Kebijakan Pengadaan Barang Dan Jasa PT Bank Mandiri (Persero) Tbk.	Procurement of Goods and Services PT Bank Mandiri (Persero) Tbk.
Ketentuan terkait Pengadaan Barang dan Jasa yaitu SPO *Procurement* ditetapkan oleh Direksi Bank Mandiri dan dijadikan pedoman Bank Mandiri dalam melakukan proses pengadaan barang dan jasa yang bersifat strategis maupun *non*-strategis untuk mendukung kegiatan operasional Bank sesuai kualitas, kuantitas dan waktu yang ditetapkan dengan harga terbaik serta menerapkan prinsip manajemen pengendalian risiko.	Related Conditions Procurement of Goods and Services Procurement SPO is determined by the Board of Directors of the Bank. SPO Procurement Bank Mandiri is a guideline in the process of procurement of goods and services that are strategic and non-strategic to support the Bank's operations according to the quality, quantity and time are set at the best price as well as applying the principles of risk control management.
Berikut adalah hal-hal yang diterapkan oleh Bank Mandiri dalam rangka mewujudkan aktivitas pengadaan dengan prinsip pengadaan yang efektif, efisien, terbuka, berdaya saing, transparan, adil dan tidak diskriminatif, akuntabel, bertanggung jawab, serta independen:	To realize the procurement activities with the procurement principles of effective, efficient, open, competitive, transparent, fair and not discriminatory, accountability, responsibility, and the Independent, the Bank implemented the following matters:
1. Pemisahan fungsi pada Unit Pelaksana Pengadaan yang terdiri dari unit penyeleksi calon rekanan/vendor, unit yang melakukan proses pengadaan, unit penyusun Harga Perkiraan Sendiri; dan Unit Kerja Kepatuhan	1. Segregation of duties on Procurement Implementation Unit that is, units which perform the candidate selection partners/vendors, the unit undertaking the procurement process, the units that make up Estimate Alone; and Compliance Work Unit
2. Senantiasa tunduk dan patuh terhadap peraturan baik internal maupun eksternal	2. Always subject to and comply with internal and external regulations
3. Implementasi prinsip-prinsip manajemen risiko yang meliputi identifikasi, penilaian, mitigasi dan pemantauan serta pengukuran risiko operasional.	3. Application of the principles of risk management includes the identification, assessment, mitigation and monitoring and measurement of operational risk.
4. Mematuhi Kode Etik, melaksanakan prinsip kehati-hatian dan menjadikan Budaya Kerja Perseroan yang berlandaskan pada nilai-nilai TIPCE (*Trust, Integrity, Professionalism, Customer Focus,* dan *Excellence*), dan GCG sebagai pedom	4. Guided by the work culture of the Company, which is based on the values TIPCE (Trust, Integrity, Professionalism, Customer Focus, and Excellence), GCG, and adhere to the Code of Conduct and to implement the precautionary principle

