ECA e-Procurement initiatives and their relevance to the SAR e-Procurement efforts.

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Sri Lanka

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The World Bank
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1) E-Procurement forums in Vienna and Berlin

2) ECA E-GP Strategy

3) E-Procurement Projects in ECA

4) E-Procurement Toolkit and Online Learning
Intro – Why encouraging e-Procurement initiatives?

Past
- Focus on procurement legal compliance
- Institution strengthening and capacity of procurement professionals
- Missing data
- No holistic view

Present
- Efficient performance of Public Procurement
- E-procurement solutions implementation
- Wide range of data easily collectible
- Focus on citizens
Procurement Performance and E-Procurement – Reaching the Top

- Legal and Regulatory Framework
- Institutions
- Capacity
- Performance
1. E-Procurement Forums in Berlin and Vienna
2015 E-GP Forum in Vienna

Theme: “Using E-Procurement data to measure the transparency and performance of public spending”

85 participants, 32 countries and 8 international organizations represented

Meeting with e-Procurement Vendors to discuss their products

2016 E-GP Forum in Berlin

Theme: “Moving Forward with E-Procurement”

75 participants, 25 countries, and 6 international organizations represented

Meeting with Donors to discuss financing solutions
Objectives of the 2015 e-Procurement Forum in Vienna

- Sharing countries experiences
- Agreeing on a set of indicators
- Creating the baseline for all countries against these indicators
- Update indicators on an annual basis
# 2015 E-Procurement Indicators: Example of Italy

<table>
<thead>
<tr>
<th>Category</th>
<th>Indicator</th>
<th>%</th>
<th>Indicator Value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Efficiency</strong></td>
<td>Success ratio/cancellation</td>
<td>8.41%</td>
<td>Percentage of procedures without cancellation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Availability of Data (Yes/No)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Indicator Value</td>
</tr>
<tr>
<td></td>
<td>Savings</td>
<td>8.40%</td>
<td>Percentage of savings from award price vs. cost estimate; Percentage of savings</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>from final price after contract completion vs. award price</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>17% (average award price vs. cost estimate)</td>
</tr>
<tr>
<td><strong>Transparency</strong></td>
<td>Open access to procurement information and decisions</td>
<td>8.41%</td>
<td>Percentage of procurement opportunities advertised on a portal with free access;</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Percentage of awarded contracts published on a portal with free access</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td><strong>Level of Adoption</strong></td>
<td>Procurement value passed through e-platforms</td>
<td>7.48%</td>
<td>Percentage of procurement value with online transactions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Professionalization of the PP Officials and Practitioners</td>
<td>5.61%</td>
<td>Percentage of certified e-Procurement users in contracting authorities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Despite the absence of a official certification of the public buyer in Italy,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Consip is recognized as a center of excellence in terms of procurement and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>eProcurement skills</td>
</tr>
<tr>
<td><strong>Competitiveness</strong></td>
<td>Level of competition</td>
<td>7.48%</td>
<td>Average number of bidders</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.8</td>
</tr>
<tr>
<td></td>
<td>Open procedures with notice vs. Closed procedures by invitation</td>
<td>3.74%</td>
<td>Percentage of number of contracts procured competitively</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>96%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Average number of suppliers offering per lot (including the number of suppliers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>participating in &quot;Temporary Consortium of Enterprises&quot;)</td>
</tr>
</tbody>
</table>
Themes of the 2016 Berlin E-Procurement forum

- Institutional Framework for e-Procurement
- Centralized Purchasing
- Costs savings and other economical benefits
- Moving forward with e-procurement - defining the needs

Good Governance through e-Procurement
Communities of Practice and Forum Webpages

- **Forums Webpages:**
  - 2015 E-Procurement Forum in Vienna:
  - 2016 E-Procurement Forum in Berlin:

- **ECA C4D Communities of Practice:**
  - E-Procurement Community of Practice
    - [http://collaboration.worldbank.org/groups/e-procurement](http://collaboration.worldbank.org/groups/e-procurement)
  - PRIMO Community of Practice
    - [https://collaboration.worldbank.org/groups/ppkep](https://collaboration.worldbank.org/groups/ppkep)
2. ECA E-Procurement Strategy
Objective and Scope of Strategy: Governance and Procurement objectives

- The ECA e-GP strategy fits within the key objectives of both good governance and public procurement

Governance objectives:
- A sustainable public resource management
- Effective performance and delivery arrangements
- An open and accountable government that supports transparency

Procurement objectives:
- Value for Money
- Transparency
- Economy
- Efficiency
- Effectiveness
- Integrity
- Openness
Strategic directions

