



STATE PROCUREMENT AGENCY ANNUAL REPORT 2019

Tbilisi 2020





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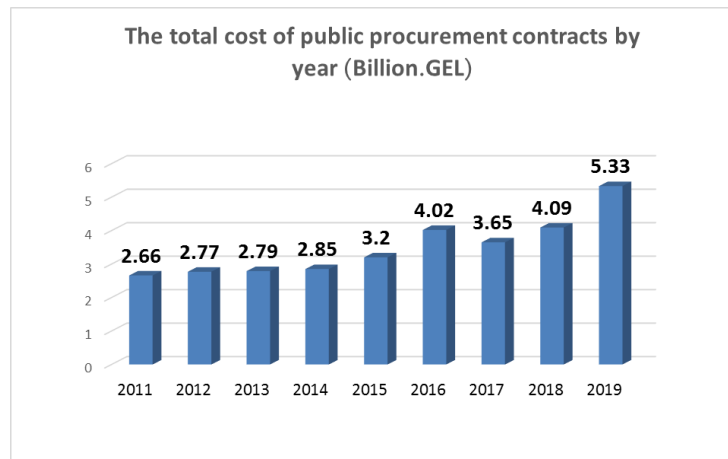
INTRODUCTION

This present report contains detailed information about the activities implemented by LEPL State Procurement Agency (hereinafter SPA) in 2019. It aims at providing the readers with thorough information with regard to the reforms implemented by the SPA in the field of public procurement, and activities performed with a view to monitor procurements, novelties introduced in the Unified Electronic System of Public Procurement – *eProcurement*¹ and various training programmes implemented with a view to increase the qualification of the procurement specialists. Along with this, the report will allow the readers to get acquainted with a number of interesting statistical data and information from the public procurement field.

In 2019 total volume of public procurements carried out with a view to procure various goods, services and construction works amounted to record number - 5,332,804,815 billion GEL, which made approximately 11% of the country's GDP and 63% of the expenditure part of the state budget.

The greatest share of the aforementioned sum - 82.4% was expended within the frames of the contracts awarded through competitive, open e-tenders which is also the highest index from the day of introduction of Unified Electronic System of Public Procurement up to the present. Respectively, the share of the contracts awarded through simplified procurements² in overall procurements was reduced to 17.6%. The said positive index is the outcome of consecutive reforms implemented in the field of public procurement in the recent years.

In order to ensure even better value for the money, the practice of carrying out centralized, so called „consolidated tenders“ were reasonably fine-tuned in 2018 as a result of the cycle of reforms initiated by the government of Georgia and SPA. Thus, by 2019 it was possible to expand the spectrum of various services and goods to be procured through consolidated tenders. In total, the contracts valued at 403 million GEL were awarded through consolidated open e-tenders carried out

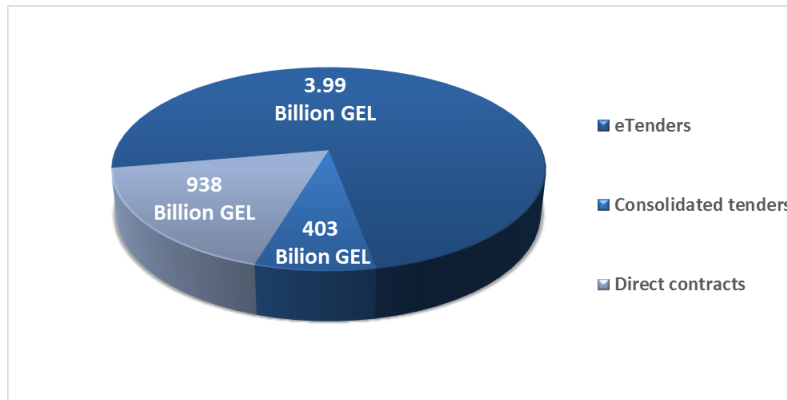


¹ Georgian Electronic Government Procurement System (Ge-GP), 2010-2020

² This volume of simplified procurement covers all the contracts awarded by so-called "Direct procedure", Single-source procurement procedure", including below the national monetary thresholds (i.e. procurements below 5,000 GEL)



in 2019 and besides savings as a result of the mentioned tenders exceeded 100 million GEL in relation to retail and wholesale prices of the respective objects of procurement.



In 2019, several already existing modules were further improved in the *eProcurement* System of Public Procurement, new functionality was integrated and technical updates were implemented enabling the users to operate in the system more easily.

In particular, user-oriented functional update applied to so-called simplified procurement CMR module of the system; new search parameters were added to a special monitoring module of the system; furthermore, a totally new module of management of contracts of consolidated tenders was added to the system.

The 25 training cycles were arranged in the SPA Training Center in 2019. Trainings were held in two different programmes – “Course in Public Procurements” and “Novelties in Public Procurements”. In total 700 trainees were trained within the frames of the aforementioned training programmes.

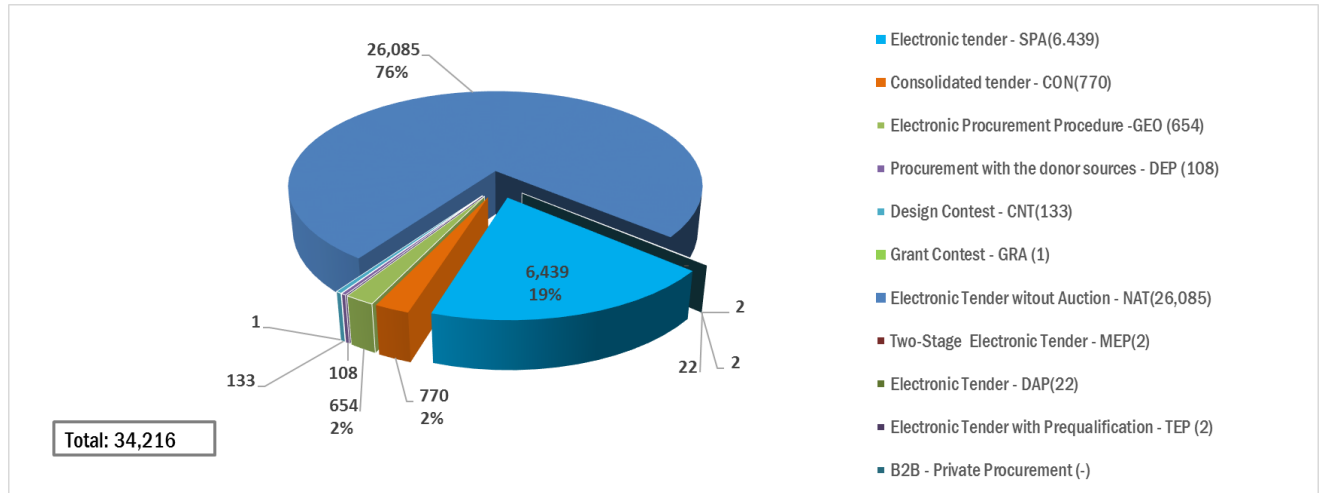
In the future, the SPA will continue to pay particular attention to fostering transparency of procurement processes and engagement of society, as well as to expanding dialogue with civil and business society, offering new services to them, monitoring of procurement process and mitigation of all kinds of risks of corruption, development of procurement procedures and even more approximation of procurement practices to the standards established by the EU Directives through intensification of international cooperation. The SPA will continue the process of intensive training of procurement specialists with a view to further improve their skills and qualifications.



KEY DATA INDICATORS OF PUBLIC PROCUREMENT

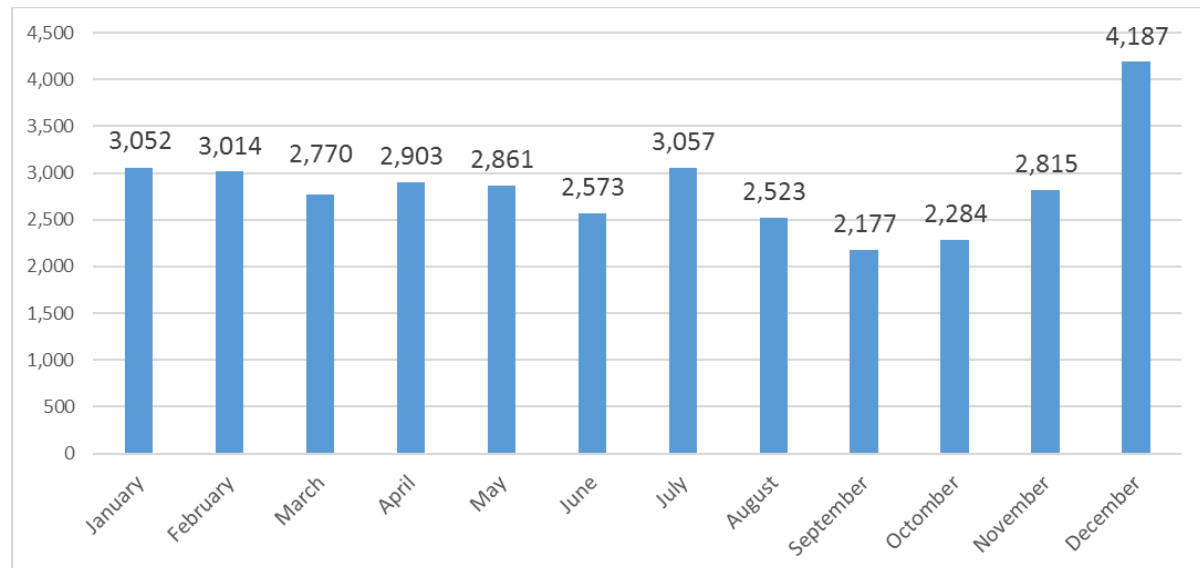
In 2019, totally 34,216 tenders³ were announced in the eProcurement System of Public Procurement for the procurement of various goods, services and construction works (See Diagram N1 for details), which exceed the number of tenders announced in 2018 by approximately 5%⁴.

Diagram N1: Number of electronic procurement procedures announced in 2019 according to tender types



As in previous years, the most tenders in 2019 were announced in December. The high number of tenders announced in the end of the year is largely due to the need of timely and assured conduct of procurements necessary for the following year.

Diagram N2: Distribution of tenders announced in 2019 according to months



³ Tenders, contests and other GEO tenders are implied here.

⁴ In total 32,597 tenders, contests and other GEO tenders were announced in 2018.

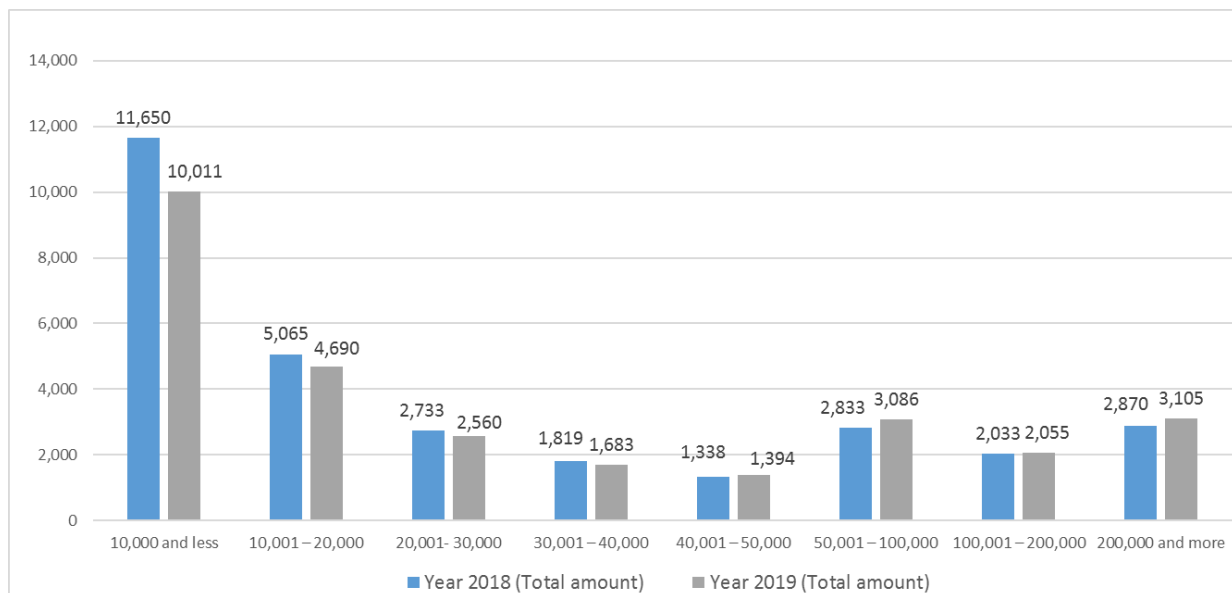


Table N1 and Diagram N3 below show distribution of tenders carried out in 2018 and 2019 according to estimated value. As the diagram shows, the share of tenders with high estimated value has reasonably increased as compared to 2018 and the amount of tenders with comparatively low estimated value has reduced respectively. In particular, if in 2018 the number of tenders with estimated value of 50,000 GEL and more amounted to 7,736, this figure increased up to 8,246 in 2019. The change of the said data is conditioned by more aggregation of the needs of contracting authorities.

