INDEX

Acceptance of contract, 67 - 68Access to information, transparency through, 81 - 82Advertisement, publication of, 37 Advisory services, 8 African Development Bank (AfDB), 58 support to public procurement, 18 Albania, 23 Amicable settlement, 70 - 71Anti-corruption measures, 75 Arbitration, 71 committee, 60 Armenia, 12 Asian Development Bank (ADB), 58 bidding documents, 37 support to public procurement, 18 Audit external, 10, 77–78 internal, 10, 76-77 Austria BBG, 12

Award of contract, 1, 41, 91 Bangladesh, 85 BBG, 12 Beneficiaries, 25 Bhutan, 23, 27 Bidders, 24 Bidding, 1, 34, 58 documents, preparation of, 36-37 limited or restricted, 101 - 102open, 100-101 Bids complaint review mechanism, 57-61 evaluation of, 39-40, 114 - 115preparation and submission of, 38 receipt and opening of, 38 - 39Bilateral support to public procurement, 18 Budget, 9-10 entities. See Procuring entities

Capacity building, approaches to, 2.8 defined, 25-26 issues, 27 Centralized procurement, 11 - 16Chairman of the Public Procurement Council, 60 Chamber of Accounts, 78 CIF (Cost, Insurance, and Freight), 38 CIP (Carriage and Insurance Paid), 38 Civil society, 81 Closure of contract. See Termination of contract Community-based procurement (CBP), 93 - 95Community-driven development (CDD), 93, 94 Completion, 33–34 Compliance, 74 Consip, 12 Consultant proposals, evaluation of, 115 - 118Consultant selection procedures differences between procurement of goods and works and services. 43 - 45

evaluation of proposals, 50 - 53method selection, choice of, 46 quality and cost (twostage process), 45 request for expression of interest (REI), 47-48 request for proposals, 46 - 47request for proposals, shortlisting and issue of, 48-49 technical proposals, receipt and opening of, 49 - 50terms of reference, 46 Consultant services, 8, 31, 43-45, 104-113 least cost selection, 33, 46, 50, 53, 109–112, 115, 116 quality and cost-based selection, 33, 46, 50, 51, 53, 104–107, 115, 116 quality-based selection, 33, 46, 50, 53, 107-109, 115 single (or sole) source selection, 33, 46, 56, 112 - 113Contract(s/ing), 1 administration, 63 approval process, 40–41 award, 1, 41, 91 direct, 33, 42 framework, 12

management. See Contract management negotiations, 53-55 signature, 41, 53-55 Contract management, 63-72, 118-120 acceptance, 67-68 contractor performance, 66 - 67disputes, 70-71 inspection, 67-68 measurement, 67–68 organization, 64 payments, 68-70 roles and responsibilities, 64 - 66termination/closure, 71 - 72Contractor performance, 66 - 67Contractual disputes, 70 - 71Contractual payments, 68 - 70Cost, consultant selection procedures, 45 Cost estimation, 31 Courts of Accounts, 78 Decentralized procurement, 10 - 16Delivery, 33-34 Denmark SKI, 12 Department for International Development (DfID), 18

Direct contracting, 33, 42 for goods and works, 103–104

Economic benefits of public procurement, 16 - 17Economies of scale, 12-13 Economy, 5–6 Efficiency, 6 increased, 13 Electronic government procurement (e-GP), 86 - 89Ethics, 78-79 European Bank for Reconstruction and Development, 58 European Union (EU), 58, 60 framework agreements, definition of, 91 External audit, 10, 77–78 EXW (Ex-Works), 38

Fairness, 6 Favoritism, 15 Finland Hansel, 12 Fit for purpose, 6 Fixed budget (FB), 115, 116 Fixed term consultant contract, 47, 67 Framework agreements (FA), 90–92 defined, 91 Framework contracts, 12 Fraud and corruption (F&C), 74-75 General Services Administration (GSA), 12 Good governance, 73 Goods, 7, 31, 43-45, 100 - 104bids evaluation for, 114 - 115direct contracting for, 103 - 104procurement process for, 34 Government Procurement Agreement (GPA), 18 Government-Wide Acquisition Contracts (GWAC), 92

Hansel, 12 Hungary, 12, 27, 60 Hybrid model, 11, 12

IFIs, 58–59 INCOTERMS, 38 Indefinite Delivery/ Indefinite Quantity (IDIQ) contracts, 92 India, 86 Individual consultants, 46, 55–56 selection of, 33 Information and communication technology (ICT), 86 Inspection, 67–68

Institute of Internal Auditors (IIA), 76 Institutional arrangement, 3 - 4Integrity, 4, 6, 74 Intellectual services, 8 Internal audit, 10, 76-77 defined, 76 risks in, 76 International Chamber of Commerce, 38 International Federation of Accountants (IFAC), 77 International Standards for the Professional Practice of Internal Auditing, 76 International Standards on Auditing, 77 International support to public procurement, 17 - 18Invitation to quote (ITQ), 42, 102 Islamic Development Bank, 58 Italy Consip, 12 Least cost selection (LCS), 33, 46, 50, 53,

109–112, 115, 116 Limited tendering. *See* Restricted tendering

London Court of Arbitration, 71 Lump sum consultant contract. See Fixed term consultant contract

