



The Guide for the procurement of standards-based ICT

*Public Entities reducing Lock-in:
the way forward*

Giovanna Galasso

PwC

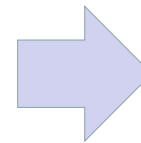
The Guide for the procurement of standards- based ICT – Elements of Good Practice

Some MS (France, Italy, NL, UK, DE, SE, ES, DN) are promoting the use of standards in ICT public procurement

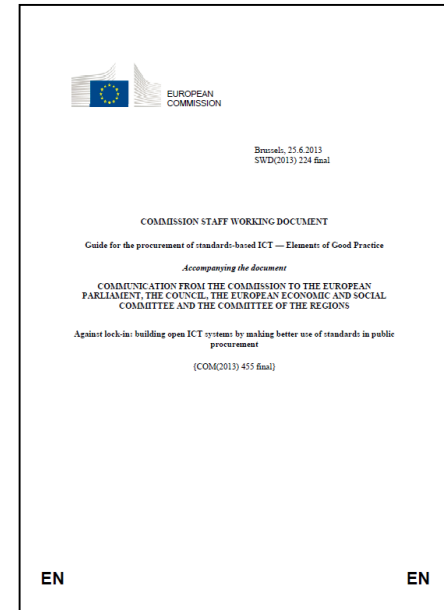
Practical guidance (list of recommended standards of specific situations, procurement guides and ready texts to be used in public procurement documents)

Most of public procurers does not have access to this type of advice

(25% respondents to the 2012 survey)



The Guidelines



*Accompanying the document
"Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions*



European
Commission

Need for wide dissemination among public procurers

The Guide was made available in a user-friendly format so as to maximize its effectiveness in terms of dissemination

Accessible at:
www.openictprocurement.eu

Or from the
Open ICT procurement
Community on Join up

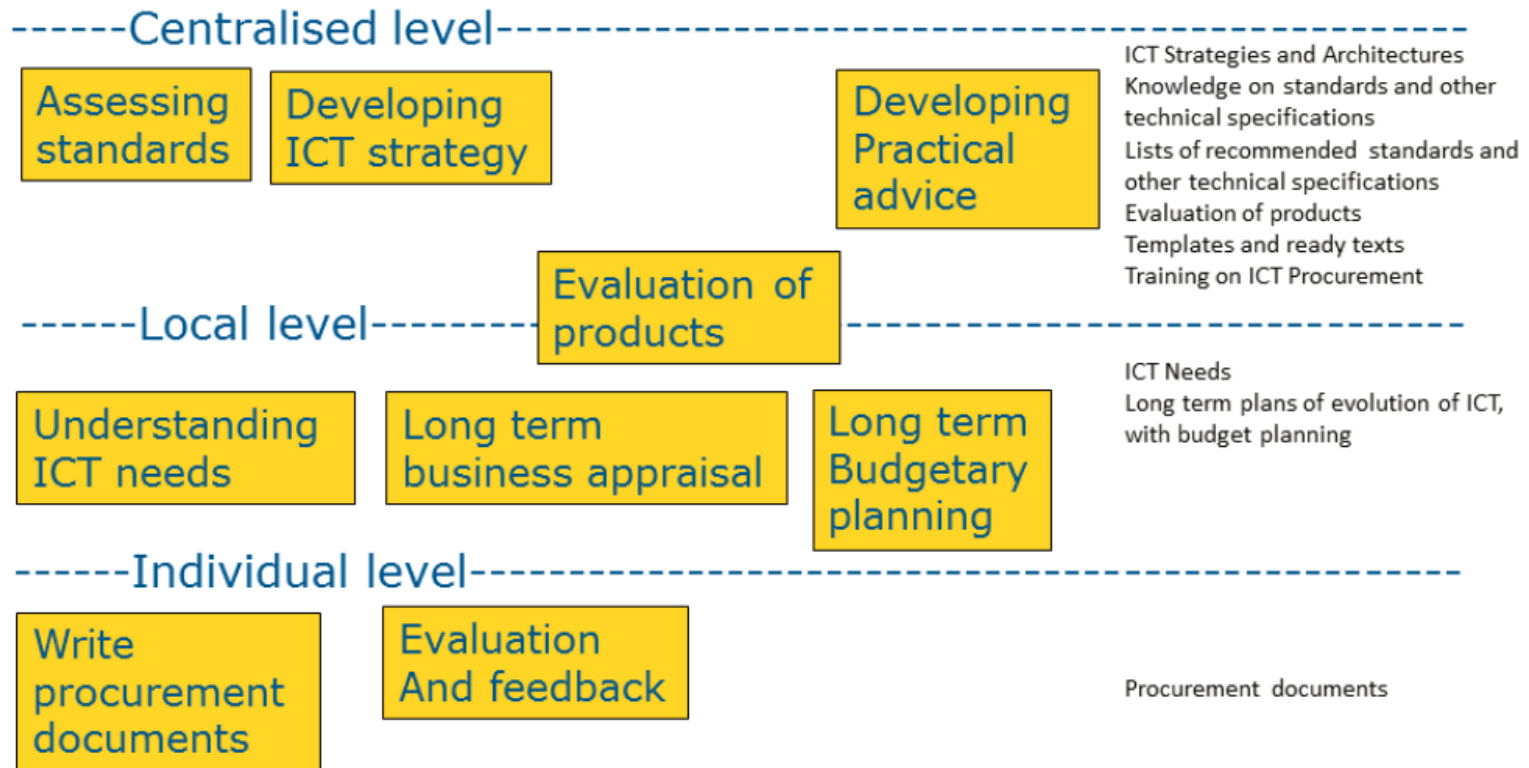
https://joinup.ec.europa.eu/community/open_standards_ict/description