Table N1: Quantity of tenders carried out in 2018 and 2019 in terms of estimated value⁵

Monetary Thresholds	Year 2019 (Total amount)		Year 2018 (Total amount)
10,000 and less	10,011	↓ -14.07%	11,650
10,001 – 20,000	4,690	↓ -7.40%	5,065
20,001- 30,000	2,560	↓ -6.33%	2,733
30,001 – 40,000	1,683	↓ -7.48%	1,819
40,001 – 50,000	1,394	↑ 4.19%	1,338
50,001 – 100,000	3,086	↑ 8.93%	2,833
100,001 – 200,000	2,055	↑ 1.08%	2,033
200,000 and more	3,105	↑ 8.19%	2,870

Diagram N3: Quantity of tenders carried out in 2018 and 2019 in terms of estimated value



⁵ The data do not cover GEO, DEP, CON, GRA, B2B tenders and tenders with a pricelist; it only covers the tenders announced in the foregoing years that were completed in the same years.



According to the data of 2019, the total estimated value of relatively large-scale tenders has also increased. In particular, 94.1% of net estimated value of tenders announced in 2019 (4,801,948,205 GEL) falls on those 8,246 tenders whose estimated values exceed 50,000 GEL; a similar showing for 2018 amounted to 92.7% (See Table N2).

Table N2: Net estimated value of tenders carried out in 2018 and 2019 in monetary terms⁶

Monetary Thresholds	Year 2019 (Total estimated value)		Year 2018 (Total estimated value)
10,000 and less	47,812,688	↓ -11.69%	54,140,537
10,001 – 20,000	68,545,450	↓ -7.64%	74,215,391
20,001- 30,000	63,936,444	↓ -6.48%	68,366,639
30,001 – 40,000	59,254,277	↓ -7.46%	64,033,434
40,001 – 50,000	62,944,929	↑ 3.69%	60,705,884
50,001 – 100,000	222,047,427	↑ 9.49%	202,796,864
100,001 – 200,000	295,668,997	↑ 2.01%	289,831,787
200,000 and more	4,284,231,781	↑ 19.75%	3,577,683,767
Total	5,104,441,993	↑ 16.23%	4,391,774,303

Net value of public procurement contracts awarded in 2019 exceeded 5.3 billion GEL which equals approximately 11.7% of the country's GDP. Thus, total value of contracts executed in 2019 exceeds similar showing for 2018 by 1.3 billion GEL⁷. It is noteworthy that share of values of contracts awarded through tenders amounted to approximately 4.4 billion GEL what makes 82.4% of total public procurements⁸.

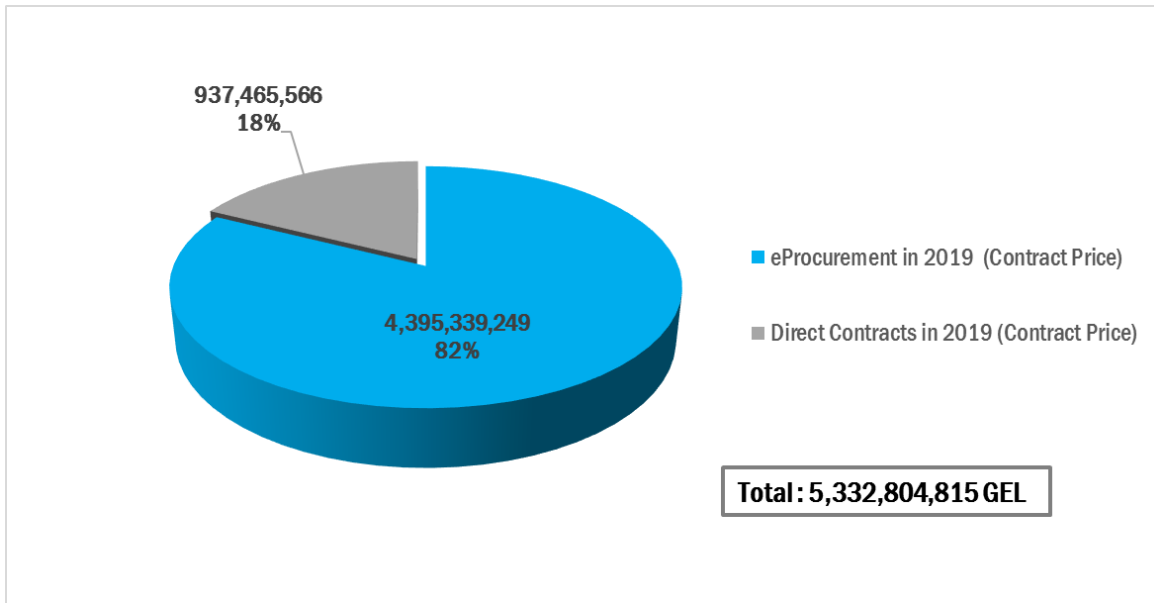
⁶ The data do not cover GEO, DEP, CON, GRA, B2B tenders and tenders with a pricelist; it only covers the tenders announced in the foregoing years that were completed in the same years.

⁷ Net value of public procurement contracts made 4,087,214,400 GEL in 2018.

⁸ In 2018, the share of the values of contracts awarded through tenders in overall procurements made 81%.



Diagram N4: Volume of public procurement contracts⁹



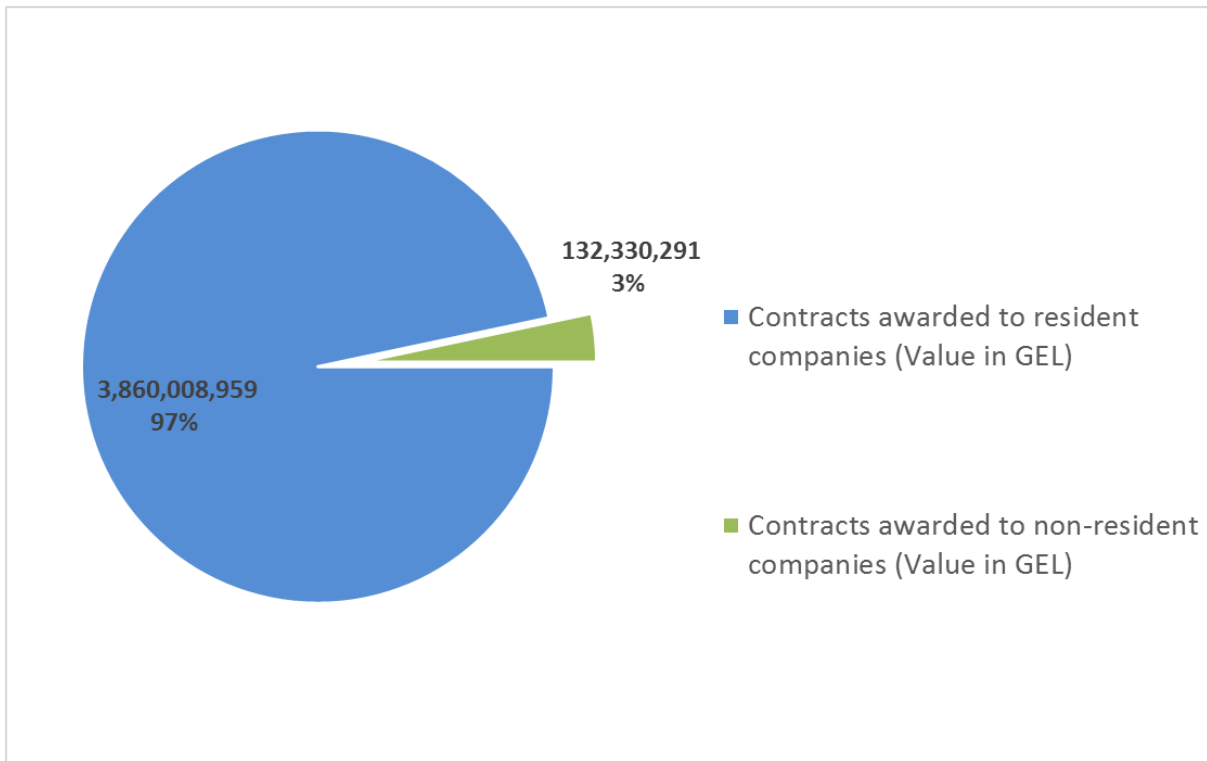
Value of public procurement contracts awarded with non-resident suppliers¹⁰ through tenders amounted to over 132 million GEL. In total, 61 public procurement contracts were awarded to non-resident suppliers through tenders.

⁹ The data of tenders do not cover financial data of tenders carried out through GEO, DEP, GRA and B2B procedures. Simplified procurements cover the contracts executed by financial resources allocated in 2019. Simplified procurements do not include procurements through so-called special procedure.

¹⁰ Non-resident is only a supplier registered in the SPA Unified e-System with a foreign registration code.



Diagram N5: Value of public procurement contracts awarded with non-resident entities through tenders in 2019¹¹



In 2019, 32,571 tenders were completed and respective final statuses were assigned to them in the *eProcurement* System. Contracts were awarded with 71% of completed tenders (23,032 tenders), while contracts were not awarded, no bids were received or terminated tenders amounted 29% (9,539 tenders); see detailed data in Diagram N6.

¹¹ The data of tenders do not cover financial data of tenders carried out through GEO, DEP, GRA, CON and B2B procedures.

Diagram N6: Final statuses assigned to tenders in 2019¹²

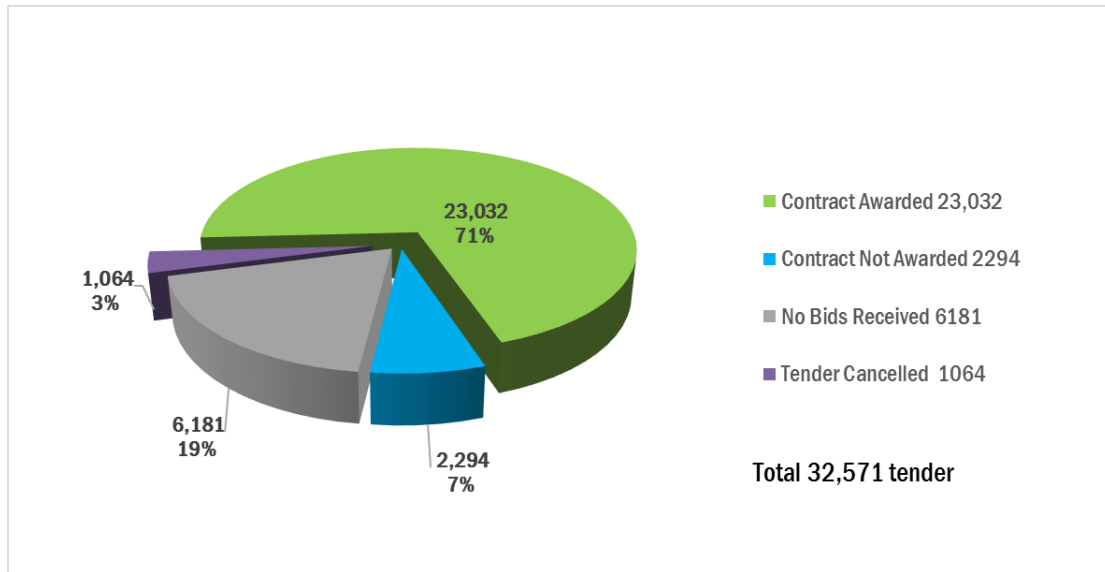
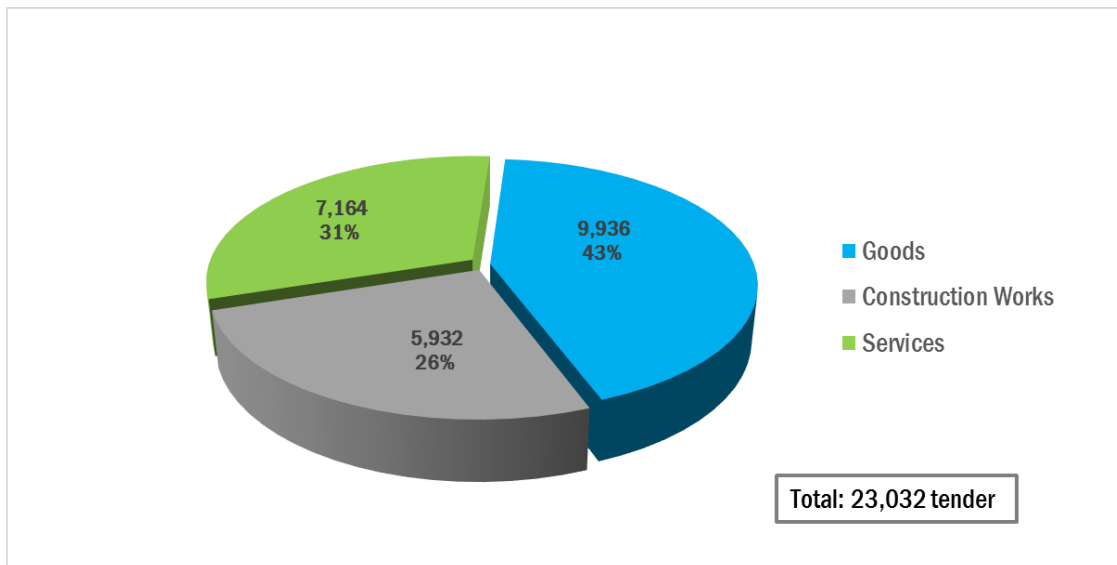


Diagram N7: Distribution of contracts awarded in 2019 according to objects of procurement



Net estimated value of awarded tenders (23,032 tenders) in 2019, amounted to 3,963,988,455 GEL, while net value of contracts amounted to 3,609,891,394 GEL¹³. Thus, savings as a result of competition in tenders reached to 354,097,061 GEL (approximately 9% of net estimated value of tenders). Of them, most economy – up to 262 million GEL, was made in tenders for construction works. Table N3 below demonstrates savings in details, according to procurement objects.

