

WORLD BANK

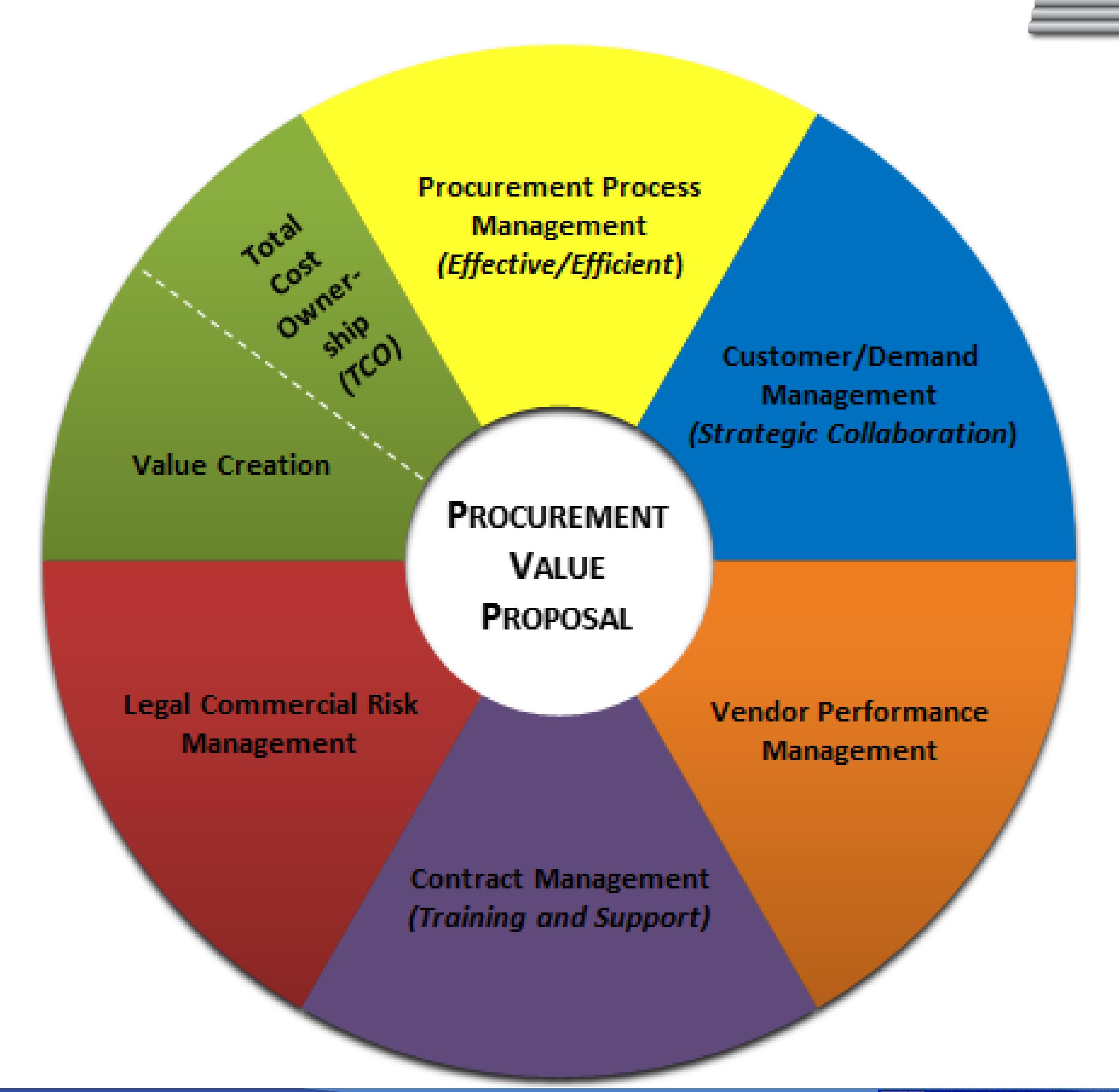
CORPORATE PROCURENT

'REFORM & BEST PRACTICE'

By Bryan C. Cook

CORPORATE PROCUREMENT

TOTAL VALUE CREATION-WBG



PROCUREMENT PROCESS IMPROVEMENT FUNDAMENTALS TOWARDS PROCUREMENT EXCELLENCE



Procurement Excellence

Purch. Ser.

<u>×</u>

Construction

Systems

STRATEGIC PROCUREMENT

Organization Structure & Capability

Customer Management

Category Management

Supplier Management

Contract Management

Systems and Tools

Objectives

Total Process Reliability.

Procurement Excellence.

Production Efficiency.

System Optimization.

Training & Career Management.

Objectives

KPI's

Individual Project.
Timelines/Schedules and KPI's.