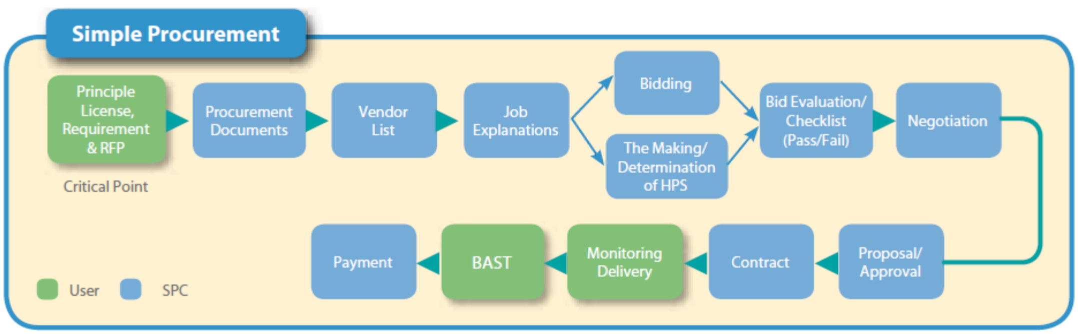
Kebijakan Pengadaan Barang Dan Jasa PT Bank Mandiri (Persero) Tbk.	Procurement of Goods and Services PT Bank Mandiri (Persero) Tbk.
Etika Pengadaan Barang Dan Jasa	**Procurement Ethics**
Etika pengadaan barang dan jasa memuat hal-hal yang setiap saat harus dipatuhi oleh seluruh pihak yang terkait dalam proses pengadaan Bank Mandiri antara lain Unit Pelaksana Pengadaan, Pengguna Barang dan Jasa serta Penyedia Barang dan Jasa sebagai berikut :	All parties involved in the procurement process of the Bank include Executive Unit Procurement of Goods and Services Users and providers of goods and services required from time to time in compliance with ethics as follows:
a. Menjalankan kewajiban masing-masing secara tertib disertai rasa tanggung jawab demi kelancaran dan akurasi tercapainya tujuan pengadaan.	a. Implement their respective obligations in an orderly manner with a sense of responsibility to achieve smoothness and accuracy achievement of Procurement.
b. Bekerja secara profesional dan independen berlandaskan kejujuran serta menjaga kerahasiaan dokumen yang sifatnya rahasia, seperti Harga Perkiraan Sendiri (HPS), untuk mencegah terjadinya penyimpangan dalam pelaksanaan aktivitas pengadaan.	b. Work professionally and independently on the basis of honesty and confidentiality of documents should not be disclosed, such as the Self-Estimated Price (HPS), to prevent the occurrence of irregularities in the implementation of procurement activities.
c. Tidak saling memengaruhi baik langsung maupun tidak langsung untuk menghindari terjadinya persaingan tidak sehat.	c. Not affect each other, either directly or indirectly to prevent and avoid unfair competition.
d. Menerima dan bertanggungjawab atas segala keputusan yang ditetapkan sesuai dengan yang telah disepakati para pihak.	d. Accept and be responsible for any decision taken in accordance with the agreement of the parties.
e. Menghindari dan mencegah terjadinya benturan Kepentingan diantara para pihak	e. Avoid and prevent conflicts of interest between the parties.
f. Menghindari dan mencegah terjadinya pemborosan dalam pelaksanaan aktivitas pengadaan.	f. Avoid and prevent wastage in the implementation of procurement activities.
g. Menghindari dan mencegah penyalahgunaan wewenang dan/atau kolusi demi keuntungan pribadi, golongan atau pihak lain yang secara langsung atau tidak langsung yang berpotensi merugikan Bank.	g. Avoiding and preventing the abuse of authority and/or collusion with the purpose of personal gain, class or other parties that may directly or indirectly impair the Bank.
h. Menghindari dan mencegah terjadinya Korupsi, Kolusi dan Nepotisme (KKN) dalam proses pengadaan.	h. Avoid and prevent corruption, collusion and nepotism (KKN) in the procurement process.

Kebijakan Pengadaan Barang Dan Jasa PT Bank Mandiri (Persero) Tbk.	Procurement of Goods and Services PT Bank Mandiri (Persero) Tbk.
i. Tidak menerima hadiah atau imbalan baik secara langsung maupun tidak langsung dalam bentuk apapun.	i. Not receiving a gift or compensation in any form, either directly or indirectly.