¹² The data do not cover GEO, DEP, CON, GRA and B2B tenders.

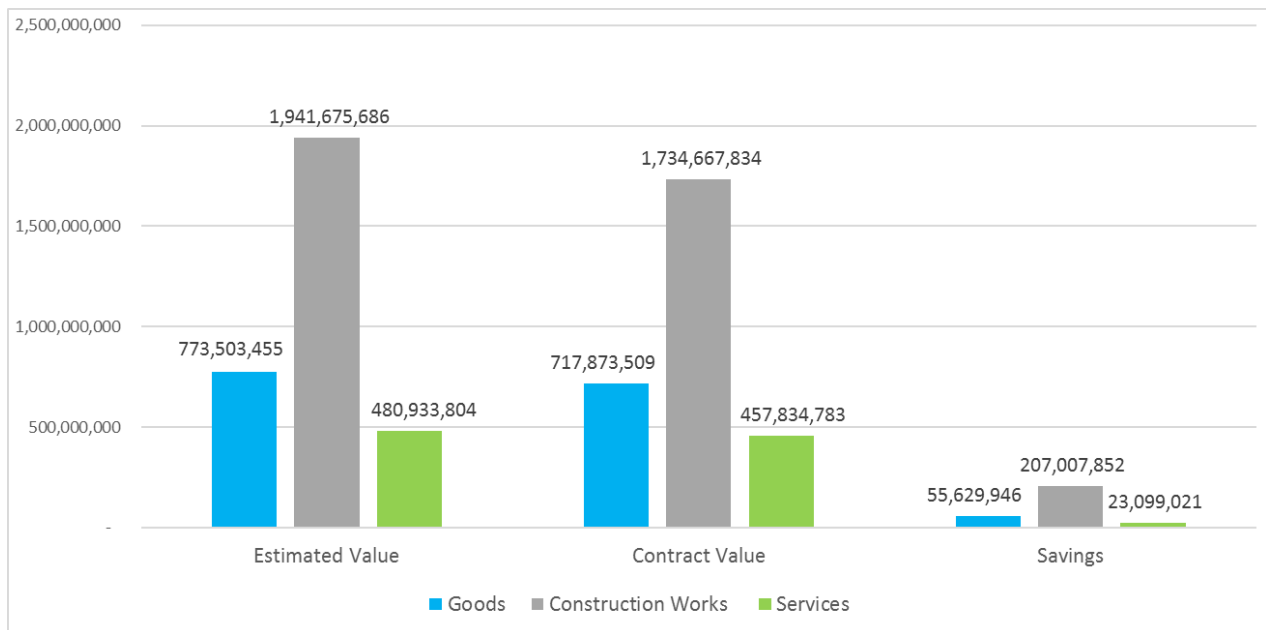
¹³ With a view to calculate savings indexes, the data do not cover GEO, DEP, B2B, CON, GRA tenders and tenders with a pricelist.



Table N3: Savings in tenders completed in 2019

Procurement Category	Estimated Value	Contract Value	Economy	%
Goods	712,713,968	656,928,691	55,785,277	7.8
Construction Works	2,709,504,433	2,447,945,153	261,559,280	9.7
Services	541,770,054	505,017,550	36,752,504	6.8
Total:	3,963,988,455	3,609,891,394	354,097,061	8.9

Diagram N8: Savings in tenders completed in 2019



Average number of bidders in tenders completed in 2019 amounted to 2.05. It is noteworthy to mention that the highest average number of bidders were observed in construction works tenders and the lowest – in miscellaneous services tenders (See Diagram N9).

Furthermore, reasonable difference in average number of bidders is observed in different types of tenders. In particular, average number of bidders in NAT tenders (Electronic Tender without Auction, sealed bid auction) exceeds the average number of bidders in SPA tenders (Electronic Tender with Reverse Auction, open tender) by approximately 17% (See Diagram N10).



Diagram N9: Average number of bidders according to procurement objects¹⁴

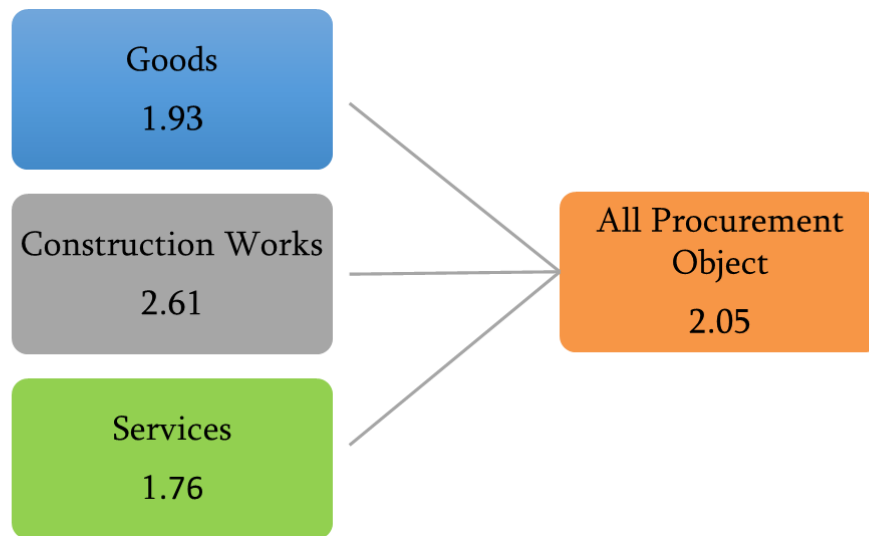
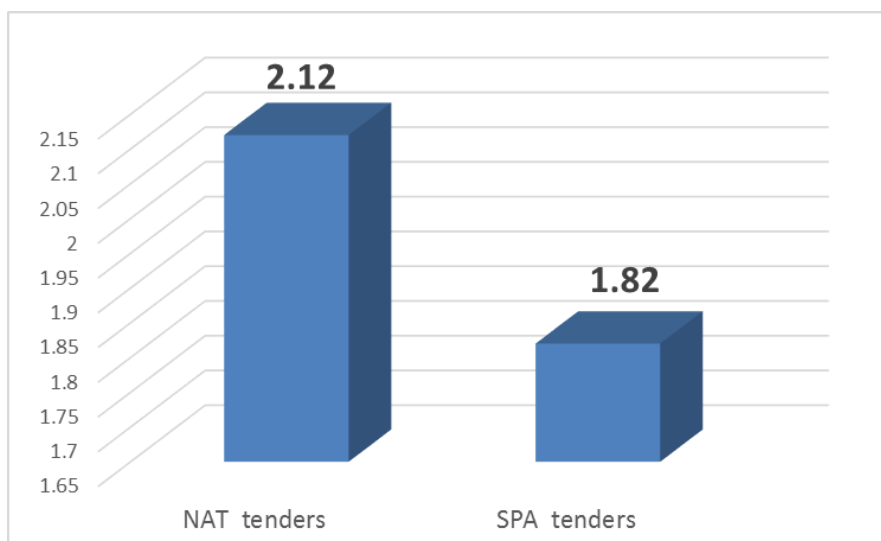


Diagram N10: Average number of bidders according to types of tenders¹⁵



During 2019, 3,273 new suppliers were registered in *eProcurement* System and total number of suppliers registered within the system exceeded 41 000.

It should be mentioned that among the suppliers registered in the system, up to 1,977 suppliers are non-resident business entities¹⁶ from 76 countries (See Diagrams N12 and N13).

¹⁴ Average number of bidders is calculated in the tenders completed in 2019 with regard to which public procurement contract was executed. The data do not cover GEO, DEP, GRA, CON and B2B tenders.

¹⁵ Average number of bidders is calculated in the tenders completed in 2019 with regard to which public procurement contract was executed.

¹⁶ Non-resident is a company registered in the SPA Unified e-System with a foreign registration code.



Furthermore, the number of contracting authorities registered within the system has increased. In 2019, 190 new contracting authorities were added to the system and their overall number amounted to 4,442 by the end of the year.

Diagram N11: Number of suppliers registered within eProcurement System of Public Procurement according to years

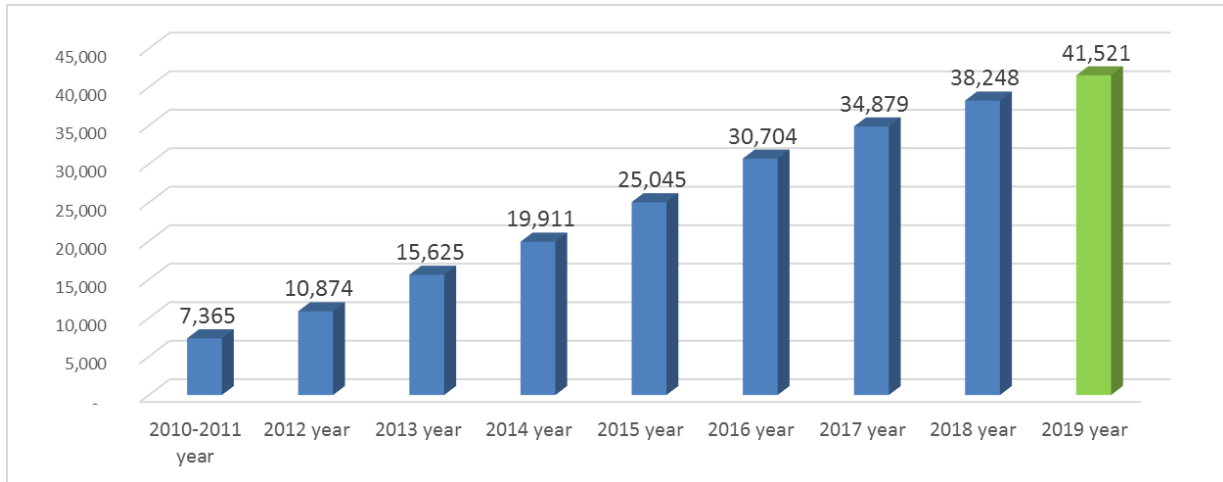




Diagram N12: Number of non-resident suppliers registered within eProcurement System of Public Procurement according to countries