Management capacity, 3-4 contract, 1, 63-72, 118 - 120public finance, 8–10, 30 Market economies growing emerging, changing world and, 85 - 86Market practices, 4 Methodology for Assessing Procurement systems (MAPS), 28n1 Ministry of Finance (MOF), 10, 92 Mitigation anti-corruption measures, 75 ethics, 78-79 external audit, 77–78 internal audit, 76–77 Parliamentary Budget Committee, role in public procurement, 75 - 76sanctions for violations, 79 - 80watchdogs, 80–81 Multiple Award Schedules (MAS), 92

National Competitive Bidding (NCB), 91 National level procurement, 10-11 Needs identification, 31 Non-intellectual services, 8 Office of Government Commerce (OGC), 12 Open bidding, 100–101 Open tendering, 32, 100 - 101bidding/tender documents, preparation of, 36-37bid preparation and submission, 38 contract approval process, 40-41 contract award and signature, 41 evaluation of, 39-40 receipt and opening of bids, 38–39 technical specifications, preparation of, 35–36 tender notices (advertisement), publication of, 37 Organization, 21–22 Organization for Economic Cooperation and Development (OECD), 28n1

Packaging, 32 Parliamentary Budget Committee role in public procurement, 75–76 Performance monitoring, 82 - 83Pillars of public procurement, 3-5 Political economy of procurement, 16 Postqualification, 40, 115 Preparation of procurement plan, 97 - 100Prequalification, 35 Procurement agency (PA), 21 - 22, 28Procurement cycle, 29 cost estimation, 31 method selection, 32-33needs identification, 31 packaging, 32 scheduling and delivery/ completion, 33–34 Procuring entities, 23–24, 25, 30, 32, 37, 48, 64 Product standardization, 13 - 15Profession's Code of Ethics, 76 Public finance management (PFM), 8-9, 30 cycle, 9-10 Public-private partnership (PPP), 89-90 Public procurement basis of, 19-20bilateral support to, 18 categories of, 7-8defined, 1 economic and social benefits of, 16-17

international support to, 17 - 18at national and subnational levels, 10 - 11pillars of, 3-5planning, 29–31 plan preparation, 97 - 100political economy of, 16 process, for foods and works, 34 risks, 73-74, 76 tools, 85-95 universal principles of, 5 - 8

Quality, consultant selection procedures, 45

- Quality and cost-based selection (QCBS), 33, 46, 50, 51, 53, 104–107, 115, 116 Quality-based selection
 - (QBS), 33, 46, 50, 53, 107–109, 115

Reporting, 83 Request for expression of interest (REI), 47–48 Request for proposal (RFP), 46–47, 51, 52, 54, 105, 106, 108–111, 117, 118 components of, 47 shortlisting and issue of, 48–49

Request for quotations, 33, 102 - 103written, 42 Restricted bidding, 101 - 102Restricted tendering, 32, 41, 101-102 Right to information, 81 - 82Risks, 73-74 internal audit, 76 Royal Government of Bhutan, 90 Sanctions for violations, 79 - 80Scheduling, 33-34 Shopping, 91 request for, 42, 102 - 103Shortlisted firms, for consultant services, 24 Signature, 41, 53-55 Single (or sole) source selection (SSS), 33, 46, 56, 112-113 SKI, 12 Slovakia, 27 Social benefits of public procurement, 16-17 Stakeholders, 15–16 State-owned enterprises (SOEs), 23 Strategic procurement, 14 Sub-national level procurement, 10–11 Supreme Audit Institution (SAI), 78

Sustainable procurement, 89 - 90Swedish Court of Arbitration, 71 Technical proposals, 8, 57 bids evaluation for, 114 - 115evaluation of, 50-53 receipt and opening of, 49 - 50Tendering, 1 competitive, 91 limited or restricted, 32, 41, 101–102 open of unlimited, 32, 35-41, 100-101 Termination of contract, 71 - 72Terms of reference (TORs), 46 Time-based consultant contract, 47 Tools of public procurement, 85-95 electronic government procurement, 86 - 89Transparency, 4, 6, 74 through access to information, 81–82 Treasury, 68 United Kingdom (U.K.) Department for International Development (DfID), 18

Office of Government Commerce, 12 United Nations Commission on International Trade and Law (UNCITRAL), 18, 19, 71,91 United States of America framework agreements, 92 General Services Administration, 12 Universal principles of procurement, 5-8Universal procurement methods consultant services, 104-113 goods and works, 100 - 104Unlimited tendering. See Open tendering USAID, 18

Value for money, 5, 74 Violations, sanctions for, 79–80

Watchdogs, 80–81 Winner, 24 Works, 7, 31, 43-45, 100 - 104bids evaluation for, 114 - 115direct contracting for, 103 - 104procurement process for, 34 World Bank (WB), 58 bidding documents, 37 framework agreements, 91 open competitive bidding, 44 Policy on "Procurement in IPF (Investment Project Financing) and Other Operational Procurement Matters", 5 - 6"Program for Results", 17 - 18support to public procurement, 17 World Trade Organization (WTO) **Government Procurement** Agreement (GPA), 18 Written quotations (shopping), request for, 42