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A DATA DRIVEN DECISION SUPPORT SYSTEM (DSS)
GENERATOR FOR THE EGYPTIAN PROCUREMENT
OFFICE IN FOREIGN COUNTRIES

by

Mohamed H. Bassyouni

June 1986

Thesis Advisor: Daniel R. Dolk
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Mohamed H. Bassouni

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A Data Driven Decision Support System (DSS) Generator for the Egyptian Procurement Office in Foreign Countries

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# Table of Contents

## I. INTRODUCTION

A. OBJECTIVES OF THE THESIS ....................................... 13

B. BACKGROUND ......................................................... 13

  POW Functions Outlines ........................................... 14
    a. Commercial Procurement ..................................... 14
    b. Government Procurement ..................................... 14

C. PROBLEMS TO BE SOLVED ............................................. 15

  1. RFP's Function ................................................. 15
  2. Monitor Open Contracts ....................................... 16
  3. LOA's Function ................................................ 16

D. SCOPE, LIMITATIONS, AND METHODOLOGY ............................. 16

E. ORGANIZATION OF THE THESIS ..................................... 16

## II. THE POW CURRENT SYSTEM ........................................... 18

A. INTRODUCTION ...................................................... 18

B. POW ORGANIZATION .................................................. 19

  1. Organization Chart ............................................ 19
  2. POW Procurement Responsibilities in USA .................... 19
  3. Job Responsibilities of the Specialized Officers (SO) .... 20
  4. Job Responsibilities of the Contracting Officer ........... 21

C. COMMERCIAL PROCUREMENT FUNCTIONS ................................ 21

  1. RFP's Function ................................................. 25
  2. RFC's Function ................................................ 30
3. Fund the Contracts ................................ 39
   a. Funding from Budget .......................... 40
   b. Funding From Loans .......................... 40

4. Administrate Open Contracts ........................ 41
   a. Payment ...................................... 41
   b. Monitor Personnel Training .................. 45
   c. Monitor Shipment to Country ................ 45
   d. Reporting .................................... 47

5. Generate Vendors List ............................. 50

D. GOVERNMENT PROCUREMENT ........................ 56

1. Foreign Military Sales (FMS) .................... 56
   a. Background .................................. 56
   b. FMS Important Issues ....................... 56
   c. FMS Authority Distribution ................. 56
      (1) Congress .................................. 57
      (2) State Department ......................... 57
      (3) Department of Commerce ................ 57
      (4) Department of Treasury ................ 59
      (5) Department of Defense (DoD) .......... 59
         - Defense Security Assistance
         Agency (DSAA) ............................ 59
         - Assistance Secretary of
         Defense for International
         Security Affairs (ASD / ISA) .... 60
         - Elements of Armed Forces and
         the Joint Chief of Staff (JCS) ... 61
2. Egyptian Government Procurement form USA .......... 61
   a. Major weapon Systems Procurement Steps 62
   b. Spare Parts Procurement ................. 67
      (1) FMS1 ................................ 67
      (2) FMS2 ................................ 67

III. PROBLEMS AND OPPORTUNITY OF THE POW CURRENT SYSTEM
   A. INTRODUCTION ................................ 69
   B. SYSTEM WIDE PROBLEMS ..................... 69
   C. COMMERCIAL PROCUREMENT FUNCTIONS .......... 70
      1. RFP's Function ......................... 70
      2. RFC Function ........................... 71
      3. Fund the Contracts ...................... 71
      4. Administer Open contracts ............... 72
         (1) Payment ................................ 73
         (2) Monitor Shipment of Items to the Country ............... 73
         (3) Monitor Personnel Training ........... 73
         (4) Reporting ........................... 74
      5. Generate Vendor list ...................... 74
   D. GOVERNMENT PROCUREMENT ...................... 75
      1. Procurement Steps for the Major Weapons System ....................... 75
      2. Spare Parts Procurement .................. 77

IV. SOFTWARE REQUIREMENT SPECIFICATION OF POW .........
   A. INTRODUCTION ................................ 73
   B. REQUIREMENT ANALYSIS OF POW PROPOSED SYSTEM .... 73
1. RFP Function Description .................. 60
2. RFC Function Description .................. 91
3. Funding Contracts ........................ 93
4. Administer Open Contracts .................. 93
   a. Payment ................................... 94
   b. Monitor Personnel Training .............. 99
   c. Monitor Shipment of Item to Egypt ....... 102
   d. Monitor Guarantee Letters ............... 102
   e. Reporting ............................... 104
5. Generate Effective Vendor Database ....... 105
C. CONCLUSION OF THE CHAPTER ................. 107

V. SOFTWARE DESIGN OF POWCP SYSTEM ............. 109
   A. OBJECTIVES .................................. 109
   B. DATABASE STRUCTURE .......................... 109
      1. Database File Relations .................. 109
      2. Database Schema ........................... 110
   C. DESIGN IMPLEMENTATION ISSUES ............... 112
      1. Data Dictionary .......................... 112
         a. Normalization ........................... 112
         b. RFP structure Normalization (Example) .113
         c. File Structure .......................... 118
      2. Using PC/FOCUS for the POW Software .... 123
         a. Files Description ........................ 123
         b. Data Manipulation in PC/FOCUS .......... 124
            (1) The Transaction Processor .......... 124
            (2) The Dialogue Manager ............... 125
c. Built-in Facilities in PC/FOCUS ...... 125
   (1) Describing External Files ......... 126
   (2) Maintaining FOCUS database ...... 125
   (3) SCAN - Interactive Editing Facility .......... 126
   (4) ANALYSIS - Formal Statistical Analysis ................. 126
   (5) GRAPHS .................................. 127
   (6) User Defined Language ............... 127
   (7) Financial Modeling Language ....... 127
   (8) FIDEL - FOCUS Interactive Data .... 127

3. Database Creation ......................... 127
   a. Data Entry .................................. 127
   b. Validation ................................ 128
   c. Security ................................ 129
   d. Database Size ............................ 129

4. Using the Database ....................... 130
   a. RFP Process ............................ 130
   b. Administer Open Contracts Functions .... 130

5. Designed Software ......................... 132

VI. CONCLUSIONS AND RECOMMENDATIONS ............. 140
   A. CONCLUSIONS ............................ 140
   B. RECOMMENDATIONS ......................... 142

APPENDIX A: DFD CONVENTIONS .................. 145
   A. DFD Symbol Conventions (An overview) ........ 145
   Symbols Description ................. 145
1. External Entities ........................................ 148
2. Data Flow ................................................. 149
3. Process ....................................................... 149
4. Data Store .................................................. 150
C. THE DATA DICTIONARY ........................................ 151
   1. Data Elements ......................................... 152
   2. Data Structures ....................................... 152
   3. Data Flow and Data Stores .............................. 153

APPENDIX B: MODULE LISTINGS ....................................
A. POWMAINM ................................................ 154
B. POWAUTO .................................................. 155
C. POWDIC ...................................................... 159
D. POWHELP .................................................... 160

APPENDIX C: DATA DICTIONARY OF THE EXISTING SYSTEM ....
A. EXTERNAL ENTITIES ......................................... 162
B. PROCESSES ................................................... 163
C. DATA STORES ................................................. 165
D. DATA FLOWS .................................................. 167

BIBLIOGRAPHY ...................................................... 175

INITIAL DISTRIBUTION LIST ..................................... 177
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I. INTRODUCTION

A. OBJECTIVES OF THESIS

The objectives of this thesis are to analyze the current procurement system of the Egyptian Procurement Office in Washington D.C. (POW) to determine:

1. Decision criteria are used to select vendors to receive the RFP's;
2. The most effective way to monitor and administer the contracts;
3. The best way to accelerate LOA's process and provide the required information in the shortest time possible;
4. The design of a prototype decision support database system using PC/FOCUS DBMS on an IBM XT or AT computer to replace the current manual POW system.

The development of such a system creates a valuable DSS tool, the database, to support the POW. This system may be considered as a DSS generator for developing a specific DSS to include all functions of POW after getting feedback from users.

B. BACKGROUND

The strategic policy of the Egyptian Government since 1973 has been to procure weapons systems and military equipment from different countries in order to modernize the
Egyptian Armed Forces. The Egyptian Armament Authority (AA) is responsible for the procurement activities from foreign countries. To effectively accomplish its job, it has front offices in those countries, called Procurement Offices (PO). The Procurement Office in Washington (POW) is one of these offices. The POW deals with two kinds of procurements, commercial procurement of the military items from the open market inside the USA, and government procurement from the Government of the USA. The POW functions are summarized below.

The following are the POW functions outlines.

1. **Commercial Procurement**

   The POW does the following important functions: (1) receives Requests For Proposals (RFP's) coming from AA, (2) prepares vendor list of the eligible and suitable vendors to receive the RFP's, (3) calls vendors for bids, (4) receives and verifies proposals from vendors and forwards them to AA, (5) Monitors and administers the active contracts inside the USA.

2. **Government Procurement**

   All the requests for purchasing weapons from the USA Government must be submitted on a special form called Request of Offer and Acceptance; (ROA). After many procedures in the USA administration the accepted ROA becomes a Letter of Offer and Acceptance (LOA) which is a contract between the United States of America and Egypt. The LOA's
are prepared in Egypt by the AA and the specialized departments according to our needs and the weapons acquisition plan. The POW responsibilities in this kind of procurement are: (1) receive all the ROA's coming from AA and forwards them to the USA Security and Assistance Center (USASAC), "which is responsible for Foreign Military Sales to alien and friendly countries", (2) keep track of all ROA's status sent to USASAC until final acceptance as an LOA, and (3) receive and process requisitions for Purchasing spare parts needed for the weapons already purchased from the USA and in the service of Egyptian Armed Forces.

C. PROBLEMS TO BE SOLVED

Due to the continued growth of the numbers of RFP's, open contracts, and LOA's, the current manual system needed to be improved to allow better performance of the procurement process. The following are the major problems with the current POW system.

1. RFP's Function

This process requires a great deal of effort to effectively decide who are the suitable vendors to receive a particular RFP. A pre-selected criterion must be applied for each vendor. The growing numbers of RFP's coming from Egypt, the large numbers of vendors available in USA, and binding time constraints are all important factors that may be causing a delay in this process.
2. **Monitor Open Contracts**

A large number of contracts must be monitored for payment, shipment, and training of personnel. Invoices need to be verified and paid to prevent problems of missed or double payments of some invoices. Different kinds of payment and fund sources must be monitored too. The present manual system requires significant effort to effectively deal with these activities. (About 100 man hours per working day are needed to do these activities).

3. **LOA's Functions**

The USA Foreign Military Sales (FMS) procedures are very conservative and lengthy. The POW acts as a coordinator between the AA and the USASAC. The POW is responsible for keeping track of the status of each LOA submitted to USASAC. This process takes a long time to be completed (at least two months). Speeding up this process requires a good monitoring system to keep track of the LOA's and provide information to both sides in the shortest time possible.

**D. SCOPE, LIMITATIONS, AND METHODOLOGY**

This thesis concentrates on the first two phases of the DSS development life-cycle, i.e., systems analysis followed by the design of a prototype database for the commercial procurement activities of POW. The software utilities of PC/FOCUS DBMS will be used to develop the prototype.
result of this research may be easily adapted to any similar office in other foreign countries.

In the analysis phase, Structured Systems Analysis (SSA) techniques are used to analyze the POW system. In the design phase, software engineering methodology is used to design a DSS generator for the commercial procurement function. Through the analysis and design phases, the DSS approach is used. In Appendix A, we present an overview about the Data Flow Diagram conventions.

E. ORGANIZATION OF THE THESIS

The thesis is structured as follows: Chapter II describes the POW current system. Chapter III describes the detailed problems and opportunities of the current POW system. Chapter IV discusses the software requirement specifications of POW. Chapter V provides the software design to build the DSS generator, the database system for the POW Commercial Procurement System (POWCP). Chapter VI presents the conclusions and recommendations of the thesis. Appendix A discusses the Data Flow Diagram conventions. Appendix B provides the software module listings. Appendix C provides the data dictionary of the existing system.
II. THE CURRENT POW SYSTEM

A. INTRODUCTION

This chapter describes in detail the current POW information flow structure. The approach taken for this information analysis is to adopt the Data Flow Diagram techniques proposed by Gane and Sarson [Ref. 2]. A comprehensive discussion of this technique is given in Appendix A.

The POW is the most important procurement office outside Egypt, because of the heavy demands of the AA and the specialized departments to procure weapons and military items from the USA. The primary goal of POW is to provide procurement functions from the USA in the most efficient and effective ways. Officers from different major forces and specialized departments are selected to work in this office to deal with the variety of weapons and military items required by Egyptian Armed Forces.

The rest of this chapter describes the organization and the major functions of the POW in both commercial and government procurement. Data Flow Diagram techniques are used to picture the system, the Data Dictionary is used to document the system.
B. POW ORGANIZATION

POW consists of the POW Director, POW Director Assistant Officers or the Specialized Officers (SO's), Contracting Officer (CO), Financial Officer (FO), Shipment Officer (SHO), and Administrative Officers (AO), (These abbreviations will be used in the DFD and data dictionary.). All officers are selected from different Forces of Egyptian Armed Forces (EGAF) to represent the major specializations in EGAF.

1. Organization Chart

Figure 2.1 shows the organization of POW. As we can see, the POW Director has the overall responsibility for the procurement functions inside the USA. The other officers assist him in doing his job. The organization consists of sections. Five specialized sections represent the major topic areas of Egyptian Armed Forces, each one is headed by a specialized officer in the particular area. The Administration and Control section headed by a qualified officer in administration. The Financial and Accounting section headed by an officer from the Financial Affairs Authority. The Shipment section headed by a qualified officer which is responsible for monitoring shipment of contract items to Egypt.

2. The POW Procurement Responsibilities in USA:

a. Apply and follow the Egyptian defence procurement laws and regulations.

b. Implement the procurement plan of AA.
c. Use funds available in the most effective and flexible way.

d. Assure appropriate contract type.

e. Reduce the procurement cost and shorten the procurement period.

f. Improve vendor selection function and keep an up-todate information about vendors.

g. Increase competition between vendors.

h. Develop and use standard operation and support systems to perform the procurement function effectively.

i. Monitor shipment of the contract items to the country.

j. Monitor training of personnel associated with the contracts.

The POW director is responsible for proper execution of all the above functions. Figure 2.2 shows all AA requests from POW and Figure 2.3 shows POW relationships with external agencies.

3. Job Responsibility of the Specialized Officers (SO):

a. Apply all the procurement functions as stated in Item 2.

b. Follow the orders and directives of the POW Director.

c. Check the RFP's received from AA for proper specifications and style before forwarding to vendors.

d. Apply vendor selection rules and criteria to achieve full and open competition between vendors.

e. Maintain fairness and equal opportunity among all vendors by providing them with all information concerning a particular RFP.

f. Receive and verify proposals for completeness before sending them back to AA.
g. Check all received payment documents from vendors and approve them for payment.

4. **Job Responsibilities of the Contracting Officer:**

a. Apply Egyptian defence legislation and directives related to the procurement process.

b. Check all contract terms for correctness and completeness before signing by POW Director.

c. Check and review vendor financial status before putting them in the vendor list.

d. Keep track of all open contracts and monitor vendor performance in contract implementation.

e. Prepare a termination notice, if necessary, for inactive vendors.

f. Deal with all problems and complaints from vendors.

g. Participate in the procurement committees in POW and check that all vendors are qualified to attend a committee and have all the necessary certificates and warranty letters.

The following sections describe the POW system functions. Two types of procurements are exist, the commercial procurement and the government procurement.

C. **COMMERCIAL PROCUREMENT FUNCTION**

The commercial procurement function is divided into five processes, as shown in the DFD in Figure 2.4.

1. RFP's Function
2. RFC's Function
3. Fund contracts
4. Administer contracts
5. Generate Vendor list
Figure 2.1 POW Organization Chart
Figure 2.2 ARMAMENT AUTHORITY REQUESTS FROM POST
Figure 2.3 POW RELATIONS
Each one of the above processes is expanded into several other processes in a top-down fashion to show more details. In each level of details, a walkthrough is presented to explain each process associated with the DFD. In the data dictionary, a detailed description of the processes is presented.

