

Chapter 1 : Procurement Perspectives: Understanding the Competition and Tribunal Acts - blog.quintoapp.

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Belgium[edit] Belgian legislation on public procurement is set out in the Act of 17 June implementing the EU procurement directives. Royal Decrees issued on 18 April for general public procurement, 18 June for procurement in the water, energy, transport and postal services sectors, 22 June containing new rules on the performance of public works contracts and concession contracts for public works and 25 June , for the award and performance of concession contracts, have augmented the earlier laws. Public procurement contracts have been awarded to a handful of companies amid widespread irregularities, procedure violations and tailor-made selection or award criteria. Prime Minister Boyko Borisov described the extension as "absolutely necessary" in order to prevent persons from illegally entering the European Union member state. The High Administrative Court of the Republic of Croatia has jurisdiction over the State Commission in relation to disputes concerning procedure, but there is no right of appeal against Commission decisions. Estonia[edit] The Estonian Ministry of Finance is responsible for public procurement policy, drafting the law, providing supervision and consultancy, and maintains a central Public Procurement Register. This legislation included the use of eAuctions. Transposition of the EU public procurement directive into Finnish law was delayed after the deadline 18 April with the consequence that some aspects of the directive were directly applicable from April until the new Finnish legislation was in place from 1 January All currently relevant EU directives have been implemented into national law. In Germany transposed the new EU Directives of into domestic law. Thereby, processes and contracts in public procurement have become easier and more flexible. Detailed procedures are specified in further regulations, e. For public procurement below the EU thresholds there are different regulations. At the federal level national budgetary law applies while the 16 federal German states and some municipalities have their own public procurement laws and regulations. This decentralized system reflects the political decentralization in Germany. However, sub-national level procurement regulations often take national regulations as examples and also ensure competition, non-discrimination, and transparency. Ministero delle infrastrutture e dei trasporti. The code was reformed in to implement the new EU directives of into domestic Italian law. Most public procurement on a national level is administered by the state-owned company Consip S. Larger regions have their own agencies for public purchasing. These laws transpose the EU procurement directives; one additional legal provision is that for supplier selection purposes, real estate tax debts are checked where tenderers are registered or permanently resident in Latvia. This department is responsible for the regulatory framework, drafting relevant legislation and monitoring its implementation, and also for representing the Luxemburgish authorities in the field of public procurement. A Tender Commission with members drawn from contracting authorities, chambers of commerce and small business sectors undertakes a consultative role in relation to public procurement. Under regulation 80 a Public Contracts Review Board is established. The Commercial Sanctions Tribunal Regulation 95 is appointed to hear and determine issues relating to the black listing of persons unsuitable for the award of a public contract or to act as a sub-contractor to a public sector contractor. Sector-specific procurement regulations are also included in the Passenger Transport Act

Chapter 2 : Competitive Bidding: What is Competitive Bidding?

Public procurement comprises government purchasing of goods and services required for State activities which accordingly aims to secure the best value for public money.

What is Competitive Bidding? Competitive bidding is a process of issuing a public bid with the intent that companies will put together their best proposal and compete for a specific project. By law, this process is required for every government agency that issues a bid. Competitive bidding creates a transparent environment that is open and fair. This essentially means that any company, regardless of their company size, annual revenue or other similar factors, will be welcomed to the bidding process and will be given a fair chance as the rest of the competition. Competitive bidding is something that is not only beneficial to the companies competing for the project, but also for the government agencies issuing the project. By making it a competitive environment, agencies are able to keep costs low and garner the most qualified companies to do the work. Often times, government agencies will set up the bidding process as a reverse auction, in which the roles of the buyer and seller are reversed. A reverse auction means that the bidding will start at an exact figure and will drop based on the submissions that are received. This process will continue until the open bidding period expires. The closing date for a bid is a specific date and usually a specific time when the bid is closed to the public for bid submissions. At this point, only the submitted proposals will be considered eligible. A closing date is an important part of a bid process because it establishes a level playing field for contractors to write and submit their best proposal for the project at hand. It is also an important thing to establish from the get-go because most if not all contracts have a specific start date and a time frame for the completion of the project. This ensures that the work will be completed in a timely manner. As many contractors are aware, the closing date for each bid will vary greatly from project to project. Bids can be open for submission anywhere between one and two days to months. If a contract has a short turn-around date, chances are the agency is in urgent need of the products or services. Often times these contracts will be labeled "Emergency Contracts" or the agency will indicate that it has a short turn-around. Typically, though, contracts will be open for at least a week. FindRFP has a 24 hour turn-around time, which essentially means that any bids that are issued today will be sent to you via email tomorrow morning. Please pay close attention to the closing dates to ensure your well crafted proposals do not get dismissed.