Three Strategic Directions for the Promotion of E-GP in ECA countries

- Use of country e-GP in Bank funded projects
- Creation of country-tailored performance measurement systems
- Enhancement of national adoption plans
## Overview of e-Procurement system readiness in ECA countries

<table>
<thead>
<tr>
<th></th>
<th>No e-Tendering available</th>
<th>e-Tendering available</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EU</strong></td>
<td></td>
<td>Croatia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Romania</td>
</tr>
<tr>
<td><strong>Non-EU</strong></td>
<td>Moldova</td>
<td>Albania</td>
</tr>
<tr>
<td></td>
<td>Serbia</td>
<td>Armenia</td>
</tr>
<tr>
<td></td>
<td>Tajikistan</td>
<td>Belarus</td>
</tr>
<tr>
<td></td>
<td>Turkmenistan</td>
<td>Bosnia and Herzegovina</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Georgia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kazakhstan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kyrgyz Republic</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Macedonia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Russian Federation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Slovenia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Turkey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ukraine</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Uzbekistan</td>
</tr>
</tbody>
</table>
Objective and Scope of the ECA e-Procurement Strategy

- Strengthening public procurement systems in ECA countries by promoting further adoption of e-GP.
- Developing e-GP capacity and share relevant experience.
- Building capacity in using e-Procurement data to measure public procurement performance.
ECA E-Procurement strategy – Indicators and Data

**Indicators**

- **E-Procurement Indicators** (Adoption, Steps covered etc.)

  **Procurement performance indicators** (Improve efficiency of procurement processes, length of procedures...)

**Data**

- **Open Contracting** (Categories of data that publishers should seek to collect, manage and publish as part of an open contracting process.)

  - **Governance Filters** to detect or prevent fraud, waste and abuse in e-GP systems
# Example of Adoption of e-GP Key Indicators (Common Indicators for ECA Countries)

<table>
<thead>
<tr>
<th>STRATEGY DIRECTION</th>
<th>POLICY AREA</th>
<th>POLICY GOAL</th>
<th>SYNTHETIC INDICATORS (country wise)</th>
<th>BASIC INDICATORS (from platforms level)</th>
<th>SOURCE</th>
</tr>
</thead>
</table>
| ADOPTION of e-GP    | e-GOV       | Full adoption of e-GP (engagement) | Value of contracts formed through e-GP (% of total public procurement) | ▪ Value of contracts awarded through e-submission  
▪ Value of goods, services and works contracts awarded through e-submission  
▪ Value of contracts awarded by a CPB or through a centralised purchasing arrangement | E-GP service provider (platform) + National Statistics |
|                     |             |             | Volume of contracts formed through e-GP (% of total number of contracts) | ▪ Number of contracts awarded through e-submission  
▪ Number of goods, services and works contracts awarded through e-Submission  
▪ Number of contracts awarded through a centralised versus decentralized way  
▪ Number of contracts awarded by a CPB or through a centralised purchasing arrangement | E-GP service provider (platform) + National Statistics |
**Example of Adoption of e-GP Key Performance Algorithms**

<table>
<thead>
<tr>
<th>SYNTHETIC INDICATORS (country wise)</th>
<th>ALGORITHMS</th>
<th>BASIC INDICATORS (from platforms level)</th>
<th>ALGORITHMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of contracts formed through e-GP (% of total Government Procurement)</td>
<td>• Value of contracts awarded through e-submission</td>
<td>• ( \frac{\text{Value of e-submitted contracts}}{\text{Total value of contracts}} \times 100 )</td>
<td></td>
</tr>
<tr>
<td>( \frac{\text{Value of e-GP contracts}}{\text{Total value of contracts}} )</td>
<td>• Value of goods, services and works contracts awarded through e-submission</td>
<td>• ( \frac{\text{Value of e-submitted goods contracts}}{\text{Total value of goods contracts}} \times 100 )</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Value of contracts awarded by a CPB or through a centralised purchasing arrangement</td>
<td>• ( \frac{\text{Value of e-submitted services contracts}}{\text{Total value of services contracts}} \times 100 )</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ( \frac{\text{Value of e-submitted works contracts}}{\text{Total value of works contracts}} \times 100 )</td>
<td></td>
</tr>
</tbody>
</table>
3. E-Procurement Projects in ECA
What is the World Bank doing in ECA

- Support to the implementation of the public procurement strategy in Romania
- Strengthening Public Procurement in Serbia
- Improving Efficiency and Transparency in Public Procurement Georgia
- Enhancing the implementation of Public Procurement in FYR Macedonia
- Country Fiduciary and Project Implementation (CFPI) Review in Albania
E-Procurement Data: Examples Albania and Georgia