1. **RFP’s Function**

   The RFP is the official communication from the Government of Egypt to the market. For easy explanation, we take a particular RFP and follow its sequence. Figure 2.5 illustrates this process as a DFD. The process starts when a particular Force or Department of EGA’s “requester” asks the Ministry of Defense (MoD) for funding for certain kinds of military items from the USA. After receiving a funding letter from MoD, a Committee is designated to prepare the RFP. The objective of the RFP is to provide prospective vendors with adequate information and guidance, presented in a clear and logical manner. Basically, preparation of the RFP is a team effort.

   a. **Receive RFP by AA**

      After final approval of the RFP, the requester sends it to AA. Any particular RFP usually contains the following information:

      (1) Terms
      (2) Evaluation factors
      (3) Specification
Figure 2.4 POW Commercial Procurement Functions
(4) Delivery schedule

(5) Quality assurance

b. Check RFP in AA

The RFP is checked against the annual procurement plan of the requester. The RFP must be clear, complete, and consistent with the requirement of procurement so that it provides all vendors with the same understanding. After checking, the AA sends the RFP to POW.

c. Check RFP in POW

Once received by the POW, the RFP is registered in the General Log Book by the Administrative section, and then routed to the Specialized Officer in the area, who reviews the RFP to be sure that the specifications are clear and complete and items are clearly identified. (Figure 2.6)

d. Select Vendors

The SO selects vendors who will receive the RFP from the vendor lists available in POW, or by using a special catalog called the Thomas Register which contains most of vendors in the USA. He prepares a list of the vendors matched with the RFP item specifications and approves it with the POW Director.

e. Issue RFP

The necessary number of copies of the RFP is prepared and mailed to the selected vendors. First time vendors must fill out a special Qualification Form. The
1. RFP's Function

1.1 Prepare & Issue the RFP

VENDOR, RFP & Letter

Names & Address

1.2 Receive Proposals

POW

1.3 Send Proposals

POW

D1 VENDOR LIST FILE

D2 RFP'S MONITOR FILE

Date send

Proposals

D6 Pending Proposals

Figure 2.5 RFP's Function
I.1 Prepare & Issue RFP's

1.1.1 Register RFP and Route to Spec. Office

1.1.2 Review RFP

1.1.3 Select Vendors to Receive RFP

1.1.4 Prepare Copies for RFP

1.1.5 Check Vendor Qualification

1.1.6 Add New Vendor

RFP

Subject & Date

Additional Vendor List

New Vendor Data

New Vendor

Vendor Data

VENDOR LIST

RFP MONITOR FILE

Figure 2.6 Prepare and Issue RFP's
letter sent to the vendors clarifies all the general terms and conditions that must be followed by the vendors as well as the closing date for receiving the proposals. Sometimes, for important RFP's, a pre-proposal conference may be scheduled to allow vendors to clarify sections of the RFP they may not fully understand.

f. Check Incoming Proposals

SO checks and reviews all incoming proposals. Only relevant and complete proposals from qualified vendors are sent to Egypt. (Figure 2.7)

2. RFC's Function

Sometimes, AA authorizes POW to contract with vendors. It sends a Request For Contracting (RFC) to POW. The RFC must contain all the necessary documents for doing the contract process. Two kinds of requests may be received, RFC with a specific vendor already selected by AA or a list of technically accepted vendors to choose from. The awards are generally based on cost. If two vendors have similar cost bids, previous contracts with Egypt or the USA Armed Forces are considered. The following are the procedures for a particular RFC: (Figure 2.8)

a. The Specialized Officer (SO)

Receive and review the RFC in the area. The most important document received with the RFC is the technical evaluation and acceptance of vendors and the best and final offers of each vendor.
1.2 Receive Proposals

1.2.1 Register the proposals in Gen. Book
- Subject & Date Received
- D7 GENERAL LOG BOOK

1.2.2 Scan Prop. for comp. and validity
- S0

1.2.3 Prepare Summary Report
- D6 PENDING PROPOSALS
- Prop.
- Prop. Summary Data

1.1.4 Check vendor validity
- S0
- Vendor Data
- D1 VENDOR LIST FILE

D2 RFP Monitor File

VENDORS

Figure 2.7 Receive Proposals
2. RFC Function

2.1 Process the RFC's

- Adress & Telephone
- RFC's
- Pending RFC's

2.2 Nego. Vendors

- Final & Best Offer
- Vendor Reply

2.3 Contract Award Process

- Fund Source Data

2.4Sign the contract

- Contract Data

2.5 Contract Monitor File

3.1 VENDOR LIST FILE

4.1 VENDOR

Figure 2.8 RFC's Function
b. The Financial Officer (FO)
Checks availability of funds for RFC.

c. The Administrative Officer (AO)
Prepares the Contracting Implementation Plan (CIP) and the meeting schedule with vendor(s). The AO informs vendors of the date and time of the negotiation meeting. The negotiation period should not exceed two weeks.

d. Vendors Negotiation

The POW Director designates a team for discussions and negotiation with vendors. The team consists of members from specialized officers, the contracting officer, and the financial officer. The negotiation issues are straightforward and consist generally of insuring competition between vendors and obtaining the best price and conditions possible.

e. Pre-Award Survey

This survey must be undertaken by the team. The factors to be considered for each vendor are:

(1) adequate financing,
(2) ability to meet delivery and specifications,
(3) satisfactory record of performance,
(4) satisfactory record of integrity,
(5) necessary organization, and
(6) necessary facilities and equipment.
2.1 Process RFC

2.1.1 Register the RFC in Gen. Book
AO

2.1.2 Check RFC
SO

2.1.3 Determine Source of Fund
FO

2.1.4 Prepare Contract Implement. Plan
AO

2.1.5 Form Nego Team
POW C.

RFC

Subj. & Date Received

Completed RFC

RFC no Date, Time

RFC

RVC

RFC in Gen. Book

General Log Book

Appointment Letters

RFC

RFC

RFC

RFC

RFC

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RFC
2.3 Contract Award Process

2.3.1
Prepare Selected Contract draft
CO

2.3.2
Calculate total Amm. and initial Deposite
FO

2.3.3
Check Technical Term
SO

2.3.4
Final Review of Contract
TEAM

2.3.5
Contract Award Approval
POW D.

Figure 2.10 Contract Award Process
The contract is awarded to a vendor after analysis and calculation of all the above factors. Figure 2.9 shows the RFC process and Figure 2.10 shows the contract award process.

f. Team Member Responsibilities in RFC Process

(1) **Contracting Officer.** Prepares the contract draft paying special attention to the contract terms and conditions.

(2) **Financial Officer.** Calculates the amount of dollars needed to fund the contract and the initial deposits. He also prepares the payment.

(3) **Specialized Officer.** Checks all the technical terms of the contract e.g. item catalog numbers, warranty period, inspection plan, technical assistance, training plan.

(4) **Administrative Officer.** Collects and keeps all documents of the RFC and records all events in a special Log Book.

(5) **POW Director.** Checks and approves the contract before the final signature, and then invite the selected vendor to sign the contract in POW.

All the contract-related documents are collected in a file until the implementation phase. A contract monitor record is created to keep all active information about the contract.
3. Funding Contracts

3.1 Identify Source of Fund

3.2 Process Fund From Budget

3.3 Process Fund From Loans

Figure 2.11 Funding the Contracts
3.1 Identify Source of Fund

3.2 Fund From Budget

3.2.1 Collect the Financial Documents

3.2.2 Open Letter of Credit

3.2.3 Payment Initial Deposit

Financial Officer

Figure 2.12 Fund From Budget
3. Fund the Contracts

Two types of fund source are available: budget and loans. Figure 2.11 shows the main process of funding contracts. Processing of any procurement activities cannot be started unless POW receives the financial letter that assigns the money value and the source of funds to be used. The preparation of defense budget and loans is beyond the scope of POW functions. The POW responsibility is to effectively manage funds dedicated to new or currently active contracts. The cash needed over a period of time must be carefully calculated. Monitoring the cash flow and bank status is one of POW's major functions. The following are the procedure to fund the contracts.

a. Funding from Budget

(1) The Needed Documents are (Figure 2.12):

- FUNDING LETTER—Received from AA.
- LETTER OF CREDIT—Received from the Central National Bank of Egypt (CNBOEG) amounting to the total value of contract and the advance deposit to be paid to the vendor.
- LETTER OF GUARANTEE—Received from vendor for the security of contract execution from vendor.
- LETTER OF GUARANTEE—Received from vendor for the amount of advance deposit he receives after signing the contract.
- OTHER DOCUMENTS AND CERTIFICATES—These documents are related to the contract e.g. warranty, inspection, source manufacture certificate etc.

(2) Open Letter of Credit. Send letter to the specified bank to open in favor of the vendor a confirmed
and irrecoverable letter of credit, in a prepared form
letter.

(3) **Activate the Contract.** The contract is
activated and implemented upon the agreement date.

b. **Funding from Loans**

(1) **Determine the Source of Fund.** The initial
funding letter with the RFP determines the source of funds
and whether or not it's funded from USA loans. POW considers
that when preparing the vendor list for the RFP.

(2) **Use the Loans.** The loans are already
approved and available for withdrawal. One loan may serve
many contracts. Loan-based procurements are constrained by
many factors such as: vendor selection, manufacture product,
and limited amount of dollars. AA understands these
constraints and follows its rules accordingly.

(3) **Process Funding from Loans.** After finishing
the contracting phase, POW sends a letter to the Defense
Security and Assistance Agency (DSAA) asking them for
funding the contract from a loan, (Figure 2.1j) shows the
procedures of loan funding. Two documents must be supplied
with this letter: a copy from the signed contract and the
Justification Sheet which is prepared by DSAA to
assist the procurement. The request is processed by DSAA
and, if accepted, a letter is sent with the Case Designator
number for the contract, which serves like the credit letter
from NBOEG in the budget base procurement. POW informs the
vendor by that number to start the implementation phase of
the contract.

4. Administer Open Contracts

Each specialized officer is responsible for
monitoring a group of contracts in his area. The contracts
are divided into groups according to specialized areas. The
major functions of contract administrations are shown in
Figure 2.14. The following are the description of each
function.

a. Payment

Much effort and time are needed to do this
function. The following are the payment procedures as
presented in Figure 2.15:

(1) Receive the Payment Document. POW
receives the payment documents from vendors which
include: The original invoice, the original receipt from
Freight Forwarder (FF), who is responsible for shipment of
items related to contracts, and the original certificate of
origin for the items.

(2) Register the Payment Document. All
incoming documents must be register in the central register
book and routed to the responsible specialized officer (SO).

(3) Checks the Payment Document by SO. The SO
checks the document with the contract monitor file to ensure
that all the documents are original and correct. He
3.3 Fund From Loan

3.3.1 Collect the Financial Documents

3.3.2 Open Letter of Credit

3.1 Identify Source of Fund

Justification Sheet
Contract
Fund Letter

Guarantee Letter
Initial Deposit Payment Order

Status
Contract Data

D2 CONTRACT MONITOR FILE

Financial Officer

Figure 2.13 Fund From Loan
4. Administer Open Contracts

4.1 Payment Process

4.2 Monitor Personnel Training

4.3 Monitor Shipment of items

4.4 Reports

Figure 2.14 Administer Open Contracts
4.1 Payment

4.1.1 Register & Route To SO
A0

Payment Document

4.1.2 Check Doc. From the Technical Point
SO

Payment Documents

4.1.3 Check Duplication
F0

Previous Payment Invoice No & Amount

4.1.4 Check Invoice Amount
F0

D20 | PREVIOUS PAYMENT FILE

Figure 2.15 Payment
compares the invoice with the shipment notice from FF to see that they match. He checks the previous payment documents to make sure there is no duplication. He then approves the payment from the technical point of view and routes the payment documents to the Financial Officer (FO).

(4) **Check the Documents by FO.** The FO checks the invoice amount, the source of funds, the previous payments, and the approval of the SO. He prepares the check or the money order and approves the payment from the PW Director.

b. **Monitor Personnel Training**

Figure 2.16 shows the training procedures. The training may be done in Egypt or in vendor training center in USA. In the first case, the vendor must inform the PW at least two months before the training date of the names of expertise who will train our personnel. A special enquiry form is sent to the vendor to supply this expertise information. The second case, when training must be done in USA, vendor must inform PW six month before the training date of the date, duration, and locations of the training center, and the number of personnel who will train.

c. **Monitor Shipment of Items to the Country**

A Freight Forwarder (FF) company is contracted to do the shipment of all items related to contracts. This company is responsible for safe and timely transportation of
4.2 Monitor Personnel Training

4.2.1 Prepare Training Plan

4.2.2 Inform Vendor

4.2.3 Prepare Reports

Figure 2.16 Monitor Personnel Training
contracts items to Egypt. It keeps all the documents and information related to the contents of packages delivered from all vendors to the front door of the FF company. Figure 2.17 shows the shipment main functions. The shipment officer sets the priority of shipment to the country according to AA demands and informs FF to take the necessary actions. The normal shipment is done by the FF. The shipment officer receives a weekly progress report from FF. This report contains the quantity shipped during the week and the inventory level inside the FF store and any problems to be solved. FF receives the delivered items from the vendor and signs a receipt to the vendor. This receipt must be included with the payment document when delivered to POW.

POW is equipped by a computer terminal connected to the FF computer center to access the information about the shipping status and the inventory level.

d. Reporting

In general, the POW is the information link between AA and USA government and market. Good communication between POW and AA is essential to properly accomplish the procurement function. Reports can be classified under the following kinds of categories (Figure 2.18): status reports, analysis reports, progress reports, comparison reports, evaluation reports, technical reports, market research report, etc. In the next chapter we present details of all reports used and needed by POW.
4.3 Monitor Shipment

- Items & Quantity
  4.3.1 Prepare Shipment Plan
  SHO
  D22 SHIPMENT PLAN

- Priority
  4.3.2 Check The Reports
  SHO
  SHIPMENT DATA
  D24 SHIPMENT MONITOR FILE

Figure 2.17 Monitor Shipment

SHO
Figure 2.18 Prepare Reports

4.4 Generate Reports

4.4.1 Prepare Status Reports
All Officers

4.4.2 Prepare Progress Reports
All Officers

4.4.3 Prepare Comparison Reports
All Officers

4.4.4 Prepare Analysis Reports
All Officers

Analysis Reports

Progress Reports

Comparison Reports

Figure 2.18 Prepare Reports
5. Generate Vendor List

The procurement function in the USA must be based on competition between vendors. The Manual of Acquisition Topics in the Navy Acquisitions [Ref. 5], states:

Competition received widespread attention during 1984. President Reagan stated that competition "is the single most important source of innovation, efficiency and growth in our economy.

Rear Admiral Giordano, SC, USN, Chief of the Supply Corps, further stated that: [Ref. 5]

Competition makes good business sense, and I want to make it clear that increasing competition must be a primary objective of all personnel involved in logistics management.

Commodore Stuart F. Platt, SC, USN, as the first Competition Advocate General (CAG) of the Navy. He stated:

Competitive procurement represents the extension of the principle of fairness into the defense acquisition process. The public trust placed in those who obligate public funds includes the assurance that a fair opportunity will be provided to all who can meet the government's needs. One effective way to significantly reduce costs, and thereby be able to afford our defense requirements, is to increase the use of competition. The navy is now emphasizing competitive procurement strongly.

POW should apply the competitive procurement as well. Figure 2.19 shows the Vendor List source schema and Figure 2.20 shows the main processes of generating the Vendor List. Building and maintain a good database about vendors is essential. We call it the vendor list in the manual system. Bad selection of vendors may seriously affect our Armed
Vendors Already have Contracts with POW

Vendors Supplier to USA Armed Forces

Vendors Suggested By Armament Authority

Vendors Offer Accepted Proposals

Vendors in Thomas Register or other Catalogs

Potencial Vendors in the Market

Figure 2.19 Vendors Source Schema
5. Generate Vendor List

b. VENDOR

4. Qualif. Req. to Form be Sup.
   Recieved Qualif. Form

New Vendor Recommended by AA

5.1 Verify Vendors

Enquiry For Business Status

Accepted Vendors

D1 VENDOR LIST FILE

Vendor Data

Item class or Department

SO

5.2 Check if Vendor Exist in the list

Company profile

Suggested Vendor List received with RFP's

SO

List of vendors Supplier to the USA Military

DB THOMAS REGISTER

a. AA

Figure 2.20 Generate Vendor List
A number of different factors can be measured to provide a basis for evaluating vendors. However, depending on the type of military items to be purchased and the past experience, factors may vary in their degree of importance.