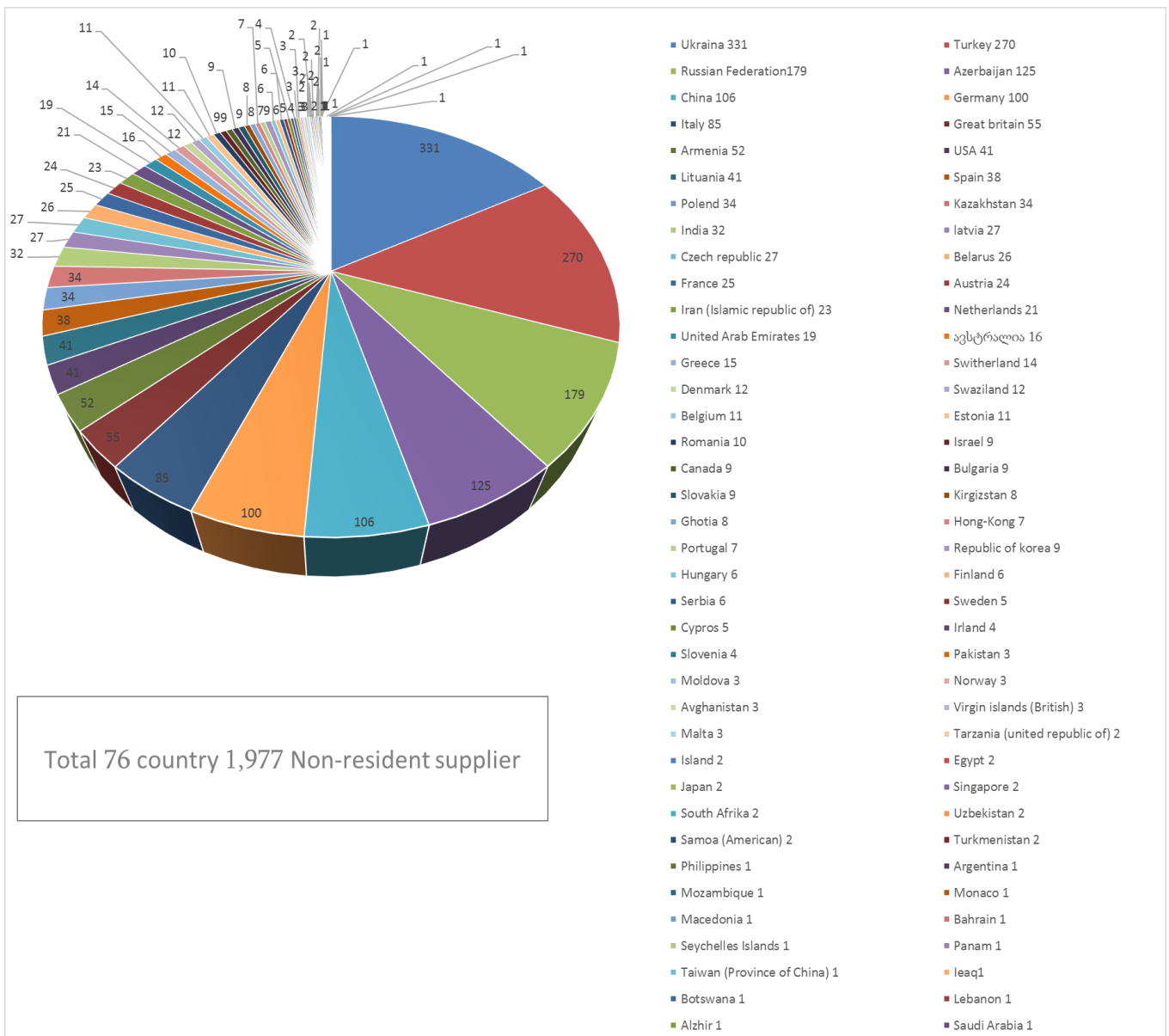
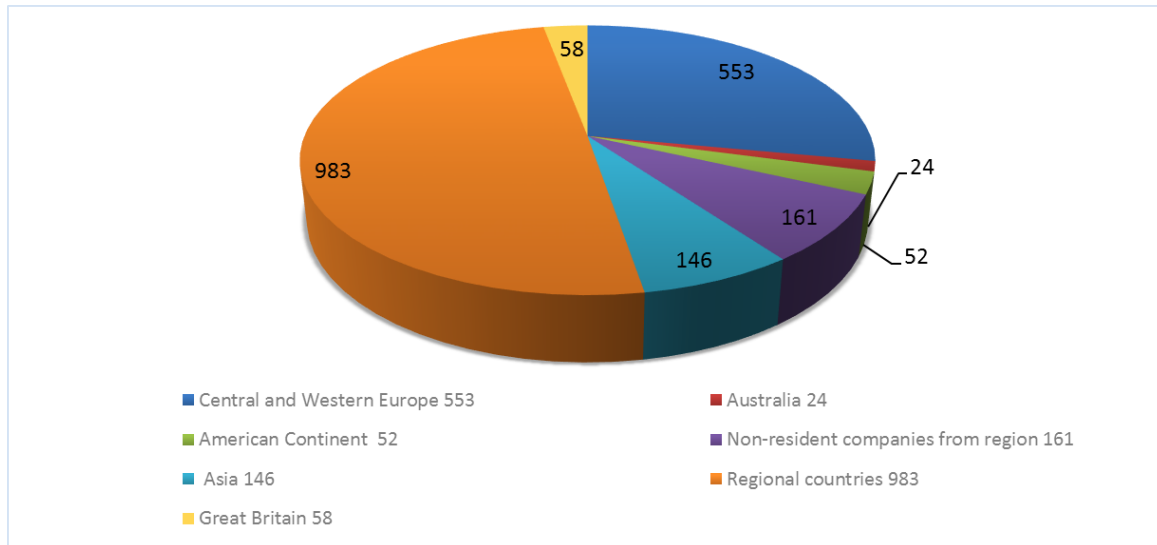




Diagram N13: Distribution of non-resident suppliers registered within eProcurement System of Public Procurement according to regions



Top Categories¹⁷

Table N4 below shows those CPV categories where non-resident suppliers were awarded contracts in most cases.

Table N4: Top 5 CPV categories of tenders won by non-resident suppliers, according to net value

N	CPV Category	Tender Quantity	Total Estimated Value
1	33600000 - Pharmaceutical products	16	44,330,659
2	45200000 - Works for complete or part construction and civil engineering work	3	21,660,180
3	34100000 - Motor vehicles	2	20,059,662
4	34900000 - Various transport equipment and spare parts	3	12,569,442
5	71300000 - Engineering services	4	6,623,399

¹⁷ The data in so-called Top categories cover all the tenders with regard to which contracts were executed in 2019 except for GEO, DEP, GRA, CON and B2B tenders.



Tables N5, N6 and N7 below show Top 10 contracting authorities according to net estimated value of tenders, savings through tenders and average number of bidders. As the data shows, the highest net estimated value of tenders and the highest rate of savings were recorded in tenders of the Roads Department of the Ministry of Regional Development and Infrastructure of Georgia; and the highest average number of bidders (3.55 bidders) were recorded in tenders announced by the City Hall of Khelvachauri Municipality.

Table N5: Top 10 contracting authorities according to net estimated value of tenders¹⁸

N	Procuring Entity	Number of Announced Tenders	Total Estimated Value
1	Ministry of Regional Development and Infrastructure of Georgia, Department of Roads of Georgia	212	522,740,659
2	Municipal Development Fund Of Georgia	154	358,533,413
3	Tbilisi City Hall	332	279,365,577
4	Tbilisi Transport Company	262	147,727,541
5	Educational and Scientific Infrastructure Development Agency	68	134,609,531
6	Ministry of Internal Affairs of Georgia	457	91,680,500
7	Special Penitentiary Service	148	83,907,065
8	A (A) IP Department of Urban Infrastructure and Improvement	100	65,281,348
9	Named After L. Sakvarelidze National Center For Disease Control And Public Health	221	60,140,685
10	Adjara Autonomous Republic Department for Management of Motorways and Amelioration System	270	57,564,171

¹⁸ The statistics given in the table show total estimated values of only those tenders with regard to which contracts were executed.



Table N6: Top 10 contracting authorities according to net savings

N	Procuring Entity	Total Estimated Value	Total Contract Price	Savings	%
1	Ministry of Regional Development and Infrastructure of Georgia, Department of Roads of Georgia	522,740,659	449,756,646	72,984,013	14%
2	Tbilisi City Hall	279,365,577	251,054,826	28,310,751	10%
3	Municipal Development Fund Of Georgia	358,533,413	331,449,930	27,083,483	8%
4	Tbilisi Transport Company	147,727,541	132,637,344	15,090,197	10%
5	Educational and Scientific Infrastructure Development Agency	134,609,531	120,766,294	13,843,237	10%
6	Ministry of Internal Affairs of Georgia	91,680,500	83,061,750	8,618,750	9%
7	Georgian Gas Transportation Company	51,406,688	43,325,644	8,081,044	16%
8	A (A) IP Department of Urban Infrastructure and Improvement	65,281,348	58,366,605	6,914,743	11%
9	Adjara Autonomous Republic Ministry of Finance and Economy	35,975,765	29,136,200	6,839,565	19%
10	United Water Supply Company Of Georgia	53,674,089	48,055,045	5,619,044	11%

Table N7: Top 10 contracting authorities according to average number of bidders¹⁹

N	Procuring Entity	Number of Contacts	Number of Bidders	Average Number of Bidders
1	The City Hall of Khelvachauri Municipality	112	397	3.55
2	Georgian Gas Transportation Company	55	191	3.47
3	Ministry of Education, Culture and Sports of the Autonomous Republic of Adjara	126	417	3.31
4	Ministry of Regional Development and Infrastructure of Georgia, Department of Roads of Georgia	212	666	3.14
5	Tbilisi Kindergarten Management Agency	50	153	3.06
6	Educational and Scientific Infrastructure Development Agency	68	207	3.04
7	Ltd Batumi Water	125	380	3.04
8	Adjara Autonomous Republic Government Subsidiary Institution Roads and Reclamation Systems Management Department	270	771	2.86
9	Marneuli Municipality Self-Government	104	296	2.85
10	Municipal Development Fund Of Georgia	154	428	2.78

Following tables N8, N9 and N10 show those Top categories of procurement where the highest rate of savings, as well as highest and lowest activities of bidders were recorded. Construction works CPV category holds the first place according to net savings and highest average number of bidders;

¹⁹ The table shows the data of only those contracting authorities that executed over 50 contracts through tenders carried out within the year.



while the lowest average number of bidders – 1.13, was recorded in two CPV categories: “Repair and maintenance services of medical and precision equipment” and “Software package utilities”.

Table N8: Top 10 procurement categories according to net savings

N	CPV Code	Total Estimated Value	Total Contract Price	Savings	%
1	45200000 - Works for complete or part construction and civil engineering work	2,287,786,325	2,067,110,011	220,676,314	10%
2	34100000 - Motor vehicles	130,583,099	112,822,767	17,760,332	14%
3	45400000 - Building completion work	180,641,879	164,309,491	16,332,388	9%
4	71300000 - Engineering services	79,121,467	68,317,160	10,804,307	14%
5	45100000 - Site preparation work	77,497,573	70,144,770	7,352,803	10%
6	45300000 - Building installation work	103,990,986	98,278,206	5,712,780	6%
7	66500000 - Insurance and pension services	52,714,758	47,950,053	4,764,705	9%
8	33100000 - Medical equipments	58,430,722	55,221,127	3,209,595	6%
9	33600000 - Pharmaceutical products	80,019,639	77,385,296	2,634,343	3%
10	34900000 - Miscellaneous transport equipment and spare parts	28,319,366	25,788,820	2,530,546	9%

Table N9: Top 10 procurement categories according to the highest average number of bidders²⁰

N	CPV Code	Average Number of Bidders
1	45400000 - Building completion work	2.98
2	18900000 - Luggage, saddlery, sacks and bags	2.86
3	22400000 - Stamps, cheque forms, banknotes, stock certificates, trade advertising material, catalogues and manuals	2.82
4	79800000 - Printing and related services	2.76
5	45300000 - Building installation work	2.75
6	18200000 - Outerwear	2.65
7	18100000 - Occupational clothing, special workwear and accessories	2.65
8	45200000 - Works for complete or part construction and civil engineering work	2.50
9	18800000 - Footwear	2.47
10	39100000 - Furniture	2.46

²⁰ The table shows data for only those categories (CPV codes) with regard to which more than 50 contracts are executed through tenders carried out within the year.



Table N10: Top 10 procurement categories according to the lowest average number of bidders²¹

N	CPV Code	Average Number of Bidders
1	50400000 - Repair and maintenance services of medical and precision equipment	1.13
2	48700000 - Software package utilities	1.13
3	92200000 - Radio and television services	1.16
4	73100000 - Research and experimental development services	1.19
5	90500000 - Refuse and waste related services	1.21
6	90600000 - Cleaning and sanitation services in urban or rural areas, and related services	1.24
7	77200000 - Forestry services	1.27
8	60100000 - Road transport services	1.31
9	64200000 - Telecommunications services	1.31
10	50500000 - Repair and maintenance services for pumps, valves, taps and metal containers and machinery	1.34

²¹ The table shows data for only those categories (CPV codes) with regard to which more than 50 contracts are executed through tenders carried out within the year.



PROCUREMENT WITH THE DONOR FUNDS – DEP TENDERS

In 2019, total of 108 e-tenders were announced in the Unified Electronic System of Public Procurement which were funded with the sources of different international financial institutions and donors (DEP tenders). Overall estimated value of the DEP tenders amounted to 485 million GEL. The table below shows distribution of net estimated value of tenders according to donors.

