

Rwanda e-GP implementation

Current Status, Opportunities and Challenges



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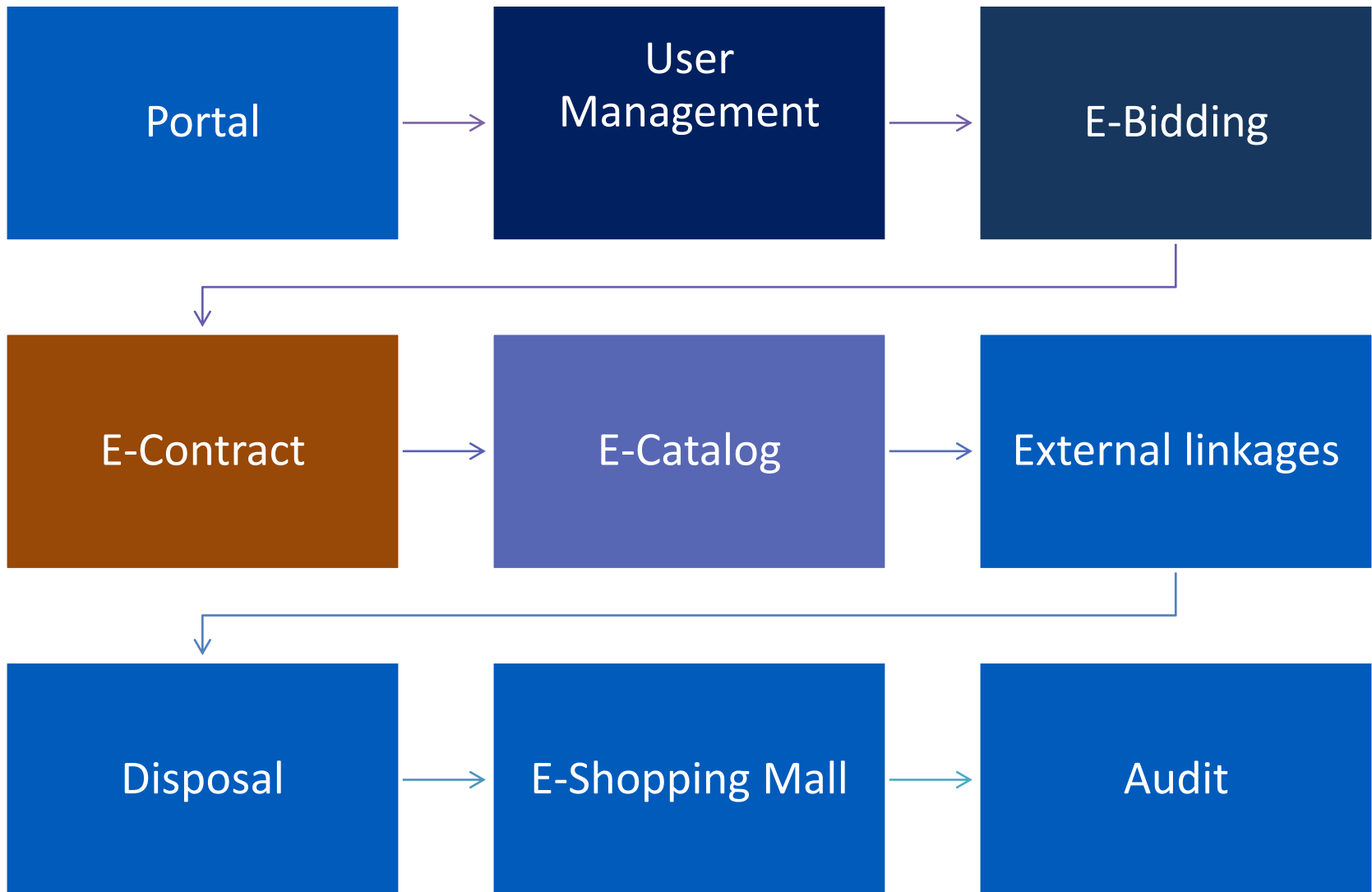
e-Procurement System aims at:

- Streamlining and standardisation of government procurement
- Save time and money for both government and bidders
- Increase transparency
- Increase security of bids and documents