Category/ Commodity

Optimizing the

Structure

Efficiency of Process

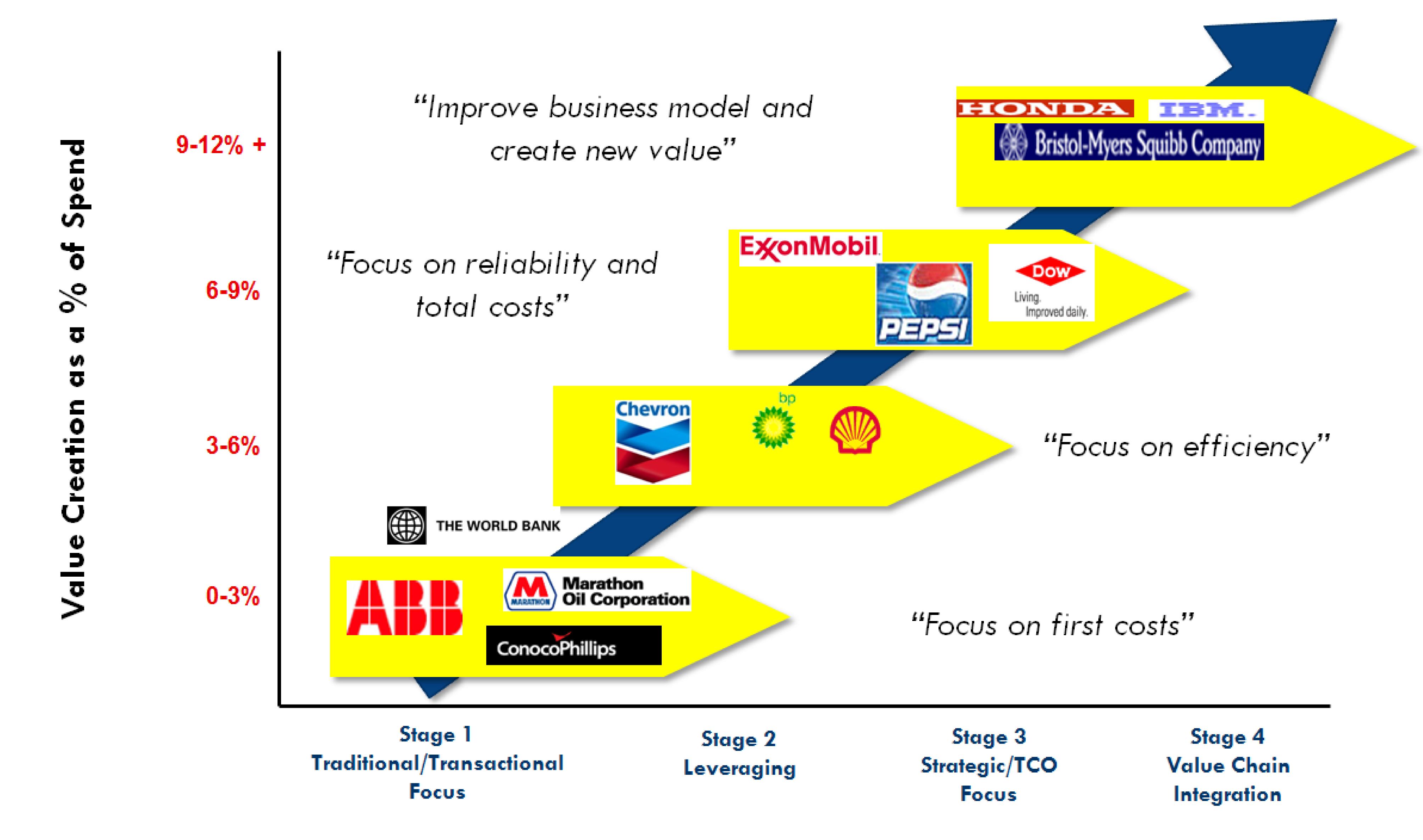
and Cycle Times

Qualification & Performance

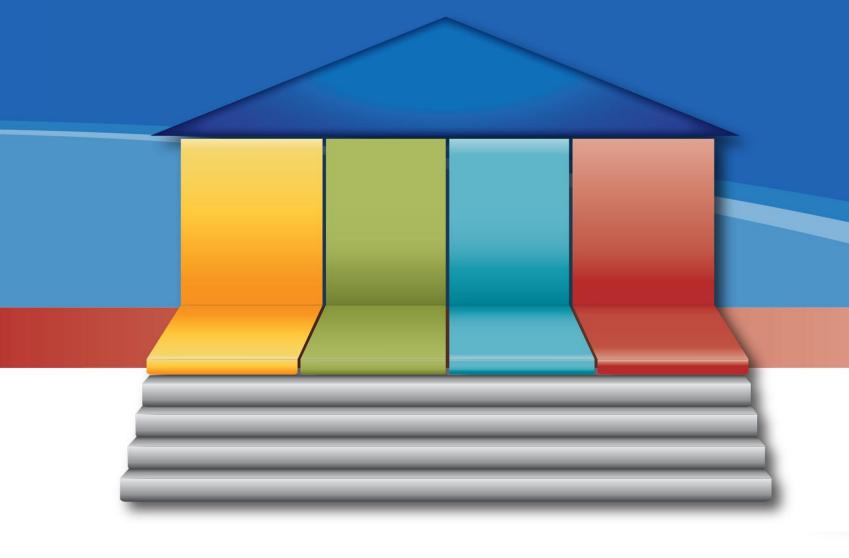
Quality Control & Consistency

Electronic Tools
Analytics

WHAT STAGE IS WORLD-BANK AT NOW



SURVEYS AND BENCHMARKS



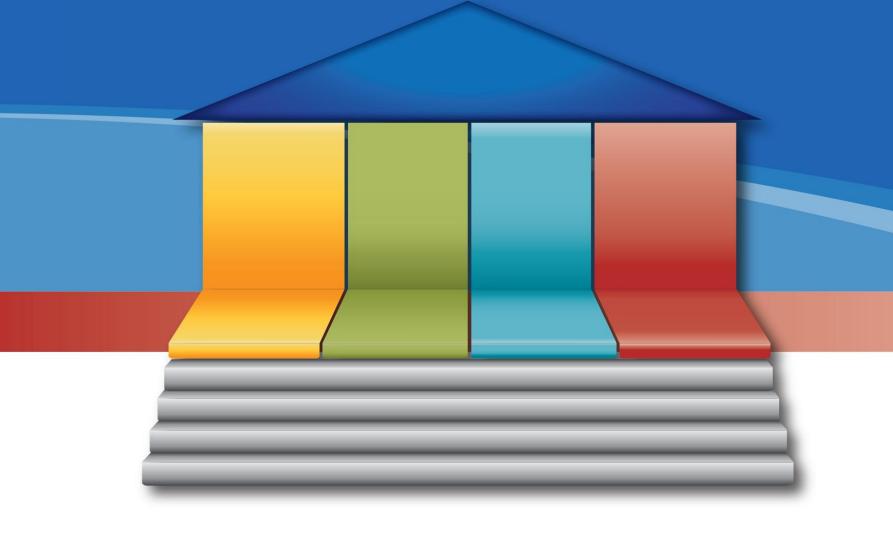
Global Benchmark

 125 Peer organizations including Government/Public Sector, Financial Services globally including 50% Fortune 500 organizations.

World Bank Client Survey

Survey results from 164 Business Partners across head
 Quarters, Regions and Country Offices inclusive of Corporate
 Procurement's self diagnosis.

WORLD BANK CORPORATE PROCUREMENT ON THE JOURNEY TO BEST IN CLASS

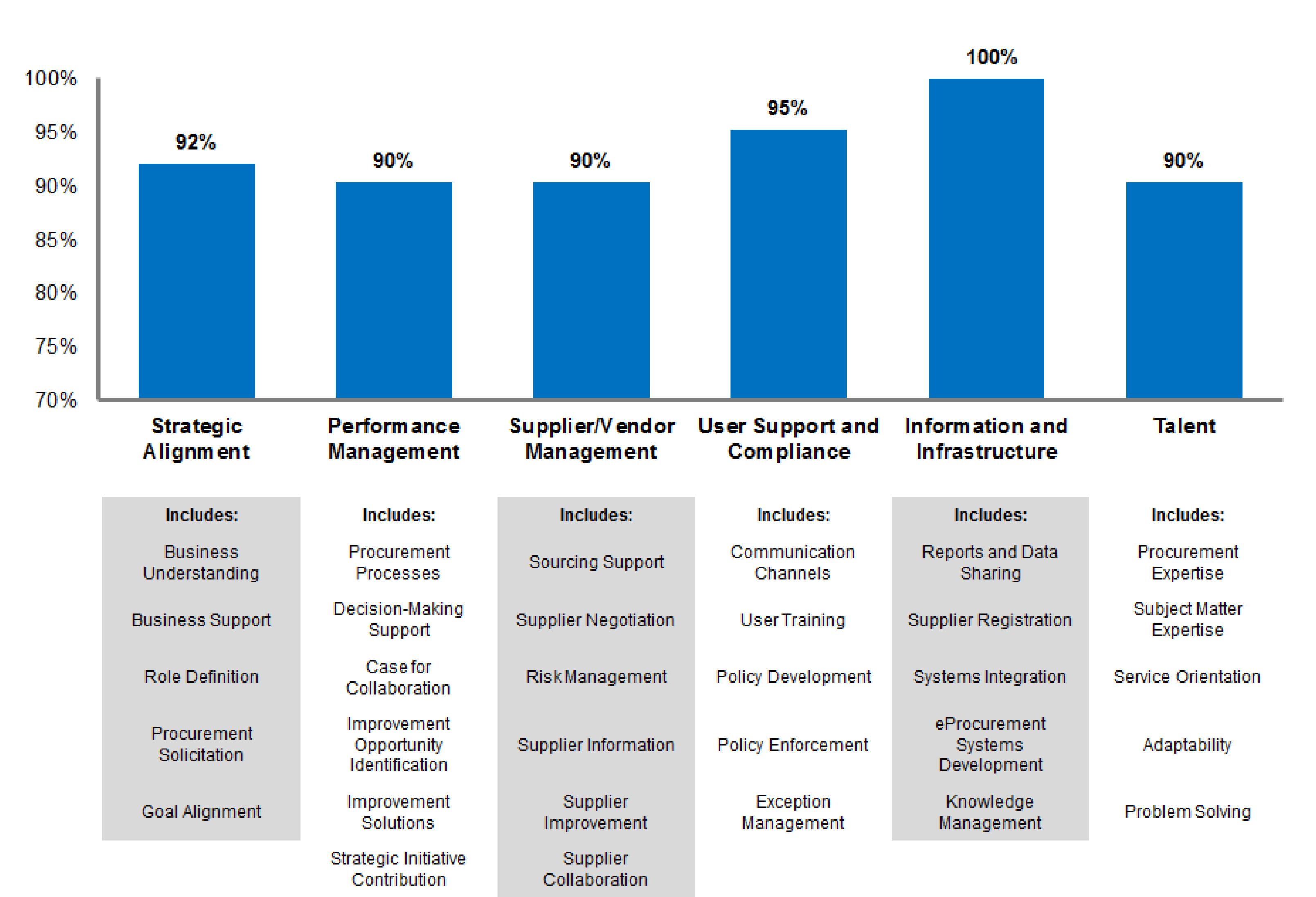


Overall 94% of the way to Best-in-Class*.