Table N11: Distribution of net estimated value of tenders according to donors

Donor organization	Number of announced tenders	Estimated value of announced tenders
The World Bank	61	318,952,876
The European Investment Bank	31	143,540,825
The Nordic Environment Finance Corporation	8	11,066,802
The International Fund for Agricultural Development	4	9,311,483
The Asian Development Bank	2	1,249,333
The European Union	2	820,942
Total	108	484,942,261

In the same year, contracts were awarded for 83 tenders which were announced in 2019, 2018, 2017 and 2016. Net contract value of these tenders exceeded 242 million GEL. The table below shows distribution of the value of contracts according to donors.



Table N12: Distribution of the value of contracts according to donors

Donor organization	Number of announced tenders	Estimated value of announced tenders	Contract value of announced tenders
The World Bank	49	145,296,976	137,229,956
The European Investment Bank	23	97,100,213	92,052,051
The Nordic Environment Finance Corporation	7	9,758,968	10,467,480
The European Union	2	980,042	979,868
The International Fund for Agricultural Development	1	864,943	896,677
The Asian Development Bank	1	536,700	626,329
Total	83	254,537,842	242,252,361



IMPROVEMENTS TO LEGAL FRAMEWORK

In order to improve legal framework, to fine-tune public procurement procedures and fulfill international obligations, in 2019 a number of amendments were made to legal framework regulating public procurement. In particular:

1. Order N3 of August 21, 2019 “On Approval of the Procedures and Terms of Application of Monetary Thresholds Established by the EU Directives in the Field of Public Procurement” was issued by the Chairman of the State Procurement Agency. The order introduced monetary thresholds established by the EU Directives in the field of public procurements. According to the new regulations, if value of the tender for homogenous goods, services and works equals or exceeds the aforementioned monetary thresholds, a contracting authority shall announce tender notice for no less than 30 days, out of the 30 days, 25 days are designated for getting acquainted with tender notice and documentation, and 5 days are defined for submitting a tender. With a view to ensure the aforementioned, the SPA implemented a number of activities in order to adapt new regulations of Unified Electronic System of Public Procurement.

2. Order N5 of August 23, 2019 of the Chairman of the State Procurement Agency was issued, Amending Order N2 February 10, 2011 of the Chairman of the State Procurement Agency On Approval of the Rules of Reporting of Contracting Authorities. According to the amendments, contracting authorities are obliged to upload the contract of consolidated tender, also related documentation and a document reflecting modification of the contract (including cancellation of a contract) in a new module of consolidated tender, instead of CMR module. It is noteworthy to mention that the SPA ensured adaptation of Unified Electronic System of Public Procurement in compliance with the amendments thereof in such a way that contracting authorities can carry out procurements without hindrance in full compliance with the requirements of the legislation.

3. Order N6 of September 23, 2019, of the Chairman of the State Procurement Agency was issued, Amending annex of Order N12 of June 14, 2017, of the Chairman of the State Procurement Agency On Approval of Procedure for Carrying out e-Tender. According to the amendment, e-tender on CPV45200000 can be carried out on the bases of price list only in the cases where it implies only liquidation measures for natural phenomenon and/or ongoing and/or periodic repair works of motor roads and/or artificial facilities on them and/or works to be performed in the buffer zone of the historical development area and the regulation zone of the historical development area.



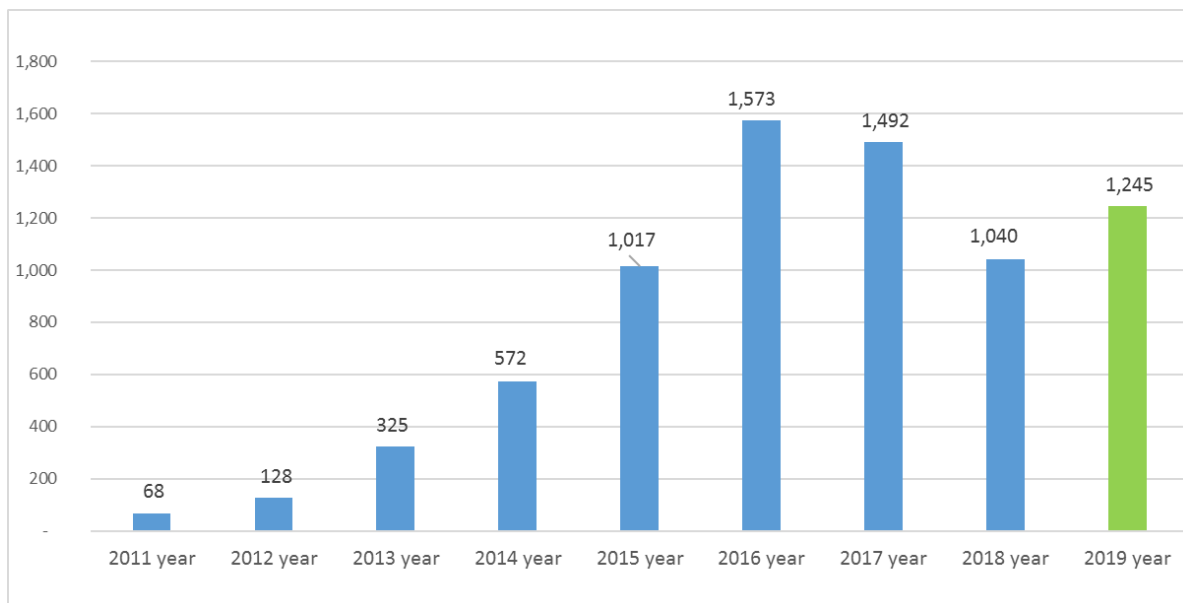
PUBLIC PROCUREMENT RELATED DISPUTES

Dispute Resolution Board (hereafter DRB), which was created to ensure fair competition in public procurement, continued its operation intensively in 2019. DRB ensured impartial and grounded decisions related to disputes in the field of public procurement.

Total of 1,245 complaints were filed to the Dispute Resolution Board in 2019.

Diagram N14 shows the number of complaints filed to the Dispute Resolution Council according to years.

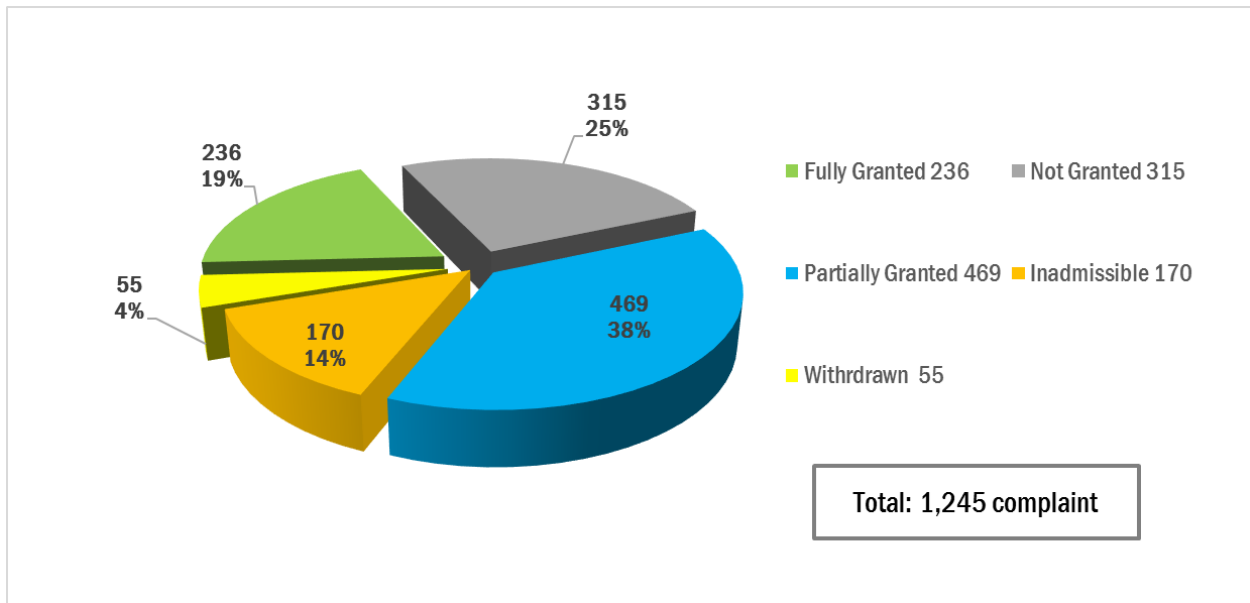
Diagram N14: Statistics of complaints filed with the public procurement-related Dispute Resolution Board in 2011-2019



Most of the complaints filed in 2019 - 705 in total - were resolved in favor of the business sector (fully or partially granted by the Board), which made 57% of total number of submitted complaints. This fact once again proves impartiality of Dispute Resolution Board and high level of trust of business sector to the Board. Diagram N15 shows detailed distribution of the statuses of complaints.



Diagram N15: Statistics of complaints filed with the public procurement-related Dispute Resolution Board in 2019



55 out of total 1,245 complaints submitted to the Board in 2019 were withdrawn. In these cases, the complaints were withdrawn by the complainants voluntarily.

Due to the fact that all of the aforementioned complaints were dismissed in writing, the Office of the Board is familiar with the grounds for the dismissal of the complaints²² – in 49 cases the complainant did not have legal interest of reviewing the complaint any longer, 3 complaints were dismissed considering high level state and public interest; in the case of one complaint, additional consultations with various lawyers have served as the ground for its dismissal; one complaint was dismissed due to the fact that the tender ended with the status of – “No bids received” and in case of one complaint it is indicated that simultaneously two complaints have been filed, of which the complainant dismissed the one which expressed the complainant’s position incompletely and besides, enclosed documents had not been submitted. 170 out of 1,245 complaints filed with the Dispute Resolution Board in 2019 were deemed ineligible due to the following grounds:

²² In 37 (thirty-seven) cases the letter for dismissal of a complaint does not contain specific reason for dismissal.

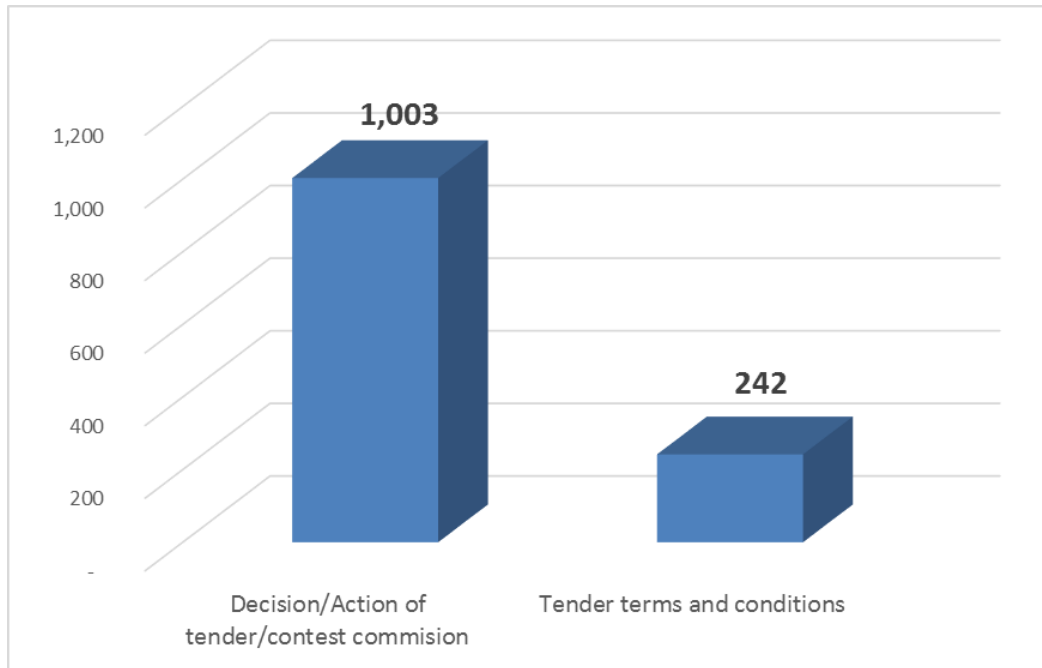


5 days' period set for appealing a decision/act of a contracting authority and/or tender/contest commission is expired	52
The period for appealing tender terms and conditions is expired	21
A contract on public procurement is executed	20
5 days' period set for appealing a decision/act of a contracting authority or/and tender/contest commission is expired and also, the complaint relates to the issue regarding which there is a decision of the Council between the same parties on the same subject and the same grounds	1
Deficiency established by the Office of the Council was not corrected	27
The complainant has missed the period, set for the adjustment of the complaints	37
Subject matter of the dispute does not exist	1
No decision/act of tender commission of a contracting authority is available	2
Complaint concerns the issue, which is being reviewed by the Council between the same parties and on the same grounds	1
Complaint concerns the issue, with regard to which a Council decision is already available in the dispute between the same parties, regarding the same issue and under the same grounds	1
Complaint concerns the decision of a contracting authority about the termination of the procurement procedure	4
The content of the complaint does not have appropriate form of selected complaint	3

Among the claims to the Board in 2019, most of the claims relate to annulment of irrelevant decision/act of a contracting authority. Most of 1,245 filed complaints - 1,003 - concerned the decisions and acts of tender/contest commissions, while 242 complaints - tender terms and conditions (See Diagram N16).



