

# **GETS Review**

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**A review conducted for the Ministry of Economic Development  
Government Procurement Development Group**

**December 1 2008**

**Azimuth<sup>®</sup>**

## Document Version Control

Version	Date	Author	Comment
1.0	2/12/08	Hipgrave / Cartlidge	Final Report

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## About this document

### **Purpose of this report**

This report documents the review of the Government Electronic Tenders Service (GETS), conducted between September and December 2008 by Azimuth Consulting.

The review covers the strategic contribution of GETS, its service goals, its informational content, functionality and usability, and how the 'Next Generation GETS' (NGG) might take best advantage of modern e-business and web technologies.

### **Terms of reference**

The Ministry of Economic Development assumed operational responsibility for GETS in early 2008, following its transfer from New Zealand Trade & Enterprise.

This review took place after consolidation of service management and IT operational support throughout the first half of 2008. The review's terms of reference called for:

- consultation and research to determine stakeholder requirements, opportunities for streamlining procurement processes, and associated benefits and risks
- a high-level survey of alternative solutions
- exploration of the gaps between stakeholder needs and the existing and alternative solutions
- evaluation and ranking of options for the future development of the service.

### **Conduct of the review**

Azimuth Consulting has:

- assessed the maturity of the governance and service management GETS
- examined the informational content, functionality and usability of the current GETS
- compared GETS with equivalents - and potential alternatives - in other jurisdictions
- conducted focus groups, interviews and an online survey to gather stakeholder interests and requirements
- gained an appreciation of how changes to state sector agency procurement policy and practice could affect the strategic contribution, scope and functional requirements of the 'Next Generation GETS'
- established a high-level strategy through workshops
- matched strategy and requirements to identified options in order to formulate recommendations.

## Executive Summary

### Key Findings:

### Stakeholders

The Government Electronic Tenders Service (GETS) has a diverse community of stakeholders.

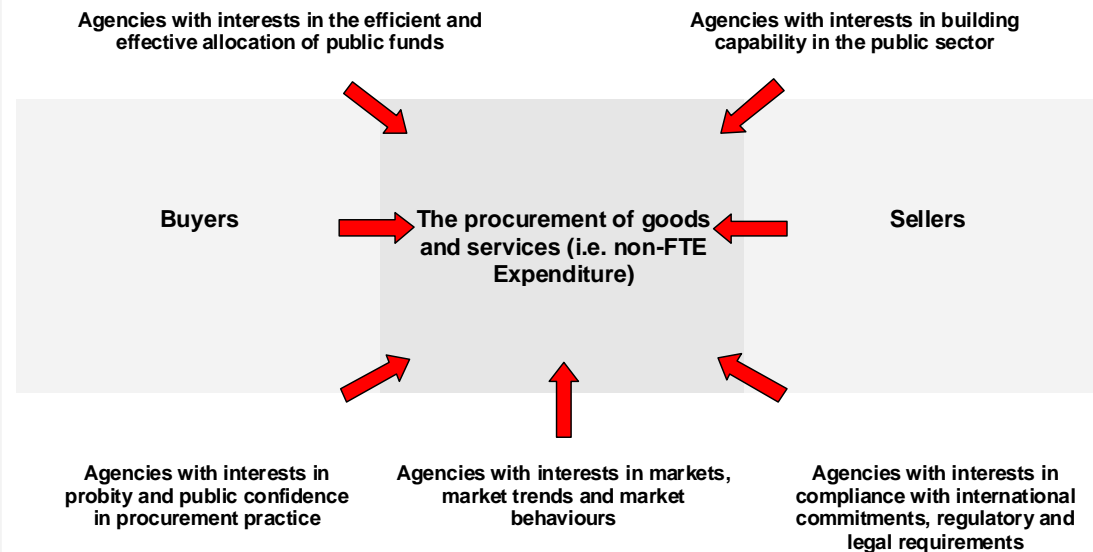


Figure 1: The GETS Stakeholder Community

Over the years GETS has served its buyer and supplier stakeholders reasonably well. They have been provided with a free web-based service offering the basic functionality required to upload, access and download tenders, and they have been supported by knowledgeable and helpful staff.

GETS currently supports a user community of over 35,000 active users. All the key state sector agencies are registered with GETS, as are the majority of regional, city and district councils.

**Key Findings:**

However, engagement at a strategic level with the three central agencies - the Department of the Prime Minister and Cabinet, Treasury, and the State Services Commission - is limited.

**Contribution  
and  
Management**

These stakeholders have little knowledge of the role, function or potential contribution of GETS in securing better outcomes from public sector procurement.

Taking stock of GETS at the end of 2008, it is clear that GETS lacks strategic direction, is not well-differentiated from other e-tendering systems operating in NZ, is not marketed effectively, and is missing many of the components which are essential for the effective management of a strategic information system, such as:

- A strategic plan capturing strategic contribution and developing a blueprint for change.
- Governance and management structures to set priorities and monitor progress and performance.
- A service management plan capturing customer service and operational efficiency and effectiveness goals.
- A technology plan covering the ICT technology standards and ICT services management required for the iterative development of the web site.
- Management information reports targeting throughput, user satisfaction and compliance.
- User-oriented information reports covering activity levels, status of tenders and compliance with process.
- Forecasting, modelling and analysis tools to deliver stakeholder-defined standard and customised reports (e.g. market trends, buyer behaviours, supplier behaviours).

The procurement information content of GETS is minimal. Although Annual Procurement Plans are accessible, their value is compromised by low levels of compliance with the requirement to publish six-monthly updates, inconsistent presentation and poorly-presented content. There is no 'Reference Intellectual Property' content in the form of guidance notes, templates, checklists and tools that permit efficiency and compliance with good practice.

The transactional software underpinning the GETS service is over ten years old. While providing basic transaction support functionality, its range is not as extensive as that of other electronic tender (or 'e-tendering') services in New Zealand and overseas, which offer modules supporting tender management workflow, reverse auctions, evaluation, electronic tender box and contract management.

The GETS annual budget is around \$300,000.

While GETS web- and ICT service operations documentation has been updated following the change of ownership, there has been no formal assessment of the capability of GETS technology infrastructure to support (a) enhancements to functionality (b) growth in transactional volumes and (c) data extraction and analysis.

**Key Findings:**

**Value  
for  
Stakeholders**

From the focus groups, interviews, surveys and strategic workshops undertaken in the course of this review, it is clear that there is the opportunity for GETS to yield enhanced value for its ‘user’ stakeholders through a managed programme of work addressing coverage, content, functionality and usability.

Coverage	Content	Functionality	Usability
A ‘one-stop shop’ for central and local government tenders	An online library of templates, guides, etc	Getting step-by-step process guidance (workflow)	Getting online help on how to use the web site
Lodging and viewing procurement plans	Posting and viewing ‘news’ such as advance notification of tenders	Google-like search capabilities	
Viewing the outcomes of tenders		Storing and repeating search queries	
		Electronic tender boxes	
		Electronic evaluation tools	
		Contract administration	

Figure 2. Functions and features of importance to GETS users surveyed in October 2008

At the same time there is the opportunity for the ‘Next Generation GETS’ (NGG) to make a major contribution to government strategic initiatives seeking improved outcomes from public sector procurement activities.

To realise these opportunities, the immediate task for MED is to establish the governance and management framework appropriate for overseeing the planning and implementation of the NGG, and for ensuring that enhanced value is delivered to stakeholders both by GETS and by NGG as the successor to GETS.

This review has accumulated a wealth of evidence to support governance-level activities, including interim mission and vision statements for the NGG, which were outputs from the review’s strategic workshops.

These statements, which are reproduced overleaf, position the NGG as a **strategic procurement support service** which incorporates and extends current GETS tendering functionality, but which will be very different to ‘today’s GETS’.

**Key Findings:**

**NGG**

**The  
Interim  
Mission**

Next Generation GETS will provide a web-based tendering service to sellers and buyers that:

- enables and supports government economic development and strategic procurement initiatives
- offers value to buyers, sellers and other parties with interests in market trends and behaviours, including standard and *ad hoc* reports and data extract and analysis capabilities
- incorporates and extends current GETS tendering functionality
- supports two-way communication between the public and private sector
- supports low transactional costs for buyers and suppliers
- builds e-business capability in both the buyer and seller communities
- helps buyers get the best possible result when they're tendering for products and services
- ensures suppliers get the best possible chance to sell their products and services on a 'level playing field'.

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**NGG**

**The  
Interim  
Vision**

Next Generation GETS will provide sellers and buyers with:

- access to public sector procurement opportunities in New Zealand and overseas
- an electronic market place supporting buyer-buyer, buyer-seller and seller-seller interaction
- job aids, workflow support and other efficiency tools, and content in the form of guidelines and standard templates
- an 'all round' tendering service comprising access to expert advisors via the web site, email and telephone, and an online e-business presence
- a 'future proofed' service that can accommodate growth in usage, changes in the political and legislative landscape and strategic moves to improve government procurement outcomes
- a service which is so easy to use that it becomes the 'system of choice' in New Zealand public sector tendering
- a trusted 'Authoritative Portal'.

Applying Findings:

Delivering Value

Value Domain	Coverage	Content	Functionality	Usability
What value should we deliver?	Comprehensive state sector agency coverage	Comprehensive procurement and tendering reference intellectual property: A support library of guidance, templates and tools	Enhancements of functionality and user, owner and stakeholder reporting	User experience of site and support matches that of benchmarked 'best practice' NZ public sector web sites
How does this deliver value?	Provides an information base for analysis of market activity and the intent and behaviours of buyers	Lowers state sector procurement transactional costs through efficiency and standardisation	Provides information to identify opportunities for collaborative activity in both the buyer and seller communities	Lowers buyer and supplier transactional costs  Lowers MED support costs
	Lowers transactional costs for suppliers	Supports capability development in the buyer and supplier communities	Provides information required to monitor transactional efficiency	Increases user satisfaction and stakeholder confidence
	Promotes compliance with international obligations	Promotes compliance with good practice	Provides capability required to forecast, model and analyse procurement expenditure	
What tactics will help to deliver value?	Leverage single procurement policy	Establish programme to identify required content, develop and make available	Undertake Technical Audit of GETS to investigate capability to support (a) enhancements to functionality (b) growth in transactional volumes and (c) data extraction and analysis  Provide structure to APPs and contract award notices, permitting analysis of expenditure by agency, sector, category and region	
How do we organise to deliver value?	Governance and management oversight of strategic, services and technology plans			
	Managed Programme of Work for the activities that will deliver value			
	Resources			

Figure 3. Delivering Value

The framework above provides the logic for the programme of work to deliver the Next Generation GETS, the business rationale for investing in NGG and the tactics to deploy.