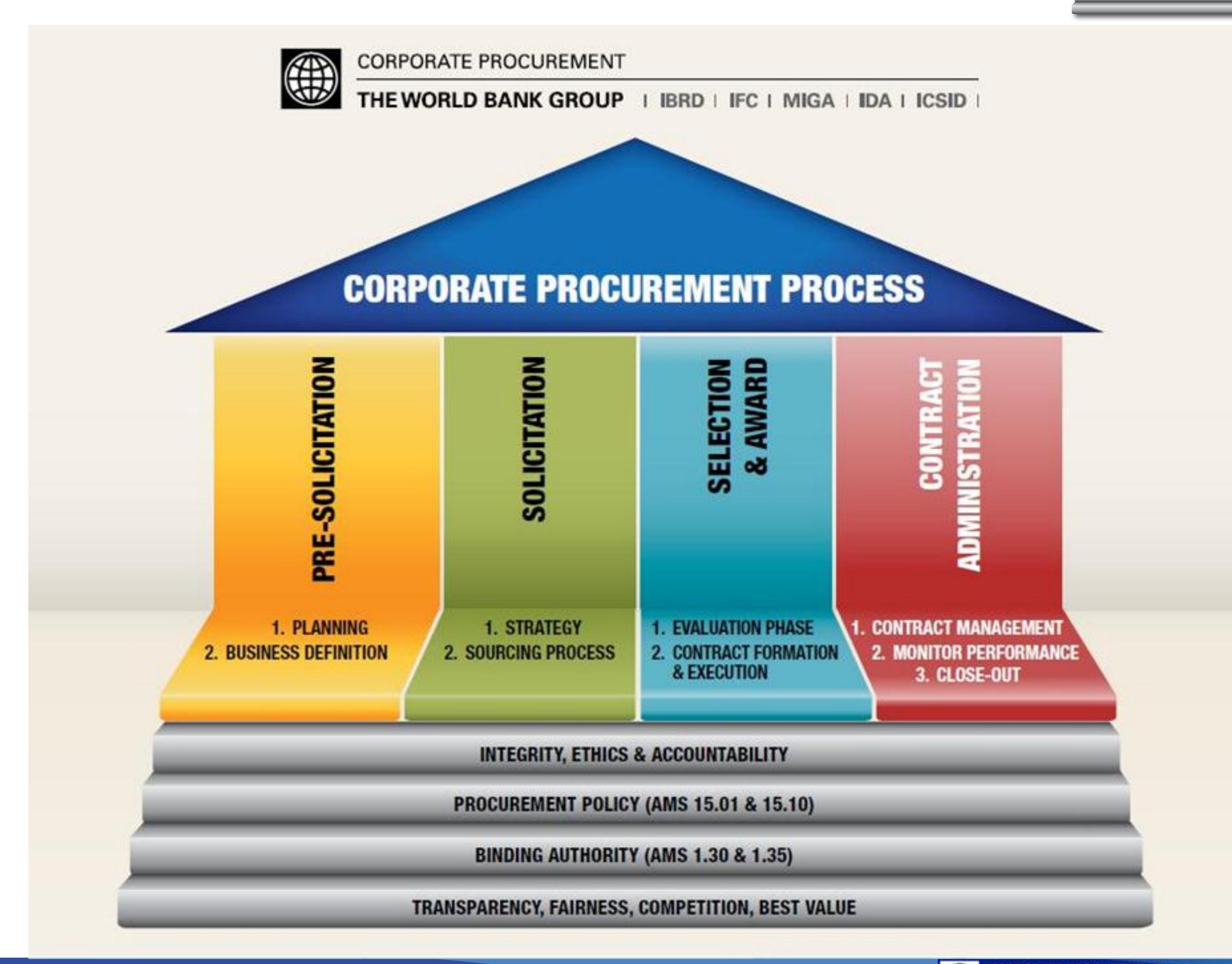
*Defined as Top Quartile companies within CEB's benchmark

N=164 World Bank business partner responses.

Business Partner Satisfaction Versus Best-in-Class



THE ROAD MAP—CORPORATE PROCUREMENT PROCESS



CUSTOMER MANAGEMENT



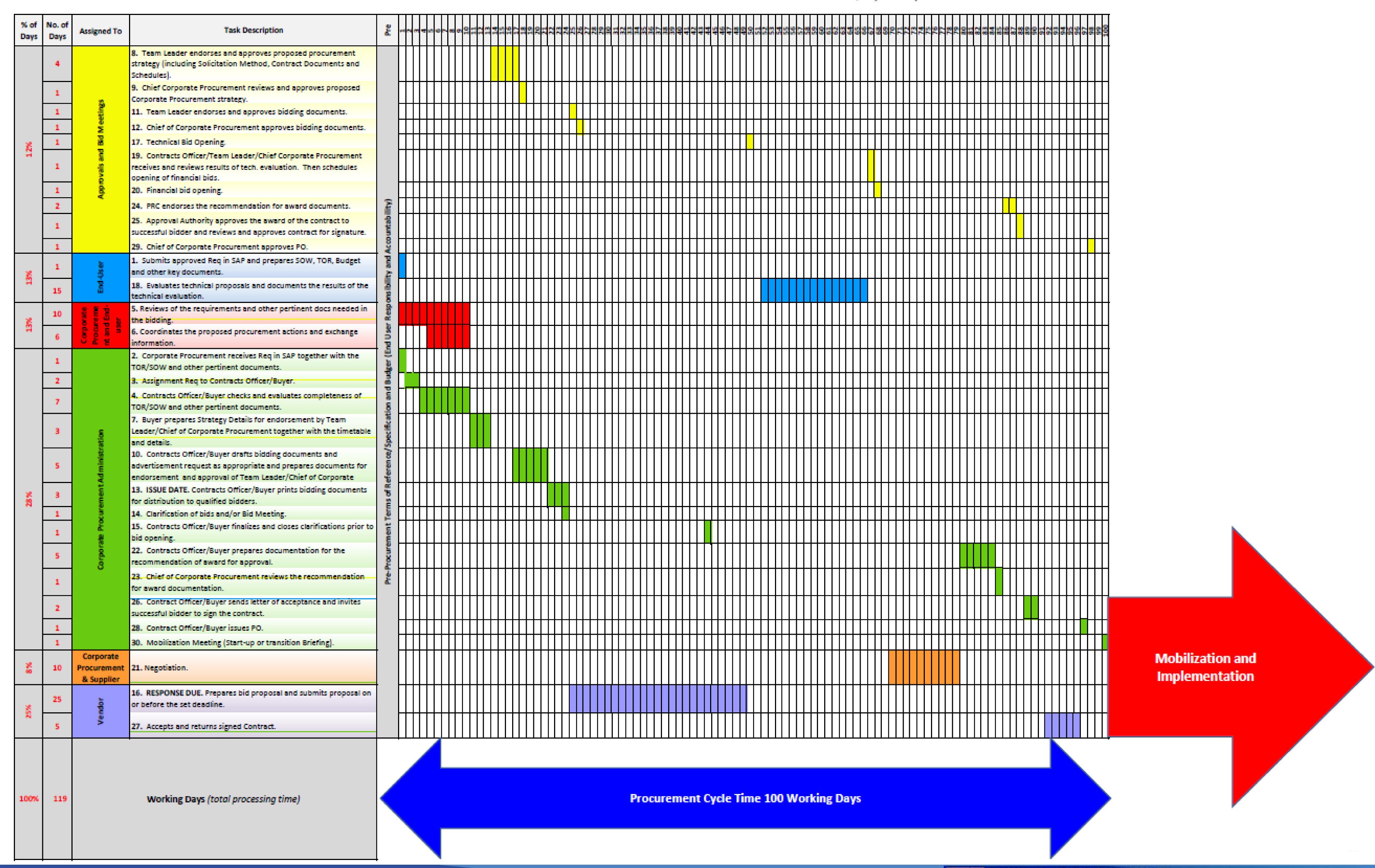
CUSTOMER MANAGEMENT

- Collaborative Solution-based Teams.
- Quality, accurate and detailed SOW, TOR and Specifications.
- Customer understanding of the Procurement Cycle
 Times, Target Times and Procurement Process.
- Procurement staff understanding
 Category/Commodity technical and market details.
- Measurement of the Procurement Cycle Times.