Diagram N16: Grounds of complaints filed with public procurement-related Dispute Resolution Board in 2019



The below Table N13 shows the distribution of complaints filed to the Dispute Resolution Board according to statuses and procurement modes.

Table N13: Distribution of complaints, filed with the public procurement-related Dispute Resolution Board in 2019 according to statuses and procurement modes

Procurement method	NAT	SPA	DAP	MEP	CNT	სულ
Fully Granted	194	40	-	-	2	236
Partially Granted	407	59	-	-	3	469
Not Granted	268	45	-	-	2	315
Inadmissible	145	23	-	-	2	170
Withdrawn	42	13	-	-	-	55
Total:	1,056	180	-	-	9	1,245



CENTRALIZED PROCUREMENT

In 2019 a major reform was accomplished in the light of intensification and expansion of centralized procurements. To ensure efficient disbursement of budget resources, according to the Decree N446 of the Government of Georgia August 29, 2018, following procurement objects were added to be covered by centralized procurement (with total value of approximately 216 million GEL):

	Procurement Object	CPV Code
1	Motor Vehicles	CPV 34100000
2	Motor Vehicle Accumulators	CPV 31400000
3	Motor Vehicle Engine Oil and Engine Oil Filters (Various Types)	CPV 09200000
4	Heavy-Duty Tyres (Various Sizes)	CPV 34300000
5	Motor Vehicle Insurance Services	CPV 66500000
6	Road Transportation Services (Schoolchildren Transportation)	CPV 60100000
7	Agricultural and Horticultural Products, Natural Water	CPV 03100000 CPV 41100000
8	Pharmaceutical Products (Medicinal Products)	CPV 33600000
9	Medical Equipments (Medical Consumables)	CPV 33100000
10	Solar Energy (Solar Panels, with Installation)	CPV 9300000

As a result of successful implementation of a new stage of centralized procurement reform:

- ✚ Saving of major budgetary resources were accomplished;
- ✚ The risks of even theoretically possible corrupt transactions were minimized;
- ✚ The number of unjustified procurements were reduced through unification and standardization of procurement process;
- ✚ Unification and standardization of procurement process allowed monitoring of the quality of procured goods/services, monitoring process was reasonably improved;
- ✚ Procurement operations became comfortable for state institutions as well as local self-government bodies;
- ✚ The number of tenders with statuses “No bids received” or “Contract not awarded” was reduced;
- ✚ Interest of business operators, as well as level of competition was increased through aggregation of potential procurements;
- ✚ Aggregated requirements of contracting authorities were met more efficiently, at the expense of less procrastination of tender process itself;
- ✚ Level of inter-agency informational awareness and coordination was increased in the field of public procurement;
- ✚ Unified statistical database was created, which allowed efficient management of centralized procurement throughout the country.

In 2019, net initial estimated value of procurements carried out through consolidated tenders amounted to 419 million GEL, of which final value recorded in e-tendering equaled 403 million GEL; respectively, savings through e-tendering amounted to approximately 16 million GEL. It should be mentioned here that there are frequent cases when minimal prices are recorded as initial



estimated prices in consolidated tenders as a result of efficient market research and consultations rendered by the respective department of the SPA; due to this, saving through e-tendering is reduced. In such cases, the figures of savings through only e-tendering do not give an impartial picture in order to express efficiency of centralized procurements. Due to the foregoing, it is expedient to consider retail and market prices as well in order to evaluate centralized procurement reform objectively (See Table N15).



Table N14: Number of consolidated tenders announced in 2019 according to procurement object

N	Procurement Object	Number of Announced Tenders
1	Consolidated tender for state procurement of oil products (fuels)	7
2	Consolidated tender for state procurement of standard personal and standard portable computers	2
3	Consolidated tender for state procurement of uninterruptible power supplies	1
4	Consolidated tender for state procurement of different types of printers and cartridges for them	4
5	Consolidated tender for state purchase of A4 format printing paper	4
6	Consolidated tender for state procurement of television airtime (wGRP)	3
7	Consolidated tender for state procurement of vehicles	16
8	Consolidated tender for vehicle batteries	1
9	Consolidated tender for state procurement of motor oil and oil filters for vehicles	1
10	Consolidated tender for the public procurement of large and small trucks of different sizes	45
11	Consolidated tender for public procurement of vehicle insurance services	11
12	Consolidated tender for public procurement of various types of road transport services	58
13	Consolidated tender for state procurement of various types of food products	52
14	Consolidated tender for state procurement of pharmaceutical products	124
15	Consolidated tender for state procurement of medical devices	4
16	Consolidated tender for public procurement of solar power plant systems	1
	Total	334

Table N15 below shows the announced volume, amounts and savings in details with regard to each of them.



Table N15: Volume of procurement objects announced within the framework of consolidated tenders and savings²³

N	Procurement Object	Number of declared	Initial total value (GEL)	The total savings obtained from trading in an electronic tender (GEL)	Estimated savings (in relation to the average market price) (GEL)
1	Consolidated tender for state procurement of oil products (fuels)	70 250 000 (Seventy million two hundred and fifty thousand) liters	152,992,500	-	31,934,500
2	Consolidated tender for state procurement of standard personal and standard portable computers	14 860 (Fourteen ten eight hundred sixty) pieces	20,233,800	1,197,430	3,339,170
3	Consolidated tender for public procurement of uninterruptible power supplies	7 500 (Seven thousand five hundred) pieces	900,000	262,575	285,891
4	Consolidated tender for state procurement of different types of printers and cartridges for them	5 137 (Five Thousand One Hundred and Seventy-seven) Piece Printer and 56 Million Page Printing Resource Cartridge	4,073,566	357,768	11,505,319
5	Consolidated tender for state purchase of A4 format printing paper	590 000 (Five hundred and ninety thousand) pack	5,178,000	-	568,000
6	Consolidated tender for state procurement of television airtime (wGRP)	57 234 (Fifty-seven thousand two hundred and thirty-four) WGRP	3,000,000	-	19,918,945
7	Consolidated tender for state procurement of vehicles	1557 (One thousand five hundred and fifty-seven) pieces	105,494,430	1,706,142	17,536,763
8	Consolidated tender for vehicle batteries	11 798 pieces	3,100,000	604,787	950,360

²³ Since majority of tenders incorporate goods of different title, type or specification, it is impossible to calculate precise savings in comparison with market prices. Due to this, approximate savings are calculated



9	Consolidated tender for state procurement of motor oil and oil filters for vehicles	315 000 liters	3,650,000	550,200	1,434,000
10	Consolidated tender for the public procurement of large and small trucks of different sizes	70 871 pieces	17,288,031	268,995	11,179,000
11	Consolidated tender for public procurement of vehicle insurance services	9635 (Nine thousand six hundred and thirty-five) car insurance for 245 (two hundred and forty-five) days	5,552,072	998,554	1,923,961
12	Consolidated tender for public procurement of various types of road transport services	Transportation of school students in a total of 58 municipalities	15,484,940	599,470	1,453,173
13	Consolidated tender for state procurement of various types of food products	128 different food products of the denomination	48,712,503	2,378,148	14,213,000
14	Consolidated tender for state procurement of pharmaceutical products	1,144 basic medicines	28,326,929	7,460,808	8,715,732
15	Consolidated tender for state procurement of medical devices	91 (Ninety-one) Medical Consumables	3,294,799	199,051	3,294,800
16	Consolidated tender for public procurement of solar power plant systems	178 (one hundred and seventy-eight) pieces of the panel	2,545,400	-	1,386,900
Total			419,826,970	16,583,928	129,639,514

in relation to market prices based on average index of prices at the retail market, using various methods of statistical analysis.



Overall savings made in 2019 through consolidated tenders with regard to wholesale and retail prices of relevant procurement objects exceeded 100 million GEL. It should be noted that this figures do not reflect savings of consolidated tenders for mobile network services, medical consumables and pharmaceutical products.

Currently, intensive analytical and research activities are underway in the SPA for the identification of additional objects, procurement of which in a consolidated manner will be justified in the light of the principle of efficient disbursement of budgetary resources or other incentives.



SIMPLIFIED PROCUREMENT

In 2019 the volume of contracts executed on the basis of simplified procurement amounted for 18% of the total procurement value, which is 1% less than similar data for 2018. Total of 5,153 applications were received in 2019 in the SPA; in 4,426 cases approval was granted, while the number of withdrawn, rejected or unconsidered applications amounted for 727. Diagrams N17 and N18 below show statistics according to the grounds and statuses of simplified procurements.

Diagram N17: Distribution of applications, filed with SMP module of the System according to their grounds

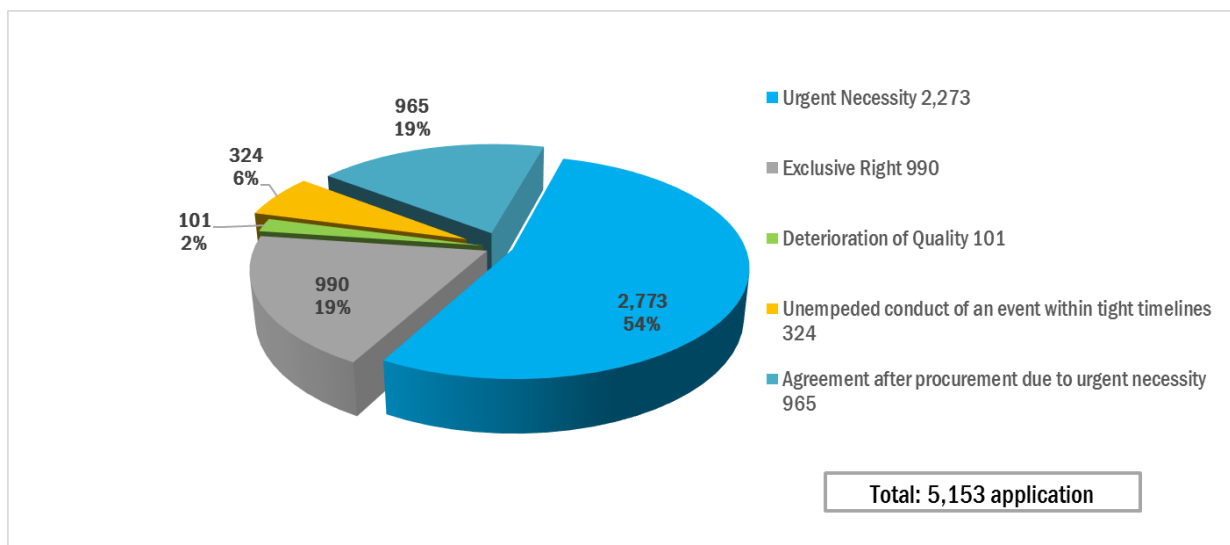
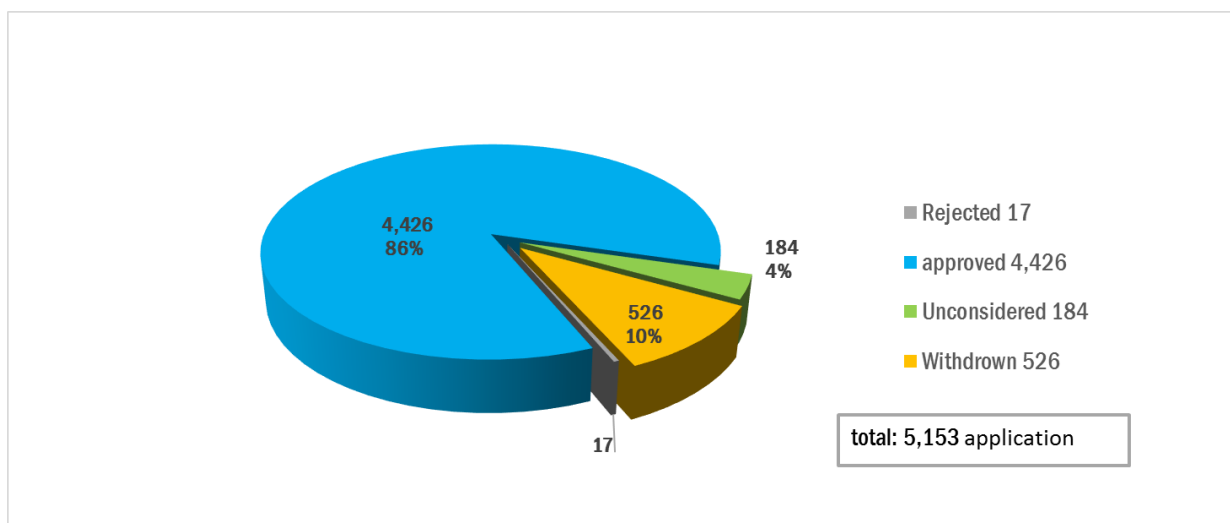


Diagram N18: Distribution of applications, filed with SMP module of the System according to their statuses





The above Diagram demonstrates, that 86% of the applications were accepted, while rejected applications account for 14% of total number of applications.