At the end of this programme of work to deliver the NGG, NZ will have:

- a procurement and tendering advice and process support capability that will compare favourably with that of other jurisdictions, and
- a capability to manage strategic investment in the web-based infrastructure required to support public sector procurement and tendering.

**Applying Findings:**

**Management  
Challenges**

MED faces four key challenges as it sets out to plan and deliver value to GETS and NGG stakeholders:

1. MED lacks certainty about the content, coverage and functionality that NGG must have if it is to provide effective support for the delivery of the government's economic development and strategic procurement objectives.

As a consequence, any investment in the immediate future in the design and development of NGG will carry a very high level of risk.

2. If MED invests in the short-term in enhancing the coverage, content, functionality and usability of GETS, there is the risk of a poor return on investment if the system component of GETS and the GETS service management infrastructure are not re-deployed in NGG.
3. MED must show how it will balance the needs of stakeholders who want 'immediate improvements' from GETS with the need to provide taxpayers with clear evidence of value for money.

The availability of alternatives, the under-investment in GETS, the lack of enhancement of its core functionality and the absence of appropriate governance and management structures are not, in themselves, sufficient grounds for justifying the immediate replacement of GETS.

Taxpayers will expect that, in the first instance, the Ministry has assessed - through a technology audit - whether the existing asset can provide some or all of the required enhanced functionality, usability and content.

4. Delivering value through extended coverage and usage by purchasers requires policy and legislative change that needs to be planned in parallel with GETS/NGG service- and system-oriented initiatives.

**Applying Findings:**

In commissioning the review, MED sought to gather information to support a decision about the immediate future of the system component of GETS – whether to keep it, or to substitute it with an alternative.

**Technology Challenges**

It had, however, been assumed that the scope of the functionality of NGG would be much the same as GETS; i.e. there was an expectation that, while NGG would provide some enhanced tendering functionality and improved usability identified as valuable by stakeholders, its functionality would still be limited to supporting the tender lifecycle.

In the course of conducting the review this assumption has proven not to be valid; stakeholders perceive value in a broader-ranging web-based service that incorporates both tendering and procurement functionality and content.

As a consequence, MED now faces three technology challenges –

1. *“What do we need to do to develop the specifications for NGG and plan for its implementation?”*
2. *“What should we do with GETS until we know what we want from NGG?”*
3. *“Can we re-deploy some of the system components of GETS in NGG?”*

When addressing these questions, it is important to note that –

- NGG needs to be formally defined before these questions can be answered.
- NGG will need to comply with e-GIF (e-Government Interoperability Framework) policy and standards.
- The content component of NGG can be managed in a separate environment to that of the tendering support functionality components.
- The technology architecture of NGG can be specified so that enhancements in functionality and usability of current GETS can be re-used in NGG.

**Applying Findings:**

**System  
Component  
Of NGG**

In the course of this review five options were evaluated to identify a preferred approach for the provision of the system component of NGG:

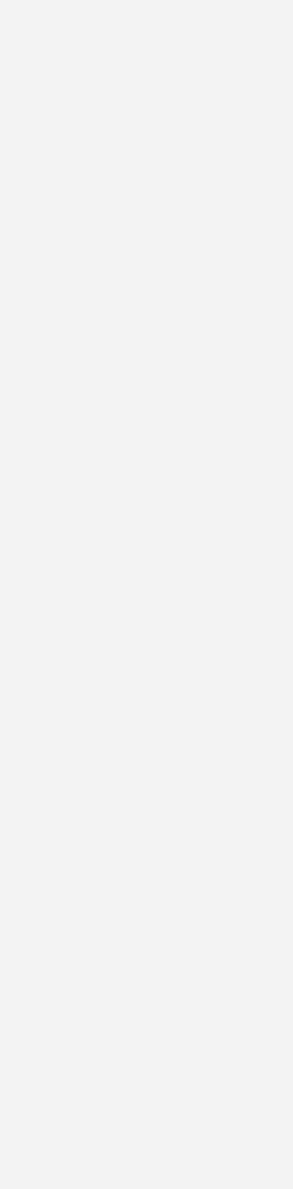
1. Do Nothing
2. Make incremental improvements to the existing GETS System
3. Develop a new system
4. Acquire an off-the-shelf solution
5. Acquire a system operated by another jurisdiction

The following options were considered unacceptable:

- Option 1 - 'do nothing' – was rejected because it would (a) offer nothing to GETS users and stakeholders, and (b) mean that no preparatory investigative work was being undertaken on NGG, potentially delaying its introduction.
- Option 5 – 'overseas jurisdiction system' – was rejected because (a) none of the systems surveyed had a good match to anticipated NGG functional requirements, and (b) no jurisdiction currently has a proven system support capability.

The preferred options for the provision of the system component of NGG are, in ranked order:

1. The development of a local system through enhancement of the existing GETS site (Option 2) after confirmation - by a technical audit of GETS - of the web site's capability to support (a) enhancements to functionality (b) growth in transactional volumes, and (c) increased demand for data extraction and analysis.
2. The development of a new system (Option 3) if the technical audit finds that GETS cannot be enhanced without significant revision of its technology architecture and delivery components.

- 
3. Acquisition of an off-the-shelf solution. (Option 4) This should be pursued only if:
- a) Options 2 and 3 are not feasible or cannot deliver benefits of the scale required in the time required.
  - b) There is a good fit with tactical initiatives associated with emerging government procurement strategy.
  - c) There is evidence that there would be political commitment to this option despite the high implementation risk and high cost risk.

**Applying Findings:****Tactics  
and  
key actions**

To summarise, MED needs to initiate a managed programme of work to –

**1. Confirm the role and function of Next Generation GETS**

- Leverage Government Procurement Policy - which will result in the step change that all State Sector Agencies will publish their annual procurement plans on GETS, thereby promoting changes in buyer and seller attitudes and behaviours – **and position NGG as a strategic procurement support service.**

**2. Establish a governance and management framework appropriate for a national strategic information system**

- Establishment of a governance group to provide advice and oversight for GETS and NGG
- Consolidate relationships with key stakeholders
- Develop a strategic plan, service management plan and technology plan
- Develop management information reports targeting throughput, user satisfaction and compliance

**3. Plan, implement and monitor a programme to deliver enhanced value through GETS while planning and implementing Next Generation GETS**

- Undertake a technical audit of GETS to confirm the web site's capability to support (a) enhancements to functionality (b) growth in transactional volumes, and (c) increased demand for data extraction and analysis.
- Deliver value to GETS stakeholders through low-risk projects in four areas: Coverage, Content, Functionality, Usability
- Develop the systems definition and implementation plan for NGG
- Develop milestones for the lifecycle of GETS and NGG
- Develop milestones for the transition path

## Recommendations

Azimuth recommends that the Ministry –

1. **Notes** that this review has gathered a substantial amount of information about stakeholder interests and requirements which can inform the governance and management of the 'Next Generation GETS'. **Yes / No**
2. **Notes** that a substantial increase in value can be delivered to stakeholders through a programme of value delivery projects addressing coverage, content, functionality and usability. **Yes / No**
3. **Notes** that the functionality supported by the current GETS can be substituted by alternative service hosting and software solutions. **Yes / No**
4. **Notes** however that, at present, there is no compelling business rationale for the immediate adoption of an alternative solution. **Yes / No**
5. **Notes** that the recommendation (below) to re-position GETS as a strategic procurement support service will generate new requirements for content management, functionality and usability. **Yes / No**
6. **Approves** the positioning of the 'Next Generation GETS' (NGG) as a **strategic procurement support service** enabling government economic development initiatives and procurement strategies. **Yes / No**
7. **Approves** a policy of limited, low-risk investment delivering enhanced value from GETS until the requirements for the 'Next Generation GETS' are mature. **Yes / No**
8. **Approves** the establishment of regular communications with the central agencies and other key stakeholders to capture and update their strategic interests. **Yes / No**
9. **Approves** the establishment of a governance group to provide advice and oversight for GETS and NGG strategic, investment and service operations management decisions. **Yes / No**
10. **Approves** the development of a three-year NGG strategic plan, supported by a service management plan and technology plan. **Yes / No**
11. **Approves** the development of a detailed NGG road map and a programme plan comprising the value delivery projects required to transition from GETS to NGG. **Yes / No**

## 1 The strategic context of e-tendering and e-procurement

### 1.1 GETS: current position

#### GETS Resources and User Base

The Government Electronic Tenders Service, or GETS has existed since the mid-1990s. In its current phase of operation, following transfer from New Zealand Trade and Enterprise, its resources comprise two staff and a web-based software system. The staff assists users by administering the system and giving them help and advice.

GETS has over 35,000 registered users, and its use is growing:

- the number of new registrations per month has increased from 500 at inception to 750 in 2005 to around 1,300 in mid-2008.
- the number of tenders loaded monthly to GETS has increased from an average of 200 in 2006 to about 380.

#### GETS system functionality

GETS functionality is relatively basic. Tenders are manually assigned classification codes and then loaded into the system by registered purchasers (often with assistance from the GETS support staff) for viewing by registered suppliers.

Suppliers can have daily email alerts (notifying them of new tenders that meet a preset profile). Suppliers can download tenders, and receive Notices To Tenderers.

The system can also support the uploading, and access to, procurement plans and award notices. Loading of these items is at the discretion of purchasers, with no substantive compliance assessment or enforcement regime.

#### Financials

GETS operations cost around \$300,000 per annum. The value of tenders processed through GETS is unknown, as the system does not record this information.

#### KPIs

GETS currently operates without a regime of regular monitoring of the key indicators of performance normally associated with transactional information systems such as transaction volumes, changes in the user community, help desk queries, compliance with service levels, etc.

#### GETS reputation amongst users

Users asked about GETS give a wide range of feedback. In summary:

- some people feel the web site is acceptable but others, especially more sophisticated users, are critical of its lack of functionality
- the GETS staff are highly regarded by users, who consider them highly customer-focused and helpful.

## 1.2 Position of GETS in the modern business and e-business environment

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**GETS shortcomings** From an e-business perspective, GETS is notable for failing to take advantage of the opportunities afforded by modern ICT technologies to improve processes and customer service.

A new user GETS is struck immediately by the use of classification codes to facilitate matches between purchasers and suppliers. GETS does not employ a Google-like search capability, and lacks the ability to filter matches by purchaser, geographic area or size of tender.

GETS does not provide reference intellectual property content and online support, advice and guidance to its many infrequent and inexperienced users. This means that the service is missing out on a major opportunity to improve what is sometimes a very poor approach to tendering by agencies.

