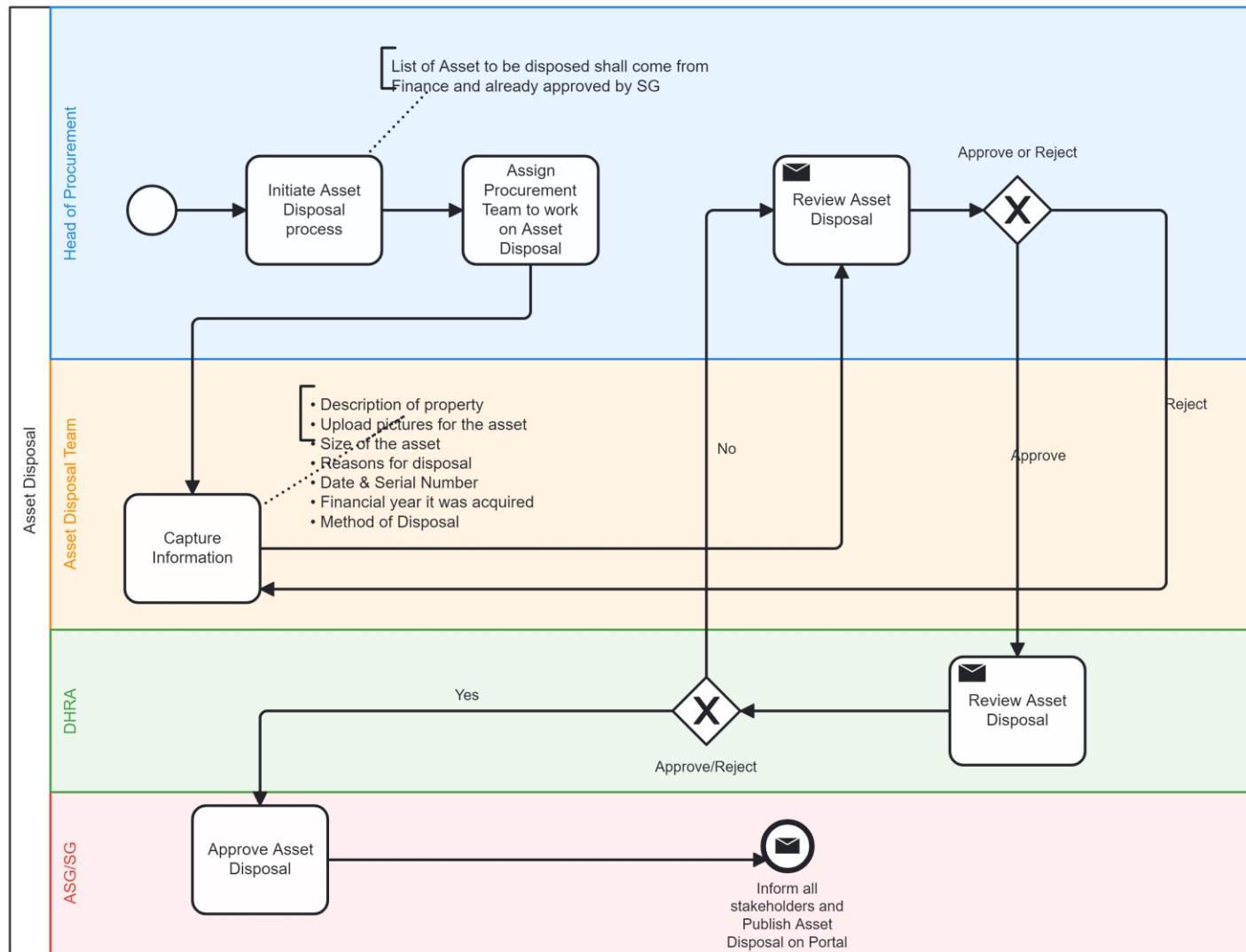
Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Draft contract generated by the system

DELEGATE	<ul style="list-style-type: none"> • Minimize number of hand-offs. • Eliminate unnecessary approvals. • Authorize staff with appropriate checks and balances. • Provide staff with all information for decision-making. 	.
RELOCATE	<ul style="list-style-type: none"> • Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> • Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> • Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> • Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> • Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> • Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> • Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> • Standard process for nomination of members. • Standard emails for notification in case of approval/rejection/request for information, etc. • Response time are as follows: <ul style="list-style-type: none"> ○ Procurement officer/ Head of Procurement to review contract within 3 days ○ Supplier to response within 5 days ○ DHRA/ASG/SG to sign contract within 2 days
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence

OUTSOURCE	<ul style="list-style-type: none"> Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> Not applicable.
Change Management	<ul style="list-style-type: none"> Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> Staffs will need to build capacity on the new process and the use of the new systems. A new support team should be set-up to provide support to online users.