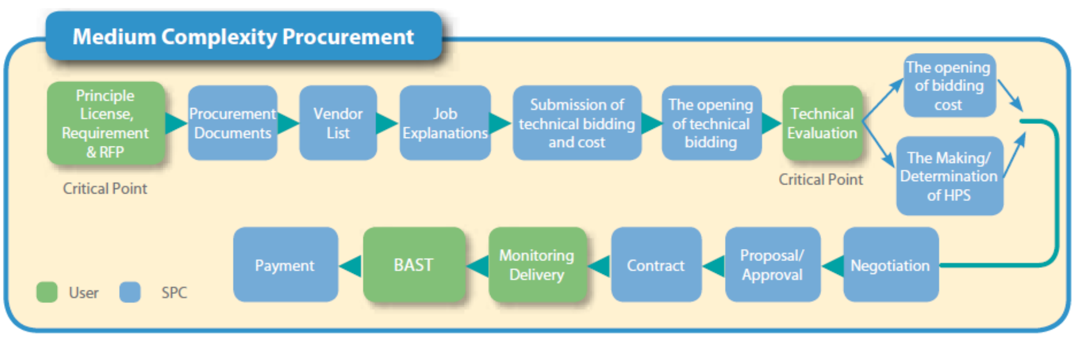
Prosedur Pengadaan Barang Dan Jasa (Procurement Procedures)

Prosedur pengadaan barang dan jasa Bank Mandiri dapat digambarkan melalui 3 skema dibawah ini :

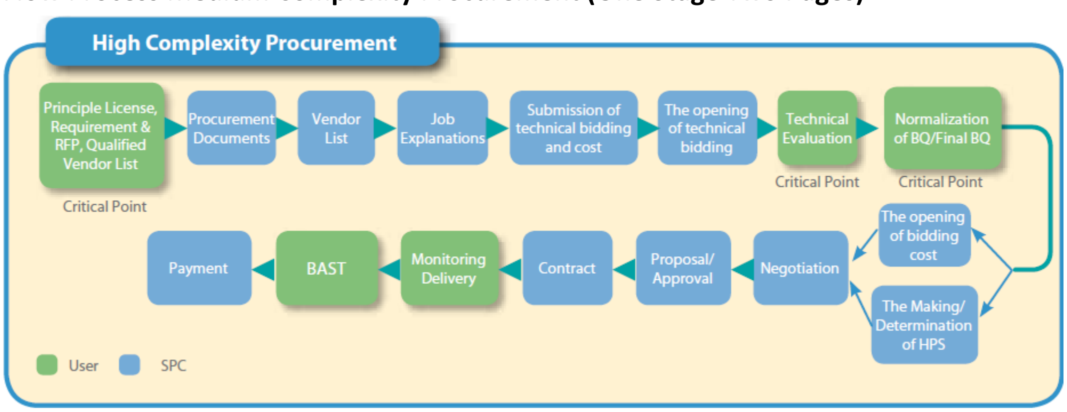
Flow Process Simple Procurement (One Step One Page)



Flow Process Medium Complexity Procurement (One Stage Two Pages)



Flow Process Medium Complexity Procurement (One Stage Two Pages)



Kewenangan Dan Tanggung Jawab Pengadaan Barang Dan Jasa (Authority and Responsibility Procurement)

Working Unit	User	Group PFA
Budget/Preliminary Approval	v	-
Product Policy	v	-
Procurement Policy	-	v
Procurement Request Nota	v	
User Requirement/Technical Specs/RFP & BoQ	v	-
Procurement Documents	v	v
Vendor Qualification/Vendor Shortlist	-	v
OE/ HPS	-	v
Sending of RFP/Procurement Documents	-	v
Acceptance of Proposal	-	v
Technical Evaluation	v	
Sign Off SOW	v + IT *)	-
Administrative Evaluation	-	v
Technical Evaluation	v + IT*) + IT*)	
Price Evaluation	-	v
Negotiations	v	v
Proposal Memorandum	v + IT **)	v
Contract	V * *)	v
License Agreement (If Any)	v + IT **)	v
Implementation	v	-
BAST	v	-
Recomendation on Payment	-	v
Payment	-	v + Accounting

Note :
*) Exclusively for IT procurement
**) If it is deemed necessary
***) For the contracts, one of which was signed by GH SPC, SPC Legal Unit be reviewed

Ketentuan Pelaksanaan Pengadaan Barang dan Jasa (Conditions for Procurement of Goods and Services)

Ketentuan pelaksanaan pengadaan barang dan jasa Bank Mandiri meliputi aspek-aspek sebagai berikut :