Statistics of applications filed by contracting authorities and decisions made by SPA in 2019 are given in Table N16.

Table N16: Detailed statistics of applications filed in SMP

Grounds of Procurement	Consent	Reject	Unconsidered	Withdrawn	Total
Urgent need	2,272	387	8	106	2,773
Exclusive authority	877	74	6	33	990
Conducting the event within a limited time	279	26	1	18	324
Avoid quality deterioration	79	14	1	7	101
Agreement after urgent procurement	919	25	1	20	965
Sum	4,426	526	17	184	5,153



ADMINISTRATIVE INFRINGEMENTS AND COURT LITIGATIONS

In 2019, the SPA, within the scope of the powers granted to it, drew up 76 reports on administrative infringements against 205 persons. Reports on infringements submitted to the court concerned the category of infringements provided for by articles 159⁵-159⁹ of the Code of Administrative Offences of Georgia. The court has applied warnings, as administrative penalty, with regard to most of the cases on infringements, referred to the courts of law.

Overall 247 cases were reviewed by the Common Courts during 2019 with engagement of the SPA in some way. Out of these, 76 cases were on administrative offences, issued by the SPA, 87 cases referred to the Decrees issued by the Chairman of the SPA on registration in the Black List (in 2 cases the court partially satisfied claim of the complainant, that was appealed by the SPA in a superior body), 61 cases concerned decisions of the Dispute Resolution Council (the court has partially satisfied claim in 1 case), 7 cases - consolidated tenders, 21 cases concerned civil disputes on withdrawing of bank guarantee and also, contractual issues. Furthermore, 1 decree on the registration in the White List was appealed. 1 case concerned request for public information.

As already mentioned, out of 1,245 complaints filed with Dispute Resolution Council, 61 decisions of the Council were appealed to the court - these decisions make 4% of overall number of filed complaints.

Also, in 2019, 87 decrees issued by the SPA Chairman with regard to the Black List were appealed.

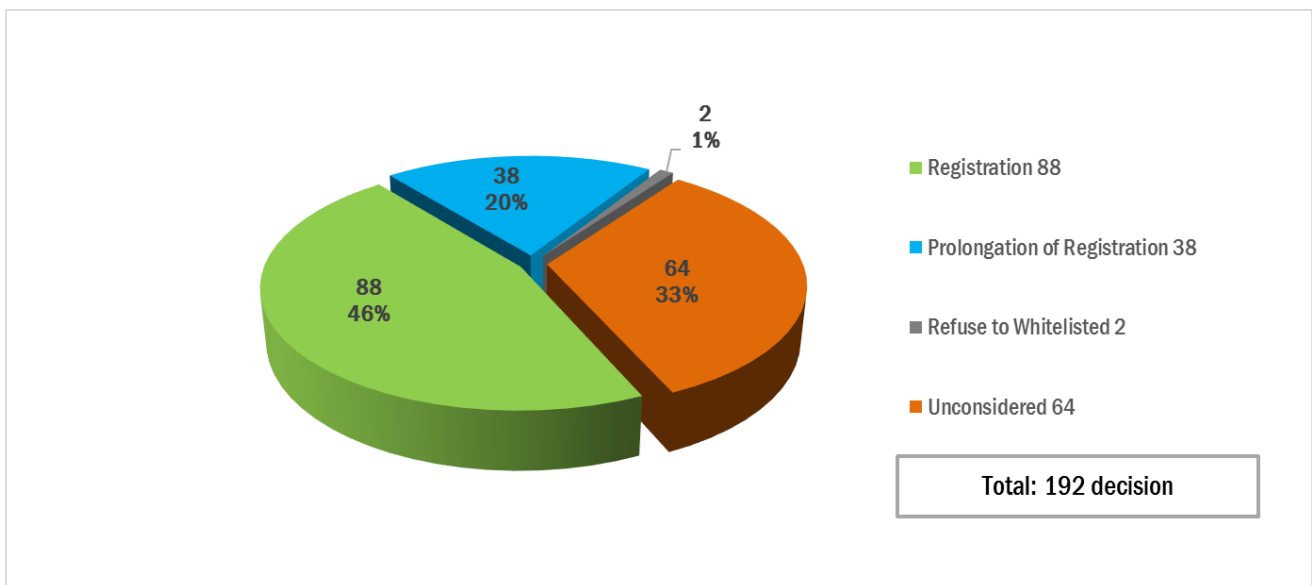
During 2019, Legal Department of the SPA rendered a number of phone consultations on legal issues, as well as separate issues regarding court litigations.



MAINTENANCE OF THE WHITE LIST

In 2019 total number of decisions on registering economic operators in the register of qualified suppliers participating in procurements - the so-called "White List", amounted to 192 (in 2018, 127 decisions were taken). In total 126 decisions were made by the SPA with regard to registration in the White List and extension of the registration (99 registrations in 2018), 2 economic operators were refused to be Whitelisted (3 decisions in 2018), while 64 cases were unconsidered (25 decisions in 2018). The detailed results are shown in Diagram N19.

Diagram N19: Distribution of decisions made in 2019 with regard to White List, according to their statuses



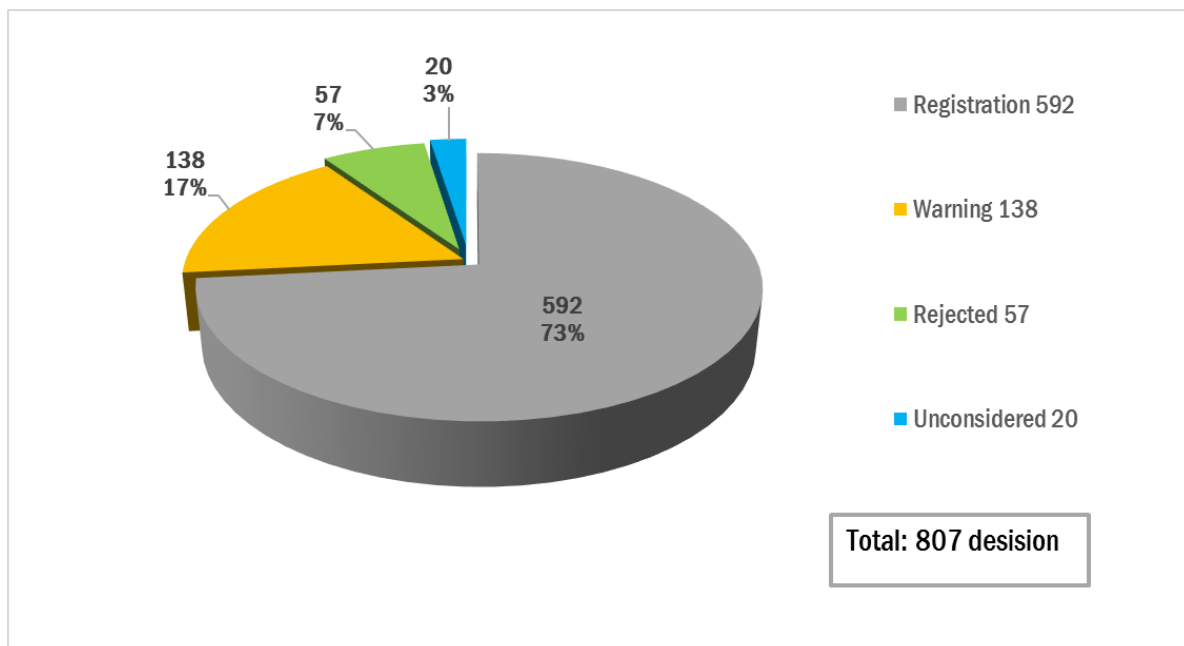


MAINTENANCE OF THE BLACK LIST

In compliance with current legislation, the SPA also maintains the register of dishonest suppliers - the so-called Black List.

In total 807 applications were filed to the SPA regarding registration of the suppliers in the Black List (607 applications in 2018). In 592 cases the suppliers were registered in the Black List by the SPA (403 cases in 2018), 138 suppliers were given the warning (143 – in 2018). The detailed results of the decisions are given on Diagram N20.

Diagram N20: Distribution of decisions made in 2019 with regard to Black List, according to their statuses





MONITORING OF PUBLIC PROCUREMENT PROCEDURES

Every year, the SPA monitors e-tenders conducted through electronic public procurement procedures, annual plans and simplified procurements.

During 2019, based on automated system of messaging and via risk methodology system, monitoring department has monitored pre-selected 13,414 tenders with status of “contract awarded” (14814 in 2018) and tenders with status of “terminated”, “failed” and “not awarded” total of 1678 (639 in 2018).

Furthermore, 8,067 e-tenders (8,400 – in 2018) were monitored within the System in order to establishing the adequacy of disqualification of bidders.

The SPA is also monitoring contracts awarded through contests and simplified procurement, based on the information uploaded in the CMR module. In total 70 contracts (60 – in 2018) awarded through contests and 74,307 contracts (52,688 – in 2018) awarded through simplified procurement were monitored.

Based on the findings of the monitoring process, 1,810 letters (1,815 – in 2018) were sent to contracting authorities with regard to revealed violations. In 79 cases the reports on administrative infringement were drawn up (116 – in 2018) and in other cases the SPA limited itself to written recommendations.



DIDACTIC ACTIVITIES

Training center of the SPA, which was established in 2014, is still actively and efficiently continues its operation.

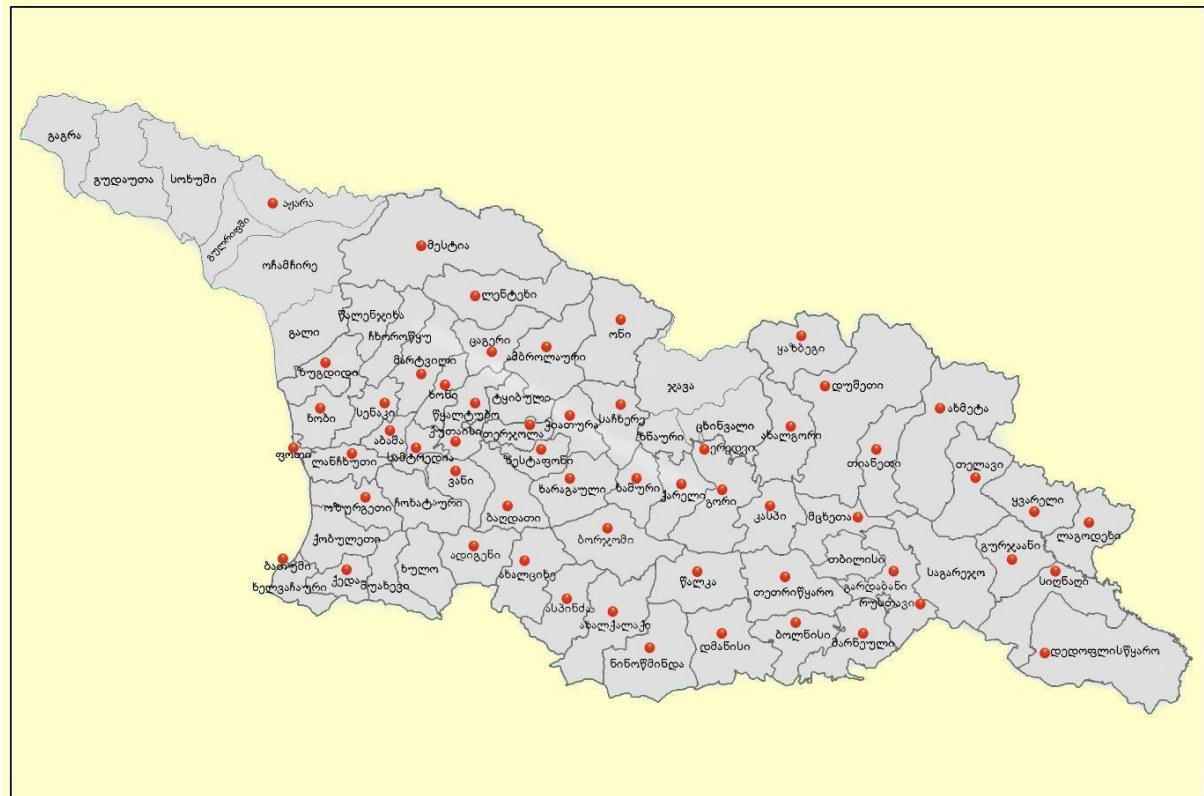
Only in 2019, 25 series of trainings were arranged and in total 700 trainees were trained in the SPA Training Center. 10 series of trainings were dedicated to the courses in public procurement within the frames of which 391 procurements specialists of state institutions and subordinated state agencies, legal entities under public law and public LLC's , also procurement specialists of municipalities and their subordinated legal entities under private law (Non-entrepreneurial, non-commercial) Legal Entities, LLCs, etc.) were trained.