Chapter 3 : Competition vs. Time in Government Procurement

The Competition Act and the Competition Tribunal Act set out the legal and institutional framework for competition law in Canada. The commissioner of competition is responsible for investigating alleged anti-competitive conduct and mergers as well as mis.

Participants in acquisition plan preparation including source selection committee During the planning of an acquisition, several key aspects of the effort are decided, including: Measurable outcomes must be stated clearly. Required amount and type of funding for the proposed acquisition Contract line item number CLIN structure: Failure to properly structure the CLIN structure to the contents of a work statement can lead to an inability to determine how much a contractor should be paid or penalized if performance issues arise. Source selection criteria SSC: Source selection criteria "1 Represent the key areas of importance and emphasis to be considered in the source selection decision; and 2 Support meaningful comparison and discrimination between and among competing proposals. Independent Government cost estimate Market research: Market research is a critical part of knowledge-based acquisitions. Information-driven and informed decision-making requires complete information to execute successful acquisitions. Risk in contracting falls into three categories "€" schedule risk, performance risk and cost risk. Risks to the acquisition, including negative past experiences, must be identified and mitigation measures and risk allocation between the Government and a potential vendor determined. Government provided equipment, resources, support or information: Often, the Government must provide for equipment, logistics support, information, and many other items vital to performance of a contract. If there are proprietary information in the potential Government furnished information GFI , then measures must be taken to avoid violation of applicable regulations. Effective market research assists the Government in: Requiring activities are sometimes asked to write work statements on subject matter with which they have little experience. Persons with little knowledge as to how to conduct market research must seek training or guidance or apply the same common sense they would use if they were buying a high value item for themselves. Stripped Down Components[edit] Work statement: The more vague the contract work statement, the more risk that the Government assumes. A measure of the inability to achieve program objectives within defined cost and schedule constraints. Risk is associated with all aspects of the program, for example, threat, technology, design processes, Work breakdown structure WBS elements, etc. It has two components, the probability of failing to achieve a particular outcome, and the consequences of failing to achieve that outcome. What are our remedies, if any? Requiring activities and frequently contracting officers want to get an acquisition on contract as quickly as possible; sometimes too quickly. Thus, contracting officers and acquisition attorneys will frequently have to carefully review the overall acquisition to identify risks to cost, schedule and performance and recommend mitigation measures to decrease these risk areas. What is my expected payoff? The larger the expected payoff, the larger the associated risk, and vice versa. An Investor, who is a shareholder in a contracting company, will seek to carefully balance the expected payoff with the associated risk, and he is incentivized to seek a large payoff, as long as the risk is acceptable. This perspective is unique in the sense that risk represents both opportunity and danger to the Investor, while it only represents danger to the Program Manager and the Lawyer. In other words, there is a misalignment in the perception of risk between the Program Manager, the Lawyer, and the Investor. Requirement overbundling[edit] Cost, schedule and performance risk can be increased by over-bundling of a requirement into a single acquisition vehicle. Over-bundling dries up the possible vendor base that might otherwise compete for a requirement. For example, having a work statement for asphalt roads, space shuttles, hot dog carts , movie projectors and skyscrapers is unlikely to get a good vendor; only a prime integrator will bid on that type of bloated requirement, thereby stacking a tremendous amount of overhead into the price of the acquisition. In the best-case scenario, the prime integrator will merely go out and contract with the vendors the Government should have gone with in the first place. The worst case is the prime integrator will mismanage outsourcing to their subcontractors and poor results will ensue. This analysis will frequently require splitting up a requirement into different pieces. The bundling of a requirement also has the very bad effect of making the

