



Context: the need for good public administration

- EU accession: emphasis on rule of law, proper governance, well performing institutions
- Public pressure for good use of public funds, transparent and efficient public administration
- Neighbouring countries: similar needs and priorities; advantages for development
- Partly a cross-cutting topic: not covered in a single EU accession or association 'chapter'
- Key aspects: policy making, public service and public administration, public finance management and audit, public procurement ¹





Key features of EU Directives

- Common principles and policies; some more specific, detailed requirements
- Binding on member states, candidates; harmonisation agreed with others
- Needs to be transposed into national law
- Emphasis on cross-border internal market access: publication, non-discrimination
- Focus on award stage; planning, preparation and contract management almost absent





Development bank rules

- Linked to use of proceeds from bank financing
- Opening towards use of national procedures
- Based on needs of large investment projects, not always helpful in other situations
- Bank specific, but harmonisation in progress
- Common, well established and agreed principles
- Comprehensive: objectives, principles, procedures, practices, standard documents
- Full cycle: planning, preparation, tendering and award, project implementation and monitoring





Common core principles

- **Publication** of contract opportunities and contract awards (transparency)
- **Rules** clear in advance (transparency)
- **Competitive** procedures (economy) – also need for competitive supply market!
- **Variety** –





What to perform – central public procurement functions

- Policy and primary legislation
- Secondary legislation
- International coordination
- Monitoring and control
- Advice and operational support
- Publication and information
- Professionalisation, capacity building
- Development and coordination
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What to perform – contracting authorities, economic operators

- Planning and preparation
- Notifications
- Tender evaluation and award
- Contract management

- Public sector marketing
- Development of competitiveness
- Tender preparation and submission
- Delivery





The central performers: institutional set-up

- Large diversity of models
- Avoidance of conflicts of interest
- Core functions usually concentrated
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Performance at different levels

- **National Level** - performance of the national public procurement system
- **Contracting Authority Level** - performance of the contracting authorities' operations
- **Contract Management Level** - delivery of the individual contract



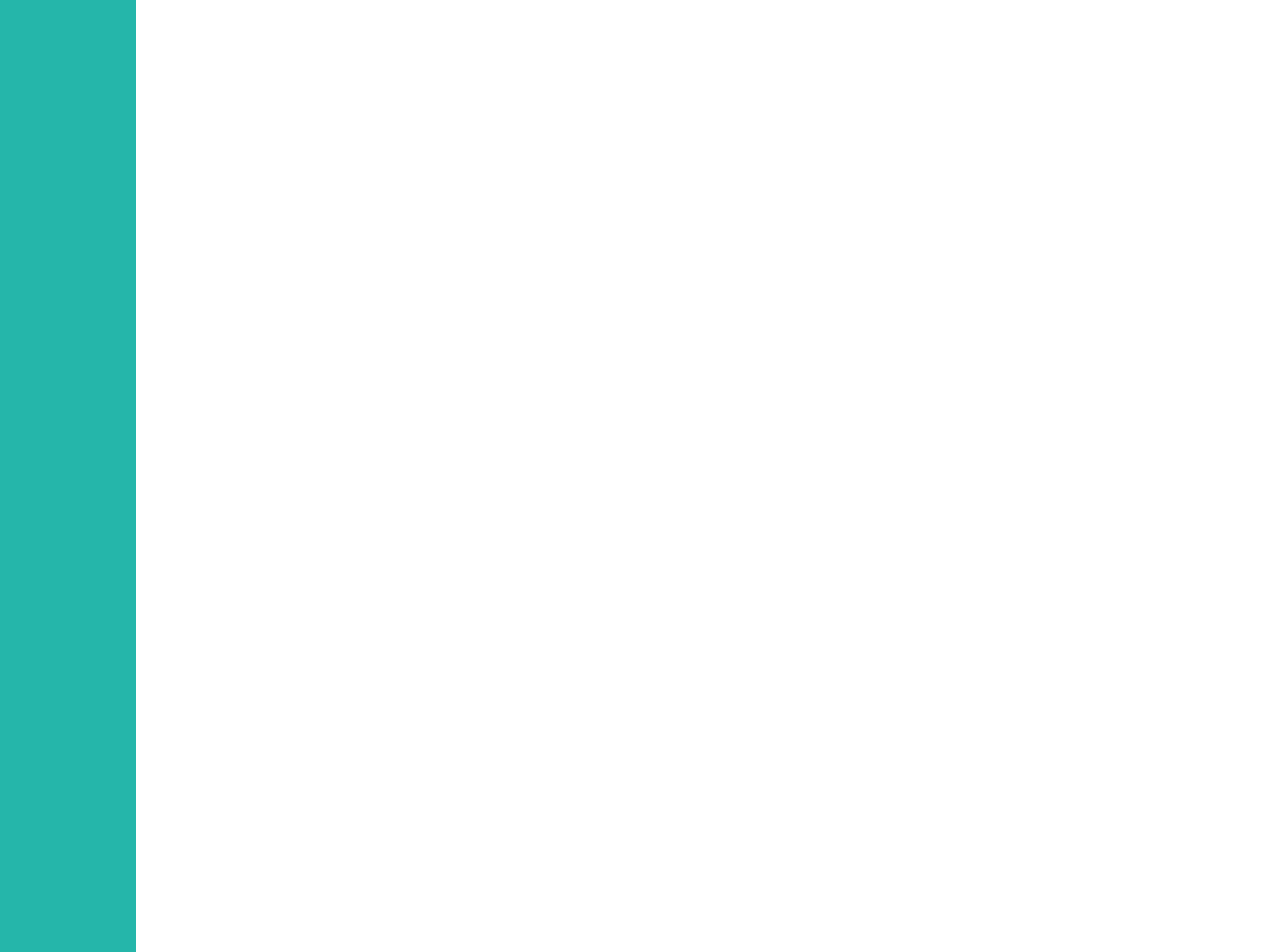




Performance measurement by contracting authorities

- Helps ensure efficiency and effectiveness of operations
- Identifies strengths and weaknesses in the way procurement is carried out and sets priorities for improvement
- Key element of strategic and operational planning and management of the authority







Principles and indicators

- Needed for doing any per996 0 0 39. 55m9. 52(n)





Contracting authority performance and measurement

- Specific performance targets
- Economic efficiency, effectiveness: costs/ benefits, “savings”; project implementation results (quality, quantity, time, cost)
- Procedural efficiency: time, cost, procedures used, participation rate
- Supplier and customer (citizen) relations
- Management information & reporting systems
- Collaborative benchmarking





Contract performance and measurement

- See SIGMA brief no. 22
- Delivery management
- Relationship management
- Contract administration
- Methods for data collection and analysis
- Performance targets and indicators
- Measurement
- Reporting and action





Thank you for your attention!

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