Additionally, GETS does not offer its users a managed workflow, i.e. standard templates and support tools to guide them through a tender life-cycle that typically comprises:

- 'pre-tender' activities, including market research, advance warning 'alerts', management of expressions of interest, etc.
- 'tender issue', including the advertisement and download of tenders and the issue of amendments and NTTs
- 'tender response', covering the receipt of tenders and their release to an evaluation panel
- evaluation of bids
- 'post-tender' administration, covering the posting of award notices, feedback and debriefing sessions, etc.
- the loading of contract summary-level data – including review events into a stand-alone contract management system or module of a FMIS or ERP (Enterprise Resource Planning) system.

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**GETS as the 'face of government'**

While procurement and tendering might not be 'front of mind' for many chief executives, GETS is arguably 'the' portal into public-private sector e-commerce for many of its 30,000-plus suppliers. Under our free trade agreements, it is also the public face of New Zealand to some overseas suppliers.

Stakeholder perceptions of the strategic contribution and the value of a web site will be based on their assessment of its coverage, content, functionality and usability.

Because of the shortcomings identified above, GETS would most probably benchmark poorly against comparable e-government and e-commerce web sites in NZ and with international e-tendering and e-commerce sites. As a result, in its current form, it presents a measure of reputational risk for the Ministry and the Government.

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### 1.3 Strategic Drivers

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#### Introduction

The section addresses the 'macro-environment' in which GETS operates. It covers governmental, financial and international issues, including:

- the economic environment
  - the impact of NZ's compliance obligations, and
  - possible government strategies to improve the key outcomes from procurement.
- 

#### Economic environment

Treasury forecasts indicate that the incoming government will face some years of financial deficits, and that the New Zealand business community will operate in a challenging and volatile economic environment.

It is likely that public service spending will be under extreme pressure, and that there will be a consequential need to find ways of lowering input costs and reduce procurement transactional overheads for both buyers and suppliers.

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#### Compliance obligations

The following compliance obligations are relevant to the GETS review:

- Public service departments need to comply with the procurement 'Mandatory Rules' established following the 2006 'P4' free trade agreement (FTA) between New Zealand, Chile, Brunei and Singapore. The Mandatory Rules are, effectively, a statement of good procurement practice. Compliance, however, is not formally monitored and there is strong anecdotal evidence of non-compliance.
- Over the next few years, it is likely that 'P4' will be expanded – for example, through the addition of FTAs with the USA and ASEAN – and could become, say, 'P10' (denoting a 10-country membership).
- New Zealand's governmental procurement practices will increasingly need to comply with World Trade Organisation (WTO) guidelines.
- With the implementation of a single procurement policy, it is possible that compliance with Mandatory Rules will be extended to include all state sector agencies, regional, city and local authorities.

It follows that a future New Zealand government electronic tendering system should:

- Encourage compliance with the existing 'P4'-based Mandatory Rules.
  - Be 'future-proofed', so that it will cope with extension of the need for compliance, both in terms of the rigour of compliance and the number of agencies to which the Mandatory Rules are applied.
-

**Government  
procurement  
strategy**

This report was drafted a few weeks after the 2008 election. The new government's overall strategy for containing public expenditure has yet to be formalised and communicated.

It does, however, appear reasonable to anticipate that cabinet will adopt a procurement strategy that contributes to improved value outcomes and improved management of public expenditure by requiring government agencies to work collaboratively to:

- leverage the Crown's purchasing power,
- reduce purchaser transactional costs and overheads and, at the same time,
- reduce the transactional costs of suppliers to the Crown.

This could result in:

- Procurement being seen as an area where substantial financial savings can be made through a *holistic* view of government expenditure (such as establishing contracts for the supply of specific products or services for all government departments or agencies).
- A cross-government procurement capability being established (maybe as part of a wider service that connects government systems that process and store information about companies, such as the Companies Office).
- An electronic procurement and tendering system being required to deliver the procurement strategy.
- A requirement to implement the procurement strategy quickly and with minimal expenditure, leveraging existing mechanisms, business processes, capabilities and relationships.

It is also possible that there will be a broader government ICT response to the challenge of reducing transactional costs which will see:

- Moves to share records on a 'collect once, store once' basis. This may, for example, see company records centralised into a single repository accessible to systems such as a government-wide e-tendering system.
- Initiatives aimed at encouraging cross-agency 'joined-up systems'.

GETS – or Next Generation GETS - is well-placed to support a radically-new procurement strategy.

It is worth noting that this strategy will need to be developed and actioned by a stakeholder community which is identical to the GETS stakeholder community (see Figure 1: The GETS Stakeholder Community presented overleaf).

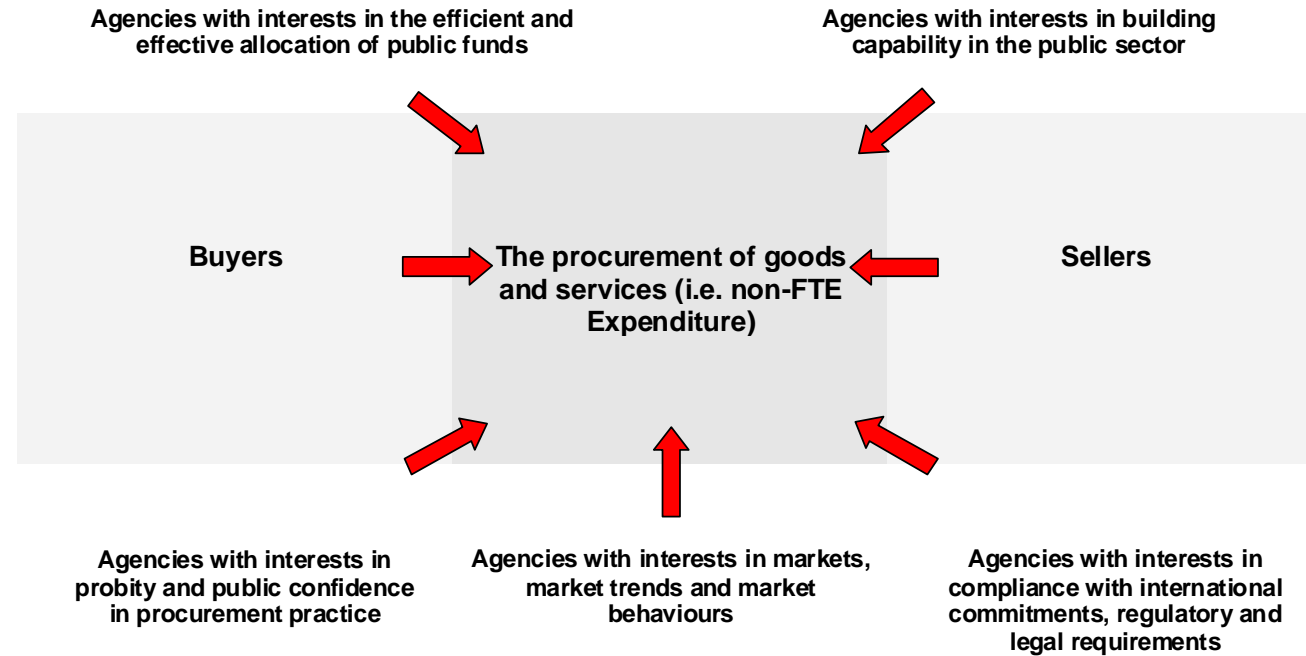


Figure 1: The GETS Stakeholder Community

**Alignment with MED strategies**

NGG must align with MED's 'Strategic Priorities' and, in particular those that refer to:

- achieving 'joined-up government' and greater alignment and consistency between government policy and services across areas related to economic development
- working with other agencies to co-ordinate New Zealand's regulatory environment more closely with those of our major trading partners
- promoting improvements in the quality of regulations that shape the business environment, 'to minimise the compliance burden and provide as much certainty and flexibility as possible.'

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**e-Government**

NGG should also comply with New Zealand's e-government goals, which state that information and communication technologies are... 'integral to the delivery of government information, services and processes' and that:

- by 2010, 'the operation of government will be transformed as government agencies and their partners use technology to provide user-centred information and services and achieve joint outcomes'
- by 2020, 'people's engagement with the government will have been transformed, as increasing and innovative use is made of the opportunities offered by network technologies'.

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**Match to other agency strategies**

NGG should align with the goals of other agencies such as the New Zealand Trade and Enterprise, the Office of the Controller and Auditor-General, the Ministry of Foreign Affairs and Trade and the State Services Commission (SSC).

For the purposes of the GETS review, these goals are summarised as:

- assisting the New Zealand business sector, and in particular, Small/Medium Enterprises (SMEs) to engage with the public sector in an efficient and cost-effective manner
  - ensuring that all tendering processes are conducted in a fair and transparent manner
  - ensuring
  - that all tendering processes comply with international obligations, such as free trade agreements.
-

## 1.4 Service architecture

### Introduction

This review uses a 'service architecture' which allows the component parts of a web-based e-tendering service to be specified as part of an integrated framework. The layers of the architecture are summarised overleaf.

The service architecture was used as a template in the review's investigative activities and to depict the functional requirements of stakeholders. (These requirements are described in detail in Appendix A).

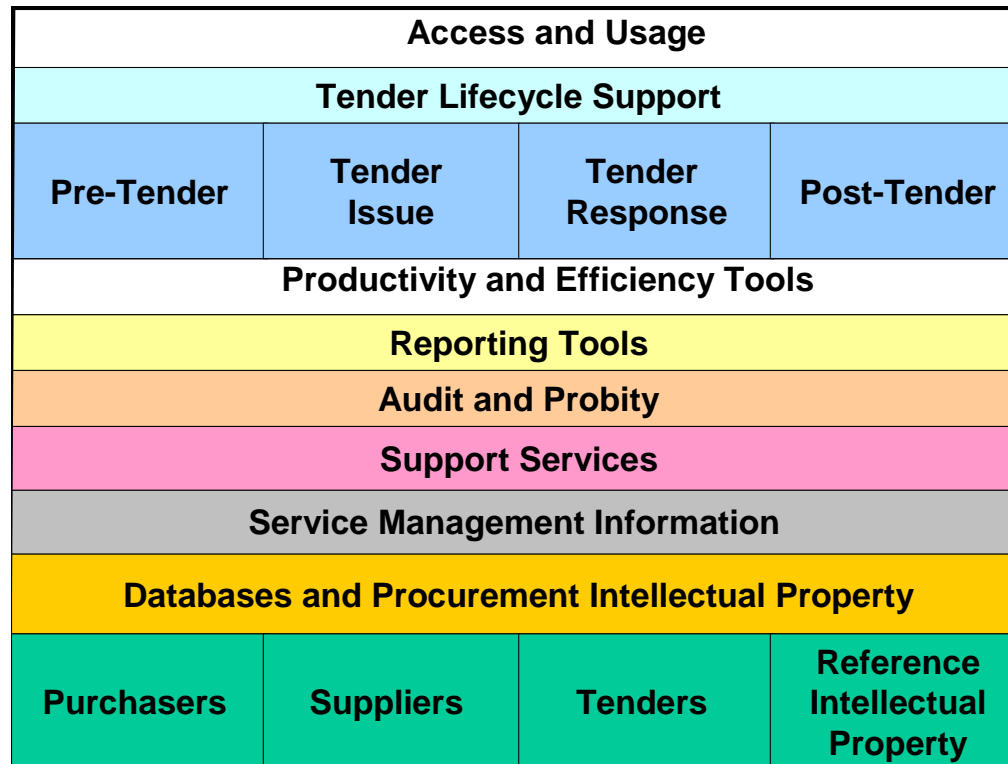


Figure 4: e-tendering Service Architecture

N.B. The databases and procurement intellectual property layers capture content in the form of structured and unstructured data.