Any new vendor to POW must pass through extensive investigation to be sure that they have the qualifications to be included in our vendor list. Figure 2.21 shows the procedures of evaluating new vendors. The following factors are taken into consideration when evaluating vendors:

(Figure 2.21)

- Business Assets Value (BAV)
- Business Start Date (BSD)
- Source Manufacturer, Distributor, or Broker
- Quality
- Supplier to USA Army/Navy/Air Force
- Level of Satisfaction of Previous Contracts
- Business Activity (BA)

After recording the above information in a Qualification Form, POW validates this information by asking a market research and consumer association to assess the financial capability of the vendor. This validation is always done for a new vendor or in Pre-Award Surveys. The following are some quantitative and qualitative Figures that should be considered to review vendor status.
5.1 Verify vendor

5.1.1 Vendor request

5.1.2 Check if Vendor exists

5.1.3 Filter the requests

5.1.4 Check Vendor exist & valid

5.1.5 Verify Vendor Data

5.1.6 Classify Vendors by Activity and Item Class

Vendor Qualification Data

Figure 2.21 Verify Vendors
a. Quantitative Items
   Trends in:
   - Gross margin ratio
   - Sales
   - Debt/equity ratio
   - Return on investment
   - Cash flow/debt
   - Working capital needs
   - Current ratio
   - Account receivable/payable turnover
   - Inventory turnover
b. Qualitative Items:
   - Credit ratings
   - Notes to financial statements
   - Market share
   - Capital asset stability

The type of evaluation required to determine vendor capability varies with the nature, complexity, and dollar value of the purchase to be made.

POW is responsible for processing only the proposals of qualified vendors. The first filter to catch the non-qualified vendors is during the RFP process. The second filter is during checking and verification of new vendors, and the third filter is during the Pre-Award Survey.
D. GOVERNMENT PROCUREMENT

1. Foreign Military Sales (FMS)

a. Background

The United States has been assisting friendly countries in establishing adequate defensive forces for their national security and for resisting external aggression. This policy is essential to the security of the USA itself.

b. FMS Important Issues:

(1) No commercial export license may be issued for the sale of major defense equipment valued at $25 million or more, except through an FMS case.

(2) The President of the USA, 30 days prior to giving his consent for sales, must submit to the Speaker of the House of Representatives and Committee on Foreign Relations of the Senate, a written certification of the proposed arms sale. The Congress may veto this proposed transfer. Furthermore, the certification submitted to the Congress shall be unclassified (classified information submitted separately) to permit public disclosure.

(3) The cost and interest to be charged to the foreign country will include administrative services, plant and production equipment cost, and a proportionate amount of any nonrecurring cost of R & D.

(4) Commercial sales, through export licenses, of major defense systems are limited to the value of $25 millions. [Ref. 6]

c. FMS Authority Distribution

Figure 2.22 shows the inter-relations between the USA authority in FMS. The following are the role of the main USA authoroties envolved in this system.
Congress. Their are various laws for the purpose of guiding and controlling the FMS process. One of the key laws is that the President of the United States must submit to the Congress, 30 days prior to his consent, every proposed sale that exceeds $25 million. Moreover, the Congress requires annual reports from the President on the status of FMS [Ref. 14].

State Department. The State Department is primarily concerned with U.S. security policy all over the world, and so established the Bureau of Politics – Military Assistance [Ref. 7]. This Bureau generates policy guidance and procedures concerning the issues of USA security, FMS and arms control. Within the bureau there are three offices that maintain constant contact with the DoD and other departments as necessary for the approval of military exports. The three offices are:

- Office of Security Assistance and Sales (SAS)
- Office of Munitions Control (OMC)

Department Of Commerce. The Department of Commerce is primarily responsible for the overall economic growth and technical development of the USA. Within the department, the office that maintains inter-departmental discussions affecting the international trade is the office
Figure 2.22 Inter-relations Between the USA Authorities in Foreign Military Sales System
of Domestic and Business Administration (DIBA). This office is concerned especially with: [Ref. 14]

- Competitive assessment of US industry in domestic and world markets.
- Expansion of export and export control administration.
- Federal recognition and participation in international exposition and trade fairs.

(4) Department of Treasury. The Department of Treasury, in the area of foreign trade, participates in the financial negotiations between the US and foreign countries. It exercises broad control over military and commercial export programs, assuring that they are compatible with the US trade and security policy. It also reviews trade agreements for credit risk evaluation, assuring the best utilization of US Government backing to credit institutions [Ref. 21].

(5) Department of Defense (DoD). The DoD is the principal actor involved in FMS. The DoD serves as the main co-ordinator for all the objectives of the other departments concerning FMS. There are four major offices involved in military assistance and/or the sale of military items: [Ref. 14]

- Defense Security Assistance Agency (DSAA) DSAA serves within the DoD as the responsible office for Government to Government FMS, performed under the control of the Secretary of Defense. It was established in 1971 and has been responsible since then for the generation and
maintenance of procedural guidance according to the Military Assistance and Sales Manual, DoD Manual 5105.35-M (Ref. 7). In addition to participation in top level planning, programming, and reviewing of FMS, DSAA performs the following functions: (Ref. 7)

• Conducting negotiations with the customers.
• Interfacing with and assisting US industry, in its effort to receive export licenses from the State Department for doing business with foreign countries.
• Managing FMS credit arrangement and guarantees of private financing of FMS.

Office of Assistance Secretary of Defense for International Security Affairs (OASD/ISA). The OASD (ISA) develops policies concerning international security through a mutual agreement with the State Department. Within ISA the Deputy Assistance Secretaries (Regional desks), provide and prepare for their regions a threat analysis for a specific country based upon its potential enemies and the military capabilities of both sides. The Director of Strategic Trade and Disclosure within ISA provides official DoD positions on any proposed military or commercial exports that has possible military application. This is accomplished in coordination with Department of Commerce and the State Department. The review of any export license is done by the Inter-agency Board consisting of representatives from the Department of State, Department of Commerce, Department of Treasury and the Director of Strategic Trade and Disclosure.
Elements of the Armed Forces and JCS. The State Department's Office of Munitions Control (OMC), submits the export application of the foreign country to the concerned service Army (Director of International Logistic), Navy (Security Assistance and Sales). Each service has major functions to achieve related to FMS: [Ref. 14]

* Upon receipt of the export application, through the DoD Director of Strategic Trade and Disclosure, it formalizes and presents its position.
* It provides the detailed analysis and evaluations that are necessary for the negotiation process.
* It assists DSAA in the process of the negotiations.
* It manages and administers the sales activity during its performance.

2. Egyptian Government Procurement from USA

The major two kinds of military procurement from the USA are the Government procurement of Major Defense Items and the Spare Parts Procurement for Weapons already in service and purchased from the USA. Both kinds of procurement must be processed according to the USA FMS rules and regulations. Major defence items procurement such as aircraft, tanks, and air defense weapons is lengthy procedure. POW must be alert and responsive to speed up this process during its performance.

The POW acts as a co-ordinator between AA and the USA Security Assistance Center (SAC), which is the
responsible organization inside the USA government for administrating the requests of friendly foreign countries to purchase major defence items and military equipment. The FMS policy procedures must be well understood to speed up this kind of procurement. A network of interrelation responsibilities starting from the President of USA, Congress, Department of State, Department of Treasury, Department of Commerce, and Department of Defense are all involved in processing the requests of major defence items purchases. Many factors must be considered in doing this kind of procurement. The political issues also have a great effect on this kind of procurement.

The following details the steps in the two kinds of Government procurement. (Figure 2.23)

a. Major Weapons Systems Procurement Steps

The basic document in this kind of procurement is the Letter of Offer and Acceptance (LOA) (DD FORM 1513). The LOA is also known as a "Request Of Sale" or "Request For Price and Availability". After the acceptance of the LOA by the USA Government, it becomes a contract between the two countries. The Government procurement consists of eight steps initiated by submitting the Request for Letter of Offer (RLO). All USA Forces have similar procedures for the FMS. The following procedures are based on the Air Force FMS (U.S. Department of the Air Force, "logistics - Foreign Military Sales" AFM 40U-1, 17 Feb 1976), [Ref. 10].
Figure 2.23 Organizational Structure for Receiving and Processing a Request for Offer and Acceptance [Ref. 21]

CONGRESS

STATE DEPARTMENT

FOREIGN COUNTRY

DoD DSAA

HQ USAF LGF

HQ AFLC

HQ ATC

HQ AFSC

OTHER AGENCIES
The RLO must be prepared and reviewed very carefully by the Top Level in Egyptian Minister of Defense (MoD), AA, and the Major Armed Forces. A special Forms of RLO must be prepared known as a "Checklist for weapons system sale request."

The following are example of the USA Air Force Checklist Main subjects:

* Country
* Aircraft Model/Designator/Series/ (MDS)
* Quantity
* Basic Configuration
* Source Data
* Delivery Data
* Missiles/ECM Pods/Bombs/Ammo
* Anticipated LOA Acceptance
* Operational Concepts
* Maintenance Concepts
* Supply Concepts
* Contractor Engineering and Technical Services (CETS)
* Weapons Systems Logistics Officers (WSLO)/System
* Acquisition Officer (SAO)
* Training Concept
* Insurance
* Quality Assurance
* Other Pertinent Remarks

SOURCE of this checklist is: AFM 400-3(R), Attachment 3, 17 February 1976.

Negotiations and discussions are held between the representatives of the two countries to clarify the requirements of Egyptian Armed Forces and the assessments for the acquisition request. The POW Chief officer participates in these meetings.

The final form of the RLO is submitted to the Defense Security Assistance Agency (DSAA).
The following are the steps for procuring the major Defence Items:

(1) **Submit the RLO to DSAA.** The DSAA requests the Related H.Q. for its position on the request.

(2) **Assign Case Designator and Request Price and Availability.** POW receives acknowledgment of receipt from the related H.Q., at the same time the H.Q. asks the Various commands for their Price and Availability (P & A). [Ref. 6].

(3) **Determination of P & A and Submission to the related H.Q.** The various commands prepare the P & A within 30 days and submit it to the H.Q.

(4) **Preparation of the Offer and Acceptance.** Upon receipt the P & A from the various commands of the related H.Q. prepares the complete LOA. Any LOA in excess of $25 million or sales of major defense item in excess of $5 million must be submitted to the director, DSAA, who in turn must notify the Congress. If the Congress does not adopt a concurrent resolution objecting to the sale within 30 days, the DSAA authorizes the H.Q. to sign and issue the LOA to the requesting country [Ref. 7].

(5) **Review, Acceptance and Funding of the Offer and Acceptance.** POW receives the LOA and sends it to AA for reviewing which must sign it within 30 days from the date of receiving the offer. If AA accepts the offer, the signed LOA is returned to the POW who in turn sends it to the DSAA.
(6) **Provide Case Directive.** Upon receipt of the acceptance of the LOA, the H.Q. issues case directives to the participating Major Commands and implementing agencies. The case directives include: [Ref. 7]

- Financial aid
- Delivery term code
- Force Activity Designator (FAD) or priority
- Purchaser's service code
- Nonrecurring cost
- Asset use charge
- Sales commissions and contingent fees
- Any special instructions

(7) **Furnish Material or Services and Notify the related Force accounting And Finance Center.** (Air Force Example) The major commands and the implementing agencies that take actions based on the regulations in AFM 400-1 are [Ref. 6]:

- Air Forces System Commands (AFSC)
- Air Force Logistics Command (AFLTC)
- Air Force Training Command (AFTC)
- Tactical Air Command (TAC)
- Air Force Accounting and Finance Center (AFAFC)

Following these actions, procurement and budget authorizations are obtained.

(8) **Billing the Customer.** This is the last step in the processing of the foreign military sales, concerning the billing and terms of payments. Like the commercial procurement, there are two sources of funding: the
government procurement: Budget and Loans. The procedure for payment is very similar to the commercial procurement.

**Conclusion.** The FMS procedures are complex and lengthy but nevertheless logical and structured. The Congress has full control over the procurement requests which exceed $25 million or for Major Defense items that exceed $7 million.

DoD implements the FMS through major services using the LOA D.D. Form 1513 as a contract document between the USA and the foreign country. This document specifies the terms and obligations concerning the two governments in processing and implementing the procurement system.

b. **Spare Parts Procurement**

This kind of procurement is oriented towards weapons already purchased and in the service of the Egyptian Armed Forces. The FMS system for this kind of procurement is divided into two parts: FMS1 and FMS2

1. **FMS1.** Represents an amount of money paid by the Egyptian Government to participate in sharing the cost of the inventory of spare parts to serve all countries which have purchased weapons from USA. The FMS1 system keeps track of inventory of all kinds of spare parts ready on the shelf to serve all participating countries. It uses advanced scientific technique to prevent any shortage of spare parts.

2. **FMS2.** Represents an amount of money to cover the yearly requisitions of the spare parts needed by
the EGAF's. Requisitions from the system may be done on a daily basis in a precisely structured computer format that allow processing of every single item separately. POW has nothing to do with the implementation of the system, except receiving and sending any related system documents to both sides. Charges to the system are done by the POW upon receipt of an authorized payment letter from the AA.
A. INTRODUCTION

This chapter identifies the problems and opportunities of the POW relevant to developing a data driven DSS. In the problem part, we address the system wide problems first and then describe any problems in each particular function, if any. In the opportunities part of this section, we describe in some details what computers and databases can do for improving the existing functions of the POW current system. It should be noted that the solutions for all of these problems will not be covered in this research because of the time constraint; rather we will emphasize the detailed design of the commercial procurement functions. The intention is to present all the problems and opportunities of the POW uncovered during interviews with the POW specialized officers.

B. SYSTEM WIDE PROBLEMS

The POW is the central point of receiving all the requests of EGAF's for procurement of military items and weapon systems from the USA. Because of continued increasing demands from the USA, the workload in POW is now increasing.
exponentially. The system is designed to deal with much smaller demand than currently exists.

The existing manual system needs to be developed and supported by computer tools to enhance its capability. The system wide problems with the manual system are:

1. Too much effort and time needed for the manual tasks.
2. Some functions cannot be done in a reasonable length of time.
3. Generating status reports is getting more difficult without computer tools.

We follow exactly the structure of Chapter II to describe the problems and opportunities of each system function presented in that chapter.

C. COMMERCIAL PROCUREMENT FUNCTIONS

1. RFP's Function
   a. Problems

   Too much effort and time needed for the preparation of vendor list for a particular RFP.

   b. Causes:

   (1) Large number of RFP's
   (2) The RFP received is not in a standard format to allow easy accessing to the vendor data.
   (3) Large number of vendors available in USA to select from.
c. Opportunity

Building a database for vendor information allows better processing of the RFP's and decrease the vendor selection time for a particular RFP.

2. RFC Function

a. Problems

No problems are addressed in this function.

c. Opportunity

A DSS can be used as a tool for evaluating proposals and vendor selection. The guidelines to the system are:

(1) Multiple evaluation factors are established and weighted.

(2) Each proposal is scored by the technical committee using these factors.

(3) The system should allow presentation of information to the evaluators in different formats including graphs and utility analysis.

3. Fund the contracts:

This part include the both budget and loan funding.

a. Problems:

Too much effort needed to manage the funding functions.

b. Causes:

(1) All contracts with vendors in USA must be funded via POW, a large volume needs to be funded, over 500 contracts.

(2) Monitor all credit and guarantee letters associated with contracts; it represents large volume, over 1500 of different letters with different banks and different vendors interacting in this process.
c. Opportunity:

(1) This process has a potential for automation. An automated system will allow better control of this process by producing status reports of all the credit and guarantee letters. Warning reports can be produced for renewal validity dates of the guarantee letters.