SSCs and CLIN structure difficult to use in source selection, price evaluation and contract administration. Overbundled requirements frequently suffer from very vague requirements and work statements, particularly in service contracts. In service contracts, the CLIN structure is priced on a per person per hour basis rather than on the service work deliverables themselves. Government or contractor ability to prepare cost or price estimates for vague work statements is severely limited; Accordingly, the Government will negotiate a labor rate, number of people and individual qualifications for the requirement given that is the only feasible way to get an idea of cost. Also, the CLIN structure which prices on a per person basis or per hour basis generally pays for such persons on an annual basis rather than merely for the service on an a la carte or as-needed basis, therefore driving up costs in many cases. Pricing on a per person or per hour basis is a sign that a contract likely also qualifies as a personal services contract under FAR Part 37 – technically violating at least the spirit, if not the letter, of the Classification Act and FAR Part 37 except in specific circumstances and with specific determinations and findings. Use of prime integrators in overbundled contracts sometimes has led to poor results in a number of major systems acquisitions. For example, what would happen if say the US Navy went too far in allowing contractors to make choices that make economic sense in the specific acquisition but add cost to the overall Navy? Example is a prime integrator who gets a good deal on a specific radar system that is not used in any other ship system – makes this specific buy cheaper but overall this costs the Navy a great deal of money given a lack of interoperability that drives a need to stand up training schools, supply system, work force increase, etc. Over-bundling makes it easy for contracting, but many times, especially for complex acquisitions, does not deliver the results expected by the customer or war fighter for complex acquisitions, especially acquisitions that the acquisition command in question has little experience with or has substantial turn over of personnel during the life of the acquisition. Small business acquisitions have mandatory restrictions on over-bundling. However, non-small business acquisitions are not subject to the same rules. Example of how over-bundling causes big problems permutations and evaluation of total price in source selection: Lets say a requiring activity wants to get polling services. Acquisition planning reveals there are five polls in ten different regions. However, it turns out that the Government will only be ordering one of the five polls in any real numbers and that particular poll is much more expensive in actual cost than the other four. If a weighting scheme is not applied to this bundled requirement, a vendor can make the four lightly ordered polls very cheap in their offer and the high volume poll very expensive, based on their knowledge of the ordering patterns of the Government in past acquisitions. Thus, on its face, the overall price of a bid when each poll is added together to arrive at a total price used in source selection would look attractive but in practice, the Government will burn through its budget very quickly given the vast majority of the actually ordered polls are extremely expensive even though the actual cost of the most frequently ordered poll is far less than what was in the offer. To avoid the headache of a weighting scheme, all five polls should be broken apart and contracted for separately so they can be judged on their merits. Statement of work[edit] Main article: Statement of work The statement of work SOW is a formal document submitted along with the request for proposal RFP to a vendor that defines the work to be performed, the location of the work, the deliverable schedule, applicable performance standards, any special requirements e. Source selection refers to the process for evaluating contractor proposals or quotes submitted in response to a request for proposals RFP or request for quotes RFQ based on the contract solicitation. Source selection is driven by what instructions to offerors clause is included in the contract solicitation e. A SSP gives instructions to a source selection committee on how to evaluate each proposal. Ultimately, risk evaluation is where a source selection team wants to be. That is what is used to determine weakness, significant weakness and deficiencies, which are briefed to unsuccessful offerors. Contractors competing for a Government requirement have an opportunity to request clarification or amendment of a work statement or solicitation. The request for clarification must be done relatively early in the acquisition process, preferably as close to the publication of a solicitation, RFQ, RFP or other publication. Key principles for source selection: Tell them what basis you are going to award it on award criteria tell them Award it based on what you said you would award it based on do what you said you would do Document what you did. Tell them that you did what you said you would do in the first place More is better as long as it makes sense. If discussions are held, read the bid protests on discussions first to make sure

you understand how to do it. If a competitive range is used, you **MUST** send pre-award notifications to offerors thus excluded. Do not use unstated source selection criteria to select the winning offer. Discuss those discriminators that make one offeror better than another based on the selection criteria. Be as detailed and focused upon discriminators as the source selection results allow. If something was not a discriminator then say so and also state why it was not. If the strength had no bearing on the offerors rating, state so. A drafter of the source selection decision document must show the source selection authorities thought process and reasons behind the comparative analysis. I selected; I thought; I determined; I reviewed; etc. Source selections cannot compare the offers against each other. Only against the award criteria. Spend some time on the summary to make it correct as it is very important. It is meant to very quickly put in words the best of the key discriminators used by the SSA to reach their decision. If there are a large number of offerors, the detailed discussion may be limited to the most highly rated offerors. Some light discussion of lower rated offerors is needed when a competitive range is not established. Ensure they are consistent i. The document must be the single summary document supporting selection of the best value proposal consistent with the stated evaluation criteria. It must clearly explain the decision and documents the reasoning used by the SSA to reach a decision. The document should be releasable to the General Accounting Office and others authorized to receive proprietary and source selection information. When releasing a copy to offerors or to anyone not authorized to receive proprietary and source selection information, redacted material should be limited to that which is proprietary and that which must continue to be protected as source selection information. What is good for one proposal is good for all proposals See above Take a hard look at definitions in instructions given to source selection committee “ look at the words in them; start with the worst definition, i. Packages missing things are just rated lower for example, poor, good, unacceptable or IAW FAR of weakness, significant weakness, etc. Do the best you can with bad source selection or award criteria. Just make sure it is consistently applied Source Selection Criteria[edit] Source Selection Criteria SSC can be simple or complex depending on the subject of the acquisition. If FAR Part 15 is used, then a concept called best value can be used; best value simply is an idea that the lowest bidder is not necessarily the winner of a competition “ rather, an evaluation of the overall offer based on specified SSCs is accomplished and a source selection decision is accomplished see below based on those specified SSCs using a fact-based business judgement of the acquiring activity. For example, under FAR Part 15, there is a range of source selection models including: Vendor past performance is generally included as a source selection criteria. It is important to include a requirement for "recent and relevant" past performance. Performance metric A metric is a meaningful measurement taken over a period of time that communicates vital information about a process or activity, leading to fact-based decisions. Focus on where things go bad “ not resource effective to measure everything. Instead, select the critical few metrics for mission essential processes, process that have historically experienced chronic problems or process choke points and monitor them. Characteristics of a good metric:

Chapter 4 : WTO & Government procurement gateway

LOCAL GOVERNMENT MANAGEMENT GUIDE Division of Local Government and School Accountability Office of the New York State Comptroller Seeking Competition in Procurement.

The commissioner of competition is responsible for investigating alleged anti-competitive conduct and mergers as well as misleading advertising and other deceptive marketing practices. The commissioner also heads the Competition Bureau, which carries out investigative and advocacy work. At the end of an investigation by the bureau, the commissioner decides whether to refer the matter to the Competition Tribunal, in the case of a non-criminal matter, or to the attorney general of Canada in the case of a criminal matter. If the evidence is insufficient, the matter is discontinued. Once a criminal matter has been referred to the attorney general, the director of public prosecutions has the independent discretion to determine whether it is in the public interest to prosecute before the courts. In practice, contested proceedings before the courts and competition tribunal are rare. Most cases are resolved on a consensual basis and there is a wide range of remedies available under the Competition Act depending on the nature and seriousness of the matter. There is also scope for filing lawsuits for the recovery of damages by private parties under the Competition Act involving criminal matters as well as limited private enforcement before the competition tribunal in civil matters. The granting of formal investigatory powers to the bureau or another independent government agency to conduct market studies is another subject of debate. Currently, as part of its advocacy function, the bureau undertakes market research to assess the state of competition in various sectors of the Canadian economy. Proponents argue that such measures would assist in obtaining complete and accurate information, and thus be more useful in increasing the understanding of how certain markets operate. Such formal market studies are conducted in several other jurisdictions. Opponents argue that the bureau already has sufficient means to conduct market studies using public information and voluntary requests to obtain information from stakeholders in the marketplace. The key provision of the law dealing with bid rigging is subsection 47.1 of the Competition Act. An agreement or arrangement between or among two or more persons whereby one or more of those persons agrees or undertakes not to submit a bid in response to a call or request for bids or tenders, or the submission, in response to a call or request for bids or tenders, of bids or tenders that are arrived at by agreement or arrangement between or among two or more bidders or tenderers. Where the agreement or arrangement is not made known to the person calling for or requesting the bids or tenders at or before the time when any bid or tender is made by any person who is a party to the agreement or arrangement. The new definition defines the term bid-rigging to mean see change in brackets: An agreement or arrangement between or among two or more persons whereby one or more of those persons agrees or undertakes not to submit a bid or tender in response to a call or request for bids or tenders, or agrees or undertakes to withdraw a bid or tender submitted in response to such a call or request. As a practical matter, the implementation of an arrangement not to bid, or to submit a bid on qualified terms, would in many cases be indistinguishable from the usual process by which tenders are submitted and in which tenders decide between jobs based on their genuine assessment of what they are capable of doing and what they are likely to be recognized as capable of doing. Stephen Bauld is a government procurement expert and can be reached at swbauld@purchasingci.com. Some of his columns may contain excerpts from *The Municipal Procurement Handbook* published by Butterworths.