## GETS Review

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<b>Access and Usage</b>	This layer captures how users register, how their user profile is created, their access rights (what services they can use) and how their service usage is recorded. This layer may, for example, incorporate a customisable portal and a security logon process.
<b>Tender Lifecycle Support</b>	This layer provides the functionality supporting core transactions such as uploading and downloading tender document files, lodging and releasing respondent proposals and managing related communications.
<b>Productivity and Efficiency Tools</b>	This layer depicts tools which support efficient work practices, such as workflow software which can direct 'who does what when and how', evaluation tools, standard re-usable intellectual property, customisable templates, etc.
<b>Reporting Tools</b>	This layer provides users with software tools that enable them to produce reports on current and historical tenders including activity levels, compliance, throughput and trend analysis.
<b>Audit and Probity</b>	This layer specifies mechanisms that ensure that tendering processes are conducted according to approved and auditable rules and guidelines.
<b>Support Services</b>	This layer specifies activities, such as marketing, user support, training and consultancy, that support the general use of the solution.
<b>Service Management Information</b>	This layer provides the service manager with the information required to plan and monitor service operations. It includes reporting and analysis of web traffic, performance and capacity (e.g. concurrent users, resource utilisation) and service level conformance (e.g. availability, incident management).
<b>Databases and Procurement Intellectual Property</b>	<p>This layer, which underpins the other architectural layers, comprises content in the form of structured and unstructured data including:</p> <ul style="list-style-type: none"><li>• a purchasers' database, containing profile information captured from the purchaser registration. This could potentially be maintained by purchasers and used in their tender responses</li><li>• a similar database for suppliers</li><li>• a tender database containing the contents and historical record of any tender processed through the solution</li><li>• a 'reference intellectual property' database that contains information that can be used to support and inform processes in other layers: for example, this database may contain legislative requirements and mandatory procurement rules, and abstractions of these sources in the form of business rules and decision trees which support the prompting and guidance of users.</li></ul>

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## 2 Requirements for the 'Next Generation GETS'

### 2.1 Summary of interests, business and functional requirements

#### Introduction

The review's terms of reference called for:

- consultation and research to determine stakeholder requirements, opportunities for streamlining procurement processes, and associated benefits and risks
- a high-level survey of alternative solutions
- exploration of the gaps between stakeholder needs and the existing and alternative solutions

To meet this requirement the review team undertook a preliminary desk review and literature search followed by focus groups and interviews. Key interests and requirements identified in these initial activities were further explored in an online survey. (Details of these investigative activities are presented in Appendices B and C. Appendices E and F list Interviewees and Focus Group attendees).

Through this approach the review was able to build up iteratively a profile of the GETS stakeholders':

- Expectations for generic service attributes – what GETS users expect from the service in the way of web site usability and user support
- Interests – the 'stake' or high-level strategic objective that stakeholders perceive to have linkages with GETS
- Business requirements – the tasks and activities that stakeholders must undertake
- Functional requirements – how they want the GETS web site and transactional software to assist them as they undertake these tasks and activities

The consolidated findings from these investigative activities are set out in full in Appendix A.

A summary of generic service attributes, interests and business requirements is presented in the following tables. Section 2.14 provides a summary-level table highlighting gaps in GETS basic and extended functionality – i.e. areas where GETS is not meeting stakeholder needs satisfactorily.

N.B. Functional requirements are set out in full in Appendix A.

## 2.2 Generic Service Attributes

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### Service Attributes

Stakeholders identified the following generic service attributes to be baseline expectations for a web-based tendering service.

#### Generic Service Attributes

- Ease of Use: 'Self service' for all transactional usage a goal, but high quality assistance from GETS staff available if needed
  - Low cost of use
  - Support provided for inexpert user
  - Support provided for infrequent user
  - Ease of finding information about what the service offers and how to use it
  - Ease of registering
  - Ease of keeping organisational profile and user details up to date
  - Ease of navigation through web site
  - Efficient and easy to use search engine
  - Easy to understand information on how to upload or download documents
  - 'Right first time' – minimal re-work
  - 24 x 7 x 52 availability
  - Service levels monitored and reported to users
  - Transaction levels monitored and reported
  - Feedback and continuous improvement
-

## 2.3 Stakeholder Interests: Purchasers

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**Purchaser Interests** Purchaser stakeholders identified the following interests in focus groups and interviews.

- Achieving capex and opex savings on inputs
  - Achieving compliance with directives, obligations, regulations, etc.
  - Identifying supplier capability
  - Improving process effectiveness –
    - receiving tenders from qualified parties
    - receiving compliant tenders
    - receiving well-differentiated tenders
    - receiving tenders which are consistent with price-performance expectations
    - Improving efficiency through reduced cycle time, cost or combination of both
  - Standardising and streamlining the evaluation process
  - Receiving management information to promote continuous process improvement
  - Optimising resource allocation to value-adding activities - negotiation and vendor management
  - Lowering administrative overhead
  - Lowering professional/specialist advisor overhead
  - Lowering legal overhead
  - Lowering direct costs - advertising, paper, printing, couriers
  - Promoting sustainability of strategic suppliers in NZ
  - Leveraging investment in existing ERP
  - Limiting change to manageable increments - KISS
-

## 2.4 Stakeholder Interests: Suppliers

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### Supplier Interests

Supplier stakeholders identified the following interests in focus groups and interviews.

- Maintaining/Growing market share
  - Achieving sales
  - Growing sales
  - Reducing cost of sales
  - Leveraging existing commodity product and service offerings supplied to the public sector
  - Leveraging investment in existing ERP
  - Accessing market information/
  - Analysing market share
  - Prospecting
  - Qualifying
  - Supporting competitor analysis
  - Identifying partners and sub-contractors
  - Providing feedback about opportunity or risk not addressed in PQQs, ITTs or tender documentation
  - Ensuring equal opportunity for small-to-medium and larger organisations
  - Providing feedback on aspects of tenders
  - Receiving feedback on unsuccessful bids
  - Receiving feedback on contract terms
-

## 2.5 Stakeholder Interests: MED and NZTE

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### **MED and NZTE Interests**

MED and NZTE stakeholders identified the following interests in focus groups and interviews.

- Providing an evidence base to support policy development and evaluation
  - Achieving alignment with emerging international good practice for procurement
  - Ensuring procurement supports government strategies and programmes aimed at globally competitive, sustainable economic development
  - Achieving focus on key performance indicators for procurement
  - Improving business capabilities, including e-commerce capability
  - Supporting the introduction of new mandatory rules, standards, guidelines and targets for sustainable government procurement.
  - Supporting compliance with New Zealand's treaty obligations under the Trans-Pacific Strategic Economic Partnership
  - Supporting competitive markets
  - Supporting SME growth
  - Supporting procurement advice and support initiatives
  - Reducing procurement costs and improving procurement practice
  - Ensuring full and fair opportunity for domestic suppliers
  - Ensuring consistency of nomenclature/classification schemes with those used by major trading partners
  - Providing accurate classification and coding
-

## 2.6 Stakeholder Interests: MED as Owner of GETS Web Site/Service Provider

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### **MED Owner of GETS Web Site/Service Provider Interests**

MED stakeholders identified the following owner/operator interests in focus groups and interviews.

- Achieving high levels of usage across the public sector
- Managing GETS brand
- Providing a clear value proposition
- Achieving high levels of stakeholder confidence
- Implementing managed strategic, business and operational planning for GETS
- Identifying appropriate performance metrics and measures to capture value for money, strategic contribution and service objectives
- Developing an appropriate governance model
- Developing an appropriate business model
- Developing confidence in capex and opex requirements for maintaining and enhancing GETS

## 2.7 Stakeholder Interests: Treasury, State Services Commission, MFAT and the Audit Community

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### Treasury, SSC , MFAT and Audit Interests

Treasury, State Services Commission, MFAT and the Audit Community<sup>1</sup> identified the following interests in focus groups and interviews.

- Complying with International Obligations (principles, standards, frameworks, FTAs, etc.)
  - Meeting specific requirements for reporting (e.g. WTO)
  - Leveraging technology to secure improvements in value for money and contain capex and opex spend
  - Ensuring that strategic suppliers continue with a strong presence in New Zealand
  - Requiring sustainably produced goods and services wherever possible
  - Ensuring that the Crown's intellectual property rights are protected effectively
  - Complying with Cabinet Procurement Rules
  - Supporting interoperability goals of government
  - Leveraging GETS system and procurement process IP for wider social/economic benefit
  - Understanding how to assess and monitor GETS strategic contribution
  - Maintaining confidence in public service probity and process
  - Achieving high levels of usage across the public sector
  - Following Procurement Guidance for Public Entities
  - Maintaining and enhancing probity
  - Improving the fitness-for-purpose of procurement processes
  - Improving the base of information and the tools to assess compliance
- 

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<sup>1</sup> The Office of the Auditor General, Audit New Zealand and independent auditors

## 2.8 Stakeholder Business Requirement: Purchasers

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### Purchaser Business Requirements

Purchaser stakeholders identified the following business requirements in focus groups and interviews.

#### Support Purchaser Procurement Process

- Supporting and guiding all forms of tender
- Maintaining pre-qualification or accreditation of suppliers
- Supporting collaborative procurement
- Supporting geographically dispersed organisations and business units
- Supporting a multi-media capability (including GIS) that optimises communication and evaluation

#### Provide Access to Relevant IP

- Providing access to generic IP
- Allowing re-use of own intellectual property
- Providing controlled access and leveraging of intellectual property

#### Support Market Profiling

- Providing profile of approved capex/opex spends in FY 20xx
  - Accessing market-level activity reports
  - Providing access to procurement plans - what will be purchased and how
  - Providing analysis of anticipated and actual procurement by sector, agency, category, \$, region
  - Providing a one stop shop for public sector tenders
  - Providing organisational- and market-level activity reports
-

## 2.9 Stakeholder Business Requirements: Suppliers

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### Supplier Business Requirements

Supplier stakeholders identified the following business requirements in focus groups and interviews.