(2) Establish a financial management system to monitor funds from loans, especially unused loans which may have a limited time of validity. Effective use of funds from loans depends on timely decisions concerning use of this fund. The decision process related to the effective use of available loans is very important to the EGAF's. POW, as a front office, can assist the AA by producing status and comparison reports of the fund availability from loans. Passing this information to AA ahead of time to take the necessary actions before the end of validity date is very important. This one benefit of the system may cover many times the cost of building the system.

4. Administer open contracts

a. Problems

All the problems of any manual system are figured in this system to some degree or another. High volume of paper work, slow, data redundancy, spending more time and effort to do the function, etc.

b. Causes

The problems in this function are due to the fact, that the manual system lacks the capability of the computer system with respect to the routine and repetitive work. The POW staff tries to keep the system running by spending more effort and time. The four sub-functions of the open contract administration, payment, shipment monitoring, personnel training, and reporting form four sub-systems which have a great potential for automation.
c. Opportunity

(1) **Payment.** The payment process involves the technical and financial checking and validation based on the contract, invoice, shipment receipt, necessary certificates, vendor performance etc. Everything must be checked before payment is made. To speed up the decision related to this function, a computer tool is a must. By developing such a system, the specialized officer can easily validate the payment documents. In the design chapter we present a proposed system for these functions.

(2) **Monitor Shipment of Items to the Country.** POW has an access terminal to the Freight Forwarder computer. This system can be improved by allowing transfer of the summary data about the shipment status to the FOCUS database. This function is included in this research and may be expanded later.

(3) **Monitor Personnel Training.** A considerable amount of work needs to be done by the POW to monitor the training of personnel. All open contracts, commercial or government procurement, have a training part which needs to be scheduled on time. POW must inform AA ahead of time of the training plan associated with each contract to have enough time for selecting and preparing personnel who will attend the training programs in the USA. On the other hand, all personnel affairs in the USA are the responsibility of POW e.g. monthly salary, traveling reservation and tickets,
and medical. This function can also be automated. The database allows easy system development of such functions to monitor and control all training in USA.

(4) Reporting. A database system is a powerful tool for generating different kinds of reports. In PC/FOCUS, the reporting facility is excellent. It allows user to generate any kinds of reports they need from the database in seconds without programming. The reporting and graphics facilities in PC/FOCUS provide a valuable DSS tool for presentation of information.

5. Generate Vendor List

This function is necessary for the RFP's function. We separate it here because of its special importance. We have to deal only with potential vendors in the USA industry.

a. Problems

The manual vendor list is time consuming, for example, 135,000 US manufactures are exist in Thomas Register, over 500 vendors have contracts with POW.

b. Causes

Many sources are used to generate a vendor list: vendors who already have contracts with POW, vendors suggested by AA for a particular RFP, vendors responding to an advertisement in the newspaper, vendors responding to RFP's, vendors supplier to the USA Army/Navy/Air Force, and vendors
from Thomas Register catalog. The investigation process requires much time to check the Qualification Form and verify it from market research associations.

c. Opportunity

The potential for automation is very high. Putting vendor information in a database is essential for the POW function. The cost of selecting bad vendors is much higher than the expected cost to develop any system to keep and maintain information about vendors. POW has a major responsibility in selecting and validating vendors before passing their proposals to AA, even those suggested by the AA with a particular RFP. Vendor selection criteria must be applied in all the procurement phases. Creating a database for vendors will allow the specialized officer to prepare the vendor list in a fraction of time needed for the manual system.

D. GOVERNMENT PROCUREMENT

As we mentioned in describing this process, POW acts as a co-ordinator between AA and USA administration.

1. Procurement steps for the major Weapons system

The Government procurement cycle is mainly done inside the AA and the USA administration. POW serves essentially as a communication link between the two.

74
a. Problems:

(1) How to speed up the process from submitting the RLC until we get the LOA?

(2) How to monitor the performance of the Egyptian Major Weapons System Contracts (EGWSC) managed by the USA?

b. Causes:

(1) The FMS procedures are complex.

(2) A network of interrelationships are involved in the FMS process including the President of USA, Congress, and many Departments.

(3) Inside DoD, many H.Q. commands are involved in processing a particular RLO. Many rules and procedures must be followed.

c. Opportunity

Weapons Acquisition is very critical function to Egypt. Getting the necessary defense weapons is of vital importance. The time to process the RLO is far too long. Monitoring implementation of weapons system projects is very important. Building a decision support and monitoring system will be of great help in answering the above two questions. POW is the most suitable organization to do this function, because of its position as a co-ordinator or link between the EGAF’s and the USA administration. Two database may be needed, one for the acquisition phase i.e. the activities starting from submitting the RLA until getting the LOA. The other is for the implementation phase to monitor all the current projects managed by USA administration for the benefit of Egypt. These two sub-systems will be of great help in speeding up the acquisition process by pointing up any delay, and by providing the data needed by
USA rapidly. By building an information system to monitor Government procurement from USA, we put a foundation of the DSS in the Weapons Acquisition System (WAS), itself. Knowing the FMS policy and procedures are very important in building this system. All the technical References related to the FMS system must be available. Technical support from USA may be needed to build that system.

2. **Spare Parts Procurement**

No Problems and Opportunities related to POW are perceived by the author in this study.
A. INTRODUCTION

The objective of this chapter is to analyze the information flow as presented in chapter II, and create the software requirement specifications for the POW Commercial Procurement (POWCP) system. The specification presented in this chapter will emphasize on the creation of the DSS generator for the POWCP database.

The DSS generator is a set of interpreters and data creation utilities. DSS tools are used to build and modify the interpreters. [Ref. 1]

B. REQUIREMENT ANALYSIS OF POWCP PROPOSED SYSTEM

The following are the primary objectives of the POWCP proposed system:

- Increase functional performance efficiency of the POWCP system.
- Assist decision making process in the POWCP system.

We recognized from chapter II and chapter III that the POWCP has a high-payoff area for decision support. To capture the benefits of this high-payoff, we are going to use the Iterative Design approach 'Staged Development' for building a prototype DSS for the POWCP. The following are the explanation of the approach as presented in [Ref. 1]:

DSS need to be built with short, rapid feedback from users to ensure that development is proceeding correctly. They must be developed to permit changes quickly and easily. The result is that the most important four steps...
in the typical systems development process (analysis, design, construction, implementation) are combined into a single step which is iteratively repeated. The essence of the approach is that the user and the builder agree on a small but significant problem, then design and develop an initial system to support the decision making that it requires. After a short period of use (a few weeks), the system is evaluated, modified, and incrementally expanded. This cycle is repeated three to six times over the course of few months until a relatively stable system is evolved which support decision making for a cluster of tasks. The word relatively is important, because although the frequency and extent of changes will decrease, it will never be stable. The system will always be changing, not as necessary evil, but as a conscious strategy on the part of user and builder.

The advantages of using this approach are: Leads to development of DSS Generator, gives early success and visibility, Allows overlapping of different staged DSS and integration between them, ability to assimilate evolving technology. [Ref. 1]

To realize the benefits of this approach, we must be concerned about the time of development. It should be as short as possible (2-3 months maximum for the first version) prepare an action plan, for development, divided into phases, build the DSS generator, use the structure approach in analysis and design of DSS to be able to maintain and adapt the system during each stage, finally we should use available software as we did in PC/FOCUS.

The approach used to describe the proposed system is to follow the logical sequence for each function and describe each process associated with the improved DFD. The secondary process for a particular function is described at the end of the function. Because our priority is to build the DSS generator first, i.e. the database, we first apply the data
analysis technique (See data dictionary section, chapter V.) to derive the database structure in third normal form before designing the database file as described in the following chapter. The disk media symbol used to indicate the proposed database files. Only the functions or processes to be automated are explained in the following sections.

1. **RFP Functions Description.** The function is divided into sub-functions and processes, explanation of each one are presented as necessary.

   - **Process 1.1: Prepare & issue the RFP.** Figure 4.2 shows the details of the process.

   - **Process 1.1.1 Receive & review the RFP.** Figure 4.3 shows the primitive level of DFD. The following are a walk-through for each process. The same sequence of will be used to explain the other functions.

   - **Process 1.1.1.1 Register RFP.** The purpose of this function is to register each particular RFP in the General Log Book (GLB) and the RFP Control Book (RFPCB). The code used to register the RFP, or any incoming documents to POW consists of a six digit serial number starting at one at the beginning of the year and incremented by one for each incoming document. This number will be used as a key when recording the information about the major documents received or issued from POW. The information items kept in the GLB are:

      * Registration Number
      * Date Received
      * Source and subject
I. RFP's Function

1.1 Prepare & Issue the RFP

POW

Names & Address

D2 RFP'S MONITOR FILE

Date send

Proposals

1.2 Receive Proposals

POW

Proposals

D6 Pending Proposals

Figure 4.1 RFP's Function

POW
1.1 Prepare and Issue the RFP

1.1.1 Receive and Record RFP
- AO

RFP Data

1.1.2 Select Vendors to Receive RFP
- S0

Item Class

1.1.3 Mail RFP to Vendors
- Approved Vendor List

Mail RFP to Vendors
- Vendor Point of Contact

D2\1 RFP CONTROL BOOK

D3 VENDOR DATA BASE FILE

Figure 4.2 Prepare & Issue the RFP
The RFP is then routed to the Specialized Officer (SO) in the area of specialization.

- **Process 1.1.1.2 Review and Checks RFP.** The SO reviews and checks the specification. This process is subjective and relies on the capabilities of the SO.

- **Process 1.1.1.3 Enter RFP in the Database.** Enter the RFP data in the database through screens. The following are the data related to a typical RFP:
  * RFP Number
  * Received date
  * Requester (Force or Department)
  * RFP subject
  * Items needed
  * Item description
  * Unit of Issue
  * Quantity
  * Estimated Dollars value
  * Terms and conditions
  * Vendors who receive the RFP
  * Vendors who send Proposals data.

(Normalization of data will be done in next chapter.)

- **Process 1.1.2 Select Vendors to Receive RFP.** Selection of vendors to receive the RFP are done only from the qualified vendor in the Vendor Database. Creation of the vendor database is described at the end of this section. (Figure 4.4)
1.1.1 Receive & Record RFP

1.1.1.1 Register RFP

1.1.1.2 Check & Review RFP

1.1.1.3 Record RFP in Database

Figure 4.3 Receive & Record RFP in Database
1.1.2 Select Vendors to Receive RFP

1.1.1 Register RFP

1.1.2.1 Match RFP Item Class with Vendor DB

1.1.2.2 Check Vendor Details

1.1.2.3 Approve Vendor List

Figure 4.4 Select Vendors to Receive the RFP
Process 1.1.2.1 Match Item Classes. Match a particular RFP's item classes with the item classes in the vendor database. This process is done by the computer to produce a primary list of vendors who are relevant to the RFP. The SO may repeat this process using other item classes until he is satisfied with the vendor list produced. The vendor list may look as follows:

VENDOR LIST

<table>
<thead>
<tr>
<th>RFP-NO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>VENDOR ID</td>
</tr>
</tbody>
</table>

Process 1.1.2.2 Check Vendor Details. The SO may wish to access the detailed data about a particular vendor. He can do that by retrieving the vendor record using the vendor ID. If he wants more details about the vendor company such as its profile or brand names etc., he may refer to the Thomas Register or any other reference.

Process 1.1.2.3 Approve the Final Vendor List. The SO's must approve all vendor lists generated by any means (computer or manual) from the POW Director before mailing it to vendors with the RFP copies.
- Process 1.1.3 Mail RFP to Vendors.
- Process 1.1.3.1 Produce Vendor Mailing List.

This process may be done either manually or by computer to prepare the mailing label of vendor address and point of contact. (Figure 4.5)

- Process 1.1.3.2 Issue the RFP to Vendors. A number of copies of the RFP are produced using electronic copier machine and mailed to the vendors. The information about vendors who get the RFP is recorded in the computer and the RFPCB. The following is the data structure of the RFPCB to be recorded:

- Process 1.2 Receive Proposals.
- Process 1.2.1 Receive and Record Proposals.
- Process 1.2.1.1 Register Proposals. All incoming proposals are registered in the GLB and RFPCB. A register number is given to each proposal in the GLB. The data elements to be recorded are:

- Process 1.1.3 Mail RFP to Vendors.
- Process 1.1.3.1 Produce Vendor Mailing List.

This process may be done either manually or by computer to prepare the mailing label of vendor address and point of contact. (Figure 4.5)

- Process 1.1.3.2 Issue the RFP to Vendors. A number of copies of the RFP are produced using electronic copier machine and mailed to the vendors. The information about vendors who get the RFP is recorded in the computer and the RFPCB. The following is the data structure of the RFPCB to be recorded:

- Process 1.2 Receive Proposals.
- Process 1.2.1 Receive and Record Proposals.
- Process 1.2.1.1 Register Proposals. All incoming proposals are registered in the GLB and RFPCB. A register number is given to each proposal in the GLB. The data elements to be recorded are:

- RFP Number
- RFP Copy Number (a serial number within RFP
- Vendor ID
- Vendor Name
- Date of Issue to Vendors
- Proposals Serial Number
- Date of Received
- Proposals description
1.1.3 Mail RFP to Vendors

1.1.3.1 Produce Mailing List

1.1.3.2 Prepare the Required RFP Copies

Figure 4.5 Mail RFP to Qualified Vendors
1.2 Receive Proposals

1.2.1 Register the proposals in Gen. Book

Subject & Date Received

D7 GENERAL LOG BOOK

1.2.2 Scan Proposals for completeness and validity

Proposals

D6 PENDING PROPOSALS

Vendor names

1.2.3 Prepare Proposals & Summary Report

Proposals

D2 RFP Monitor File

Prop. Summary Data

1.2.4 Check vendor validity & Data

Proposals

D1 VENDOR DATABASE

Vendor Data

Figure 4.6 Receive Proposals
Process 1.2.1.2 Check and Review Proposals. The SO reviews and checks all the incoming proposals. The proposals from new vendors are put in a pending file until the qualification process is done. The non-relevant proposals and the non-qualified vendors proposals are discarded. The relevant proposals from the qualified vendors are put in a pending file until closing date of RFP is over.

Process 1.2.1.3 Record Proposals. The basic proposals data are recorded in the Proposals Monitor File (PMF). The data to be recorded are:
* RFP Number
* Proposals Serial Number (within the RFP number)
* Vendor Name
* Vendor ID
* Proposals Received Date
* Total Value Of Proposals

Process 1.2.2 Issue Qualification Form. (QF) QF's are issued to new vendors. Their proposals are put in a pending file until the investigation is completed.

Process 1.2.3 Produce List of Received Proposals. After the closing date is over, a certain program in the computer is triggered to match the RFP Monitor File with the Proposals Monitor File and produce a report of all received proposals. The matching key is the RFP Number in both files. This list with the physical copies proposals are forwarded to AA.
The following is the suggested list produced by the computer:

<table>
<thead>
<tr>
<th>RFP NUMBER</th>
<th>PROPOSAL NUMBER</th>
<th>VENDOR NAME</th>
<th>DATE RECEIVED</th>
<th>TOTAL VALUE</th>
</tr>
</thead>
</table>

2. RFC Function Description

The potential for automation of this function is not too high because it is not the common case for the POW to do the contracting with vendors, except for small contracts. This function has high potential as a future DSS application for evaluating proposals and vendor selection, but the volume of RFC is not big enough in POW to be included in this thesis.

The manual system of the RFC function will not be changed, except recording basic RFC data to produce status reports. Figure 4.7 shows how the RFC function.

The data structure of the RFC is:
- RFC Number (Register number)
- Date Received
- RFP Number
- Requester (Force or Department)
- RFC Subject
- Fund Letter Number
- Fund Dollar Amount
Figure 4.7 RFC Function
3. **Funding Contracts**

The funding contract function is also small because it is limited only to commercial contracts signed in POW. Like the RFC it is not big enough to be automated. For that reason this function will not be changed, except the management of the guarantee letters of all contracts signed with US vendors either in Egypt or in POW, currently about 1500. This sub-function has great potential for automation because the Guarantee Letters must be monitored by POW. This sub-function will be developed as a part of the Administer Contract function.