Procurement	a. Through the providers of goods and services: Procurement can be implemented if the specification of goods which will be held clearly, more efficient, timely manner. b. Self-management: Activities to obtain goods and services carried out by a planned, carried out and supervised by the Bank using its own power, owned-equipments, or piece rate workers.
Implementing Organization Goods and Services	a. Procurement Implementation Unit b. Users Work Unit Goods / Services hereinafter User c. Related Work Unit d. Procurement Officer Tim breakers
Procurement Planning	Each Procurement Planning Procurement process to be carried out should be preceded by careful planning that includes clear specifications, the number of work packages to be undertaken, budget and implementation time. Planning question must be well coordinated between the relevant work units, among others, work unit owner's budget, the work unit system Trustees and work units responsible for the implementation of the procurement process.
Handover of Work	Unit of Work Users of Goods/Services (User) is responsible for ensuring that all work submitted by the vendor has met all the requirements, scope and specifications according to which has been set in the document of Employment and supporting documents.

Guarantees In Procurement	In order to control the risks that may arise on Procurement of Goods and Services caused wan achievement, then the provider of goods and services required to provide a guarantee
Procurement Implementation Activities To Solve Specific Conditions	In conditions requiring rapid handling due to natural disasters and other Force Majeure circumstances, so handling should be done immediately, it can be : 1. Pointed Directly, without issuing HPS/Entry deals/Publishing SP/SPK/Contract, the Real Cost is reimbursable without adding margin, Fee for providers of goods and services based on agreements and fairness. 2. If there is not a reasonable price based on the results of the review, the Executive Unit Procurement clarification and negotiation with providers of goods and services that carry out the work specified in the Minutes of Clarification & Negotiation. 3. Head of Procurement Implementation Unit shall monitor the implementation of the work and make accountability reports to officials and one level above or Natural Disaster Team.
Document and Payment Process	Payment Process include : 1. Payment Document Research, 2. Approval of the payment by the competent authority, 3. Payments are made in Rupiah or other currency according to the value or price listed in the CMS or the Contract, 4. Recording the actual cost of each payment in accordance with the eyes of its budget.

Pengadaan Barang dan Jasa tahun 2016 (Procurement of Goods and Services in 2016)

Berikut perbandingan jumlah pengadaan Bank Mandiri pada tahun 2015 dan 2016 yang telah direalisasikan :

Work unit	Value Procurement (in billion Rp)		Acquisition Value Currency (in million USD)		Rated Total (in billion Rp)		Amount Procurement	
	2015	2016	2015	2016	2015	2016	2015	2016
SPC (Headquarters)	5,596	7,310	89	26	6,404	7,670	1,833	1,936
Regional Offices	310	470	-	-	310	470	1,098	1,078
Working Units	1,183	978	13	1	1,368	1,465	2,898	2,661

Kebijakan Pengadaan Barang Dan Jasa PT Bank Mandiri (Persero) Tbk.	Procurement of Goods and Services PT Bank Mandiri (Persero) Tbk.
Sampai bulan Desember 2016, nilai total pengadaan yang dilakukan oleh Bank Mandiri pada Kantor Pusat (SPC) sebesar Rp7.670 miliar, sedangkan pada Kantor Wilayah sebesar Rp470 miliar, dan untuk Unit Kerja sebesar Rp1.465 miliar. Untuk Jumlah Pengadaan yang dilakukan Bank Mandiri sampai bulan Desember 2016 di SPC sebanyak 1.936, sedangkan pada Kantor Wilayah sebanyak 1.078, dan untuk Unit Kerja sebanyak 2.661.	Until December 2016, the total value of procurement conducted by the Bank in the Central Office (SPC) of Rp7,670 billion, while the Regional Office of Rp470 billion, and to the work unit is Rp1,465 billion. Number Procurement conducted for the Bank until December 2016 SPC many as 1,936, while the Regional Office as much as 1,078, and for as many as 2,661 Work Unit.