#### Support Supplier Bid Processes

- Supporting and guiding all forms of tender
- Responding to general enquiries
- Re-using standard responses
- Providing early notification
- Providing reasonable lead-in time
- Providing reasonable advertising window
- Asking questions to ensure compliance
- Asking technical or commercial questions
- Receiving responses to questions
- Receiving feedback
- Maintaining pre-qualification accreditation status
- Supporting a multi-media capability that optimises communication and evaluation
- Supporting post-bid reviews
- Providing feedback on compliance, probity, efficiency and effectiveness
- Accessing market-level activity reports

#### Provide Access to Relevant IP

- Providing access to generic policy and process IP

#### Support Market Profiling

- Providing profile of approved capex/opex spends
- Providing access to procurement plans -
- Providing analysis of anticipated and actual procurement by sector, agency, category, \$, region
- Providing a one stop shop for public sector tenders
- Providing activity reports

## 2.10 Stakeholder Business Requirements: MED and NZTE

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### MED and NZTE Business Requirements

MED and NZTE stakeholders identified the following business requirements in focus groups and interviews.

#### Support Strategic Contribution

- Monitoring and refreshment of generic IP to support good practice
- Linking GETS governance and service management plans to MED strategic, business and operational plans
- Supporting publication of Annual Procurement Plans (APP) and Strategic Procurement Outlook
- Supporting compliance with the Code of Conduct for the State Services
- Maintaining intellectual property to promote good practice
- Providing analysis of data about agency and supplier practice
- Profiling planned agency spending on contestable inputs prior to commencement of the financial year
- Providing trend analysis
- Providing retrospective analysis of procurement outcomes
- Providing real time and retrospective analysis of activity
- Ensuring consistency with Cabinet, Treasury and Agency processes and standards

#### Support Market Profiling

- Profiling approved capex/opex spends in FY 20xx
  - Providing access to procurement plans - what will be purchased and how
  - Providing analysis of anticipated procurement by sector, agency, category, \$, region
  - Providing analysis of actual procurement by sector, agency, category, \$, region, successful contractors
  - Providing organisational- and market-level activity reports
-

2.11 Stakeholder Business Requirements: MED as Owner of GETS Web Site/Service Provider

**MED Owner of GETS Web Site/Service Provider Business Requirements**

MED stakeholders identified the following owner/operator business requirements in focus groups and interviews.

**Deliver Service to Recognised Standards**

- Operating GETS to recognised service management standards (e.g. using ITIL process management)

**ITIL Service Management Processes**

ITIL Service Delivery	Service Delivery Processes
	Service Level Management
	Finance Management
	Availability Management
	Continuous Improvement
	Operational Processes
	Capacity Planning
ITIL Service Support	Contingency Planning
	Service Requests
	Incident Management
	Problem Management
	Configuration Management
	Change Management
ITIL ICT	Release Management
	Production Workflow
	Storage Management
	Resource Management
	Security Management

Figure 5: ITIL Service Management Processes

## 2.12 Stakeholder Business Requirements: Treasury, SSC, MFAT and the Audit Community

### Treasury, SSC , MFAT and Audit Business Requirements

Treasury, SSC, MFAT and the Audit Community identified the following business requirements in focus groups and interviews.

#### Support Strategic Contribution

- Supporting compliance with the Code of Conduct for the State Services
- Disseminating intellectual property to promote good practice
- Interoperability with public sector ERP systems and web sites
- Receiving analysis of data about agency and supplier practice
- Receiving profiling of agency spending on contestable inputs prior to financial year
- Receiving trend analysis
- Receiving retrospective analysis of procurement outcomes
- Ensuring deployment of nomenclature/classification schemes used by major trading partners
- Receiving analysis of activity

#### Support Market Profiling

- Receiving profile of approved capex/opex spends in FY 20xx
- Monitoring procurement plans - what will be purchased and how
- Receiving analysis of anticipated procurement by sector, agency, category, \$, region
- Receiving analysis of procurement by sector, agency, category, \$, region, contractors

#### Support Probity and Good Practice

- Providing access to guidance material on procurement and tendering good practice
- Providing access to guidance material on the management of conflict of interest

## 2.13 Stakeholder Survey Results

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**The 'Top 12' features and functionality identified by buyers and suppliers**

235 GETS users responded to the online survey: 41 buyers and 194 suppliers.

The 'survey results, which are presented in full in Appendix B, were consistent with interests and requirements identified in the focus groups and interviews.

They provided a clear insight into the features and functionality that buyer and sellers rank as 'important' or 'very important', with a 'Top 12' comprising:

1. Online library of templates, guides, etc.
  2. Viewing both central and local government tenders
  3. Getting step-by-step process guidance
  4. Online help
  5. Google-like search capabilities
  6. Viewing the outcomes of tenders
  7. Posting and viewing 'news' such as advance notification of tenders
  8. Storing and repeating search queries
  9. Electronic tender boxes
  10. Lodging and viewing annual procurement plans
  11. Electronic evaluation tools
  12. Contract administration
-

## 2.14 Key Gaps in GETS basic and extended functionality

From the focus groups, interviews and surveys a consistent picture emerges of the gaps in GETS functionality for supporting tendering:

SERVICE LAYER				FUNCTIONAL GAPS THAT NEED TO BE ADDRESSED		
<b>Access and Usage</b>				<b>Security; PW Refresh</b>	<b>Contextual Help</b>	<b>Search Capability</b>
<b>Tender Lifecycle Support</b>				<b>Site Navigation</b>	<b>User Alerts</b>	<b>Audit Trail</b>
<b>Pre-Tender</b>	<b>Tender Issue</b>	<b>Tender Response</b>	<b>Post-Tender</b>	<b>Posting 'News'</b>	<b>Facilitating Collaboration Between Buyers</b>	<b>Facilitating Collaboration Between Sellers</b>
<b>Productivity and Efficiency Tools</b>				<b>Step-By-Step Process Guidance</b>	<b>Reverse Auctions</b>	<b>Multi Media Support</b>
<b>Reporting Tools</b>				<b>Electronic Tender Boxes</b>	<b>Contract Administration</b>	<b>Evaluation Tools</b>
<b>Audit and Probity</b>				<b>Templates And Guides</b>	<b>Workflow Tools</b>	<b>Market trends and behaviours analysis</b>
<b>Support Services</b>				<b>User activity analysis</b>	<b>APP analysis</b>	<b>Feedback Mechanisms from tender participants</b>
<b>Service Management Information</b>				<b>Opening Procedure Management (electronic tender box)</b>	<b>Tender outcome analysis</b>	<b>Ad hoc Consultancy Services</b>
<b>Databases and Procurement Intellectual Property</b>				<b>Marketing Communications</b>	<b>Compliance Checks: Exception reporting for non-compliance</b>	<b>SLA Reporting</b>
<b>Purchasers</b>	<b>Suppliers</b>	<b>Tenders</b>	<b>Reference Intellectual Property</b>	<b>Inquiry analysis</b>	<b>Online Training</b>	
				<b>Content Management</b>	<b>Web traffic analysis</b>	

Figure 6: Key Gaps in GETS basic and extended functionality

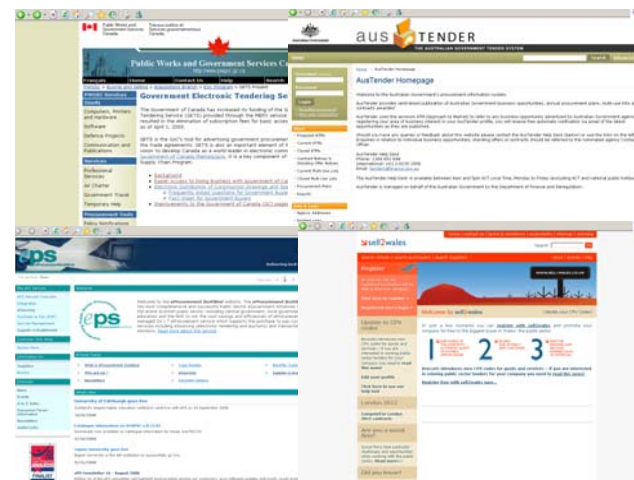
## 2.15 Analysis of overseas sites

### Introduction

The terms of reference for the GETS review specified that ‘candidate electronic tendering systems’ used by overseas jurisdictions with a role similar to that of MED should be identified and reviewed. This activity was undertaken using a benchmarking template derived from information obtained from focus groups. Its objective was to:

- assess the maturity levels of overseas sites
- conduct a background literature search on their evolution
- identify and approach representatives of selected agencies to seek their help in comparing their services to the benchmarking template
- review sites’ functionality and usability
- complete benchmarking templates and produce an interim report of findings.

An initial high-level survey was conducted of other jurisdictions’ government electronic tendering services, selected on the basis of work-of-mouth recommendations and web research.



Based on the survey, an analysis of leading sites – those of Wales, Scotland, Australia and Canada - was carried out. The results of these exercises are set out in Appendix B and summarised below.

### Overview

Services considered worth further investigation were those operated by the governments of Australia, Canada, Wales and Scotland. These services are described in some detail in Appendix B and summarised using the service architecture template (Figure 2).

Some aspects of the service architecture template, such as audit and probity and service management information, are not addressed here as (a) it is reasonable to assume that the sites have the required functionality, and (b) it was not practical to obtain this information within the period of the review.

<b>Canada</b>	The Canadian government site ( <a href="http://www.tpsgc-pwgsc.gc.ca/acquisitions/text/esc/gocm-e.html">www.tpsgc-pwgsc.gc.ca/acquisitions/text/esc/gocm-e.html</a> ) offers a service with the basics of electronic tendering but does not feature the sort of advanced functionality identified during the GETS review. The software was supplied by BravoSolution <a href="http://www.bravosolution.com">www.bravosolution.com</a>
<b>Access and usage</b>	The site facilitates registration of buyers and sellers with a repository of supplier information. It lacks a personalised portal.
<b>Tender lifecycle support</b>	<p>The site provides:</p> <ul style="list-style-type: none"> <li>• access to current, closed and forthcoming tenders, including email alerts</li> <li>• facilities to download and upload documents</li> <li>• notification of awards</li> </ul> <p>The site lacks support for the evaluation and contract management processes.</p>
<b>Reporting tools</b>	Management and analytical information is available
<b>Support services</b>	Training services are provided.
<b>Database &amp; procurement intellectual property</b>	The site features standard templates and IP libraries. Some information is embedded into processes. Legislative information is accessed via links.
<b>Other comments</b>	The site does not provide auctions or compliance checks. Some subscription fees are charged.
<b>Wales</b>	'xchange.wales' operates through two web sites, <a href="http://www.sell2wales.co.uk">www.sell2wales.co.uk</a> and <a href="http://www.buy4wales.co.uk">www.buy4wales.co.uk</a> . This is a full e-procurement service that includes tendering capabilities offered under a hosted 'Software as a Service' (SaaS) arrangement by BravoSolution.
<b>Access and usage</b>	The sites, which are well-designed and user-friendly, feature personalised portals. Buyers and sellers must register to use the service and there is a repository of supplier information.
<b>Tender lifecycle support</b>	The site provides supports the full tendering lifecycle and includes auction facilities and a form of exchange. There is access to current, closed and forthcoming tenders, including email alerts and 'fuzzy logic' searches, and support and encouragement for collaborative working.
<b>Reporting tools</b>	Management and analytical information is available
<b>Support services</b>	Training services are provided with excellent access to online document sources.