RFP / IFB / RFQ PROCESS TIMES

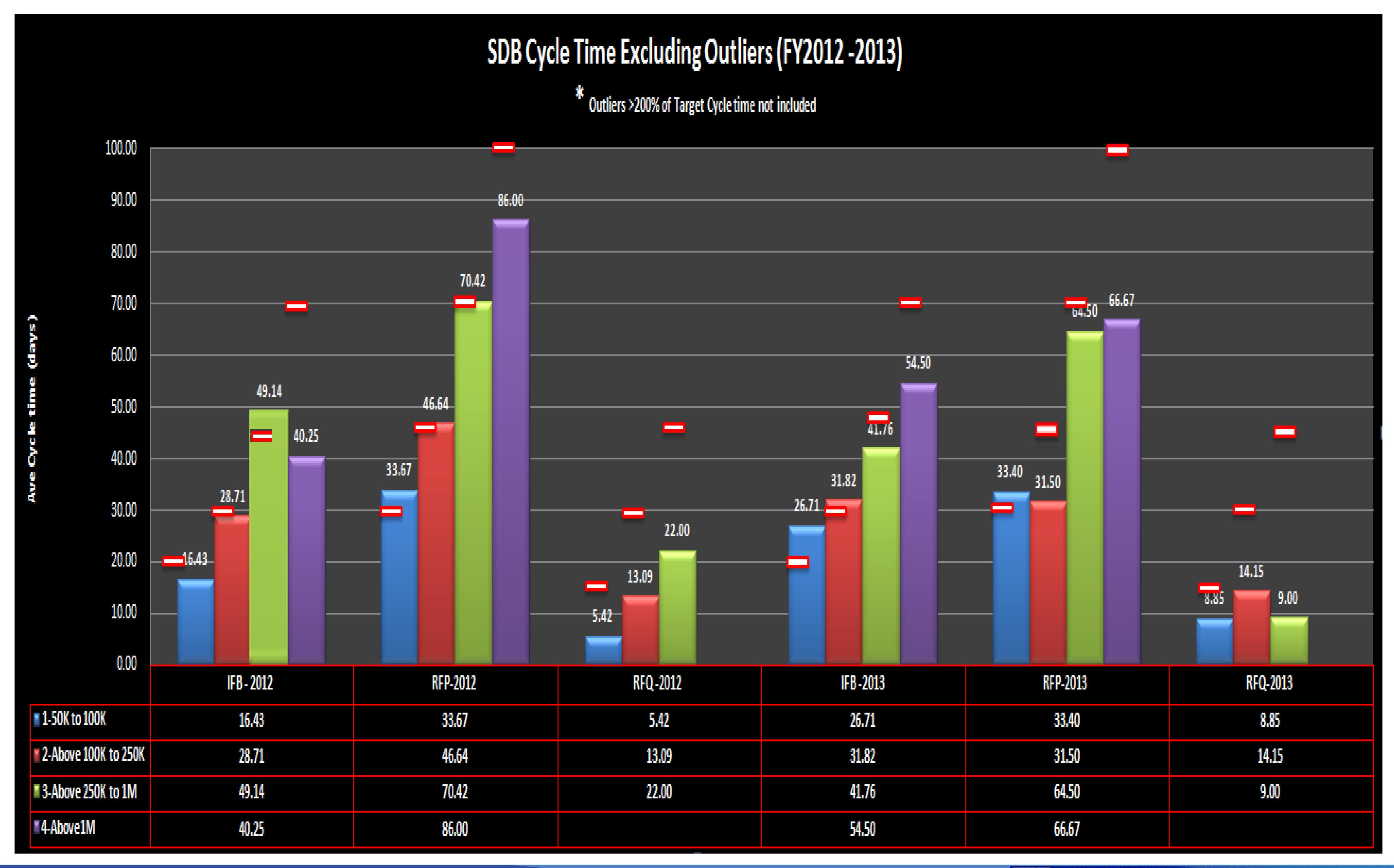
CUSTOMER MANAGEMENT

RFP Process Time for Services Valued from US\$1,000,001+

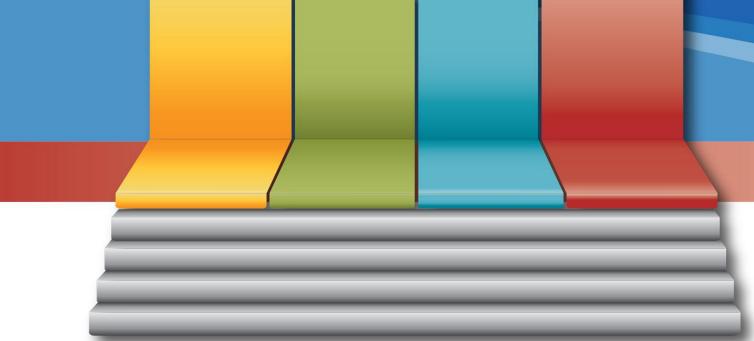


SDB CYCLE TIME EXCLUDING OUTLIERS

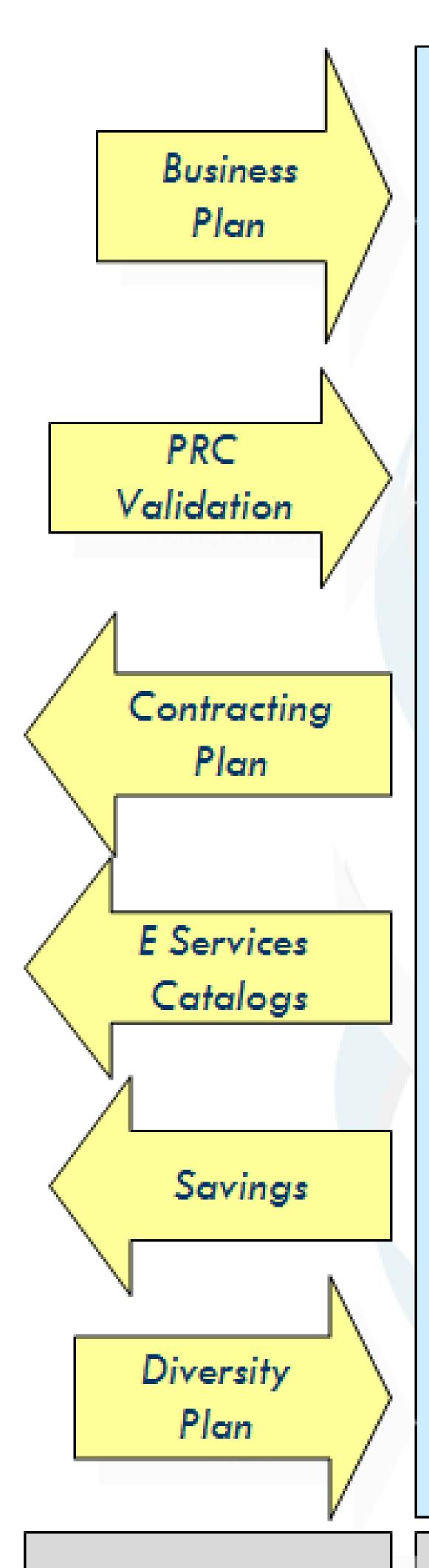
CUSTOMER MANAGEMENT



CATEGORY MANAGEMENT PILLARS



CATEGORY MANAGEMENT



Procurement Planning

- Develop Category Strategy based on customer needs and priorities.
- Perform Spend Analysis to:
 - Determine category scope and boundaries.
 - Identify major suppliers.
 - Identify optimization opportunities across customer groups.
- Determine key suppliers based on risk, priorities, and potential value creation.
- Identify sourcing or renegotiation activities, in conjunction with category plans.
- Coalesce global market intelligence with regional and local market knowledge to arrive at the view of where prices are going.