17 Asset Disposal

17.1 Process Flow



17.2 Process Steps

Step	Who	Performs what	System
1	Head of Procurement	<ul style="list-style-type: none">• Initiate Asset Disposal – list shall come automaticall from Finance• Assign Asset Disposal Team	
2	Asset Disposal Team	<ul style="list-style-type: none">• Gather information and finalise asset disposal	
3	Head of Procurement	<ul style="list-style-type: none">• Review and Approve/ Reject asset disposal	
4	DHRA/ASG/SG	<ul style="list-style-type: none">• Review and Approve/ Reject asset disposal• Publish Asset Disposal on portal	

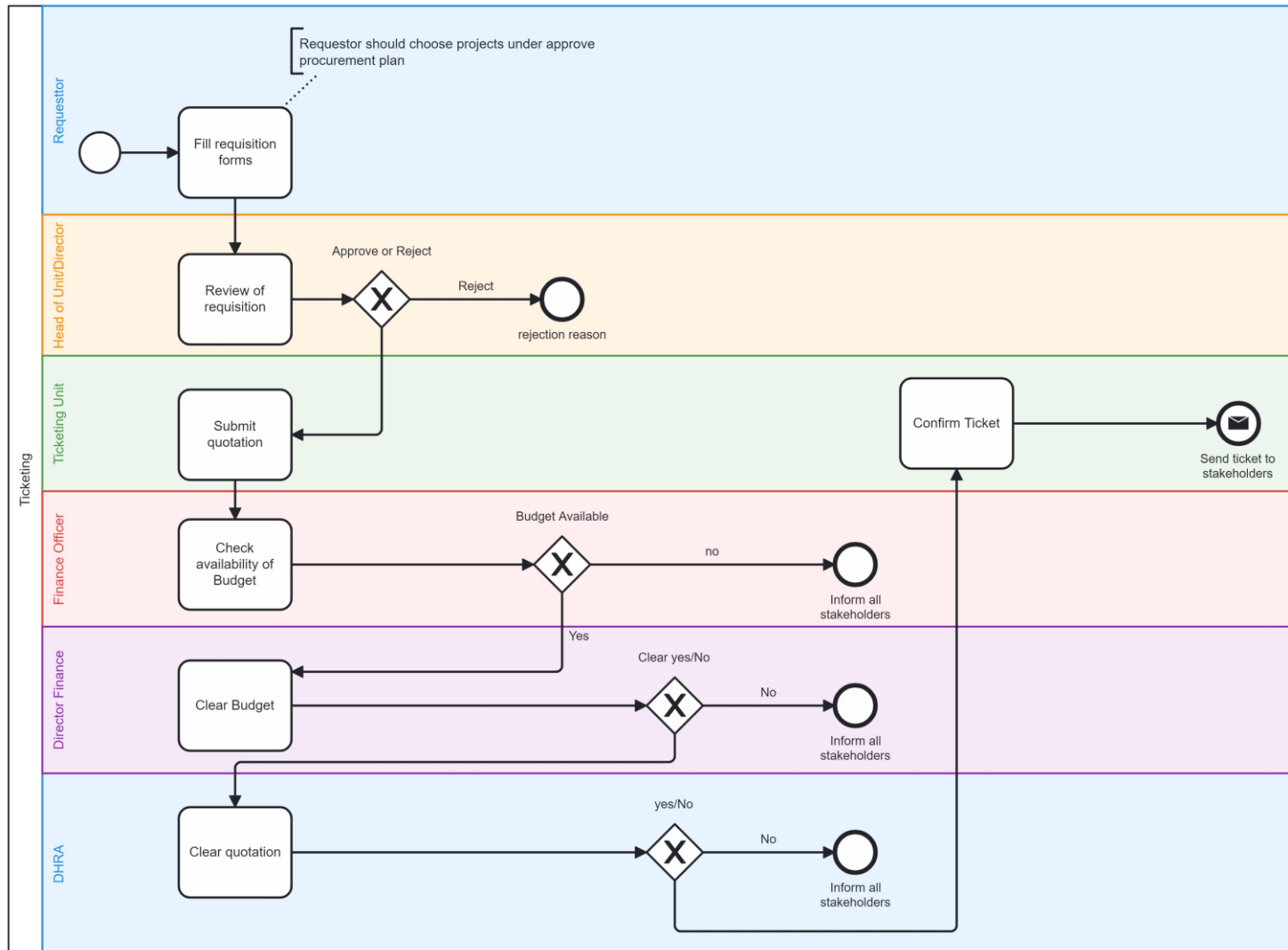
17.3 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> List of asset shall come from Finance Department
DELEGATE	<ul style="list-style-type: none"> Minimize number of hand-offs. Eliminate unnecessary approvals. Authorize staff with appropriate checks and balances. Provide staff with all information for decision-making. 	.
RELOCATE	<ul style="list-style-type: none"> Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> Standard process for nomination of members. Standard emails for notification in case of approval/rejection/request for information, etc. Response time are as follows: <ul style="list-style-type: none"> Asset Disposal team shall finalise asset disposal within 10 days