15 series of trainings were dedicated to a one-day special course – Novelties in Public Procurement, within the frames of which total of 309 trainees were retrained. This training was dedicated to already certified procurement specialists and it covers all the novelties introduced to the public procurement system permanently.



In 2019 the Training Center was intensively cooperating with international and local organizations. They, in the capacity of donors and partners, greatly contributed to the organization and arrangement of joint events, trainings and workshops, as well as to acquisition and drafting of necessary literature and manuals for didactic activities of the Training Center.

Picture 1. Administrative-territorial units of the country presented at the trainings



From October 2014 up to present, total of 3,037 procurement specialists, experts or managers were trained and certified at the SPA Training Center. amongst them: 1,681 trainees are from the state agencies of central government, 1,286 – from local self-governing bodies and subordinated legal entities and 70 – from business sector. These figures do not include the trainees invited to international meetings, round tables, workshops and various informational-consultancy educational meetings - their overall number amounted to 358. Also, one-day training courses were taken by 678 trainees and 117 trainees from Municipality City Halls. In total, the SPA Training Centre retrained 4,190 trainees from October 2014 till December 2019.



BUSINESS COMMUNICATION WITH THE CUSTOMERS

In 2019 the document flow (number of incoming and outgoing letters) of the SPA amounted to 14,446 (in 2018 this figure made 15,713). Also 7,697 (6,024 in 2018) e-mail letters were received and addressed at the SPA official e-mail (info@procurement.gov.ge). Total 1,585 letters were archived in 2019 (2,195 in 2018).

Each and every interested person is entitled to get exhaustive and competent answer via SPA citizen hotline service - (+99532)2484822. In total 20,298 calls were received and answered by the SPA citizen's hotline service in 2019 (17,781 in 2018).

Table N17: Statistics of calls to Hotline service

Content of Call	Quantity	%
Technical Parameter/Questions Regarding System functional	8,419	41.5
Questions regarding regulations	5,074	25.0
Consolidated Tenders	3,974	19.6
Questions regarding banking services	1,160	5.7
Questions regarding Review Body/Appeal System	1,356	6.7
Questions regarding urgent necessity procurement	201	1.0
Other	114	0.6
Total:	20,298	100



Short Messaging Service (SMS) and system notices, integrated into the *eProcurement* System, also web portal - spa.ge, keep persons interested in public procurement constantly updated about the amendments, notices, introduction of new regulations and development of new services. They can also receive timely and exhaustive information about tenders they are interested in. Only in 2019 approximately 48 million system notices and over 251 thousand SMSs were circulated.

2019 was very rich and efficient for the State Procurement Agency in the light of international relations. A number of meetings, conferences or events were held. In particular:

- Officials of the State Procurement Agency held a meeting with the council members of Georgian Chamber of Commerce and Industry (GCCCI). The meeting was organized by the Georgian Chamber of Commerce and Industry. At the meeting, the Council members of the GCCCI expressed interest over the challenges in regard to the foregoing issue. The parties of the discussion also raised the issue with regard to appealing consolidated tenders in the Dispute Resolution Council;
- In 2019 a Steering Committee Meeting of the EU Twinning Project (Instrument for Institutional Cooperation of Public Administrations) – “Strengthening Public Procurement Practices in Georgia” was held. The project is fully funded by the EU and is being implemented by the Austrian Federal Procurement Agency and Slovenian National Public Procurement Review Body. The project mainly aims at further development and modernization of Georgian public procurement practices in compliance with European and international standards, which, in its turn, implies establishment of efficient, transparent, non-discriminative and competitive public procurement eco-system in the country. The representatives of the SPA and Ministry of Foreign Affairs of Georgia, Delegation of the European Union to Georgia, also high officials of the Austrian Federal Procurement Agency and Slovenian National Public Procurement Review Body were participating in the meeting;

Within the frames of the project, SPA has organized an event, where audience were addressed by Maia Tskitishvili, Vice Prime Minister of Georgia, Levan Razmadze, the Chairman of the State Procurement Agency, Nino Chikovani, President of Georgian Chamber of Commerce and Industry. The event was attended by the representatives of the Ministry of Foreign Affairs of Georgia, Ministry of Finances of Georgia, Ministry of Economy and Sustainable Development of Georgia and other ministries, also, representatives of the Delegation of the European Union to Georgia, Embassy of Austria to Georgia, Consulate of Slovenia in Georgia, international and donor organizations, business society representatives, civil sector and other interested parties;



- A media event, organized by the SPA and EU Twinning Project was held. The staff of the SPA provided journalists with the information in regard to regulations, procedures and rules in the field of public procurement. European experts made presentations. The meeting was held in a Q&A format;



- Within the frames of EU Twinning Project “Strengthening Public Procurement Practices in Georgia”, special two-day training, outside of Tbilisi was arranged for Georgian lawyers. SPA trainers delivered training on ongoing and planned novelties in Georgian public procurements to the judges. The meeting was held in a Q&A format. The foregoing study visit aimed at sharing the best EU practice with Georgian counterparts from judiciary with regard to ongoing legislative reforms in the field of public procurement, established new approaches and also in the light of dispute resolution procedures. Miro Prek, a Slovenian



Judge in the Court of Justice of the European Union and Karin Schnabl, Judge of Federal Administrative Court of Austria were among invited speakers. The representatives of Supreme Court of Georgia, Appeal Courts of Tbilisi and Kutaisi and Tbilisi City Court participated in the study visit;



- An event related to mitigation of risks of corruption in the field of public procurement was arranged. The event was held within the frames of EU Twinning Project “Strengthening Public Procurement Practices in Georgia” and it aimed at sharing information to interested Georgian audience by the representatives of EU member states in regard to the best international or European practices and mechanisms for prevention and eradication of corruption in the field of public procurement. The event was facilitated by high ranked EU experts and the Chairman of the SPA, Levan Razmadze; representatives of various public institutions took part in the workshop;
- In 2019 an international Workshop on Public Procurement in Utility Sector was held. According to the road map of the reforms adopted within the frames of Deep and Comprehensive Free Trade Agreement (DCFTA), that implies gradual approximation to the EU legislation, approximation to the European Council’s Utilities Sector (energy, gas, water, transport, postal, ports and airports services) Directive (2014/25/EU) is stipulated in the coming years. The aforementioned Directive provides for a number of legislative amendments and new regulations with a view to improve services in utilities sector. High rank experts of EU member states facilitated the meeting and they presented to the audience



the principles and provisions of European Council's Utilities Sector Directive; also, they discussed the issue of harmonization of Georgian legislation with the foregoing regulations.





INTENSIFICATION OF INTERNATIONAL RELATIONS

The year of 2019 was rather productive for the State Procurement Agency in the light of intensification of international relations:

- The SPA actively continues fulfillment of the roadmap approved by the government of Georgia within the frames of Deep and Comprehensive Free Trade Agreement (DCFTA). In December 5, 2019, the annual meeting of the Association Committee in Trade Configuration (ACTC) was held in the Ministry of Economic and Sustainable Development of Georgia. At the Committee meeting the representatives of the European Commission were presented an extended report and detailed presentation in regard to the implementation of the obligations undertaken by Georgia within the frames of DCFTA;
- In February 2019, the EU-funded EU Twinning Project was launched; Aim of the project is to provide institutional support to the SPA and share the best European practices. The project consists of three components: 1) support in improving public procurement legislation; 2) delivering trainings and fostering skills; 3) reformation of administrative dispute review body;



- The State Procurement Agency, in partnership with the OECD SIGMA, has organized 3rd regional conference on public procurement for Eastern Partnership Countries in Tbilisi in November 5-8, 2019. Vice Prime Minister of Georgia Ms. Maya Tskitishvili addressed conference participants with opening speech. Representatives of public procurement



authorities of central and eastern European countries as well as representatives of EU commission (DG GROW, DG NEAR), the World Bank, ADB and other leading international organizations attended the conference.



At the conference participants exchanged with presentations and engaged in discussions on ongoing reforms in public procurement. Participants exchanged with experiences in public procurement reforms of different countries. Conference also encouraged formal and informal bilateral discussions and bilateral partnerships between public procurement authorities of different countries;





- Throughout 2019, the SPA was intensively engaged in the implementation of National Anti-Corruption Strategy and Action Plan 2019-2020, approved by the government of Georgia. In December 9, 2019, in regard to International Anti-Corruption Day, Ministry of Justice of Georgia under the assistance of the USAID GGI programme organized meetings of the representatives of SPA and other stakeholder institutions with the representatives of local self-government institutions and students of Shota Rustaveli University in Batumi. Invited guests got familiarized with the anti-corruption reforms implemented in the field of public procurement;
- In January and May 2019, negotiations were held with the government of the UK on free trade agreement between the UK and Georgia. The agreement covers the field of public procurement, and envisages gradual opening of public procurement markets of the contracting parties; ;
- In April 2019, a meeting of the Georgia-Kazakhstan Intergovernmental Bilateral Commission on Trade and Economic Cooperation was held in the city of Nur-Sultan. At the meeting the parties agreed on bilateral cooperation, including field of public procurement. It should be underlined that in the memorandum of bilateral cooperation, parties expressed an intension to cooperate in the field of public procurement; The SPA is intensively engaged in the European Commission Macro-Financial Assistance (MFA) Programme, which is coordinated by the Ministry of Finance of Georgia. In 2019, several rounds of negotiations were held with the representatives of the EU on the status of the obligations undertaken within the frame of MFA. It should be mentioned that the State Procurement Agency successfully implemented MFA obligations in 2019;
- In 2019, under the inter-agency working commission, the SPA was intensively engaged in drafting process of defense and security chapter in the new public procurement law, which represents one of the obligations towards NATO partnership. Throughout 2019 several meetings were held with the Ministry of Defence and the NATO mission; as a result, a draft law on defense and security was elaborated and integrated in the new draft law on public procurement, currently being under discussion;



- Delegations from Afghanistan, Uzbekistan, Tajikistan, Kazakhstan, Malaysia, India, Latvia and Ukraine visited SPA on study mission in 2019. the delegations got familiarized with ongoing and implemented reforms in Georgian public procurement. The guests also got acquainted with the Unified Electronic System of Public Procurement and various advanced innovative e-services;



- New regional initiative in Eastern Partnership Countries – EU4Environment²⁴ which is Funded by the EU, was launched in 2019. The initiative aims at introduction of innovative products and technologies through encouraging green investments. One of the components of the foregoing initiative stipulates elaboration of sustainable public procurement²⁵ system, which will be an important instrument to promote energy-efficient and green economy. With regard to the aforementioned initiative, SPA has organized workshop with representatives of EU4Environment program and other stakeholder ministries in September 2019. Launch of a new project is intended in 2020 within the frames of the programme; the goal of the project is to introduce sustainable public procurement system and to boost green public procurement. Parties agreed on further steps and activities of the project;

²⁴ <https://www.euneighbours.eu/en/east/stay-informed/projects/eu4environment> ;
<http://www.oecd.org/site/eu4environment/>

²⁵ Sustainable Public Procurement



- On November 24-28, 2019 a study visit was arranged to Portugal; the study visit was organized by the EU TAIEX Programme. During the study visit meetings were arranged with the public procurement body of Portugal (IMPIC); the meetings aimed at getting familiar with the public procurement system of Portugal and sharing best practices to introduce new European regulations to the public procurement system what is stipulated by the EU Directives.





COOPERATION WITH PARTNERS



International Labour Organization

WORLD TRADE ORGANIZATION



UNOPS



USAID
FROM THE AMERICAN PEOPLE



CLDP
COMMERCIAL LAW DEVELOPMENT PROGRAM



Sida



Centre for International Migration and Development
a joint operation of GIZ and the German Federal Employment Agency



THE WORLD BANK
IBRD • IDA | WORLD BANK GROUP



European Bank
for Reconstruction and Development

DFID Department for International Development



TRANSPARENCY INTERNATIONAL
the global coalition against corruption