4. **Administer Open Contracts**

By developing this function we could increase the efficiency of POW. The basic data about a particular contract must be recorded in the Contract Database File (CDF). The data structure of the contracts is:

- Department Code (2 Characters)
- Contract Number (Serial number within department code)
- Contract Name (Heading of 50 characters)
- Contract Description (TEXT of 50 characters)
- Contact Vendor Name
* Contract Vendor ID
* Contract signed date.
* Contract Total Value
* Contract Items  (Repetitive group)
  * Unit of Issue UI
  * Quantities
* Contract Summary
* Inspection Schedule
* Payment Schedule
* Shipment Schedule
* Training schedule
* Basic Attached document
* Guarantee letters
* Source of fund letter
* Case designator (for the loan funded contracts)
* Certificates

The following are the sub-functions to be automated:

a. Payment
b. Monitor shipment
c. Monitor Personnel Training related to contracts
d. Monitor Guarantee letters
e. Reporting

The contracts are sorted into groups according to the specialized area. Each specialized officer is
4.1 Payment

4.1.1 Register & Route To SO

AO

4.1.2 Check Doc. From the Technical Point

SO

4.1.3 Check Duplication

FO

Previous Payment

Invoice No & Amount

4.1.4 Check Invoice Amount

FO

D2O PREVIOUS PAYMENT FILE

Payment Document

b

VENDOR

Check

Reasons For Not Payment

Approved Pay. Doc.

Payment Document

Figure 4.8 Payment
responsible for one or more groups. The database for the contracts must be centralized. The data about contracts can be retrieved and updated through the computer terminal. The following are details of the payment process: (Figure 4.3).

- **Process 4.1.1 Register the Payment Documents.** The payment documents are received and registered in the GLB then routed to the specialized officer. The payment documents consist of the original invoice, the shipment receipt from the Freight Forwarder (FF), and the certificates of manufacture and warranty.

- **Process 4.1.2 Review and Check The Payment Documents.** The specialized officer accesses the contract database and contract monitor file to check the documents against the previous payments, shipment schedule, etc. to be sure of meeting the requirements of contract. A pre-defined report may be produced to assist him in doing his job. The following is the suggested report format:

<table>
<thead>
<tr>
<th>CONTRACT NUMBER</th>
<th>SHIPMENT TOTAL NUMBER</th>
<th>VALUE</th>
<th>RECEIVED</th>
</tr>
</thead>
</table>

The specialized officer can also retrieve detailed information about a particular contract or vendor to assist him in making his decision to approve the payment.

The SO will be authorized to record the data about shipment notice and the certificates related to his
| A DATA DRIVEN DECISION SUPPORT SYSTEM (DSS) GENERATOR |
| FOR THE EGYPTIAN PR. (U) NAVAL POSTGRADUATE SCHOOL |
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MICROCOPY RESOLUTION TEST
NATIONAL BUREAU OF STANDARDS 1938
contract group area. The following is the data structure of the shipment notice:

- Contract Number
- Shipment Number
- Shipment Date
- Shipment Value
- Shipment Items (Repetitive group)
  - Name
  - Unit of Issue
  - Quantity
- Vendor ID
- Shipment data

The SO approves the payment and forwards the payment documents to the Financial Officer (FO).

**Process 4.1.3 Check The Payment Documents By The FO**

The FO checks all the payment documents paying special attention to the validity of the invoice. He will be able to produce reports of all the payment information about a particular contract or vendor. He can also produce reports about the status of fund availability. The following is the suggested report format:

<table>
<thead>
<tr>
<th>PAYMENT HISTORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONTRACT INVOICE NUMBER</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
</tbody>
</table>

90
The FO is the only officer authorized to record the invoice information in the computer database. The data structure of the invoice is as follows:

- Invoice Number
- Contract Number
- Vendor Code
- Date Received
- Due Date
- Total Value
- Invoice Items (Option)
  - Name
  - Unit of Issue
  - Quantity

**Process 4.1.4 Prepare The Payment Check.** The FO prepares the payment checks after validation of all payment documents using the database to assist him in making his decision. The FO records the checks data in the database after getting the approval of payment from the POW director. The following is the data structure of the check:

- Check Number
- Date of Issue
- Invoice Number
- Bank
- Value
- Vendor Company Name
- Check Contract Number
b. Monitor Personnel Training

- Process 4.2 Monitor Personnel Training. The personnel training sub-function is very important. Two processes are related to the training: preparation and implementation of the training plan and following up of personnel during the training period in USA.

- Process 4.2.1 Prepare Training Plan. After signing the contract the training information is extracted from the contract and recorded in training database. The data structure for the training data are:

  * Contract Number
  * Line number related to training in the contract
  * Number of personnel to be trained
  * Pre-request for training (repetitive group)
  * Training Period (repetitive group)
  * Location(s) (repetitive group)
  * Estimated Date of training (Repetitive group)
  * Actual Date of Training

- Process 4.2.4 Personnel Affair in Training The POW becomes responsible for all officers under training along the period of staying in the USA. The Administrative Officer in POW is responsible for preparing the monthly payment for all officers, mailing them the checks every month, travel reservations, internal transportation during check in/out in USA, and medical care.
4.3 Monitor Shipment

4.3.1 Prepare Shipment Plan

4.3.2 Check The Reports

Figure 4.9 Monitor Shipment
The following is the suggested data structure for personnel monitoring file:

* Person Military Number
* Rank
* Name
* Related Force/Department
* Date Arrived
* Date Leave
* Training Location
  * Address
  * City
  * State
  * Zipcode
  * Phone Number
* Point of Contact in the Training Center
* Home Address during Staying in USA
  * Address
  * City
  * State
  * Zipcode
  * Phone number
* Contract Number
* Course Number
The number of personnel may not exceed 200 officers on average any time during the year. The automation of this function is not included in this thesis because of the time constraint.

c. Monitor Shipment

**Process 4.3 Monitor Shipment of Items to Egypt.**
The freight forwarder (FF) is contracted to do this function. The POW shipment officer has an access terminal to the FF computer. No potential for automation is recognized for this function. The manual function will stay without change as presented in chapter II.

d. Monitor Guarantee Letters

**Process 4.4 Monitor Guarantee Letters.** The total number of active guarantee letters may exceed 1000 with a total value over $10 million. Keeping track of these letters is very important. The proposed system is a warning system to prevent losing the guarantee letters after they exceed their validity periods. The software requirement for this function is simple. All the Guarantee letters are recorded in a database file. A printed list is produce every week of the guarantee letters that need to be renewed. This list
4.2 Monitor Personnel Training

4.2.1 Prepare Training Plan

4.2.2 Inform Vendors

4.2.3 Prepare Reports

Figure 4.10 Monitor Personnel Training
is produced far enough ahead to allow enough time for requesting the renewal. The data structure for the guarantee letters is:

- Contract Number
- Guarantee Letter number (within the Contract number)
- Bank issued from
- Vendor ID
- Vendor Name
- Total Value
- The purpose of the guarantee letter
- Starting Date of Validity
- Ending Date of Validity

e. Reporting

Process 4.5 Prepare Reports. The reporting facility of the PC/FOCUS database is very powerful and can be used to generate any reports needed by POW. In chapter II we presented only the general kinds of reports that may be produced. In this Chapter, we introduce specific reports to be generated. It is not necessary that all reports be printed; most of them may be needed only as a screen displays. PC/FOCUS has the facility to view the report on the screen first. If the user needs to print it, he can then issue two commands: OFFLINE to let PC/FOCUS forward the output to the printer and RETYPE to repeat the document.
The following are a list of the proposed reports:

(1) **The status Reports:**
- Vendor Status Report
- RFP/Proposals Report
- Department/RFP Report
- Department/Contract
- Vendor / Contract Report
- Department / Vendor
- Vendor / Department

(2) **Progress Reports:**
- Contract implementation over a period of time by the value received.
- Shipment of items over a period of time
- RFP Received and processed during a period

(3) **Comparison reports:**
These kind of reports are very important for decision support. Mainly it can be used during evaluation functions. The financial modeling function of PC/FOCUS can be used to produce these kind of reports. The graphic terminal system may be used for the graphic presentation of these reports.

5. **Generate Effective Vendor Database**

We need to build an effective vendor database for the potential and qualified vendors who are most suitable to be supplier for the Egyptian Armed Forces. This function has
a highly payoff compared with the other functions because it's relatively simple to implement on the computer and a great effort is needed in the manual system to prepare the vendor list for a particular RFP. It may take more than a week to prepare a vendor list for a particular RFP.

In the USA there are over 135,000 manufacturers. We cannot practically put all the qualified vendors in USA in our database, otherwise it becomes very big. The practical approach to building an effective vendor database for POW is to include initially only vendors who already have contracts with POW. We can then add the RFP-driven vendors to it i.e. all vendors who offer accepted proposals. Periodically, the vendor database is reviewed and non-active vendors are dropped. Other sources of potential vendors may be used such as: USA Armed Forces and Government suppliers, and Thomas Register.

The following is the data structure for a specific vendor:

* Vendor ID (A local code is used with a cross-reference table for vendor code)
* Vendor Name
* Vendor Point of Contact
* Vendor Address
  * Street
  * City
  * state
C. CONCLUSION OF THE CHAPTER

This chapter was very important because all the necessary information to build the new system are now available. Each function is analyzed to determine whether or not be automated. The data elements for each function is determined also, the revisited DFD's are used to explain the system. The data dictionary section is moved to the next chapter to integrate it with the design issues for the new system. Figure 4.11 shows the logical relations between the Entities of the system, the lines with arrows represent a one to many relationship between the entities. In the designed system an entity may be divided into one or more database file.
Figure 4.11 Logical Relations Between Entities
V. SOFTWARE DESIGN OF POWCP SYSTEM

A. OBJECTIVES

DSS consists of three major components, a data base, a model base, and a dialog components. The objective of the software design is to build the data base components, the most important components in DSS.

The DBMS is one of the three major components of a DSS. (The other two components are the dialog component and the model component.) A DBMS is an important tool for building a DSS, and a poor data base management component can cause the failure of a DSS. [Ref. 1]

The software we use is the PC/FOCUS which allows easy building of the other two components as well. The POWCP system attempts to aim at:

1. Improving the performance of POW in the Commercial Procurement system by providing the right information at the right time to the right person. The result of the system must affect the RFP function by reducing the time for preparing the list of vendors who are qualified to receive a particular RFP and improving the capability of POW to administer the open contracts.

2. Introducing automated assistance to improve decision making in POW.

B. DATABASE STRUCTURE

1. Database File Relation

The following are the database file relations that show the primary key fields in each file "underlined" and the other fields which are used for linking the file in the database.
POWDEP(REQ-ID, ...)  
POWRFP(RFP-NO, DEP-ID, ...)  
POWRFC(RFC-NO, RFP-NO, DEPART-NO1, ...)  
POWVND(R Vend-NO, DEPCUSTOMER, ...)  
POWCONTR(CONTR-NO, CONTRACT-DEP, CONTRACT-VID, ...)  
POWBNK(BANK-NO, ...)  
POWINVOI(INVOICE-NO, INV-CONT-NO, INV-VNDR-ID, INV-CHECK-NO, ...)  
POWORDR(PAYORDER-NO, PAY-O-INV-NO, PAY-ORD-BANK, ...)  
POWCHECK(CHECK-NO, CHECK-INV-NO, CHECK-BANK, ...)  
POWICLAS(VENDOR-ID1, VNDR-ITEM-C, ...)  
POWDEP(VENDOR-ID2, VNDR-DEP-NO, ...)  
POWSHIPN(SHIP-NOTICE, SHIP-CONT-NO, SHIP-INV-NO, ...)  
POWITEM(CONTR-NO1, ITEM-CODE, ...)  
POWBNKAC(BANK-NO, BANK-ACCOUNT, ...)  

2. Database Schema

Figure 5.1 shows the relations between the database files. Notice that the first five files represent the commercial procurement cycle until signing of the contract. The rest of the files represent the administration contract function. The connection between the two groups is done via the contract file. This structure provides the most simple way of building the database. The key fields are underlined and the other fields are used to connect the different files which can be done easily by the join facility of PC/FOCUS.
Figure 5.1 DATABASE FILE RELATIONS
From this structure we can generate many of the logical structure to produce the required reports.

C. DESIGN IMPLEMENTATION ISSUES

1. **Data Dictionary**

   a. Normalization

   Since we are going to build the DSS generator of POWCP system, the database, normalization of data is very important as a necessary logical step before undertaking the physical design of the database. One of the objectives of normalization is to get the simplest possible representation of data that we can get. In other words, remove the complex relationships between data structures by removing repeating groups (first Normal Form (1NF)), group all nonkey data elements in a structure to be fully functionally dependent on a single primary key in the same structure (Second Normal Form (2NF)), and remove all the nonkey data elements which are functionally dependent on other nonkey data element in the same structure (Third Normal Form (3NF)). The reasons to do data normalization before designing the physical database are: a. Construct the simplest possible data structure before loading the database because it is difficult to change the structure of the database after loading the actual data to the system (although PC/FJCUS allows data base rebuilding via the REBUILD COMMAND which allows reorganizing, reindexing, and rebuilding damaged
FOCUS files); b. Normalization prevents deletion anomalies which means that we may lose facts about two entities by one deletion. For example if the item class only exists in the vendor record, if only one vendor supplies this item class and this vendor does not exist in our database, the item class also will not exist. Normalization also prevents insertion anomalies which constrains inserting an entity unless another logically unrelated entity is also inserted.