Sourcing and Renegotiation

- Develop Sourcing Strategy.
- Analyze suppliers' past performance and market dynamics.
- Identify local content or diversity opportunities.
- Make renegotiate and or source decision and develop associated plan.
- Utilize Corporate Category Management, Sourcing Resources, and Stakeholder Technical Experts as appropriate.
- Perform renegotiations and or sourcing.
- Execute agreement and develop implementation plan.

Supplier Management

- Identify level of Supplier Management needed.
- Develop relationship charter with Key Supplier and World Bank representative:
 - Goals for each organization.
 - Meeting structure and frequency.
- Identify team members (including technical experts) for each key supplier.
- Develop joint Supplier Performance Matrices, Business Plan, including Specific Initiatives and Meeting Schedules and Formats.

Standard Deliverables

Procurement Plan

Documented Efficiency, TCO and Value Creation

Structured relationships with key suppliers focused on new technology, efficiency and savings goals



CATEGORY MANAGEMENT PILLARS

CATEGORY MANAGEMENT

							Plan Plan					2013/2014				2014/2015					2015/2016							
Risk S	THE REAL PROPERTY.	Contract	Contract Description	Supplier	Contract Manager	Department	Contract	Activity	Tender	Contract	Contract Stoot Date	Contract Euripe Date	Estimated Contract	Q3	Q4	Q1	Q2	. (13	Q4	Q1	Q2	Q3	Q4	(21	Q2	Remarks
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L		8002265	Remedy Helpdesk SW	BMC Software	Subramanian Natarajan	IMTBU	A. Ham					06/15/9999	500,000	-	ж				и		18	-		×				
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н	13-0229	8003349	PC & Notebook Computers	Lenovo	Gilberto Brito	IMTGS	D. Seetahal	07/23/2012	09/26/2012	01/10/2013	01/28/2013	09/30/2013	40,000,000									-	10,4004					Rebid equip. Contract in place for warranty
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	Mini		EBusiness Design and Implement		Ramraj Nangarajan	IMTCT	I. Adams						5,000,000	2 X X						3344			100					
M		8004626	eBusiness Design Services	Sapient Government Services Inc	Prasanna L Das	CTRKD	I. Adams					02/15/2013	443,550													3		
L		8004012	IT Support for New Delhi	3i Infotech Ltd	Mukesh Magoon	IMTOS	I. Adams					10/30/2013	65,715							×	x x x							
L		8003805	IT Help Desk Support IFC Bangladesh	technoSIS Ltd	Khandoker Kamrul Islam	CSADP	I. Adams					01/31/2013	71,562							×	x x x							
L		8003983	video Conference Support Svc	Polycom	Teofilo Canega Ong	IMTIC	I. Adams					10/31/2013	3,350,000			x x x	×					-	07400					
L		8003106	Fax & Telex Svcs	Graphnet	Katayun Jabbari	ISGGC	I. Adams	10/15/2013				02/28/2013	2,446,665						0.00	333		-	9,7,009				0	Requested extension for 1 - 2 years
L	RFP	8003481	Consulting Svcs for TRE Asset Mgt	Cutter Associates Inc	Pamela Crivelli	CPFMI	I. Adams	02/01/2013				06/30/2013	1,008,750	×	×							-	100					
н		8003526	IT Staff Augmentation	Spherion Atlantic Enterprises	Clare Evans	IMTPM	I. Adams					07/20/2013	25,000,000			1							××	XXX	1 1			
н		8003528	IT Staff Augmentation	Experis IT Services US, LLC	Clare Evans	IMTPM	I. Adams					07/20/2013	25,000,000							×			x x	X X X			3 3	
н		8003524	Cable Operations	Gber Inc	Clare Evans	IMTPM	I. Adams					08/31/2014	30,036,000						××	X I			10000	6 3		8		
м		8003798	IT Staff Augmentation - Chennai & Delhi	HCL America Inc	Clare Evans	IMTPM	I. Adams					11/09/2013	1,200,000							××	X X *	y 8	A11001				Site Sec	
н	1	8003537	Polycom Maintenance Svc	Polycom	Teofilo Canega Ong	ISGGC	I. Adams					06/21/2013	550,000		x x	×												Contract # assigned to track SSJ
н		8004475	Off shore/On site Services	Cognizant Technology Solutions	Clare Evans	IMTPM	I. Adams					02/28/2017	60,000,000										4					
H:		8004476	Off shore/On site Services	HCL America Inc	Clare Evans	IMTPM	I. Adams					02/28/2017	60,000,000														Π	
н		8004477	Off shore/On site Services	Tata America International Corp	Clare Evans	IMTPM	I. Adams					02/28/2017	60,000,000				-					1	1					
н		8004284	Peoplesoft Reimplementation	IBM	Bia Pinto	IMTPS	I. Adams					06/26/2013	8,000,000									-						
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м		8003509	Jive Collaboration Tools	Jive Software Inc	Desmond Andrades	CBTAT	J. Mannino					10/31/2012	3,950,000			и					х	-				x		
н		8002124	SAP Software and Maintenance	SAP Public Services Inc	Ram Krishnan	IMTTR	J. Mannino					12/31/2012	20,351,000	×	×	ж	и		×	×	ж	×	x	х		×	x	
н		8002101	IBM Software	IBM	Hinda Kada	IMTTE	J. Mannino					06/30/9999	5,000,000	, N		x	×	х	×	x	и	-	х	×	x	х	×	



SUPPLIER MARKET ANALYSIS-IMT CATEGORY

CATEGORY MANAGEMENT

Market Characteristics

- Analysis of the IMT Software and Licenses. Key suppliers and spend analysis with market activity and forecast.
- Analysis of the WB Hardware requirements. Key suppliers and spend analysis with market activity and forecast.
- Analysis of the IMT Services WB requirements. Key suppliers and spend analysis with market activity and forecast.

Supply Market Analysis

Software and Licenses:

Increase in Software packages and Licenses requirement for specific customers. Key suppliers increasing activity and infrastructure through regional hubs and channels with most concentration in India and South East Asia.

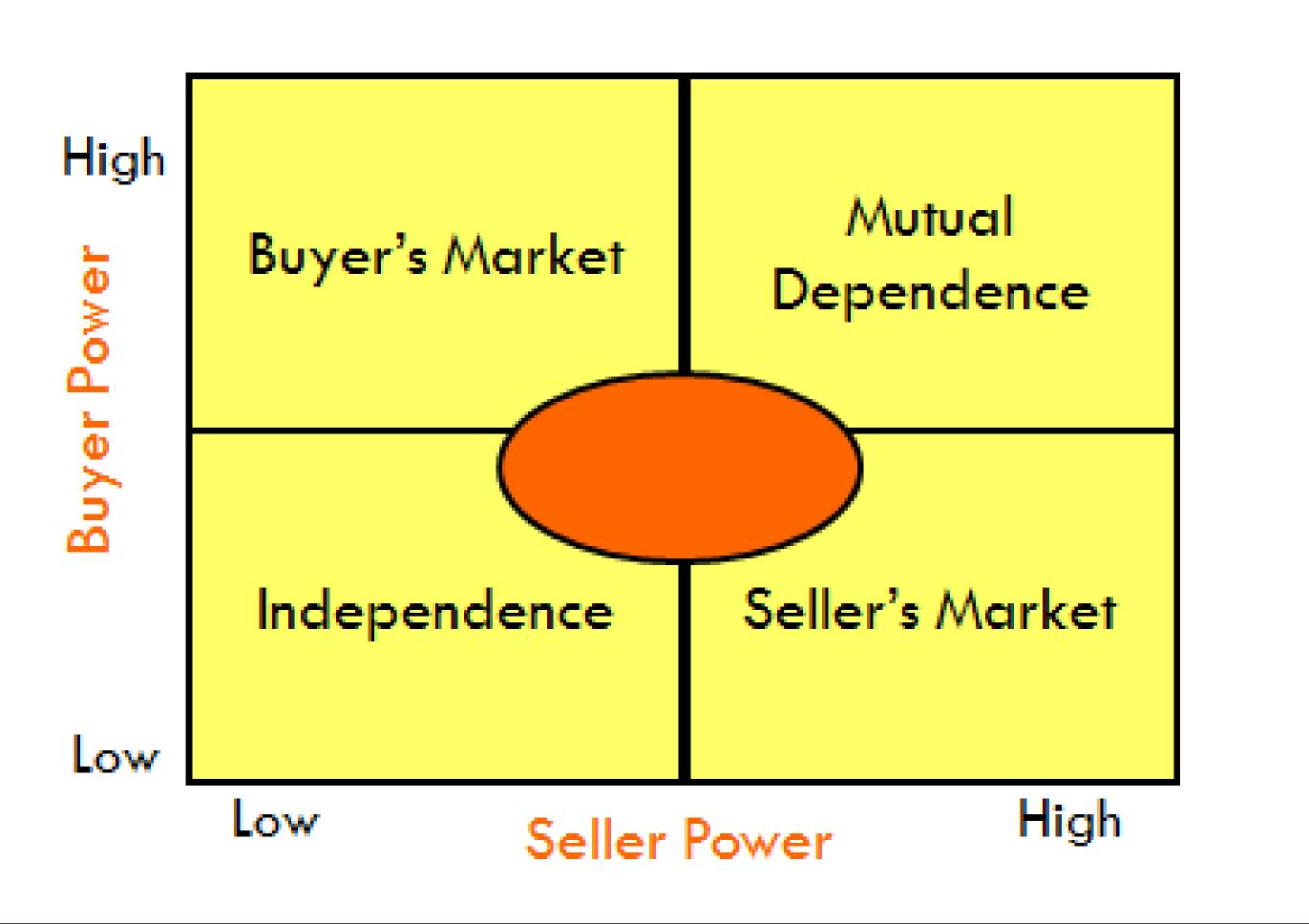
Hardware:

Increase in manufacturing from South East Asia notably Malaysia for Pacific region. Regional Master agreements under strategic review and discussion. Printers, and laptops standardization study leading to Global contract strategy.

IMT Services & Support:

- Key suppliers benefit from competitive bid strategy. Technical discussion with customers for inclusion of scope for maximum leverage in future.
- Opportunity to consider additional provider to be included on competitive basis.

Supply Market Power



Best Practices

Industry:

- Formalized Supplier Management and Supplier relationship leads to improved efficiency and cost benefits.
- Consolidation of key market players in services and cloud service delivery will lead to new strategic approach.
- IMT industry seeking increase is customer base and opportunity for leverage and savings exists 2011.

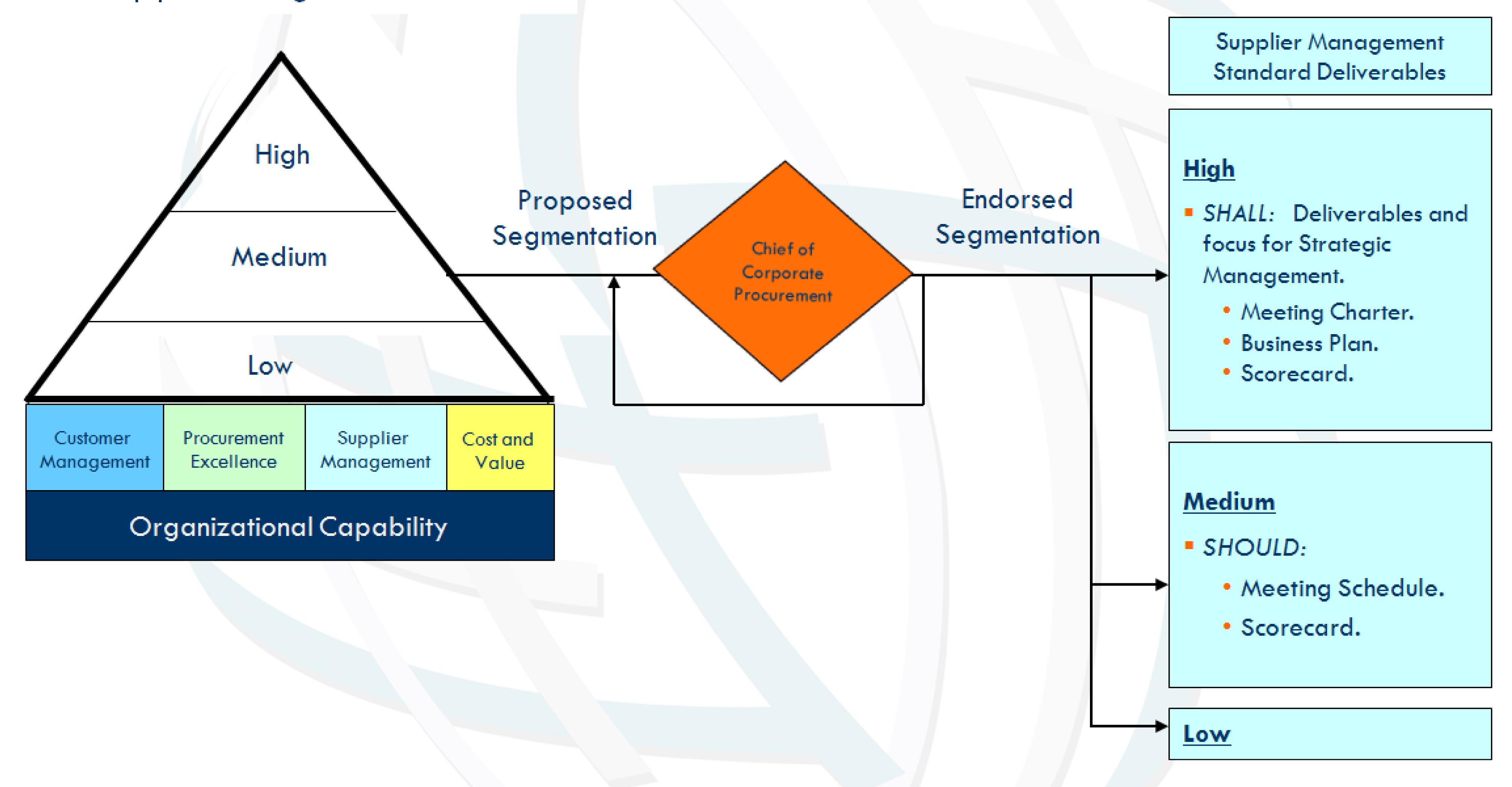
World Bank Specific:

- Track spend to segment suppliers and establish supplier relationships as appropriate.
- Implement Category Management process to ensure reliability of service and supply and improved performance management with tools such as scorecards and other matrices.

SUPPLIER AND RISK-MANAGEMENT

CATEGORY MANAGEMENT

Supplier Segmentation Tool



CONTRACT RISK ASSESSMENT MATRIX

CATEGORY MANAGEMENT

WORLD BANK GROUP CONTRACT RISK ASSESSMENT MATRIX

1. Likelihood Description and Incidences									
Description		Index							
Reasonable to expect that the risk/event will occur during the contract.	3	Likely							
Negative conditions may allow the risk/event to occur in the contract, OR the risk/event has occurred in a similar contract recently¹ within the WBG	2	Occasional							
Low probability of risk/event occurring during the contract.	1	Unlikely							

Scores:	CONTRACT RISK CATEGORY
8 – 12	"High Risk"
3 – 6	"Medium Risk"
1 - 2	"Low Risk"