<b>Database &amp; procurement intellectual property</b>	Much information is embedded into processes and there is excellent access to general procurement advice, news and information sources about legislation, sustainability and so on.
<b>Other comments</b>	This is a new (October 2008) service that was designed with a view to reducing costs for suppliers, particularly SMEs. It allows integration with ERPs and other systems. Surprisingly, the site does not provide for early notification of tenders, the use of standard templates or the lodgement of procurement plans. It does not feature more advanced functionality such as evaluation and contract management processes or compliance checks. The basic service is free.

**Scotland**

eProcurement Scotland (ePS) was founded in 2002. It is similar to xchangewales both in terms of approach –it is a full e-procurement offering - and underlying technology. The service is hosted by Cap Gemini. Like Wales, the e-tendering capabilities are offered through a BravoSolution ‘Software as a Service’ arrangement.

<b>Access and usage</b>	The site, which is well-designed and user-friendly, features personalised portals. Buyers and sellers register to use the service. There is a supplier repository.
<b>Tender lifecycle support</b>	The site provides supports the full tendering lifecycle and includes tender boxes, auctions and evaluation and contract management modules
<b>Reporting tools</b>	Some management and analytical information is available. More advanced functionality is in a separate software package.
<b>Support services</b>	The service includes consultancy and advice and analysis of a buying organisation’s requirements and priorities.
<b>Database &amp; procurement intellectual property</b>	There is access to legislation information and other helpful information.
<b>Other comments</b>	This service is a result of a large-scale systems integration exercise. The e-tendering components are advanced, and would be a good reference model for a similar service in New Zealand.  Buying organisations pay a joining fee (which goes to the technology provider). There are no fees for suppliers although there may be set-up charges for processing of orders, invoices and credits.

**Australia**

The Australia federal government's e-tendering site is AusTender ([www.tenders.gov.au](http://www.tenders.gov.au)). Information about the site was difficult to obtain because representatives of the agency were comparatively slow to respond to queries.

**Access and usage**

The site features registration of buyers and sellers with a repository of (some) supplier information.

**Tender lifecycle support**

The site provides:

- procurement plans
- ability to download and upload tender documents
- access to current, closed and forthcoming tenders, including email alerts.

**Reporting tools**

Some management and analytical information is available.

**Support services**

Unknown due to lack of response.

**Database & procurement intellectual property**

There is limited access to legislation information.

**Other comments**

The site suffers in comparison with the Wales and Scotland facilities. It does not provide more advanced features such as personalisation, standard templates, auctions, evaluation processes or compliance checks. No fees are charged.

**Conclusion**

The Welsh and Scottish services are of particular relevance to the development of the NGG strategy because:

- these are the most advanced services found during the survey
- they are based on the same BravoSolution software
- the countries concerned have similar cultures and population levels (Wales around 3 million, Scotland around 5 million) and (leaving aside the obvious UK/EU dimension) similar geo-political environments.

The two web services feature most (but not all) of the functions identified as requirements during the GETS review.

### 3 Evaluating options for the 'Next Generation GETS'

#### 3.1 Assumptions and requirements incorporated in evaluation of options for the web components of NGG

##### Introduction

The evaluation of the options for providing the web components of the Next Generation GETS needs to be conducted with:

- a set of assumptions about the strategic contribution, governance and management of NGG and service's user community (coverage)
- a set of requirements describing the web site's usability and functionality.

These are set out in the following sections.

##### Assumptions

###### Strategic contribution

1. 'Next Generation GETS' (NGG) will be positioned as a **strategic procurement support service** enabling government economic development initiatives and procurement strategies
2. NGG will be 'future proofed' in order to accommodate growth in usage, changes in the political and legislative landscape and strategic moves to improve government procurement outcomes
3. NGG will provide a web-based tendering service to central and local government buyers and suppliers that:
  - supports potential strategic developments in government procurement
  - supports two-way communication between the public and private sector
  - supports low transactional costs for buyers and suppliers
  - builds capability in both the buyer and supplier communities
  - helps buyers get the best possible result when they're tendering for products and services
  - ensures suppliers get the best possible chance to sell their products and services on a 'level playing field'
  - provides staff in MED and government agencies with information about business and procurement trends.

**Governance**

1. Governance and management structures will be established to set direction for NGG and monitor its progress and performance.

**Management**

1. The re-positioning of GETS as a strategic procurement support service will generate new requirements for content management, functionality and usability; both for procurement and tendering.
2. There will be a policy of supporting limited, low-risk investment delivering enhanced value from GETS until the requirements for the 'Next Generation GETS' are mature.
3. An appraisal – a technology audit – of the current GETS will be undertaken to investigate its capability to support (a) enhancements to functionality (b) growth in transactional volumes and (c) increased demand for data extraction and analysis.
4. This will inform decisions about the lifecycle of GETS and the timings of (1) any enhancements and components of the web site's service operations and technology infrastructure and (2) replacements or alternatives.
5. An NGG service management plan will be developed capturing customer service and operational efficiency and effectiveness goals.
6. A technology plan will be developed covering the ICT technology standards and ICT services management required for any iterative development of the web site.

**NGG User Community**

1. The user community will be significantly large than GETS, creating greater transactional volumes and more demand on support services.
2. A new set of users in state sector agencies will make use of both the procurement functionality and features. Public sector bodies will make more use of tendering functionality.
3. Other bodies may be included in the user community, such as Not For Profit organisations.

**Usability requirements**

This usability requirements for a web-based tendering service can be summarised as:

- Ease of registering and keeping organisational profile and user details up to date
- 24 x 7 x 52 availability
- Support for the inexpert user and the infrequent user
- 'User-friendly' design that makes the site easy and pleasant to use for both frequent and occasional users
- Consistent 'look and feel', branding and navigation
- Advanced search facilities
- A 'portal' approach capable of recognising and adapting to specific users.

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**Functional requirements**

The gaps presented in **2.14 Key Gaps in GETS basic and extended functionality** can, for the purposes of this review, be used to represent the gaps in tendering functionality between current GETS and NGG. NGG tendering support requirements can be summarised as:

- A 'one stop shop' ability to view all central and local government tenders and annual procurement plans
- A workflow process that prompts and guides users to comply with a set tendering lifecycle
- An online library of templates, guides, etc. that can be used in the preparation of tenders
- Access to step-by-step process guidance for buyers and sellers
- Online help facilities
- An ability to view the outcomes of tenders
- An ability to post and view 'news' such as advance notification of tenders
- The capability to facilitate collaboration between buyers
- The capability to facilitate collaboration between sellers
- An optional facility that allows the use of one or more electronic tender boxes
- 'Additional' modules such as electronic evaluation tools and contract administration/management.

### 3.2 Summary of requirements

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#### Introduction

This section summarises the usability and functional requirements (set out in section 2 of this report) that inform the option evaluation process.

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#### Usability requirements

This usability requirements can be summarised as:

- 'user-friendly' design that makes the site easy and pleasant to use for both frequent and occasional users
  - consistent 'look and feel', branding and navigation
  - advanced search facilities
  - excellent accessibility
  - a 'portal' approach capable of recognising and adapting to specific users.
- 

#### Functional requirements

The functional requirements can be summarised as:

- a 'one stop shop' ability to view central and local government tenders and annual procurement plans from a single site
  - a workflow process that prompts and guides users to comply with a set tendering lifecycle
  - an online library of templates, guides, etc. that can be used in the preparation of tenders
  - access to step-by-step process guidance for buyers and sellers
  - online help facilities
  - an ability to view the outcomes of tenders
  - an ability to post and view 'news' such as advance notification of tenders
  - capability to facilitate collaboration between buyers
  - capability to facilitate collaboration between sellers
  - an optional facility that allows the use of one or more electronic tender boxes
  - 'additional' modules such as electronic evaluation tools and contract administration/management.
-

### 3.3 Evaluation of Options

#### Introduction

This section

- identifies options for 'closing the gap' between current GETS and NGG, i.e. potential web-based technology solutions
- identifies criteria used to evaluate these options
- matches criteria to options to derive a short-list of potential solutions.

It summarises the full evaluation for the establishment of an NGG web site included in Appendix D.

#### Scope

	In scope	Out of scope
	Consideration of future timing of the implementation of the government's procurement strategy'	Definition of any part of the procurement strategy what is required to deliver the strategy
	Usability and functional requirements for web-based services	Requirements for non-web aspects of the overall NGG service, such as governance and service management
	Tendering support functions of the envisaged NGG web site	Procurement support functions and management and administration of the web site
	Options for the acquisition of an NGG web site e-tendering software solution, processed either 'in house' or by a third party	Options for the acquisition of any other software solutions, including e-procurement
	Criteria that can be used for rating and evaluating the options	Criteria for any other function, such as other parts of a procurement process
	Match of criteria to options	Detailed cost-benefit analysis of options
	Preliminary recommendation of one or more 'preferred option(s)' and commentary on why others were not selected.	Final recommendation of one or more 'preferred option(s)'

### 3.4 Criteria

A set of 13 standard decision support criteria have been used to evaluate attributes of the proposed options. These are described below.

Criteria	Evidence sought in evaluation
1. <b>Definitional Certainty</b>	The outcomes that will be achieved, or the capabilities which we will develop are well-defined. The scope of the proposed area of activity is clear and unambiguous. Appropriate targets and measures have been established. Deliverables and milestones are sufficiently well-developed and line up with outcomes. The resources required have been comprehensively identified.
2. <b>Sector Strategic Objectives</b>	The proposed initiative takes into account the full range of the strategic objectives identified by the sector. It will contribute significantly to the achievement of many objectives.
3. <b>Clear Mandate from Stakeholders</b>	We can establish a clear mandate from stakeholders to be active in this area. The extent of our commitment is consistent with stakeholder expectations.
4. <b>Lack of Alternatives and Substitutes</b>	In the event that we did not commit ourselves to the achievement of this outcome or the development of this capability, no other NZ organisation would.
5. <b>Capability to Oversee Implementation</b>	We have the organisational structure and capability, governance, knowledge and processes to provide effective leadership and control for this initiative. Our organisations have staff with, and/or access to, appropriate project management, change management and subject matter experts.
6. <b>Willingness and Ability of People Working in the Sector to Accept Change</b>	This initiative fits with our culture and sub-cultures. There will be little resistance to change. There is no residual cynicism from previous failures in this area. There will be little need to 'sell' benefits.
7. <b>Sustainability</b>	The outcome targeted is sustainable without the commitment of further resources. <i>Or</i> - the capabilities which we will develop as a result of this initiative can be maintained within our current capex and opex budgets.
8. <b>Benefits to National and International Reputation</b>	The brand will benefit positively from this initiative. There will be major improvements in the perception of the quality, efficiency and effectiveness of the services delivered, both nationally and internationally. Stakeholder perception of our brand values will be positively influenced by this activity. Compliance with international agreements and NZ government procurement policy will improve.