Both for the manual and for computer systems, it usually is easier and cheaper to change the logic of a process than to change the structure of a data store. Consequently, the simpler and more general the structure of a data store, the easier and cheaper it will tend to be to make changes in the data. [Ref. 3]

b. RFP Structure Normalization (An Example)

The Request For Proposals (RFP) data structure will be used as an example to apply the normalization technique. For the other data structures, we present the final result in 3NF with the proper names that will be used in the physical design of the database.
RFP Data Structure: (Not normalized)

- RFP Number
- Date Received
- Requester Code (Force or Department)
+ - Requester Name (Two character code)
- RFP Subject
  * - Items Needed (Repetitive group)
  * - Item Name
  * - Unit of Issue
  * - Quantity
  * - Items Class (key words such as: Tools, Engines, Pumps, Computers, etc.)
- Estimated Dollars
- Source of Funds (Budget, Loans, Others)
* - Suggested Vendor Names (Repetitive group)

The data elements marked by "*" are repeating groups. The data elements marked by "+" are not functionally dependent on the RFP number. No data elements functionally dependent on other data elements appear in the RFP data structure. To do the normalization, first we separate the repeating groups as follows:
RFP Data Structure

- **RFP Number** (Key data element)
- Date Received
  - Requester Code
  - Requester Name
- RFP Subject
- Items Needed
  - Item Name
  - Unit of Issue
  - Quantity
- Estimated Dollars
- Fund Source
- RFP Number
- Item Classes
- Sugg. Vendor Name

Second, we separate the data elements marked by "+" and leave the Requester Code to link the two data structures as needed. The following is the data structure in 2NF:
The above structure is in third normal form. We notice that the original RFP data structure is divided physically into six normalized data structures. These structures can be logically grouped together to form the original data structure or any other structure as required. In the following page the new six data structure are presented.
POWRFP_FILE:
*RFP_NO
RFP_DATE
*REQ_ID
RFP_SUBJECT
RFP_COMMENT

POWREQ_FILE:
*REQ_CODE
REQ_NAME

RFP_ITEM_FILE:
+RFP_NO
+ITEM_CODE
UNIT_OF_ISSU
QUANTITY

RFP_CLASS_FILE:

ITEMCLASS_FILE:
*ITEM_CLASS
SPECIFICATION

SUGVNDR_FILE:
+RFP_NO
+VENDOR_ID
The new structure of the RFP data structure is divided into six files which are in the 3NF and prevent deletion or insertion anomalies as we can see from the RFPI,CLAS and ITEMCLAS files. We notice that the key fields are identified by "*" which means only one occurrence is allowable for each value of a key. These fields must be indexed to allow joins between other records of the same values in PC/FOCUS. The fields identified by "+" means that these fields can be used for joins between records. Combining two fields of type "+" form a key of type "*" which uniquely identifies one occurrence of a record.

c. File Structure

The following are the database record descriptions which are produced using the PC/FOCUS Filetalk utility. The Filetalk utility allows the user to interactively create Master File Descriptions (MFD). All MFD's are described as a single record (segment). Each record contains a group of relevant data. Notice that every name of a record is preceded by the procurement office initials, POW, to allow easy recognition of the files and prevent it from accidental deletion. Note that the key field of each record is marked by "*" at the beginning of the line. The other key fields which may used for joining the files are underlined.
FILENAME=POWDEP,SUFFIX=FOC  (Force or Department File)
SEGNAME=ONE,SEGTYPE=S1

*FIELDNAME=DEPART_ID, ALIAS=DEP, FORMAT=A2,FIELDTYPE=I,$
FIELDNAME=DEPART_NAME, ALIAS=DEPN, FORMAT=A25,$

FILENAME=POWRFP,SUFFIX=FOC  (Request For Proposals)
SEGNAME=ONE,SEGTYPE=S1

*FIELDNAME=RFP_NO, ALIAS=RFPN, FORMAT=I6,FIELDTYPE=I,$
FIELDNAME=RFP_DATE, ALIAS=RFPD, FORMAT=16MDY,$
FIELDNAME=DEP_ID, ALIAS=DEPC, FORMAT=A2,$
FIELDNAME=RFP_SUBJECT, ALIAS=SUBJ, FORMAT=A50,$
FIELDNAME=N_OF_VENDORS, ALIAS=NOV, FORMAT=I2,$
FIELDNAME=NOF_PROPOSAL, ALIAS=NOP, FORMAT=I2,$
FIELDNAME=RFP_COMMENTS, ALIAS=, FORMAT=A50,$

FILENAME=POWRFC,SUFFIX=FOC  (Request For Contracting)
SEGNAME=ONE,SEGTYPE=S1

*FIELDNAME=RFC_NO, ALIAS=RFCN, FORMAT=I6,FIELDTYPE=I,$
FIELDNAME=RFC_DATE, ALIAS=RFCD, FORMAT=16MDY,$
FIELDNAME=RFP_NO1, ALIAS=RFPN1, FORMAT=I6,$
FIELDNAME=DEPART_NO1, ALIAS=DEPN1, FORMAT=A2,$
FIELDNAME=RFC_SUBJECT, ALIAS=RFCS, FORMAT=A50,$
FIELDNAME=FUND_LETTER, ALIAS=FLN, FORMAT=A30,$
FIELDNAME=FUND_AMOUNT, ALIAS=FAMOUNT,FORMAT=D12.2M,$
FIELDNAME=RFC_COMMENT, ALIAS=RFCCOM,FORMAT=A50,$
FILENAME=POWVNDR, SUFFIX=FOC

(SEGNAME=ONE, SEGTYPE=S1)

*FIELDNAME=VENDOR_ID, ALIAS=VICODE, FORMAT=I4, FIELDTYPE=1, $

FILENAME=THOMAS_VOL_N, ALIAS=THVN, FORMAT=I2, $

FILENAME=THOMAS_PAG_N, ALIAS=THPN, FORMAT=I3, $

FILENAME=VENDOR_NAME, ALIAS=VNAME, FORMAT=A50, $

FILENAME=POF_CONTACT, ALIAS=POFC, FORMAT=A25, $

FILENAME=VENDOR_ADRES, ALIAS=VADRS, FORMAT=A25, $

FILENAME=VENDOR_CITY, ALIAS=VCTY, FORMAT=A15, $

FILENAME=VENDOR_STATE, ALIAS=VSTA, FORMAT=A4, $

FILENAME=VENDOR_ZIPC, ALIAS=VZIPC, FORMAT=I7, $

FILENAME=VENDOR_PHONE, ALIAS=VPH, FORMAT=A14, $

FILENAME=VENDOR_TELEX, ALIAS=VTLX, FORMAT=A12, $

FILENAME=VENDOR_ASSET, ALIAS=VASS, FORMAT=A6, $

FILENAME=VENDOR_START, ALIAS=VSTD, FORMAT=A4, $

FILENAME=CUNTRACT_ID, ALIAS=VACT, FORMAT=A50, $

FILENAME=DEP_CUSTOMER, ALIAS=DEPC, FORMAT=A2, $

FILENAME=POWCONTR, SUFFIX=FOC

(Contract File)

(SEGNAME=ONE, SEGTYPE=S1)

*FIELDNAME=CONTRACT_NO, ALIAS=CN, FORMAT=I6, FIELDTYPE=1, $ 

FILENAME=CONTRACT_NAM, ALIAS=CNAM, FORMAT=A50, $

FILENAME=CONTRACT_DES, ALIAS=CDES, FORMAT=A50, $

FILENAME=CONTRACT_DEP, ALIAS=CDEP, FORMAT=A2, $

FILENAME=CONTRACT_VID, ALIAS=CVID, FORMAT=I4, $

FILENAME=CONTRACT_DAT, ALIAS=CDATE, FORMAT=I6MDY, "$
FILENAME=POWBANK,SUFFIX=FOC  
FILENAME=POWINVOI,SUFFIX=FOC  
SEGNAME=ONE,SEGTYPE=S1  
SEGNAME=ONE,SEGTYPE=S1
FILENAME=POWORDER,SUFFIX=FOC

FILENAME=POVICLASS,SUFFIX=FOC

FILENAME=POVDEP,SUFFIX=FOC

FILENAME=POWSHIPN,SUFFIX=FOC
2. Using PC/FOCUS for the POW Software

The purpose of this section is to justify the use of PC/FOCUS as a DSS generator for the POW system. Some of the most important and useful features of PC/FOCUS are highlighted below.

a. Files Description

PC/FOCUS supports a hierarchical model, i.e. the file description allows a one to many relationship between segments (records) in FOCUS file or the parent to many child segments. The data description language of PC/FOCUS allows free format delimited by $ to signify the end of single
description. A checking procedure can be used to check errors in the file description. After data entry, changes in the file description are not allowed unless they are a part of reorganization of the physical database. (Rebuild facility of PC/FOCUS allows down loading an "old" physical data base to a "new" description carefully made by the designer. File relationships (cross-reference of files) in the database can be made static through FOCUS file description as a parent child relation or dynamic using PC/FOCUS JOIN command which can be invoked when needed to link two entire file structures. The condition for using the JOIN command is to allow at least one field in the desired segment of each file to be of type "indexed" in the file description. Any number of fields may be indexed on a segment. PC/FOCUS FileTalk also allows easy checking of file descriptions by producing a graphical representation of files and segment relations.

b. Data Manipulation in PC/FOCUS

A non-procedural language is used for data manipulation and producing reports from the database. Two functional types of manipulation language are available in PC/FOCUS: the transaction processor and the dialogue manager.

(1) **The Transaction Processor** is used for report preparation by invoking the MODIFY command and typing an imperative English statement consisting of one or more
verbs followed by verb objects and optionally by various other phrases. All these statements follow the general rules of English grammar. The request statement contains all information the user has to provide in order to retrieve the desired records, perform any calculations, sort lines, accumulate totals, etc. Information which is not provided explicitly by user will be supplied by FOCUS as default options. The transaction processor has a facility to create screens for fill-in-the-blank data entry called FIXFORM. The MATCH subcommand is used to designate fields to match. Logical subcommands are used to process any demands from the database. It is possible to store FOCUS transaction processing routines in a command file for later use.

(2) **The Dialogue Manager**, is a stored procedure that may contain variable information for which a value is provided only at the time of execution. The variables can be used to represent numeric constants, dates, or to conduct a dialogue by prompting the user for a response. The Dialogue Manager is invoked by typing the FOCUS command "EXEC" or "EX" followed by the name of the procedure.

c. **Built-in Facilities in PC/FOCUS**

In addition to file description and data manipulation, there are many important facilities that make using PC/FOCUS database attractive for our system. The following are the summary of each facility as presented in [Ref. 6].
Describing External Files. The report request language can be used on data files that are not maintained by FOCUS and, hence, are external. These are existing files which are maintained by, or extracted from, other systems.

Maintaining FOCUS database. A simple language is used to control all the processes of adding new records to FOCUS database, deleting records, and changing values in existing records. Coupled with a transaction validation, computational, and logging facilities, the result is surprisingly brief set of ideas that must be learned in order to maintain FOCUS database.

SCAN - Interactive Editing Facility. The SCAN facility is designed to take advantage of an interactive environment. It allows a user to 'browse' through a FOCUS file of any size by issuing one-line commands such as TYPE, NEXT, REPLACE, ETC. and receive an immediate response before issuing the next command. Users familiar with a text editor will find the similarities useful in learning SCAN.

ANALYSIS - Formal Statistical Analysis. normal statistical techniques such as multiple regression, step-wise regression, and correlation analysis are performed on data in FOCUS (or external) files. Control over the techniques is exercised in an interactive dialogue. The displays include all of the formal statistical quantities.
(5) **GRAPHS.** The report request language is used to phrase and control graphical displays such as point plots, bar charts, histograms and scatter diagrams. Normal terminal output or high resolution graphics can be prepared. Default values are used for widths, grid values, etc. to simplify the process, but user can specify precise values when customized plots are needed.

(6) **User Defined Language.** Users can change the language and vocabulary of FOCUS to suit their own needs and preferences.

(7) **Financial Modeling Language.** The report request language has a series of features designed specifically for the preparation of 'row oriented' reports. These arise frequently in financial applications where reports such as Balance Sheets and Cash Flow statements are needed.

(8) **FIDEL-FOCUS Interactive Data Entry Language**

FIDEL enables the design and implementation of full screen interactive data entry systems as part of the data maintenance facility. It also provides easy development of 'menu' selection processes.

3. **Database Creation**

a. **Data Entry**

The Automode utility is used to enter data in the database. Test data have been generated to load the database. Real data will be loaded during the implementation phase.
b. Validation

PC/FOCUS allows validation of data during data entry. A record is rejected if any violation of field format occurs or if a record with the same key field is entered twice. In the latter case the last one entered will be rejected by PC/FOCUS. Automode does not allow range validation. There is a very powerful tool for interactive data entry, FOCUS INTERACTIVE DATA ENTRY LANGUAGE (FIDEL). FIDEL allows the user to enter data through a visual 'fill in the form' method. After each successful transaction, the data portions of the screen are blanked out, leaving only the mask. If an error is discovered in the transaction an error message will appear on the bottom of the screen. A bell will ring (if the CRT is so equipped) and the screen will not blanked out, thus giving the operator a chance to correct the error and retransmit the screen. The FIDEL provides validation and protection mechanisms during interactive data entry. The complete language rules and facilities are presented in the PC/FOCUS user manual [Ref. 3]. In this thesis we are not going to use this tool because of the time limitation for the thesis. Automode provides adequate facility for data entry in this prototype.

c. Security

One problem with using the computer is the possibility of losing data. An important step in developing
any computer system is instituting procedures for backup of the actual data in the database and for prevention of unauthorized access to data. In our system, the security procedure is simple. FOCUS files containing data have an extension xxx.FOC to distinguish them from other files. The prefix, POW is used to precede all files generated by the system. Only an authorized person is allowed to delete these files. Every week a backup for all files in the database is done on floppy diskettes. Data entry and updating is limited to authorized persons only. PC/FOCUS has powerful tools for security which can be used for later development of the system.

d. **Database Size**

The following table shows the length of the different database files:

<table>
<thead>
<tr>
<th>FILE NAME</th>
<th>LENGTH</th>
<th>ORGANIZATION</th>
<th>NO OF RECORDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>POWDEP</td>
<td>27</td>
<td>Indexed</td>
<td>20</td>
</tr>
<tr>
<td>POWVNRD</td>
<td>223</td>
<td>Indexed</td>
<td>500</td>
</tr>
<tr>
<td>POWICLAS</td>
<td>34</td>
<td>Indexed</td>
<td>200</td>
</tr>
<tr>
<td>POWVDEP</td>
<td>6</td>
<td>Indexed</td>
<td>1000</td>
</tr>
<tr>
<td>POWRFP</td>
<td>11d</td>
<td>Indexed</td>
<td>800</td>
</tr>
<tr>
<td>POWRFC</td>
<td>162</td>
<td>Indexed</td>
<td>150</td>
</tr>
<tr>
<td>POWCONTR</td>
<td>182</td>
<td>Indexed</td>
<td>600</td>
</tr>
<tr>
<td>POWITEM</td>
<td>36</td>
<td>Indexed</td>
<td>3000</td>
</tr>
<tr>
<td>POWINV</td>
<td>154</td>
<td>Indexed</td>
<td>2000</td>
</tr>
<tr>
<td>POWORDR</td>
<td>63</td>
<td>Indexed</td>
<td>700</td>
</tr>
<tr>
<td>POWCHECK</td>
<td>63</td>
<td>Indexed</td>
<td>1300</td>
</tr>
<tr>
<td>POWBANK</td>
<td>111</td>
<td>Indexed</td>
<td>20</td>
</tr>
<tr>
<td>POWBANKAC</td>
<td>12</td>
<td>Indexed</td>
<td>40</td>
</tr>
<tr>
<td>POWSHPN</td>
<td>72</td>
<td>Indexed</td>
<td>2000</td>
</tr>
</tbody>
</table>

**TOTAL** 1263  12580
4. **Using the Database**

The database can be used for all the POWCP by using the Tabletalk utility.

a. **RFP process**

(1) **Routine # 1.** The routine is generated to match the data classes of any particular RFP with the data classes of all vendors. The result is a vendor list for all vendors that matches the data classes of the RFP.

(2) **Routine # 2.** This routine generates an RFP/Proposals list which summarize the RFP process and shows all proposals received from all vendors. This list is send along with the physical proposals to AA.

(3) **Routine # 3.** This is a general purpose routine which produces a list of the basic data in each database file. This routine can be enhanced to produce a variety of lists which suit certain logical conditions such as a list of all vendors with specific data classes. Of course we have to join the vendor data class file with the vendor file before we can generate the reports.

b. **Administer Open Contacts Function**

(4) **Routine # 4.** Produce a list of all invoices paid to a particular contract with its values and paid dates. The join between the contract file and the invoices file must be done before we use the Tabletalk. The same routine is generated by the Tabletalk. Similar routines can be generated for the pay order and the shipment notice.
(5) **Routine # 5.** Produce a list of all checks paid to a particular vendor. Joins with the vendor file and the checks file are necessary before producing the report.

(6) **Routine # 6.** Produce a Payment Plan for all invoices received and validated to be paid on a schedule according to the due dates of each invoice. This list allows the financial officer to manage the payment in the most effective way and prevent missing payment of any invoice.

(7) **Routine # 7.** Produce the financial status about all active contracts which shows the contracts against the amount of money paid for each one. This report is very important for the cash flow management of the fund dedicated for the contracts.

(8) **Routine # 8.** A validation list of all check values and dates issued to a particular bank. This list can be used to check the balance sheet of the bank. This routine can be adapted to produce reports to monitor payment from loans.

(9) **Routine # 9.** Produce a status list of each contract from the point of view of the shipment and compare these reports with the contract terms. The importance of this report comes from its ability to measure vendor performance and address any delay from the schedule to allow the contracting officer to take the necessary action in suitable time.
(10) **Routine # 10.** Produce a list of the received shipment notices to compare it with the reports received from the Freight Forwarder to check the performance of FF.

(11) **Routine # 11.** Produce list of officers under training for each contract with information about the training period.

(12) **Routine # 12.** Produce mailing list each month to send the monthly salary. This list takes much time in the manual system.

(13) **Routine # 13.** Produce a list of training schedule dates to inform AA ahead of time to prepare and send training officers.

(14) **Routine # 14.** A list is produced of all the Guarantee letters whose validity date is close to the end of the validity period, sorted by date so the renewal can be done in a suitable amount of time. This list is produced as required to assist the Financial officer in following the guarantee letters.