The screenshot shows the homepage of the guide. At the top, there is a navigation bar with the European Commission logo and the title 'THE GUIDE: USING STANDARDS FOR ICT PROCUREMENT'. Below this is a secondary navigation bar with the text 'How to use this Guide'. The main content area features four large, colorful buttons: 'Introduction & background' (red), 'Why standards?' (purple), 'Lessons learnt' (orange), and 'What is your role?' (green). To the right of these buttons is a dropdown menu titled 'What is your role?' with options: 'Standards Setters', 'Senior Manager', 'Strategist', 'Technical Architect', 'Business Case Author', and 'Procurement Practitioner'. Below the buttons, there is a text block explaining the guide's purpose and how to use it. At the bottom, there is a footer with a Twitter icon and the text 'Copyright © 2014. All rights reserved.'

Content of the guide

- **Advice to develop an ICT strategy**
- **Advice to assess standards**
 - in a methodological, fair and transparent manner in order to choose which standards should be used
- **Guidance on the best way to identify the ICT needs of a public authority**
- **Advice on long-term budgetary planning**
 - In order to overcome higher up-front costs when trying to eliminate lock-in situations
- **Advice on how to engage with the market**
- **Advice on how to develop practical, 'ready to use' guidance**
 - list of recommended standards for specific ICT applications, ready texts to use in procurement documents, training) that will help public authorities to write procurement documents that refer to the right standards in the right situation in the right way

The Structure of the Guide



Online version of the guide

In the online version of the Guide the roles have been re-described to represent the **users** that may need to look up advice. In some cases, different groups might need the same advice

The roles that this guide considers are:

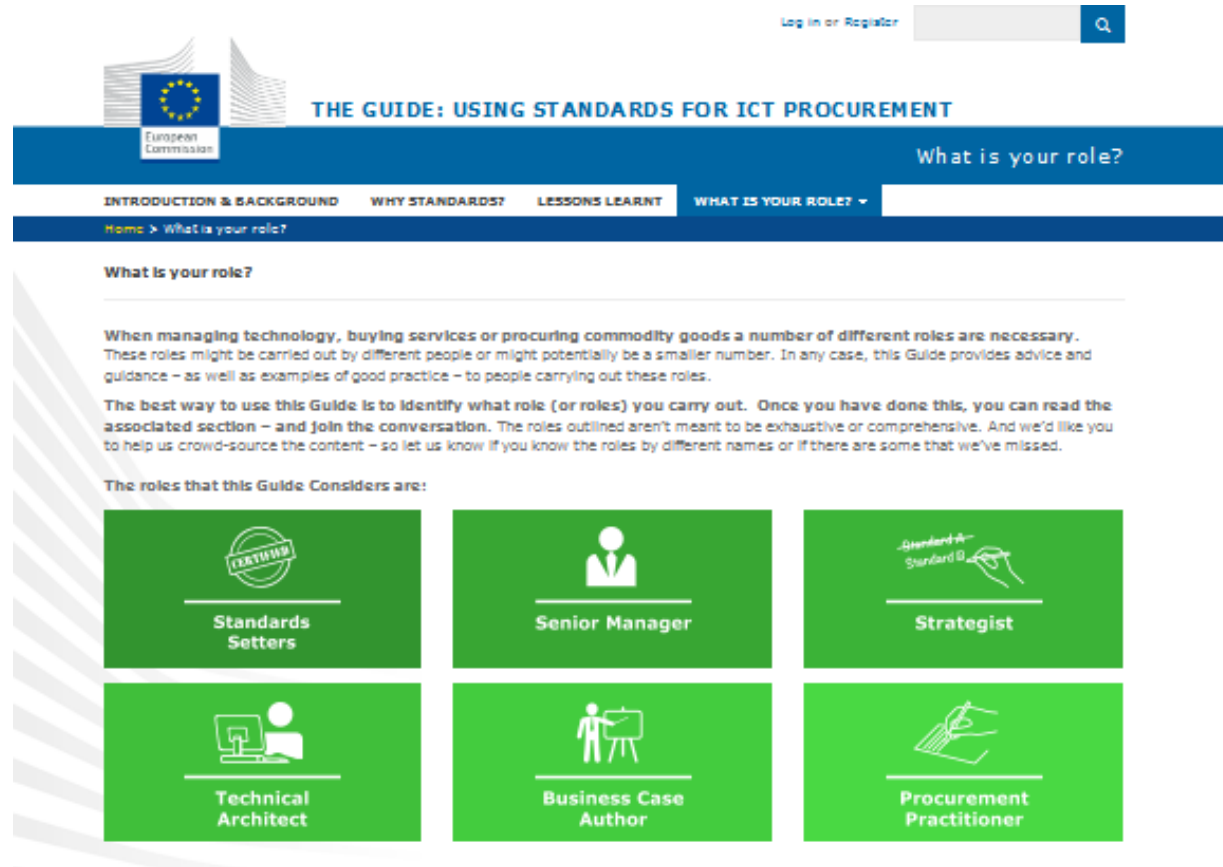
- Standards Setters (centralised)
- Senior Management (centralised/local)
- Strategists (local)
- Technical Architects (local)
- Procurement Practitioners (individual)
- Business Case Authors (local)