Chapter 5 : Government procurement in the United States - Wikipedia

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Gartner Research April Of course, the above scenario is a complete fantasy. A system is unlikely to generate percent of expected benefits, although it is possible. For many, this process would require 18 to 24 months. Also, government agencies often lack the ability to even measure the costs incurred by the processes. Responsibility of Command and Control Agencies A command and control agency serves two purposes: As we have stated see "Why Governments Lag in Systems Adoption" , the latter role often overwhelms the former. To reach such a conclusion, we urge these agencies to use Figure 1. Figure 1 Relative Value of Competition vs. Gartner Research February The purpose of this analysis is to assess the appropriate type of competition to be conducted. When conducting a procurement, the government should be able to analyze its projected costs. Questions often unasked by governments include: What is the cost of the person hours devoted to the process? What is not getting done while these people are conducting this process? What benefits are not being achieved while implementation is delayed? Quite simply, one can have too much competition. Evaluations of responses from noncompetitive firms detracts from the amount and quality of the time devoted to deciding between the best bids. In addition, as often happens, vendors that have never built a responsive solution may present a thorough, quality and responsive proposal, but, in reality, have no idea or experience of how to deliver the promised solution. Competitive processes that take too long actually run the risk of being obsolete before the implementation begins, much less when it is completed. We have even seen examples of instances in which the competitive process took so long that, by the time it was completed, the agency on whose behalf it was being conducted had changed its service delivery model. Instead of a full and open competitive process, because there is too little legitimate competition or because time is of the essence, the government agency is sometimes justified in using techniques that dramatically speed up the process, such as the use of master contracts, competitive negotiation or even sole source awards. In most circumstances, the financial benefits of competition will be sufficient to justify a prolonged process. In other circumstances, there are insufficient financial benefits to justify competition but, because of the political need for transparency and integrity in the process, competition will be required anyway. However, in the latter circumstances, these political assumptions may be invalid. If the true cost of the process were known, especially the lost opportunity cost and the cost of not improving citizen services, political decision makers may be inclined to ignore the political downside in favor of the business benefits, and overrule use of the more prolonged process. The problem, however, is that such an analysis rarely occurs. Competition Trade-Off In addition to the relative value of time and competition, government must recognize that organizations implicitly build processes which reflect their views of the relative value of time and competition. Four types of organizations are represented by Figure 2. Gartner Research February Organizations that value neither competition nor time: Fortunately, these are rare. These organizations tend to be stagnant or corrupt. Organizations that place a greater value on competition than time: These organizations tend to build huge, complex processes that try to quantify every aspect of the evaluation process to minimize the impact of human discretion on the process. Command and control is the key role of the central procurement agency that manages all of this. Organizations that focus most on time-to-market with low regard for competition: These organizations tend to be the most entrepreneurial and intent on getting things done, regardless of the process to be followed. Central procurement agencies, to the extent that they exist in these organizations, are service oriented, but the decision making is usually delegated to user agencies. Organizations that place an equally high value on competition and time: Although achieving this balance is often difficult, these organizations create a variety of processes and tools that are available to various parts of the organization on demand. Heavy emphasis is placed on the final procurement decision being made as close to the user as possible, within a limited range of potential suppliers. Central procurement agencies create and administer the tools, but the users tend to be highly decentralized. As part of the value assessment undertaken due to advice contained within this research, governments should reassess whether their organizational structures are truly reflective of their desired values.

In some jurisdictions, especially in Europe, various laws may prevent process adjustments. When laws are problematic, this same type of analysis is appropriate as part of the public policy discourse involving lawmakers, so they, too, understand the issues and trade-offs of the processes. Key Issue How will government transform IT procurement? This research is part of a set of related research pieces. See AV for an overview. Reproduction of this publication in any form without prior written permission is forbidden. The information contained herein has been obtained from sources believed to be reliable. Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Gartner shall have no liability for errors, omissions or inadequacies in the information contained herein or for interpretations thereof. The reader assumes sole responsibility for the selection of these materials to achieve its intended results. The opinions expressed herein are subject to change without notice.

Chapter 6 : Government procurement - Wikipedia

government procurement Agreement on Government Procurement To ensure open, fair and transparent conditions of competition in the government procurement markets, a number of WTO members have negotiated the Agreement on Government Procurement (GPA).