5. **Designed Software**

The POW software is designed as a menu driven by the user. The POW main menu screen is appear when issue the name of the main module (EX POWMAINM.FEX). Selecting the options from the screen, each menu leads the user to another one. A help facility is provided to let users move from one screen to another. Three utilities we are going to use are the Filetalk which allow describing the Master Data File (MDF),
the Automode which allow loading the database, and the Tabletalk which allow producing different reports. Describing MDF is already done by the author after determining the software requirements of POWCP, a meaningful names is selected to allow easy understanding for the user. The following pages illustrate a navigation through the designed system.
**Screen # 1, Main Menu**

================================================================================

**WELCOME TO**
**POW DECISION SUPPORT SYSTEM**
**MAIN MENU**

DATA ENTRY / UPDATE / DELETE .... 1
CREATE NEW FILE DESCRIPTION .... 2
GENERATE REPORTS ................. 3
EXIT .................................. 4
HELP ................................ 5

SELECT (1 2 3 4 5)

================================================================================

**Select Option 1**

================================================================================

WELCOME TO THE PC/FOCUS AUTOMATIC DATA MANAGEMENT SYSTEM

================================================================================

PLEASE ENTER THE NAME OF THE FILE YOU DESIRE TO MODIFY:

File name --> POWDEP

================================================================================

**Screen # 2, Main Edit**

================================================================================

AUTOMATIC DATA MANAGEMENT FILE POWDEP
PLEASE SELECT A PROCESS

1 ADD NEW RECORDS
2 ADD NEW RECORDS, UPDATE EXISTING RECORDS
3 UPDATE EXISTING RECORDS ONLY
4 DELETE RECORDS
5 RETURN TO MAIN MENU

ENTER YOUR SELECTION (1 2 3 4)

================================================================================

**Select Option 1**

================================================================================

AUTOMOD OPTION #1...ADD NEW RECORDS

'TAB' FOR NEXT FIELD 'ENTER' TO TRANSMIT DATA
'F7' FOR PRIOR SCREEN 'F3' FOR NEXT SCREEN
'F3' TO RETURN TO PREVIOUS MENU

================================================================================

DEPART ID :
DEPART NAME:

================================================================================
Enter Data

DEPART ID : 02
DEPART NAME: ARMAMENT AUTHORITY

Response --> ... RECORD ACCEPTED ... ENTER NEXT RECORD ...

Enter the same data to check validation facility

DEPART ID : 02
DEPART NAME: ARMAMENT AUTHORITY

Response --> ... RECORD ALREADY EXISTS ....... REJECTED ......

Select option 2 in Edit Screen

DEPART ID :
DEPART NAME:
Enter key (02)
DEPART ID : 02
DEPART NAME: ARMAMENT AUTHORITY

F3/CJS response --> UPDATING EXISTING RECORD

Enter new Department (03)
DEPART ID : 03
DEPART NAME: TANK

Acknowledgement --> ADDING NEW RECORD
Select option 3 in Edit Screen

'ENTER' TO TRANSMIT DATA
'F3' FOR NEXT SCREEN

DEPART ID : 03
DEPRESS ENTER

DEPART NAME: TANK

ENTER NEW VALUES

DEPART ID : 04
DEPRESS ENTER

DEPART NAME:

Acknowledge --> RECORD DOES NOT EXIST...ENTER NEXT RECORD

Select Option 3 in Edit Screen

'ENTER' TO TRANSMIT DATA
'F3' FOR NEXT SCREEN

DEPART ID : 02

Acknowledged. RECORD DELETED

The following are the basic screen of POWCP system. Notice that we select the add/update option and dropped the help part of each screen to save space.
Screen # 3, Vendor Data

VENDOR ID:

THOMAS-VOL-N: THOMAS-PAG-N:

VENDOR NAME:

POF CONTACT:

VENDOR ADDRESS:

VENDOR CITY:

VENDOR ZIP:

VENDOR TELEX:

VENDOR PHONE:

VENDOR ASSET:

Screen # 4, Item class

VENDOR ID1:

VNDR ITEM C:

DEPRESS ENTER

Screen # 5, Vendor / Department

VENDOR ID2:

VNDR DEP NO:

Screen # 6, RFP Data

RFP NO:

DEPRESS ENTER

RFP DATE:

DEP ID:

RFP SUBJECT:

N OF VENDORS:

NOF PROPOSAL:

RFP COMMENTS:

Screen # 7, RFC Data

RFC NO:

DEPRESS ENTER

RFC DATE:

RFP NO1:

DEPART NO1:

RFC SUBJECT:

FUND LETTER:

FUND AMOUNT:

RFC COMMENT:
Screen #8, Contract Data

CONTRACT NO:

_________________ DEPRESS ENTER ________________

CONTRACT NAM:

CONTRACT DES:

CONTRACT DEP:

CONTRACT DAT:

CONT COMM :

________________________________________________

Screen #9, Contract Item

________________________________________________

CONTRACT NO:

_________________ DEPRESS ENTER ________________

CONT ITEM :

________________________________________________

Screen #10, Invoice

________________________________________________

INVOICE NO:

_________________ DEPRESS ENTER ________________

INV CONT NO:

INVOICE SUBJ:

INV VENDR ID:

INV DATE:

INV PAY DATE:

INV COMM :

________________________________________________

Screen #11, Pay Order

________________________________________________

PAY ORDER NO:

_________________ DEPRESS ENTER ________________

PAY ORDER DAT:

PAY ORDER:

PAY ORDER BANK:

PAY ORDER VALUE:

PAY O VID :

PAY TO WHOM :

________________________________________________

Screen #12, Pay Check

________________________________________________

CHECK NO :

_________________ DEPRESS ENTER ________________

CHK PAY DATE:

CHK INVOICE:

CHK BANK :

CHK VALUE :

CHK VENDRX:

CHK TO WHOME:

________________________________________________
Screen # 13, Bank Data

BANK NO

-------------------------- DEPRESS ENTER --------------------------

BANK NAME

BANK ADDR:

BANK CITY

BANK STATE

BANK ZIP:

BANK PHONE

BANK TELEX

Screen # 14, Bank Account

BANK NO1

-------------------------- DEPRESS ENTER --------------------------

BANK ACC NO

Screen # 15, Shipment Notice

SHIP NOTICE

-------------------------- DEPRESS ENTER --------------------------

SHIP CONT NO

SHIP SUBJECT

SHIP INV NO

SHIP DATE
VI. CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS:

1. The POW system as presented in this thesis is not exactly the same as the existing POW system because of time and travel constraints, however, the main functions, problems and opportunities of POW have been addressed. Adaptation of the system to POW or any other Procurement Office will need only minor effort compared to the effort spent in developing this system. Fortunately PC/FOCUS with its Fourth Generation Language and facilities will allow easy adaptation of the system.

2. No system, no matter how efficient it is, will be effective if it is not employed by its users. There is the possibility that the proposed system will not be used any more effectively than the present manual system. However, it is felt that the probability of this happening will decrease as the users realize the benefits of the system. During the analysis phase all users of the system showed willingness to participate in using a computer system which would improve the effectiveness of the system. The manual system has no more capability to deal with the increased demand for procurement activities in the USA market. Of course, it is the responsibility of POW to support and require use of the system once it has been proven effective.
3. The approach used to design the system is the Iterative Design Approach or Staged Development Approach. The present design of POWCP system is the first iteration, the Commercial Procurement function. After receiving user feedback from the initial system, the second iteration will start. This system will be expanded into a general purpose Decision Support Systems (DSS) to be used in the procurement activities of foreign country procurement offices. Such a system with the DSS generator 'database' will provide an excellent decisionmaking tool as well as providing support for routine operation of the Management Information System, for example financial management and tracking of contracts.

4. Implementing the system required extensive efforts, especially in building the database which is the foundation for any other improvements to the system. The most difficult problem to overcome is the data entry phase for initial loading of the database. The willingness and support of the POW Director and specialized officers are essential for the success of this system.

5. The use of PC/FOCUS provides fully compatibility with the mainframe FOCUS and its capability to handle external files (not produced by FOCUS) will give the system flexibility to interface with other systems.

6. As long as increases in microcomputer technology continue, no limits are foreseen for the system capability, including multi-user and wide area communication with Cairo.
B. RECOMMENDATIONS:

The objectives of the thesis have been successfully completed. Learning about computer systems development methodology without application is like taking swimming lessons without actually swimming. The process of developing POW was a real challenge. The following remarks about the system can be made:

1. At the beginning, the actual size of the system effort was underestimated which is a common pitfall in system development.

2. Walking through the details of the system using the structured systems analysis technique enforced the developer to address and describe more details about the system which spent more time and efforts than required within the time limitation of doing the thesis. However this technique has been proven succeeded in designing a robust information systems in the real world situation.

3. Combining building the DSS generator with the iterative design approach of DSS leads to a conflict in developing system requirements. The DSS generator needs a detailed and complete systems analysis to build the data dictionary down to the primitive level of detail. (Data elements that cannot be divided any more and processes that cannot be exploded any more.) On the other hand, the iterative design approach requires building DSS with short, rapid feedback from users to ensure that development is
proceeding correctly. This may be very difficult if we start from a manual system like POW. To solve this conflict in the real world problems, developing the DSS (either the iterative or the complete DSS) should be started from a database foundation.

4. Using software development tools is very important, especially in building the DFD and the system data dictionary.

5. Importance of documentation is addressed during the systems development. Self documentation and giving data elements meaningful names are very important in designing the system.

6. Deep understanding of the system is hard to obtain unless you walk through the system. The DFD gives the developer the opportunity for self feedback and to readjust the system as necessary.

7. This thesis can be used as a requirements document for any future development of a DSS for the Egyptian Armed Forces.

Based on the learning experience discussed above, the following recommendations can be made for the future enhancements of the POW system:

1. It is strongly recommended that efforts continue on designing a usable DSS for POW. The cost-benefits of using the system is extremely favorable.

2. Utilization of PC/FOCUS and its utilities associated with the structured system analysis technique are most suitable for the iterative design approach we used. The recommendation is to purchase the software for implementing and using the system.
j. The most suitable hardware for implementing the system are:

a. IBM-XT or IBM-AT microcomputer (IBM-AT is preferable because it's faster than IBM-XT) with 640 KB and at least one floppy diskette derive

b. Hard Disk

c. IBM Enhanced Graphic Adapter to allow using Arabic Language facilities in PC/FOCUS.

d. Color Monitor

e. Matrix Printer

f. Power Supply and Accessories

4. Future Recommendation

It is recommended to advance the implementation of the proposed system until the third iteration, at least. The first and second iterations will emphasize building the DSS generator and giving acceptance by POW users. The third iteration will use the PC/FOCUS capability to build other two modules of the DSS: a model management subsystem which allows analytic capabilities to be added to the system like evaluation of alternatives and formulating relationships between variables in a way that permits the creation of simulation or "what if" models, and a dialog management component which can be tailored to POW functions with a complete help facility to give users of the system full capabilities without prior knowledge in computer programming. PC/FOCUS has the facilities to build both components.
Structured Systems Analysis (SSA), as presented in the reference "Structured Systems Tools and Techniques" by Gane and Sarson [Ref. 3] is a technique used to perform systems specification. Data Flow Diagrams (DFD) are used to picture the system and the Data Dictionary is used to define the data elements and the data structure. Processing logic presentations, such as decision tables and structured English are used to precisely specify processing sequences in terms that are understandable to the user and developer. For the commercial procurement subsystem, the SSA specification is refined to the detailed design level. For the other subsystem we stop at the software requirement specification.

A. DFD SYMBOL CONVENTIONS

The logical Data Flow Diagrams are very important for picturing the system to the user; they provide a blueprint of the system. This way of presenting the system provides a communication tool between the systems analyst and the user on one side, and between the systems analyst and the software programmers on the other side. The DFD is designed to present the processes in a logical, top-down approach, independent of physical location or physical implementation.
This technique emphasizes the data flow through the system providing a comprehensive understanding of the system and resulting in the Data Dictionary the most valuable output in systems development.

As an example, consider the following simple function in DFD:

The system will receive purchase orders from customers, check them against a file of items available, check against some file to see that the customer credit is okay, and cause the items ordered to be sent out with an invoice.

We could show this logical DFD as follows:

![Figure 1 Logical Data Flow Diagram (DFD)]

Only four symbols are used to picture this simple function. The flow of data may physically be contained in a letter or an invoice, in a telephone call, from program to
program, via satellite datalink or anywhere where data flow from one entity or process to another, a process may physically be a room full of operators receiving mail orders, getting money from an ATM machine, or a combination of manual and automated activities. A data store can be a rotary card file, a record book, a microfiche, a filing cabinet, even a table in core, or magnetic file on tape or disk. Using the four symbols enable us to draw a picture of system without committing ourselves to how it will be implemented. We started with a very general DFD and then we could go to the details step by step. Figure 2.2 shows the expansion of the previous DFD. [Ref. 3]

![Figure 2 Expanded Logical DFD](image)

We continue the expansion of DFD in a top down fashion until we get to the elementary process level, that can't be divided any more.

Tracing the DFD is very important to understanding the system. It is advisable for the systems analyst to present a walk through of the DFD with users at the beginning, so the user can get the concept of DFD. The preferable way to
walkthrough the DFD is to start from the external entities and describe the input data flow lines and each process in a logical sequence, and then follow the output data flow lines until exits or is stored somewhere in the DFD.

B. SYMBOLS DESCRIPTION

1. External entities

The most usually logical classes of things or people which represent a source or destination of transactions, e.g., vendors, officers, tactical units, Armament Authority, or Department. If our system accepts data from another system or provides data to it, that other system is an an external entity.

![Double Square External Entity](image)

Figure 3 External Entity

An entity is identified by lower case letters in the upper left hand corner for reference.
2. Data flow

Data flow is symbolized by an arrow, figure 2.4. Each data flow may be thought of as a pipe down which parcels of data are sent. The data flow may be referenced by giving the processes, entities, or data store at its head and tail.

![Data flow symbol]

Figure 4 Data flow symbols

3. Process

The process can be symbolized by an upright rectangle, with the corner rounded, optionally divided into three areas, Figure 2.5.

![Process diagram]

Figure 5 Process
4. **Data store**

Data store can be symbolized by a pair of horizontal parallel lines, closed at one end (Figure 2.6). Each store can be identified by a "D" and an arbitrary number n in a box at the left end for easy reference.

![Open-ended rectangle](image)

**Figure 6. Data store**

The external entities and the data stores may be duplicated to prevent interconnections between data flow lines (Figure 2.7). In the external entity, multiple diagonal lines are used to indicate that the external entity is pictured more than once in the same DFD.

- **Occurs one time**

![Occurs one time](image)

- **Occurs two times**

![Occurs two times](image)

- **Occurs three times**

![Occurs three times](image)

**Figure 7. Duplication of the External entity**
In the data store, multiple vertical lines are used to indicate that the data store is pictured more than once in the same DFD, Figure 2.8.

![Diagram showing duplication of data store]

Figure 8. Duplication of Data Store

The information presented so far is sufficient to understand the DFD. The second step is to put detailed information about the DFD in a Data Dictionary.

C. THE DATA DICTIONARY

The data dictionary keeps all the details and contents about the data flows, data stores, and processes. The information we need to keep in the data dictionary is classified into three levels:
1. **Data Elements**

These are the pieces of data that it is not meaningful to decompose further for the application at hand; e.g., date, product number, etc.

2. **Data Structures**

These are made up of data elements, or of other data structure, or a mixture of both, for example:

- VENDOR-ID
- VENDOR-NAME
- FIRST-NAME
- LAST-NAME
- PHONE
- AREA-CODE
- NUMBER
- EXTENSION
- BUSINESS-START-DATE
- BUSINESS-ASSET-VALUE
3. Data Flow and Data Stores

Data flows are paths or "pipelines" along which data structures travel. Data stores are places where data structures are stored until needed. In other words, data flows are data structures in motion, data stores are data structure at rest.

The data description hierarchy can be represented as follows.