Each role have a set of '**user needs**' associated with it – these are the things they **need to know** or to do to effectively **carry out their job**

What is your role?

The revised guide:

- a) articulates user needs associated to each role
- b) provides advice on how these needs can be met and
- c) provides a resource base of collateral that each user type can make use of









The screenshot shows the user interface of the guide. At the top, there is a search bar with the text 'Log in or Register' and a magnifying glass icon. Below this is the title 'THE GUIDE: USING STANDARDS FOR ICT PROCUREMENT' and a navigation menu with the following items: 'INTRODUCTION & BACKGROUND', 'WHY STANDARDS?', 'LESSONS LEARNT', and 'WHAT IS YOUR ROLE?'. The 'WHAT IS YOUR ROLE?' item is selected and highlighted. Below the navigation menu, there is a breadcrumb trail: 'Home > What is your role?'. The main content area is titled 'What is your role?' and contains the following text:

When managing technology, buying services or procuring commodity goods a number of different roles are necessary. These roles might be carried out by different people or might potentially be a smaller number. In any case, this Guide provides advice and guidance – as well as examples of good practice – to people carrying out these roles.

The best way to use this Guide is to identify what role (or roles) you carry out. Once you have done this, you can read the associated section – and join the conversation. The roles outlined aren't meant to be exhaustive or comprehensive. And we'd like you to help us crowd-source the content – so let us know if you know the roles by different names or if there are some that we've missed.

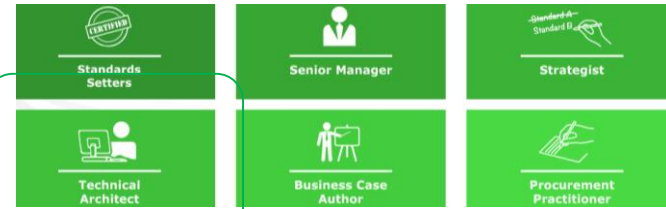
The roles that this Guide considers are:

 Standards Setters	 Senior Manager	 Strategist
 Technical Architect	 Business Case Author	 Procurement Practitioner



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Example: Technical architect (1/3)



Technical Architect

Technical Architects typically design technical solutions to business problems. They generally think about the whole technical estate, how it interoperates and how to replace components cheaply and easily.

This Guide is organized around a series of activities that you, as a Technical Architect can take in order to promote efficiency and reduce lock-in when purchasing ICT goods and services

- These are the things you need to know in order to carry out effectively your job.
- Click them to learn more.



Have your say

Do you think that there are other actions or activities that Standards Setters may take in order to promote efficiency and reduce lock-in when purchasing ICT goods and services? We'd like you to help us crowd-source the content - so let us know if there are some things that we've missed.