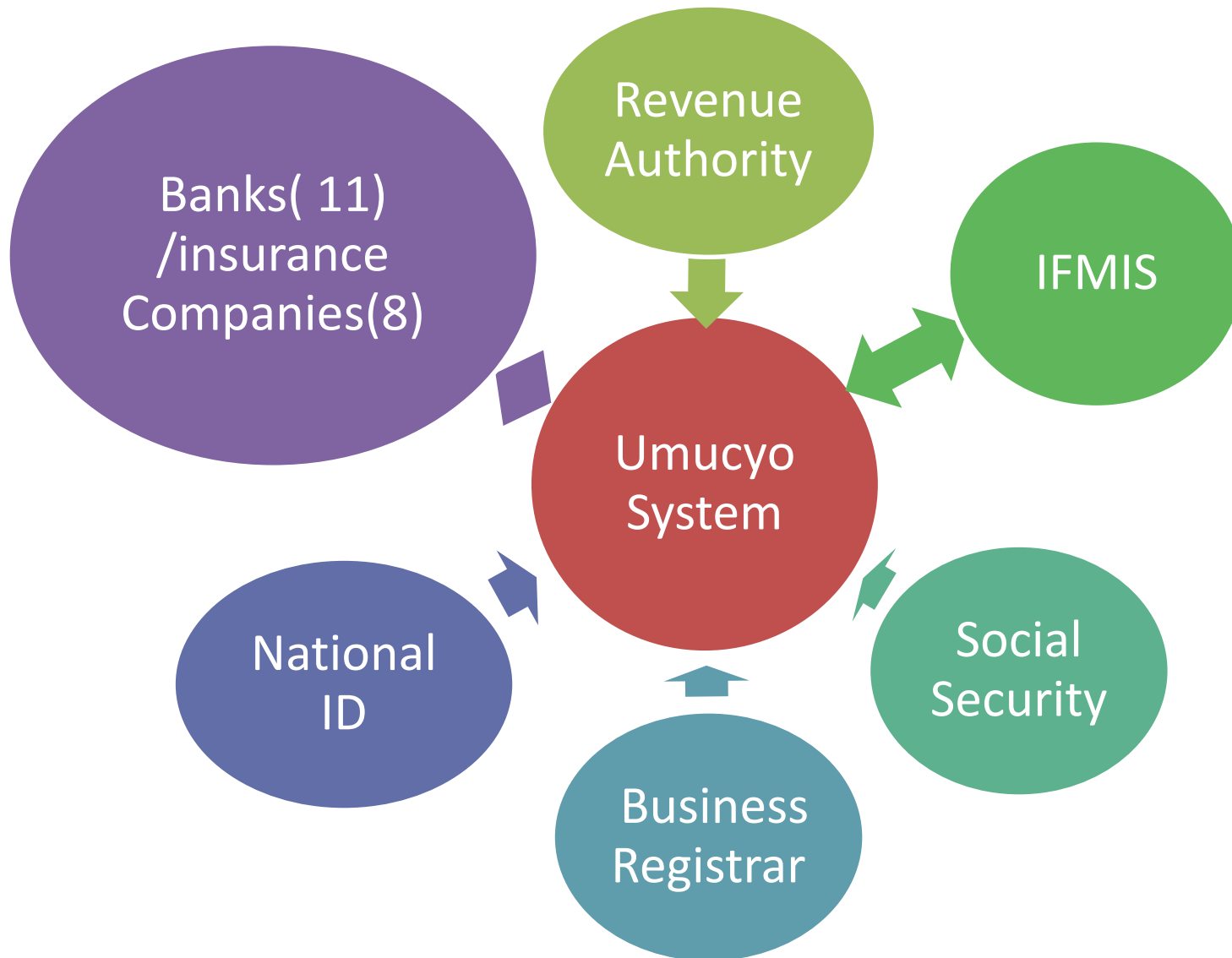
e-Procurement System aims at :

- Reducing fraudulent practices in public procurement
- Information availability to all from everywhere
- Increasing accuracy in reporting and statistics
- Ease of monitoring and Audit activities

SYSTEM MODULES



LINKAGE OVERVIEW



PKI-PUBLIC KEY INFRASTRUCTURE

- Digital Signatures are issued to users
- Encryption of bids
- Authentication
- Digital Signing