<table>
<tr><th colspan="2">Kebijakan Pengadaan Barang Dan Jasa
PT Bank Mandiri (Persero) Tbk.</th><th colspan="2">Procurement of Goods and Services
PT Bank Mandiri (Persero) Tbk.</th></tr>
<tr><td colspan="2">Audit Pengadaan Barang dan Jasa
Untuk memastikan SPO Procurement dan kebijakan Bank telah dijalankan sesuai dengan ketentuan, maka Bank Mandiri senantiasa melakukan audit secara berkala maupun sewaktu-waktu, melalui Audit Internal dan Eksternal.
Selama tahun 2016, tidak terdapat temuan-temuan audit, baik oleh auditor eksternal dan auditor internal mengenai pengadaan yang merugikan Bank Mandiri.</td><td colspan="2">Procurement Audit
To ensure SPO Procurement and Bank policies have been implemented in accordance with the provisions, the Bank continues to do audits periodically and at any time, through the Internal and External Audit.
During 2016, there were no findings of an audit, either by the external auditors and internal auditors regarding the procurement of adverse Bank Mandiri.</td></tr>
<tr><td colspan="2">Program Pengembangan Kompetensi Pemasok
Bank Mandiri telah melaksanakan kegiatan pengembangan untuk meningkatkan kualitas vendor Bank Mandiri, melalui pelaksanaan Vendor Gathering dan penganugerahan Vendor Award dengan keterangan sebagai berikut:</td><td colspan="2">Competence Development Program Supplier
Bank Mandiri has been carrying out development activities to improve the quality of vendor Bank Mandiri, through the implementation of Vendor Award Gathering and conferring with the following caption:</td></tr>
<tr><td>Tanggal Pelaksanaan</td><td>16 November 2016</td><td>Implementation Date</td><td>November 16, 2016</td></tr>
<tr><td>Tempat</td><td>Auditorium Lantai 3, Plaza Mandiri – Jakarta</td><td>Venue</td><td>Auditorium, 3rd Floor, Plaza Mandiri - Jakarta</td></tr>
<tr><td>Rekanan Diundang</td><td>• Bidang IT (Software dan Hardware): 23 vendor
• Bidang Non IT (a.l. Advertising and Promotion, Kendaraan Dinas, Percetakan, Asuransi, Ekspedisi): 35 vendor
• Konstruksi: 10 vendor</td><td>Partner Invited</td><td>• IT Fields (Software and Hardware): 23 vendors
• Non-IT Fields (i.e. Advertising and Promotion, Vehicles, Office, Printing, Insurance, Expedition): 35 vendors
• Construction: 10 vendors</td></tr>
<tr><td colspan="2">Adapun materi yang dibahas dalam Vendor Gathering tersebut antara lain sebagai berikut :
1. Sharing values antara Bank Mandiri dengan vendor serta penjelasan fokus bisnis Bank Mandiri.
2. Update Economy Outlook Indonesia, antara lain kondisi makro ekonomi Indonesia dan kinerja sektor perbankan nasional.
3. Refreshment aspek penting terkait pengadaan barang dan jasa, antara lain:</td><td colspan="2">Gathering the materials Vendor as follows :
1. Sharing values between Bank Mandiri with the vendor.
2. Economy Outlook Update Indonesia, including Indonesia's macroeconomic conditions and the performance of the national banking sector.
3. Refreshment important aspects related to th procurement of goods and services, among</td></tr>
</table>

Kebijakan Pengadaan Barang Dan Jasa PT Bank Mandiri (Persero) Tbk.	Procurement of Goods and Services PT Bank Mandiri (Persero) Tbk.
	others
4. Komunikasi dan diskusi dua arah antara Vendor dan Bank Mandiri untuk mendapatkan masukan agar proses pengadaan Barang dan Jasa dapat dilaksanakan dengan lebih efisien dan efektif.	4. Communication and discussion among vendor and Bank Mandiri to gain input in relation with efficient and effective procurement process.