		<ul style="list-style-type: none"> ○ HOP/ DHRA/ASG/SG to approve asset disposal within 2 days
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence
OUTSOURCE	<ul style="list-style-type: none"> • Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> • Not applicable.
Change Management	<ul style="list-style-type: none"> • Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> • Staffs will need to build capacity on the new process and the use of the new systems. • A new support team should be set-up to provide support to online users.

18 Ticketing

18.1 Process Flow



18.2 Process Steps

Step	Who	Performs what	System
1	Requestor	<ul style="list-style-type: none"> Fill online requisition form. Request for ticket shall be on the approve procurement plan 	
2	Head of Unit/Director	<ul style="list-style-type: none"> Review Request Approve /Reject Request 	
3	Ticketing Unit	<ul style="list-style-type: none"> Submit quotations for ticket 	
4	Finance Officer	<ul style="list-style-type: none"> Check availability of budget 	
5	Director Finance	<ul style="list-style-type: none"> Clear budget 	
6	Head of Procurement DHRA/ASG/SG	<ul style="list-style-type: none"> Approve Requisition 	
7	Ticketing	<ul style="list-style-type: none"> Confirm Ticket 	

18.3 Business Process Re-Engineering

Strategies	Description	Remarks
ELIMINATION	<ul style="list-style-type: none"> Reduce process steps when redundancy and burden as time is observed. 	<ul style="list-style-type: none"> Requestor are only allow to request ticket under the approve procurement plan

DELEGATE	<ul style="list-style-type: none"> • Minimize number of hand-offs. • Eliminate unnecessary approvals. • Authorize staff with appropriate checks and balances. • Provide staff with all information for decision-making. 	.
RELOCATE	<ul style="list-style-type: none"> • Deploy multiple and appropriate channels of access. 	<ul style="list-style-type: none"> • Services should be accessible on mobile services.
AUTOMATE	<ul style="list-style-type: none"> • Normally, manual work is prone to errors, while computers are great with repetitive tasks. 	<ul style="list-style-type: none"> • Automate communication for all stakeholders
SEPARATE	<ul style="list-style-type: none"> • Associate skills with roles and tasks with standard roles 	<ul style="list-style-type: none"> • Separate role of all stakeholders
STANDARDIZE	<ul style="list-style-type: none"> • Standardise processes, roles, response time and Information across institution. 	<ul style="list-style-type: none"> • Standard process for nomination of members. • Standard emails for notification in case of approval/rejection/request for information, etc. • Response time are as follows: <ul style="list-style-type: none"> ○ Ticketing officer to provide quotation within 2 days ○ Finance Officer/ Director Finance to clear budget within 2 days ○ DHRA/ASG/SG to sign requisition within 2 days
DIGITIZE/ USE OF ICT SOLUTIONS	<ul style="list-style-type: none"> • Digitize is a key enabler of the re-engineering initiatives since it reduces overall burden of time and cost for an organisation. 	<ul style="list-style-type: none"> • Centralize data for requisition. • An informative portal that will have all information on requisition. • Business Intelligence

OUTSOURCE	<ul style="list-style-type: none"> • Outsourcing allows an organisation to stay focus on its core functions/activities. An organisation can either outsource components or the whole service. 	<ul style="list-style-type: none"> • Not applicable.
Change Management	<ul style="list-style-type: none"> • Change Management initiatives with regards to the process 	<ul style="list-style-type: none"> • Staffs will need to build capacity on the new process and the use of the new systems. • A new support team should be set-up to provide support to online users.