![Figure 9 Data description hierarchy](image-url)
APPENDIX B

MODULES LISTINGS

A. POWMAINM:

SET PAUSE = OFF
SET MSG = ON
-TOP
-LET !1=HELP
-CRTCLEAR
-BEGIN
-SET &REPLAY=O;
-TYPE
-CRTFORM

WELCOME TO
POW DECISION SUPPORT SYSTEM

MAIN MENU

DATA ENTRY / UPDATE / DELETE .... 1
CREATE NEW FILE DESCRIPTION ...... 2
GENERATE REPORTS .................. 3
EXIT .................................. 4
HELP ............................... 5

SELECT (1 2 3 4 5) &REPLAY <77

-IF &REPLAY EQ 1 GOTO AUTO
- ELSE IF &REPLAY EQ 2 GOTO FTALK
- ELSE IF &REPLAY EQ 3 GOTO TTALK
- ELSE IF &REPLAY EQ 4 GOTO EXIT
- ELSE IF &REPLAY EQ 5 GOTO HELP ELSE GOTO NOPE;
-AUTO
EX POWAUTO
-RUN
-CRTCLEAR
-GOTO BEGIN
-FTALK
-FILE TALK
-RUN
WELCOME TO THE PC/FOCUS AUTOMATIC DATA MANAGEMENT SYSTEM

PLEASE ENTER THE NAME OF THE FILE YOU DESIRE TO MODIFY:
<T.&FNAME <77

PLEASE WAIT

THE MAIN MENU IS NOW LOADING

B. POWAUTO:  

SET PAUSE=OFF
SET MSG=OFF
-STOP
-CRTCLEAR
-IF &I.EXIST EQ 0 GOTO NONAME;
-SET &FNAME=&I;
-GOTO GOTNAME
-NONAME
-SET &FNAME='
-START
-CRTFORM

-WELCOME TO THE PC/FOCUS AUTOMATIC DATA MANAGEMENT SYSTEM

PLEASE ENTER THE NAME OF THE FILE YOU DESIRE TO MODIFY:
<T.&FNAME <77

PLEASE WAIT

THE MAIN MENU IS NOW LOADING
-GOTNAME
-IF &FNAME.LENGTH GT 3 GOTO BADNAME;
-SET &FF = &FNAME ';'.MAS';
-DOS STATE &FF
-IF &RETCODE NE 0 GOTO NONAME;
-SET &REPLY=' '; 
-SECTION 1
-CRTFORM

AUTOMATIC DATA MANAGEMENT FILE <D.&FNAME <77

PLEASE SELECT A PROCESS

1 ADD NEW RECORDS
2 ADD NEW RECORDS, UPDATE EXISTING RECORDS
3 UPDATE EXISTING RECORDS ONLY
4 DELETE RECORDS
5 RETURN TO MAIN MENU

ENTER YOUR SELECTION (1 2 3 4) <&REPLY <77

-IF &REPLY EQ 1 GOTO ADD ELSE IF &REPLY EQ 2 GOTO ADDUP
-ELSE IF &REPLY EQ 3 GOTO UP ELSE IF &REPLY EQ 4 GOTO DEL ELSE
-IF &REPLY EQ 5 GOTO EXIT
-ELSE GOTO NOPE;
-ADD MODIFY FILE &FNAME
-CRTFORM

AUTOMOD OPTION #1...ADD NEW RECORDS

'TAB' FOR NEXT FIELD 'ENTER' TO TRANSMIT DATA
'F7' FOR PRIOR SCREEN 'F8' FOR NEXT SCREEN
'F9' TO RETURN TO PREVIOUS MENU

CRTFORM

MATCH *
KEYS
ON NOMATCH TYPE
/* ... RECORD ACCEPTED .... ENTER NEXT RECORD ....... */
ON NOMATCH INCLUDE
ON MATCH TYPE
""...RECORD ALREADY EXISTS....REJECTED........"
LOG DUPL MSG
OFF
DATA
END
-TYPE
-PLEASE WAIT
-TYPE
PC/FOCUS IS LOADING YOUR FILE
-RUN
-TYPE
-PLEASE WAIT
-TYPE
PC/FOCUS IS UPDATING YOUR FILE
-GOTO SECTION1
-ADDUP
MODIFY FILE &FNAME
CRTFORM
"AUTOMOD OPTION #2...ADD/UPDATE RECORDS"
""
'TAB' FOR NEXT FIELD 'ENTER' TO TRANSMIT DATA"
"'F7' FOR PRIOR SCREEN 'F8' FOR NEXT SCREEN"
"'F3' TO RETURN TO PREVIOUS MENU"
"
CRTFORM *
KEYS
"
DEPRESS ENTER"
"
MATCH *
KEYS
ON MATCH TYPE "UPDATING EXISTING RECORD"
ON NOMATCH TYPE "ADDING NEW RECORD"
ON MATCH/NOMATCH CRTFORM T.* NONKEYS
ON MATCH UPDATE
*
ON NOMATCH
INCLUDE
LOG NOMATCH MSG OFF
DATA
END
-TYPE
-PLEASE WAIT
-TYPE
PC/FOCUS IS LOADING YOUR FILE
-RUN
-TYPE
-PLEASE WAIT
-TYPE
PC/FOCUS IS UPDATING YOUR FILE
-GOTO SECTION1
-UP
MODIFY FILE &FNAME
156
CRTFORM

"=================================="
" AUTOMOD OPTION #4...DELETE EXISTING RECORDS ;"
"=================================="
" 'TAB' FOR NEXT FIELD 'ENTER' TO TRANSMIT DATA ;"
" 'F7' FOR PRIOR SCREEN 'F8' FOR NEXT SCREEN ;"
" 'F3' TO RETURN TO PREVIOUS MENU ;"
"=================================="

DEPRESS ENTER

MATCH *
KEYS
ON NOMATCH TYPE
" RECORD DOES NOT EXIST....ENTER NEXT RECORD "
ON MATCH TYPE
" ENTER NEW VALUES "

ON MATCH CRTFORM T.*
NONKEYS
ON MATCH UPDATE *

LOG NOMATCH MSG
OFF

DATA
END
-TYPE
-TYPE PC/FOCUS IS LOADING YOUR FILE
-RUN
-TYPE PLEASE WAIT
-TYPE PC/FOCUS IS UPDATING YOUR FILE
-GOTO SECTION1
-DEL
MODIFY FILE &FNAME
CRTFORM

" AUTOMOD OPTION #4...DELETE EXISTING RECORDS "

" 'TAB' FOR NEXT FIELD 'ENTER' TO TRANSMIT DATA "
" 'F7' FOR PRIOR SCREEN 'F8' FOR NEXT SCREEN "
" 'F3' TO RETURN TO PREVIOUS MENU "

" "
CRTFORM *
KEYS
" "
MATCH *
KEYS
ON NOMATCH TYPE
" "
".. RECORD DOES NOT EXIST .... ENTER NEXT RECORD ..."
ON MATCH TYPE
" "
"............................ RECORD DELETED ...."
ON MATCH
DELETE
LOG NOMATCH MSG
OFF
DATA
END
-TYPE

TYPE PC/FOCUS IS LOADING YOUR FILE
-RUN

TYPE PLEASE WAIT
-TOPE

TYPE PC/FOCUS IS UPDATING YOUR FILE
-GOTO
SECTION1

BADNAME
TYPE INVALID FILE NAME (EXCEEDS 8 CHARACTERS)
-GOTO
TOP
-NOPE

-TYPE &REPLY IS NOT A VALID OPTION

-PLEASE REVIEW OPTIONS AND RE-ENTER
-GOTO SECTION1

-NAME

-TYPE FILE NAMED &FNAME;..XXX CANNOT BE LOCATED...
-PROMPT &REPLY. RE-ENTER FILE NAME OR TYPE QUIT.
-GOTO SECTION1

-EXIT

C. POWDIC:

SET PAUSE = OFF
SET MSG=OFF
-TOP
-CRTCLEAR
-IF &1.EXIST EQ 0 GOTO NONAME;
-SET &FNAME=&1;
GOTO GOTNAME
-NAME
-SET &FNAME=' ';
-START

-TYPE THIS IS THE AN ONLINE HELP SCREEN
-CRTFORM
-" "ONLINE HELP SCREEN
-" "
-" "=="==
-" "
-" "INFORMATION ON FOCUS ............<1>
-" " INFORMATION ON FOCEXECs ..........<2>
-" " DICTIONARY MAINTENANCE ..........<3>
-" " QUIT ..................................<4>: 
-" "
-" "
-" "
-" "PROMPT &SELECT. WHAT IS YOUR CHOICE ? .
-" "
-" "END
-" "

D. POWHELP:
-" "
-" "CRTCLEAR 
-" "BEGIN 
-" "SET &REPLAY=0; 
-" "TYPE 
-" "CRTFORM 
-" "
-" "POW 
-" "HELP SCREEN 
-" "
-" "
-" "
-" "" 1. System Description 
-" "" 2. Online Help 
-" "" 3. Exit 
-" "
-" "SELECT (1 2 3 ) &REPLAY <77 
-" "
-" "
-" "IF &REPLAY EQ 1 GOTO SYSDESC 
-" " ELSE IF &REPLAY EQ 2 GOTO ONLINE 
-" " ELSE IF &REPLAY EQ 3 GOTO EXIT 
-" " ELSE GOTO NOPE; 
-" "ONLINE
-" "EX POWDIC 
-" "RUN 
-" "CRTCLEAR 
-" "GOTO BEGIN 
-" "SYSDESC 
-" "
-" "
-" "
-" "
-" "159
-TYPE * WILL BE DEVELOPED LATER ***
-GOTO BEGIN
-NONE
-GOTO BEGIN
-quit
-EXIT
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<td>Calculate Value of Contracts</td>
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<td>Check the Technical Terms</td>
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<td>Sign the Contract</td>
<td>STC</td>
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<td>Sign The Contract</td>
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<td>Identify the Source of Fund</td>
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<td>Collect Documents of Contracts</td>
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<td>Open Credit Letter for Vendor</td>
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<td>Payment of Initial Deposit</td>
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<td>Process Fund From Loan</td>
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<td>Prepare Request for Funding From Loans</td>
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<td>Payment Initial deposit from Loan</td>
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<td>Administer Contract</td>
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<td>Register and Route the Payment Documents to the Specialized Officer</td>
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Check Payment Documents CPDOC 4.1.2
Check Duplication CHKD 4.1.3
Check Invoice Amount CHKIA 4.1.4
Monitor Training of Personnel MTOP 4.2
Prepare Training Plan PTP 4.2.1
Inform Vendor by Trainee Names IVBTN 4.2.2
Prepare Status Reports PSR 4.2.3
Monitor Shipment of Items MSOI 4.3
Prepare Shipment Plan PSHP 4.3.1
Compare and adjust Shipment CADSH 4.3.2
Reporting REP 4.4
Prepare Status Reports PSREP 4.4.1
Prepare Progress Reports PPREP 4.4.2
Prepare Comparison Reports PCREP 4.4.3
Prepare Analysis Reports PAREP 4.4.4
Generate Vendor List GVL 5
Verify vendors VERV 5.1
Check, if Vendor Exist CHKVE 5.2

C. DATA STORES

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<td>Contracts to be Funded</td>
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<td>D3</td>
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<td>Active Contracts</td>
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<td>D4</td>
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<td>D7</td>
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<td>Thomas Register</td>
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<td>D8</td>
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<td>Contracting Implementation Plan</td>
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<td>Officers Work Load</td>
<td>OWL</td>
<td>D14</td>
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<td>Rules and Regulations</td>
<td>RAREG</td>
<td>D15</td>
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<td>Best and Final Offer</td>
<td>BAFO</td>
<td>D16</td>
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<td>Budget Monitor File</td>
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<td>Shipment Monitor File</td>
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<td>Pending Vendor Requests File</td>
<td>PVRF</td>
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### D. DATA FLOWS

**DATA FLOWS IDENTIFICATION**

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<td>RFP Subject &amp; date received</td>
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<td>RFP Subject &amp; Department</td>
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<td>New Vendor Name</td>
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<td>Proposals</td>
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Proposals

Number of Proposals & Vendors

Vendor data

Vendor Name

RFP Monitor Data

Qualification Form

Replay

Vendor Company Profile

Qualified Vendor data

New Vendor Data

Supplementary Vendor List

RFC

Officer Names

Names of Negotiation Team

RFC Subject and Date Received

Vendor Telephone & Address

1.2.3-a

1.2.3-D2

D1-1

D1-1.1

D1-1.1.5

D1-1.1.4

D6-1.1.4

1-D2

1.1-D2

1.1.5-b

b-1.1.5

D6-1.1.5

1.1.5-1.1.6

1.1.6-D1

1.1.6-1.1.4

a-2

a-2.1

2.1-D9

a-2.1.1

2.1.1-2.1.2

2.1.2-2.1.3

2.1.3-2.1.4

D14-2.1.5

2.1.5-D1

2.1.1-D7

D1-2.1

167
Meeting Schedules
Appointment Letter
Vendor Replay to the App.
New Meeting Schedule
Final and Best Offer of Vendor
All RFC Documents
Vendor Selected
Rules and Regulations
RFP Specifications

Final and Best Offer Spec.
Contract Draft1
Fund Letter

Initial Deposit Value
Total Amount Of Contracts
Contract Draft2
Contract Draft3
Notice if any
Final Documents of Contract
Final Draft of Contract
Final and signed Contracts
Fund Source Information
Copy of the Final Contracts
Fund Source

2.1-D10
D10-b
b-2.2
2.2-D10
D9-2.2
2.2-D11
2.2-2.3.1
D15-2.3.1
D2-2.3.1
D2-2.3.3
D16-2.3.3
2.3.1-2.3.2
D12-2.3.2
a-3.3.1
2.3.2-2.3.4
2.2.3-2.3.4
2.3.2-2.3.5
2.2.3-2.3.5
2.3.3-2.3.4
2.3.4-2.3.5
2.3.5-2.3.0
2.3.0-4
D11-2.3
2.3.6-D17
D12-2.3
D12-2.1.3
RFC No & Date, Time of Meeting
Appointment Letter 2.1.4-D1
Final Contract Award Reports 2.3-2.4
Contracts 2-a
Budget status 2.4-a
Certificates 3.1-3.2.1
Contracts Data D18-3.2.1
Award Letter b-3.2.1
Appointments a-3.1
Final and Best offers 2.4-D5
Source of Fund D5-3.2.2
Source from Budget 2.4-b
Credit Letter 2-b
Fund Information a-3.1
Status Data about Funding a-3.1-3.2
Payment Data a-3.2-3.2.1
Request to open an acc. 3.2.2-c
Payment Order 3.2.2-b
Payment Order For Deposit 3.2.3-b
Letter To Confirm Payment Order 3.2.3-c

169
Agreement Letter From Bank
Amount of Initial Deposit
Justified Sheet
Signed Contracts
Funding Request
Initial Deposit
Contract Information
Guarantee Letter
```
```
Source From Loans
Request For Funding from Loan
Case Designator
```
Status Information
Letter to inform Vendor
Case Information
```
Open an Acc. Request
Credit Data
```
Credit and Guarantee letter
Initial deposit payment order
Shipment and training Notice
Payment Documents
```

170
Payment document

Previous Payment

Invoice & Amount

Reasons for Non-Payment

Approved Payment Document

Invoice Paid

Checks

Payments (checks & orders)

Payment Information

Training Schedule

Training Information

Names of Trainees

Training progress Reports

Shipment and training notice
Shipment Notice

Shipment Information

Items & quantity to be Shipped

Shipment Schedule and priority

Shipment Progress Reports

Priority of Shipping

Total Values of item Shipped

Contract Monitor Information

Reports

Status Information

Progress Information

Comparison Information

Analysis Information

Vendors Requests

Acknowledge to vendor

Qualification Form

Qualification Form Filled

New Vendor Recommended From AA

Accepted Vendor Data

Enquiry For Business Status

Suggested Vendor list from AA

Company Profile
New Vendor Data 5-D1
Existing Vendors data 5.2-1
List of Vendors Who are to USA j-5.2
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10–86