- 9. Benefits to Stakeholders** As a result of undertaking this activity we will have a much better quantitative and/or qualitative understanding of our stakeholders' expectations and how we can meet them.
- We will implement improved two-way communications with our stakeholders. We will undertake more effective advocacy and research for our stakeholders. Buyers and sellers will be encouraged to use the system through all the steps in the tendering process. We will make a strategic contribution to key stakeholders (in terms of purchasers getting the best solution to their needs and suppliers being given the fairest possible chance to sell their products and services).
- 10. Benefits to Financial Management** This initiative supports stakeholder revenue growth or revenue protection/retention *or* it supports efficient allocation of finite resources *or* it supports reductions in capex or opex, including cost reduction and/or cost avoidance.
- 11. Benefits to Service Delivery Management** We will be able to significantly improve our service delivery performance in core areas. We will spend less time and money on administrative, non-value-adding activities. We will benefit from improved cycle times. We will have fewer disputes and/or errors to manage. We will benchmark favourably with similar organisations. We will comply with best practice guidelines for the management of web-based services
- 12. Stakeholder Impact** Stakeholders will benefit as a result of this initiative. The overall quality of life in NZ will improve. Individuals will experience improved service. Stakeholders will see us as being easier to do business with and the site as easy to use. They will not pay more. There will be a good acceptance of proposed changes to the organisation and delivery of services.
- 13. Risk Management** We have the capability to systematically identify and manage the risk associated with this initiative. We believe that the risk profile - as we currently understand it - is acceptable for both the acquisition and ongoing maintenance of the solution. We can identify suitable review and exit points.

### 3.5 Options and analysis

#### Introduction

The NGG will most probably have procurement and tendering support functionality. However, at this stage the scope, content, functionality and usability requirements for supporting procurement are not known (and were outside the scope of this review). Options and evaluation must therefore primarily focus on tender support functionality.

Recognising this limitation, five options have been evaluated for transitioning to the NGG:

1. Do Nothing
2. Make incremental improvements to the existing GETS System
3. Develop a New System
4. Acquire an Off-The-Shelf Solution
5. Acquire a system operated by another jurisdiction

#### Option 1: Do nothing

##### Description

This 'base' option assumes that the GETS web site stays 'as is' and responsibility for operation of the service continues to reside with the current team.

##### Rating against criteria: advantages

Definitional certainty is high: nothing changes. It is the lowest cost option.

##### Rating against criteria: disadvantages

This option produces no incremental benefits. It will not help the sector achieve its objectives and current stakeholder dissatisfaction will continue. Retention of the existing service will increasingly work against GETS and the government's reputation within New Zealand and overseas.

##### Overall

This option would not find favour with stakeholders, and could only be justified if the government's emerging procurement strategy and associated tactical initiatives favoured a 'wait and see' approach.

**Option 2: Incremental improvement to the existing GETS system**

<b>Description</b>	<p>This option is based on retention of the GETS system with incremental development of the site's content, functionality and usability. A technology audit would objectively appraise the web site's capability to support (a) enhancements to functionality (b) growth in transactional volumes and (c) increased demand for data extraction and analysis.</p> <p>New functionality and usability features, prioritised around user demand, cost and development/delivery risk would be released as a series of time boxes (at, say, three- or six- monthly intervals). In essence this is a temporary fix - 'we're not ready to define NGG yet, funding is limited, and so let's maximise the use of GETS for the rest of its lifecycle'.</p>
<b>Rating against criteria: advantages</b>	<p>This meets sector objectives for improved efficiencies with electronic tendering. At the same time it looks to optimise the value of an asset which has not been managed in keeping with good practice in recent years. Definitional certainty would be high as requirements for each time box could be well defined. The option could be pursued with a view to its eventual integration with procurement-focused initiatives. Costs would be relatively low: day-to-day staffing for web site operation should stay much the same as at present. Implementation costs will be low.</p> <p>This option could produce financial benefits in the short- to medium-term by improving the quality of tendering outcomes and the efficiency of service delivery.</p>
<b>Rating against criteria: disadvantages</b>	<p>There is a medium-level risk that this option would not be able to readily support any future procurement-focused initiatives. The solution would be based on the existing technology architecture and infrastructure whose scalability and interoperability has not been objectively assessed. The existing software, moreover, has known 'bugs' and may not be a good base for further development.</p> <p>Development risk can, however, be mitigated by the technology audit and by using a time box approach to development and implementation.</p>
<b>Overall</b>	<p>This option would produce some gradual improvements to GETS (and the government's) reputation in New Zealand and improve compliance with mandatory procurement rules. A moderate level of benefits to stakeholders would accrue over several years.</p> <p>Despite the risks inherent in developing software, the option may be less risky than acquiring and customising a package. It may fit more easily into a future technology regime and, if it does not, its replacement would not mean the writing off of a high sunk cost.</p>

**Option 3: Develop a new GETS system**

<b>Description</b>	<p>This option is based on:</p> <ul style="list-style-type: none"> <li>• the development of a full user requirements specification referenced against the GETS Service Architecture presented in this report, and the high-level functional requirements included in Appendix A</li> <li>• the development of a set of web site requirements based on stakeholder profiles and usage requirements</li> <li>• an incremental development programme, with three monthly time box projects spread over several years.</li> </ul> <p>Development could be overseen by MED's System Development and Support team and outsourced to a third party.</p>
<b>Rating against criteria: advantages</b>	<p>This option could meet sector objectives for electronic tendering over time. Definitional certainty would be high as requirements for each time box could be well-defined. The option could be pursued with a view to its eventual integration with procurement-focused initiatives. The new system could be engineered to bring about improvements in compliance with mandatory procurement rules. Development could be pursued with an 'open' architecture with a view to eventually integrating it into a large systems environment. Implementation costs will be relatively high.</p> <p>Costs would be low: day-to-day staffing for web site operation should stay much the same as at present.</p> <p>This option could produce deferred financial and stakeholder benefits (i.e. after development and implementation) and improve the quality of tendering outcomes for public service agencies.</p>
<b>Rating against criteria: disadvantages</b>	<p>This option produces no short-term benefits for stakeholders. MED bears the dual cost of operating a system while developing and testing its replacement.</p> <p>The capability of the Ministry to oversee development is a major risk. The risk can be mitigated through strong project governance and by using the time box approach.</p>
<b>Overall</b>	<p>This option would produce medium-term improvements to GETS (and the government's) reputation in New Zealand and overseas. A good level of benefits to stakeholders would accrue over several years.</p> <p>Despite the risks inherent in developing software, this option would be less risky than acquiring a package in view of its close alignment with strategic and business direction.</p>

#### Option 4: Acquire and operate an off-the-shelf solution

<b>Description</b>	<p>An 'off the shelf' solution could come from a local company, or an international supplier like BravoSolution, which provides the software used by Wales, Scotland, Northern Ireland and Canada.</p> <p>The software can be operated as an in-house solution (in this case, by the Ministry's outsourcing partner, Fujitsu) or as 'Software as a Service' (SaaS), where the application is operated by the supplier.</p>
<b>Rating against criteria: advantages</b>	<p>This option could do an excellent job of meeting sector objectives in a short period of time. Definitional certainty would be high as it would be possible to do a match of system functions to requirements prior to implementation.</p> <p>This option could produce rapid financial benefits (by improving the quality of tendering outcomes for public service agencies) and improvements in service delivery, especially as part of a concerted effort to improve the public service procurement process.</p>
<b>Rating against criteria: disadvantages</b>	<p>There is risk that (a) NZ will be captive to a software supplier who may lack the motivation to enhance software to keep pace with changes in NZ's strategic and business direction, and (b) software enhancement and maintenance costs are unknown.</p> <p>The costs of these solutions are likely to be higher over time than those involving the enhancement of GETS or the development of a new system. (These options probably involve more 'up front' costs, but the ongoing costs are likely to be much lower than, say, the approximately \$1 million per annum cost of using BravoSolution's SaaS approach.) There may be significant cost in adapting software to meet NZ's non-core functional requirements (e.g. displaying Annual Procurement Plans, generating reports and implementing a data extraction and analysis capability). This will influence implementation costs and ongoing software maintenance fees.</p> <p>This option carries the major risk that it needs to be implemented through a 'big bang' approach rather than incrementally. This requires a high-risk, costly major change management programme and extensive user training.</p>
<b>Overall</b>	<p>This option could produce fast improvements to compliance with mandatory procurement rules and to GETS (and the government's) reputation in New Zealand and overseas. A good level of benefits to stakeholders would accrue.</p> <p>This option, however, comes with high implementation risk and high cost risk.</p>

**Option 5: Acquire a system operated by another jurisdiction**

<b>Description</b>	<p>This option involves GETS system requirements being met through another jurisdiction's software<sup>2</sup>. The most likely solution would be 'AusTender', which was developed by the New South Wales state government and then adopted by the Australian federal government. AusTender representatives were slow to answer questions sent during this review. Consequently, some aspects of system functionality and cost were not well understood at the time this report was drafted. Functionality appears to be somewhere between the existing GETS site and the advanced Scotland/Wales/BravoSolution system and, significantly, does not appear to include workflow functionality.</p>
<b>Rating against criteria: advantages</b>	<p>This option could meet some sector objectives in a short period of time. Definitional certainty would be high as it would be possible to do a match of system functions to requirements prior to implementation. This option could rapidly produce financial benefits, by improving the quality of tendering outcomes for public service agencies, and improvements in service delivery.</p> <p>Cooperation with the Australian government could be seen as a 'plus' in terms of the principles of CER.<sup>3</sup></p>
<b>Rating against criteria: disadvantages</b>	<p>This option that lacks workflow functionality will offer few opportunities to improve compliance with mandatory rules.</p> <p>As with Option 4, there is risk that (a) NZ will be captive to a software supplier who may lack the motivation to enhance software to keep pace with changes in NZ's strategic and business direction, and (b) software enhancement and maintenance costs are unknown.</p> <p>This option carries the major risk that it needs to be implemented through a 'big bang' approach rather than incrementally. This requires a high-risk, costly major change management programme and extensive user training.</p>
<b>Overall</b>	<p>This option could enhance GETS's (and the government's) reputation but its ability to improve compliance with mandatory procurement rules is hard to assess but may be inferior to other options. The fact that, during this review, it has been difficult to get timely information from the AusTender operators may not auger well for a long-term relationship...</p>

<sup>2</sup> It is assumed that this means 'home grown software', rather than a package solution, the latter having been addressed in Option 4.