The Purchasing Policy has specific requirements regarding the solicitation of bids but everyone is encouraged to seek out competition at every level of purchasing. Your Procurement Team representative will be happy to provide you with or assist you in processing bids. The Procurement Department uses and encourages the use of one of these three methods to verify prices: A telephone solicitation requires many of the same components as a written solicitation but the actual process is managed over the telephone. The Procurement Department provides a form for telephone solicitations. You may also wish to develop your own format. In either case, this documentation must include: The name and telephone number of at least two suppliers contacted. The name and extension of the individual from the supplier making the offer. Descriptions of the items being quoted including quantities. Any and all notes made during the conversation with the supplier. The name, extension and signature of the individual soliciting the quotation. This method ensures the selected supplier is providing goods and services in the most cost effective manner. The Procurement Department provides a written quotation form. It is geared toward smaller less complicated inquiries. Your Procurement Team member will be happy to assist you with more complicated issues. Some points to remember when soliciting written quotations are: The offer should include all delivery and installation costs. This ensures liability for products does not transfer to WHOI until you receive the goods. Any and all future maintenance costs should be noted. In the RFP, your specifications should be as generic as possible. Try not to use name brands but the actual technical specification for the product or service required. Any variation from your specification substitution should be noted by the bidder. Warranties should be explained in the text of the offer. Payment terms should be delineated in the offer. All bids should be provided on company letterheads and signed by an appropriate company employee i. Sole source procurement are those where no other supplier is available to provide the same or similar product or service required. A single source procurement occurs when there are other suppliers of the same or similar products or services but the nature of the application dictates the selection of a particular source, regardless of price. Single source procurement is appropriate when: Justification must include what market forces are at play, why the item or service requested is unique and what effect using an alternate would have on the project or institution. Using a Single or Sole Source does not preclude responsibility to analyze the offer. Whenever a Single or Sole Source is required, a cost or price analysis is to accompany the justification. The "Price Analysis Techniques" related link includes techniques that can assist in determining the fairness of a price. All Rights Reserved, Privacy Policy. Problems or questions about the site, please contact webdev whoi. Our mission is to explore and understand the ocean and to educate scientists, students, decision-makers, and the public.

Chapter 7 : Competition in Public Procurement

Incentive prize and challenge competitions are competitions among individuals, private industry, academia, and Government stakeholders, requiring them to submit solutions in response to a defined problem set.

What is the GPA? At present, the Agreement has 19 parties comprising 47 WTO members. Out of these, 10 members are in the process of acceding to the Agreement. The fundamental aim of the GPA is to mutually open government procurement markets among its parties. The GPA is composed mainly of two parts: The text of the Agreement establishes rules requiring that open, fair and transparent conditions of competition be ensured in government procurement. However, these rules do not automatically apply to all procurement activities of each party. Rather, the coverage schedules play a critical role in determining whether a procurement activity is covered by the Agreement or not. Only those procurement activities that are carried out by covered entities purchasing listed goods, services or construction services of a value exceeding specified threshold values are covered by the Agreement. These schedules are publicly available here. As a binding international treaty, the GPA is administered by the Committee on Government Procurement which is composed of representatives of all its parties. The enforcement of the Agreement is realized through two mechanisms: Early efforts to bring government procurement under internationally agreed trade rules were undertaken in the OECD framework. It was amended in and the amendment entered into force in Parties to the agreement then held negotiations to extend the scope and coverage of the agreement in parallel with the Uruguay Round. Within two years of the implementation of GPA , the GPA parties initiated the renegotiation of the Agreement according to a built-in provision of the Agreement. The negotiation was concluded in December and the outcome of the negotiations was formally adopted in March Instruments of acceptance, often based on the completion of domestic ratification procedures, had to be submitted by two-thirds of the GPA parties in order for the revised Agreement to enter into force 30 days later. This requirement was fulfilled on 7 February , with the tenth instrument of acceptance of the Agreement being deposited by Israel. The revised Agreement consequently entered into force on 6 April Parties will continue improving the GPA. The revised GPA clearly sets out that, no later than three years after the entry into force of the revised GPA and periodically thereafter, the parties shall undertake further negotiations to progressively reduce and eliminate discriminatory measures and to achieve the greatest possible extension of the coverage. In this spirit, the GPA parties have also agreed to undertake a number of work programmes which will influence the future evolution of the Agreement.

Chapter 8 : Competition for Government Procurement - Proposal & Technical Writing - GDI Consulting

The electronic government procurement system, the most important building blocks of E-government And one of the most important national projects are accorded by the State represented by the Ministry of Finance paid particular attention So this project is to standardize and facilitate competition and Government procurement in all government sectors It will also support the principle of.

Chapter 9 : Difference between Competitive and Non-Competitive Procurement

Procurement and Regulation, MIT Press, London, is that procurement is a special case of regulation in which the roles of principal (regulator or designer of contract mechanisms) and buyer are combined.