Design your architecture

Design your technical architecture so that components interface using open standards

[See more >](#)

Understand the need for interoperability

Understand your legacy systems

Data generated by the new purchase

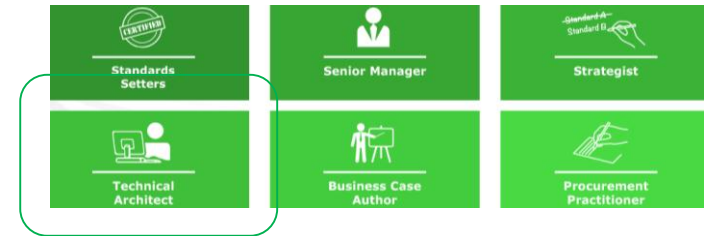
Consider the need for public access

Consider the need to change suppliers



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Example: Technical architect (2/3)



This is what you might be doing

- Design your architecture
 - Understand the need for interoperability
 - Understand your legacy systems
 - Data generated by the new purchase
 - Consider the need for public access
 - Consider the need to change suppliers
- Consider the need to change suppliers or products in the future
- [See more >](#)



Consider the need to change suppliers

It is important that procurement decisions do not lead to organisations being unintentionally tied to certain products or suppliers. The ability to change products or suppliers should be included in one of the procurement options (as this requirement may have cost implications for the solutions procured).

This is particularly important for contracts for ICT services (e.g. for the development and/or maintenance of IT systems). Suppliers, such as system integrators, who develop and manage custom-made systems can retain all the information about the system and make it very difficult to migrate to another supplier in future to maintain or upgrade the system.

It should therefore be avoided, where possible, to commission excessively bespoke and complex solutions, as these are both very costly and increase the risk of supplier lock-in.

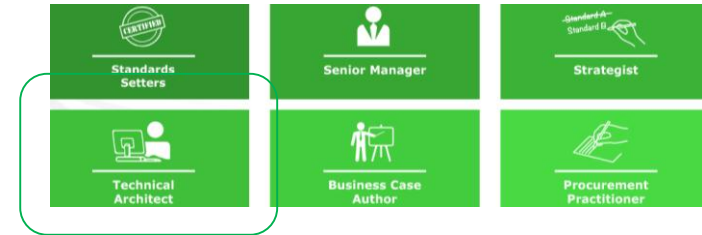
Procurement documents should always provide for knowledge handover at the end of the contract period. Example texts that could be included in procurement documents to avoid lock-in with regard to data and services are provided [[Example text 4](#)] and [[Example text 5](#)].

More examples for sharing and reuse may be found in Deliverable 2.1 Standard "Sharing and re-using" clauses for contracts³⁴, developed in the context of **ISA Action 4.2.5. Sharing and re-use strategy**.



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Example: Technical architect (3/3)



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Example text 4

For software systems where the data need to be migrated to future systems from a different provider

In order to ensure that a competitive tender can be used to select another potential provider after the lifetime of the solution supplied under this tender, an anti-lock-in requirement must be met. All technical specifications, interfaces, protocols or formats implemented by the supplied solution and required for the full use of all data created or maintained using the supplied solution during its lifetime must be made available to providers of equivalent technologies who may be awarded a subsequent contract, with no additional costs. Any costs required for migration of data must be borne by the supplier of the supplied solution. Such costs may be minimised by ensuring that the supplied solution uses only , interfaces, protocols or formats that:

1. are implementable by all potential providers of equivalent technologies
2. are developed through an open and transparent process
3. have no restrictions on re-use, and require no payments for re-use

Have your say ...

The roles aren't meant to be exhaustive or comprehensive. And we'd like you to help us crowd-source the content

This web-based version of the Guide is now dynamically evolving, open to contribution from all stakeholders, and will be progressively revised based on collected comments.



The screenshot shows a web-based comment form titled "Have your say". It includes a speech bubble icon and the text "Do you know the roles by different names? Is there something we've missed? Please have your say!". Below this is a notice: "Your email address will not be published. Required fields are marked *". The form contains three input fields: "Name", "Email", and "Comment". A "Post Comment" button is located at the bottom left of the form area.

Share and collect additional best practices

We will **collect** and **make available new best practices** on a dedicated community on Joinup:

https://joinup.ec.europa.eu/community/open_standards_ict

- ICT Strategies and Architectures,
- Knowledge on standards,
- Lists of recommended standards,
- Templates and ready texts
- etc.



The screenshot shows the Joinup website interface. At the top, there is a search bar and a 'Login or Sign up' link. Below the search bar, the main navigation menu includes 'My Page', 'Communities', 'Interoperability solutions', 'News', 'Events', 'e-Library', and 'People'. The 'Communities' section is active, showing a list of communities. The 'Open Standards for ICT Procurement' community is highlighted, with a rating of 5/5 stars and 2 votes. The 'Overview' tab is selected, displaying the community's description. A yellow arrow points to the 'Join this community' button in the 'Actions' menu.

The way forward

- All Public Authorities in the Member States to use the Guide to help alleviate lock-in of their ICT systems
- It is also expected that over time Member States will develop more **specialised versions** of the Guide tailored to their own ICT strategies and their use of specific standards.

Contacts

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