PROGRESS

May 2015 – June 2016 - System development(13 months) - 4 months BPR/ISP

July 2016-June 2017 - Pilot phase with 8 entities

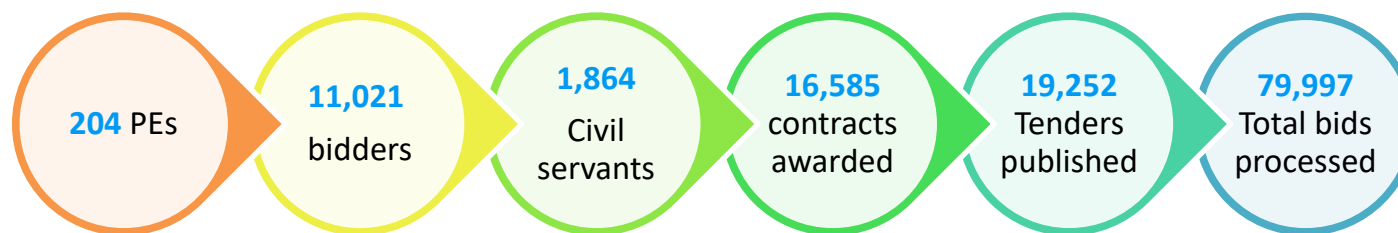
July 2017-2018 - Roll out in other 133 Entities

July 2018 - Roll out in 8 Extra Budgetary Entities

WB & AfDB funded projects – ongoing now

July 2019 – District Hospitals

The system in numbers:



SYSTEM MAINTENANCE & OPERATIONS

- Maintenance and operation funded by Government of Rwanda and carried out by an internal team (15 people)
- Digital certificates and system usage is free for the foreseeable future
- System enhancements are focusing on making the system much more efficient and user friendly
- Fully fledged Call Centre is being finalised

❖ External linkages

External linkage systems can sometimes be a source of technical issues:



■ We constantly work with linkage systems owners to fix any issues

❖ Inadequate tender preparations is an issue for suppliers bid submission



- Poorly prepared BoQs and price schedules
- Double work preparing online and offline contract
- We are enhancing the system to bridge this gap

❖ System performance

- Performance issues at the start caused by unlimited upload size
- Unlimited bid size vs 30mb currently



❖ Bidders' IT literacy and lack of adequate tools

- Lack of general IT tools understanding
- Reluctance to invest in adequate tools and internet connectivity
- Tendency to submit at the last minute



Reduced movement of bidders:

- Bidders can now check tender documents online
- They can download and read them before paying any fee
- They can prepare bids and submit online

Reduced cost for bidding (bidders)

- Before bidders used to print 4 copies of each bid, they now submit one copy online
- Reduced movement means reduced cost

Increased security of bids:

- No more altering of bids
- Reduced suspicion by bidders of public procurement officers

Increased level of transparency

- Bids opening and signed contracts are public for all to see
- Information is available to all at the same time

Improved compliance and reduced fraud

- Not possible to publish an unplanned tender

Increased level of transparency

- Bids opening and signed contracts are public for all to see
- Information is available to all at the same time

Improved compliance

- Ex.: Not possible to publish an unplanned tender

Reduced fraud:

- Fraud is 100% unlikely on the below documents: RRA, RSSB and Bank issued certificates as they are pulled automatically from the issuing institutions via the linkage

409 Procurement officers were asked their thought on the impact of the system on the below points:

- Saving time and money
- Increasing transparency
- Reduction of fraudulent practices
- Increase compliance in procurement proceedings
- Increase efficiency in your daily work

Their answers were positively between 82.5 % and 97%

1. Vendor Selection

- Selecting the right vendor/developer is key and the contract should be as solid as possible to avoid contract management issues.
- Our joint venture approach was a great decision and has helped us

LESSONS
LEARNT

2. System development

- Vendors won't give you anything you don't know or don't ask
- Don't wait until the handover to understand the system, get involved progressively

LESSONS
LEARNT

2. Implementation & roll out

LESSONS
LEARNT

- Having clear and established business process (laws and regulations) was instrumental in achieving a successful system
- Having a dedicated project implementation team is a must and recruit it as soon as possible before the project kick off
- Rolling out should be as bold as possible: we went pilot and then big bang in order to avoid any other option (one of the best decision we made😊)

KEY SUCCESS FACTORS



- Political will and support
- Available IT Infrastructure
- Established procurement system
- Dedicated local Project Team
- Sufficient IT level of ICT literacy
- Existing service providers to public procurement with solid ICT systems and willing to interlink
- Experience system developer

- Full automation contract management, e-invoicing to increase efficiency
- Data analytics & insights
- Data warehouse & archiving
- Artificial intelligence and other innovations
- Establish links to other systems
- Establish a new business model



Thank you.