<sup>3</sup> However, there may be some local opposition to having a significant New Zealand public-private system supplied and possibly operated by another country.

### 3.6 Preferred options

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#### Introduction

A planning session involving senior staff of GPDG and this report's writers reviewed the evaluation of the five options for transitioning to the NGG. It was agreed that selection of the ideal option would be difficult in view of uncertainties over the strategic direction of public service procurement and the new government's attitude towards investment and return in this area. Consequently, it was deemed advisable to select two options:

1. a 'best case' option representing an "ideal way forward", assuming that the government is prepared to commit to an investment of some millions of dollars to yield short-term results and counter high development, implementation and change management risk.
2. a lower-cost option that represents the best way forward if financial and/or strategic considerations make the 'best case' option untenable.

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#### Eliminated options

It was agreed that the following options were unacceptable:

- Option 1 - 'do nothing' - which would do nothing to close the gaps in functionality between current GETS and the functionality required for NGG.
- Option 5 – 'overseas jurisdiction system' – on the grounds that none of the systems surveyed had a good match to NGG functional requirements, and that response from the operators of AusTender was less than enthusiastic.

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#### Recommendations

It was decided that preferred options for the system component of NGG would be:

1. The development of a local system through enhancement of the existing GETS site (Option 2) upon completion of a technical audit of GETS to confirm the web site's capability to support (a) enhancements to functionality (b) growth in transactional volumes, and (c) increased demand for data extraction and analysis.
  2. The development of a new system (Option 3) if the technical audit finds that GETS cannot be enhanced without significant revision of its technology architecture and delivery components.
  3. Acquisition of an off-the-shelf solution (Option 4) - the 'best case' option This should be pursued only if:
    - a) Options 2 and 3 are not feasible or cannot deliver benefits of the scale required in the time required
    - b) there is a good fit with tactical initiatives associated with emerging government procurement strategy
    - c) there is evidence that there would be political commitment to this option despite the high implementation risk and high cost risk.
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## 4 Developing understanding of the Benefits and Costs of the 'Next Generation GETS'

### 4.1 Introduction

#### Introduction

To perform a cost-benefit analysis 'Next Generation GETS' requires a measure of certainty a number of factors which influence the definition, timing and scale of costs and benefits –

1. The positioning of NGG and its tactical contribution to government economic development and strategic procurement initiatives
2. How much public expenditure will be channelled through NGG
3. How a number of non-financial benefits to the Government, purchasers and suppliers should be treated in any analysis (e.g. reputational risk, supporting SMEs, improving compliance with sustainability goals)
4. The range of e-procurement/e-tendering functionality and content to be supported by the NGG web site
5. The full range of NGG services, such as training, ad hoc advice, consultation, development of content
6. What components of GETS may be re-usable in NGG and what will be "new"
7. The benefits to purchasers and suppliers that can be directly attributed to NGG functionality and content
8. The service levels that will be offered by NGG
9. NGG service management costs
10. The timing for the introduction of NGG

It has not been possible during the course of the review to obtain the certainty required to perform a defensible cost-benefit analysis.

This section does, however, provide a framework for investing in a programme of work to manage the transition from GETS to NGG. As this programme of work matures, MED will increasingly acquire the information it needs to undertake a cost-benefit analysis and/or develop a business case for NGG.

**Comparison**

With a user base of over 35,000, a strong brand and operational costs of around \$300,000 per annum GETS offers value for money to the Government as a transactional web site, i.e. it is cost-efficient.

The real challenge for GETS is to make a more significant contribution to (a) identifying opportunities to achieve better outcomes from the NZ government’s expenditure (b) improving procurement (purchasing) outcomes, and (c) reducing procurement and tendering overheads and transactional costs.

The absence of suitable baseline information makes it impossible to identify the scale of purchasing savings but, to put the potential of NGG into context, the Welsh government e-tendering site has estimated that potential benefits could be between 1 - 2.8% of the Wales government’s annual spend.

The Welsh programme aims to capture £3bn of procurement expenditure – and £200 million of savings - by Year 5. The following table is reproduced from their web site:

	Year 1	Year 2	Year 3	Year 4	Year 5	Cumulative
<b>Captured Spend</b>	<b>£90m</b>	<b>£590m</b>	<b>£1.5bn</b>	<b>£2bn</b>	<b>£3bn</b>	<b>£7.2bn</b>
Savings @ 1%	£900k	£5.9m	£15m	£20m	£ 30m	<b>£72m</b>
Savings @ 1.5%	£1.35m	£8.85m	£22.5m	£30m	£ 45m	<b>£108m</b>
Savings @ 2.8%	£2.5m	£16.5m	£42m	£56m	£84m	<b>£201m</b>

The site also notes that it will “...also have the knock-on effect of increasing efficiency, improving support for SMEs, improving collaboration across sectors and reducing paper used.” The reverse e-auction functionality has only been used 27 times but savings from its use are estimated to exceed £10 million.

In 2006 it was claimed that the Scottish Executive was “on course to make annual savings of £200m” from the overall e-procurement service.

Investing in a programme of work to manage the transition from GETS to NGG

Area of Investment	Scope of Investment Activities	Who Benefits?	How?
Developing infrastructure to enable and deliver new government economic development and procurement initiatives	Governance and Management of the planning and implementation of the 'Next Generation GETS' – (NGG) a strategic procurement support service	The Government	Introduces a new strategic, managed capability to support government economic development and procurement initiatives
		State Sector Agency stakeholders and purchasers	Minimises risk of non-compliance with international FTA obligations Improves forecasting, modelling and analysis capabilities
		Suppliers	Improves market opportunity when capability is implemented
Extending the functionality of the current GETS while NGG is being planned and implemented	Value Delivery Projects improving GETS <ul style="list-style-type: none"> <li>Coverage</li> <li>Content</li> <li>Functionality</li> <li>Usability</li> </ul> Projects to assess re-usability of components of current GETS in NGG Projects to target GETS operational efficiency and effectiveness	The Government	Maximises return on investment in GETS Defers/avoids future investment in replacement Minimises future investment risk in NGG Minimises reputational risk
		MED as GETS owner	Improves GETS/NGG management capability Introduces efficiencies that allow it to support volume growth without the need to recruit extra staff, and transfer labour expenditure to value-adding activity
		MED as stakeholder	Minimises scoping and implementation risk for NGG Improves intelligence on market activity and behaviours Improves compliance monitoring capability
		Purchasers	Improves procurement outcomes Reduces overheads Reduces transactional costs
		Suppliers	Improves access to market opportunities Reduces overheads Reduced transactional costs

## 5 Programme of Work to update GETS and prepare for 'Next Generation GETS'

### Programme of Work

The programme of work to update GETS and prepare for NGG comprises (1) governance and management projects and (2) value delivery projects. These are set out below. Appendix I gives some suggested timings for the projects.

#### 1 Governance and Management Projects

##### Projects and Key Activities

1. Establish a governance group to provide advice and oversight for GETS and NGG strategic, investment and service operations management decisions.
2. Establish regular communications with all key stakeholder communities to capture and update their interests and requirements.
3. Develop a three-year NGG strategic plan, supported by a service management plan and technology plan.
4. Develop a detailed NGG road map and a programme schedule for the value delivery projects required to transition from GETS to NGG.
5. Develop detailed project plans and work breakdown schedules.
6. Develop a resources plan.
7. Develop transitional and target budgets and secure funding.
8. Acquire the necessary contractor or FTE staff for transition management, marketing, service management and support activities.
9. Develop a communications strategy and communications plan.
10. Consolidate the brand through marketing and promotion.
11. Undertake a training needs analysis for the user community.
12. Develop targeted training programmes and/or website-based assistance.

**Programme of Work****2 Value Delivery Projects****Projects and Key Activities****Coverage**

1. Investigate feasibility of comprehensive state sector agency coverage.
2. Develop and implement agency standards for presenting structured data in Annual Procurement Plans.
3. Develop and implement agency standards for presenting structured data in Contract Award Notices.
4. Identify MED's standard and ad hoc reporting requirements for monitoring usage by state sector agencies, regional and local authorities.

**Content**

1. Identify the range of reference intellectual property (procurement good practice guidelines, process guidance and support, process management and support) to be hosted by NGG.
2. Develop content production plan (including sourcing, authorial/editing and quality assurance responsibilities).
3. Identify content management processes and host system.
4. Identify feedback mechanisms to gather intelligence for targeting and prioritising content development activities (e.g. Results of procurement and/or tender audits, results of surveys of suppliers and buyers, Analysis of Help Desk Frequently Asked Questions).
5. Plan and launch feedback gathering and intelligence processing.

**Functionality**

1. Undertake a Technical Audit of GETS to investigate its capability to support (a) enhancements to functionality (b) growth in transactional volumes and (c) requirements for data extraction and analysis.
2. Document NGG system administrator and system operator requirements for monitoring access, web site and data usage. Assess capability of the current ICT systems environment to meet these requirements.
3. Document NGG service management information requirements, including reporting and analysis of web traffic,

**Programme of Work**

- performance, capacity and service level conformance.
4. Document data architectures and data quality standards for APPs and contract award notices (and/or other summaries of outcomes of tenders).
  5. Document data sourcing and extraction requirements to support production of user, owner and other stakeholder standard and ad hoc reports (e.g. market trends, buyer behaviours, supplier behaviours, audit trails, compliance and exception reports).
  6. Identify tools for report production and secondary analysis.
  7. Undertake feasibility studies, cost, develop requirement specifications and schedule development for the following enhancements to functionality:
    - Providing user reports on activity levels, status of tenders and compliance with process
    - Providing workflow productivity and efficiency tools that direct and support users as they progress through the tendering lifecycle.
    - Operating an electronic tender box
    - Providing Google-like search capabilities
    - Storing and repeating search capabilities
    - Supporting electronic evaluation tools
    - Supporting contract administration
    - Securing anonymous feedback from suppliers on the conduct of tenders

**Usability**

1. Provide a baseline assessment of usability, benchmarking current GETS with usability of transactional government web sites and e-procurement and e-tendering systems in NZ and overseas and developing recommendations for prioritised enhancements.
2. Undertake feasibility studies, cost, develop requirement specifications and schedule development for prioritised enhancements to usability.