3	6	9	12
2	4	6	8
1	2	3	4

Increasing	consequence,	/Impact
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o minternations		F	qex	1	2	3	4
2. Risk Factors	TA.	Event/Issues to be considered	Į.	Incidental	Minor	Moderate	Major
Contract Complexity	scription and Indexe	Type of contract, solicitation process, contract administration, Customer Risk, Vendor Relationship		Contract for less than a year, Fixed prices, little contracts administration.	I nyed prices or	Complex pricing models, multiple years with price escalations, moderate client management & control issues	Complex WBG-wide impact, high client interaction & project management, financial and control factors, complex vendor interaction and relationship
Business and Operational Risk	Consequences De	Strategic, Legal, Political, Financial, Reputational, Employees on site, Number of Staff Impacted, Operational, i.e. operating equipment, Fire Arms, Bank Group's systems)		Low risk that event or failure results in damage to financial loss, litigation and/or compliance	Performance failure results in minor risk to reputation, financial loss, litigation and/or compliance, operation disruption	Performance failure results in moderate risk to reputation, financial loss, litigation and/or compliance, operation disruption	High risk that event or failure results in damage to reputation, financial loss, litigation and/or compliance, Bank Group's operation, staff safety and benefits
Contract Value		Contract Value (Total Contract value for expected original contract term)		Value <usd1m< th=""><th>>USD1m - <usd10m< th=""><th>>USD10m - <usd20m< th=""><th>>USD20m</th></usd20m<></th></usd10m<></th></usd1m<>	>USD1m - <usd10m< th=""><th>>USD10m - <usd20m< th=""><th>>USD20m</th></usd20m<></th></usd10m<>	>USD10m - <usd20m< th=""><th>>USD20m</th></usd20m<>	>USD20m

SUPPLIER PERFORMANCE SCORECARD

VENDOR MANAGEMENT

Delivery of Quality (Scale 1-10)	Supplier & World Bank Scorece	ard							
Comments Comments	Customer Group:	Corporat	e Procure	ement			Revie	ew Period:	
Delivery and Quality of Scope St. uning Cilleria Artural Score Score									
Second Comments Second Com	Category:								
Section Sect	Spend:]	Overall sav	rings:		
Second S	Delivery and Quality of Scope		So	coring Crit	eria	Actual		Weighted	Metric
Delivery in time (Number of Jays) 20% 58 5 6.0 1 0.2 0.2	Metric	Weight	$\mathbf{C^1}$	B ²	A ³			-	Weight
Inal Completion Report completed on time 10% No Yes Yes 3 0.3 40%	Delivery of Quality (Scale 1-10)	20%	0	.5	7	7	3	0.6	
No productive time % 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20% 20%		20%	>5	5	< 5	6.0	1	0.2	
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Solition Servings Relative to Q3 Target 25% 85 80 100 86 2 25% 25% 85 80 100 72 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1 0.25 1		25%							
Savings Relative to Q4 Target 25% 85 80 100 72 1 0.25	Carriera Dalatina ta OC Tarret							0.75	
Total 100% 1.5 Grade:		25%	85	80	100	85	2	0.75	20%
Comments:	Savings Relative to Q3 Target	25% 25%	85 85	80 80	100	85 86	2	0.75 0.5	
Scoring Criteria Actual Score Weight C1 B2 A3 Value Score Weight C2 Weight C3 Score Weight C4 Score C4 Score Weight C4 Score C4 Score C5 Score Weight C4 Score C5 Score Weight C4 Score C5 Score Weight C4 Score Score Score Weight C4 Score Sco	Savings Relative to Q3 Target	25% 25%	85 85	80 80	100	85 86	2	0.75 0.5	20%
Metric Weight C1 B2 A3 Value Score Score Weight Weight C2 B2 A3 Value Score Weight C3 C3 C3 C3 C3 C3 C3 C	Savings Relative to Q3 Target Savings Relative to Q4 Target	25% 25% 25%	85 85	80 80	100	85 86	2	0.75 0.5 0.25	20%
Metric Weight C1 B2 A3 Value Score Score Weight Weight C2 B2 A3 Value Score Weight C3 C3 C3 C3 C3 C3 C3 C	Savings Relative to Q3 Target Savings Relative to Q4 Target Fotal	25% 25% 25% 100%	85 85 85	80 80 80	100 100 100	85 86 72	2	0.75 0.5 0.25	20%
Metric Weight C1 B2 A3 Value Score Score Weight C2 B2 A3 Value Score Score Weight C3 C3 C3 C3 C3 C3 C3 C	Savings Relative to Q3 Target Savings Relative to Q4 Target Fotal	25% 25% 25% 100%	85 85 85	80 80 80	100 100 100	85 86 72	2	0.75 0.5 0.25	20%
Category Management Progress % 33% 25 50 80 24 1 0.33	Savings Relative to Q3 Target Savings Relative to Q4 Target Fotal Comments:	25% 25% 25% 100%	85 85 85 oring criteria to	80 80 80 be determined bas	100 100 100	85 86 72 m Q1	2	0.75 0.25 1.5	20% Grade:
Survey Customer Feedback Scoring Criteria Actual Score Score Weight Comments: Survey Customer Feedback Scoring Criteria Comments Com	Savings Relative to Q3 Target Savings Relative to Q4 Target Fotal Comments:	25% 25% 25% 100% TCO Savings sco	85 85 85 oring criteria to	80 80 80 be determined bas	100 100 100 sed upon results from	85 86 72 m Q1	2 1	0.75 0.25 1.5	20% Grade:
Survey Customer Feedback Scoring Criteria Actual Value Score Weight Metric Score Sco	Savings Relative to Q3 Target Savings Relative to Q4 Target Fotal Comments: Innovations:	25% 25% 25% 100% TCO Savings sco	85 85 85 oring criteria to	80 80 80 be determined bas	100 100 100 ced upon results from	85 86 72 m Q1 Actual Value	2 1	0.75 0.25 1.5 Weighted Score	20% Grade:
Comments: Survey Customer Feedback Metric Delivery and Quality % 25% 25% 280 80 85 75.0 10.25	Savings Relative to Q3 Target Savings Relative to Q4 Target Comments: Innovations: Letric Category Management Progress %	25% 25% 100% TCO Savings see	85 85 85 oring criteria to	80 80 80 be determined bas coring Crite B ² 50	100 100 100 sed upon results from A 3 80	85 86 72 m Q1 Actual Value 24	2 1 Score	0.75 0.25 1.5 Weighted Score 0.33	20% Grade: Metric Weight
Comments: Survey Customer Feedback Metric Delivery and Quality % 25% 25% 25% 25% 25% 25% 25% 2	Savings Relative to Q3 Target Savings Relative to Q4 Target Comments: Innovations: Category Management Progress % Cycle Time Progress %	25% 25% 100% TCO Savings sco	85 85 85 oring criteria to C1 25 25	80 80 80 be determined bas coring Crite B ² 50 50	100 100 100 ed upon results from A 3 80 80	85 86 72 m @1 Actual Value 24 80	2 1 Score	0.75 0.25 1.5 Weighted Score 0.33 0.99	20% Grade:
Survey Customer Feedback Scoring Criteria Actual Value Score Score Weight Delivery and Quality % Soliability and Efficiency % Survey Customer Feedback Scoring Criteria Actual Value Score Score Weight Metric Score Score Weight Soliability and Efficiency % Soliability and Efficiency %	Savings Relative to Q3 Target Savings Relative to Q4 Target Comments: Innovations: Ietric Category Management Progress % Cycle Time Progress % Help Desk Progress Target %	25% 25% 100% TCO Savings see Weight 33% 33% 33% 33%	85 85 85 oring criteria to C1 25 25	80 80 80 be determined bas coring Crite B ² 50 50	100 100 100 ed upon results from A 3 80 80	85 86 72 m @1 Actual Value 24 80	2 1 Score	0.75 0.25 1.5 Weighted Score 0.33 0.99 0.66	20% Grade: Metric Weight 5%
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Colimbility and Efficiency 9/	Comments: Innovations: Interic Category Management Progress % Cycle Time Progress % Ielp Desk Progress Target % Comments: Comments: Comments: Comments: Comments: Comments: Comments: Comments: Comments:	25% 25% 100% TCO Savings see Weight 33% 33% 33% 99%	85 85 85 oring criteria to 25 25 25 25	80 80 80 be determined base oring Crit B ² 50 50 30	100 100 200 200 200 200 200 200 200 200	Actual Actual Actual	2 1 Score 1 3 2	0.75 0.25 1.5 Weighted Score 0.33 0.99 0.66 1.98	20% Grade: Metric Weight 5% Grade:
Reliability and Efficiency % 25% <80 80 85 84 2 0.5	Savings Relative to Q3 Target Savings Relative to Q4 Target Fotal Comments: Innovations: Letric Category Management Progress % Cycle Time Progress % Help Desk Progress Target % Fotal Comments: Survey Customer Feedback	25% 25% 25% 100% TCO Savings see Weight 33% 33% 33% 33% 99%	85 85 85 oring criteria to C1 25 25 25 25	80 80 80 be determined bases coring Crit B ² 50 50 30	100 100 100 sed upon results from A 80 80 60	Actual Value Actual Value Actual Value Actual Value	Score Score Score	0.75 0.25 1.5 Weighted Score 0.33 0.99 0.66 1.98	20% Grade: Metric Weight 5% Grade:
5%	Savings Relative to Q3 Target Savings Relative to Q4 Target Comments: Comments: Comments: Category Management Progress % Cycle Time Progress % Help Desk Progress Target % Comments:	25% 25% 25% 100% TCO Savings see Weight 33% 33% 33% 33% 99%	85 85 85 oring criteria to C1 25 25 25 25	80 80 80 be determined bases coring Crit B ² 50 50 30	100 100 100 sed upon results from A 80 80 60	Actual Value Actual Value Actual Value Actual Value	Score Score Score	0.75 0.25 1.5 Weighted Score 0.33 0.99 0.66 1.98	20% Grade: Metric Weight 5% Grade:
Management Support %	Savings Relative to Q3 Target Savings Relative to Q4 Target Comments: Comments: Category Management Progress % Cycle Time Progress % Help Desk Progress Target % Comments: Comments:	25% 25% 25% 100% TCO Savings see Weight 33% 33% 33% 33% 99%	85 85 85 oring criteria to C1 25 25 25 25	80 80 80 be determined bases coring Crit B ² 50 50 30	100 100 100 sed upon results from A 80 80 60	Actual Value Actual Value Actual Value Actual Value	Score Score Score	0.75 0.25 1.5 Weighted Score 0.33 0.99 0.66 1.98	20% Grade: Metric Weight 5% Grade: Metric Weight
Team Work and Communication % 25% <80 80 85 87 0.75	Savings Relative to Q3 Target Savings Relative to Q4 Target Total Comments: Innovations: Metric Category Management Progress % Cycle Time Progress % Help Desk Progress Target % Total Comments: Survey Customer Feedback Metric	25% 25% 25% 100% TCO Savings see 33% 33% 33% 33% 99% Weight 25% 25% 25%	85 85 85 oring criteria to C1 25 25 25 25 25 25 30 <80	80 80 80 80 be determined bases Coring Crit B ² 50 50 30 Coring Crit B ² 80 80 80	100 100 100 eria 80 80 60 60 eria A3 85 85	85 86 72 Actual Value 24 80 40 40 Actual Value 75.0 84	2 1 Score 1 3 2 2	0.75 0.25 1.5 Weighted Score 0.33 0.99 0.66 1.98 Weighted Score 0.25 0.25 0.5	20% Grade: Metric Weight 5% Grade:

Develop a quarterly survey for the WB to ensure leading indicators

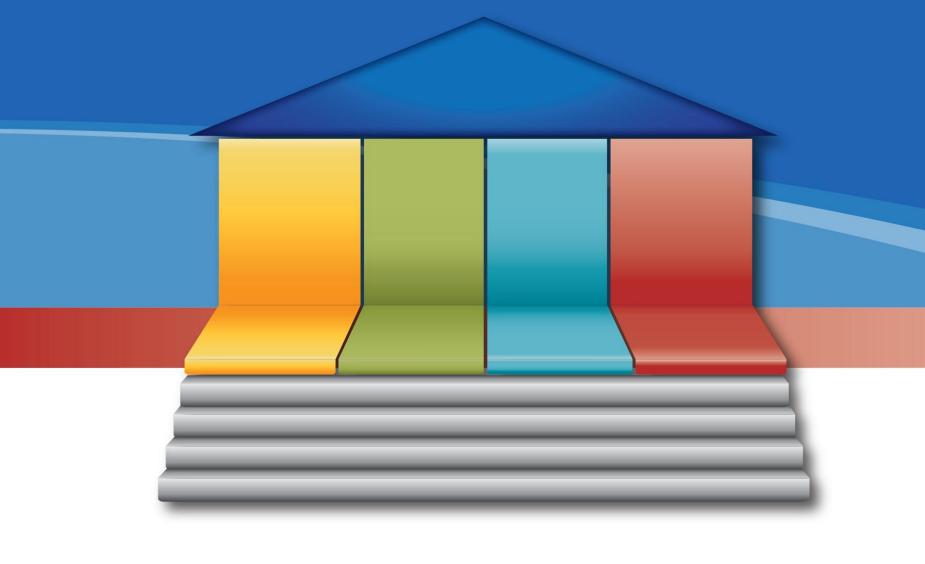
Grade Definitions:
Superior Performance (A): ≥ 2.5
Satisfactory Performance (B): ≥ 1.5 and < 2.5
Unsatisfactory Performance (C): < 1.5

Metric	Grade	Score	Weight	Total
Delivery and Quality	В	2.3	40%	0.92
Reliability and Efficiency	А	2.5	30%	0.75
Value Creation	С	1.5	20%	0.3
Innovations	В	1.98	5%	0.099
Survey Customer Feedb	В	2.25	<u>5%</u>	0.1125
			100%	2.1815

Overall Supplier Grade:



QUALITY CONTROL AND COMPLIANCE



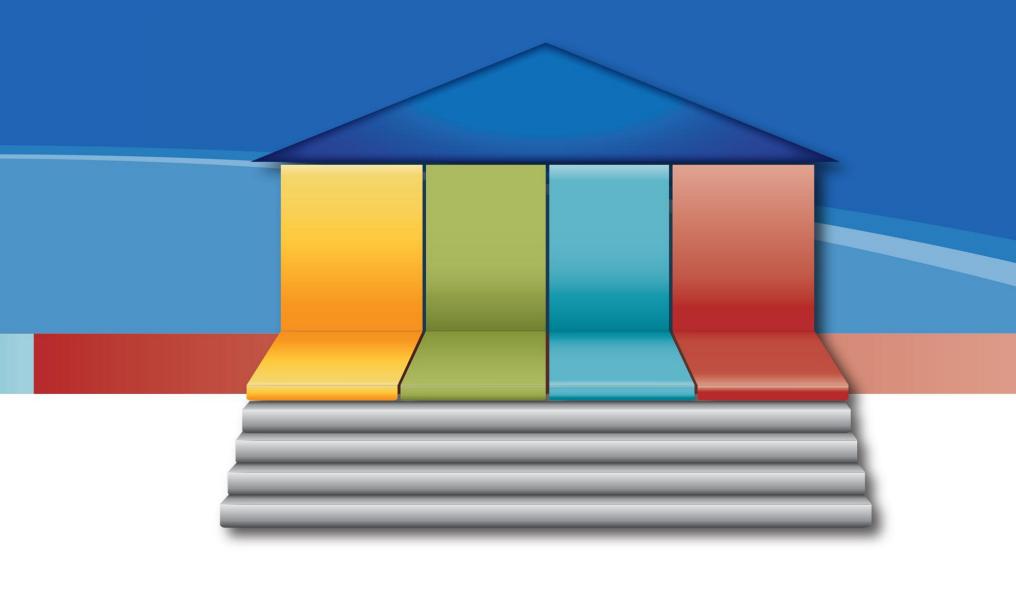
CONTRACT MANAGEMENT

- Contract Management.
- Procedures and Documentation.
- Consistency of Practice.
- Quality Assurance/Measurement/Monitoring.
- Governance and Approval.
- Debarment and Supplier Qualification.

SYSTEMS AND TOOLS



- **Electronic Tendering.**
- Catalogs.
- Reporting and Expenditure Analysis.
- PCard Program (Ghost, Virtual, Declining Cards).
- Procurement Planning and Scheduling.
- Benchmarking and Market Intelligence.





Questions?