Country Fiduciary and Project Implementation (CFPI) Review in Albania

Improving Efficiency and Transparency in Public Procurement Georgia
4. e-Procurement Toolkit and Online Learning
Scope and Objectives of the Toolkit and Online course

**E-PROCUREMENT TOOLKIT**
- **Scope:** Set of detailed resources for launching their e-Procurement projects in line with international standards
- **Objective:** Providing detailed information on needs and requirements when embarking on the establishment of e-GP, through a dedicated website

**ONLINE LEARNING**
- **Scope:** Online learning material for interested parties to familiarize themselves with e-Procurement and the benefits of e-GP
- **Objective:** Introducing audience to the concepts and main objectives of e-GP and state-of-the-art e-Procurement systems, through five learning modules, which lead to an e-Procurement certification
E-Procurement Toolkit - Overview

www.eProcurementToolkit.org

Documents section, covering four essential topics of e-GP and e-Procurement:

- E-Procurement Preparation
- Open Contracting Data Standard (OCDS) Implementation Methodology
- Public Procurement Indicators
- Guidelines for Conducting Market Analysis for e-Procurement Systems

Template Requirements functionality, guiding users to quickly formalize their technical requirements for implementing or procuring an e-Procurement system, in terms of:

- E-Procurement modules
- E-Procurement submodules
- E-Procurement requirements
E-Procurement Toolkit - Documentation

E-Procurement Preparation, presenting:
- The concept of e-Government Procurement (e-GP)
- Why and how to pursue the establishment of an e-GP framework
- The benefits that e-GP implementation projects can offer and a model action plan

Open Contracting Data Standard Implementation Methodology, presenting:
- The concept of Open Contracting Data Standard (OCDS) and technical overview of the standard
- A high-level approach for its implementation in an e-Procurement system
- How it can be incorporated in a new or existing e-Procurement system

Public Procurement Indicators, presenting:
- The concept of public procurement indicators for assessing countries’ e-GP operation against relevant policy goals
- The different categories of public procurement indicators, along with computational method and target per indicator

Guidelines for Conducting Market Analysis for e-Procurement Systems, presenting:
- Why market analysis can form a means to better formalize requirements and approach by understanding the ICT market (available e-Procurement vendors / software products)
- The core principles of a methodology for conducting market analysis
E-Procurement Toolkit – Documentation Overview

E-Procurement Preparation

Understanding the concept of e-Government Procurement (e-GP) and evaluating why and how to pursue the establishment of an e-GP framework. This document includes what are the benefits that e-GP implementation projects can offer and what are the actions that need to be planned in order to layout the way forward.

Publication date: 2016-10-11 | Version: 1.00 | Size: 1.47 MB

Open Contracting Standard Implementation Methodology

Understanding the concept of Open Contracting Data Standard (OCDS) and obtaining a high-level approach for its implementation in an e-Procurement system. This document presents an overview of the OCDS and how it can be incorporated in a new or existing e-Procurement system.

Publication date: 2016-10-11 | Version: 1.00 | Size: 1.35 MB
E-Procurement Toolkit – Benefits of e-GP

Diagram:

- e-GP Benefits
  - Governance
    - Transparency
    - Accountability
    - Corruption Control
    - Rule of Law
  - Effectiveness of Government
    - Efficiency
    - Value for Money
    - Civil Society Awareness
  - Development of Markets
    - Competitiveness
    - Business Development
    - Regional Development
### Stages of the Strategic Objectives

<table>
<thead>
<tr>
<th>Category</th>
<th>Status 0</th>
<th>Status 1</th>
<th>Status 2</th>
<th>Status 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>No or atomized activities</td>
<td>Atomized policies</td>
<td>Nationwide legislative package</td>
<td>Concrete national set of policies and regulations</td>
</tr>
<tr>
<td>Institutional Capacity</td>
<td>No e-Procurement experience</td>
<td>Dispersed knowledge with lack of coordinated leadership</td>
<td>Experience and atomized leadership</td>
<td>Specialized experience with institutionalized leadership</td>
</tr>
<tr>
<td>Functionality &amp; Infrastructure</td>
<td>No functionality</td>
<td>Systems dispersion</td>
<td>Basic e-Procurement functionality</td>
<td>Advanced e-Procurement functionality</td>
</tr>
<tr>
<td>Interoperability</td>
<td>Stand-alone systems</td>
<td>Dispersed system integrations</td>
<td>Integrated centralized systems</td>
<td>Integrated, standardized, and centralized systems</td>
</tr>
<tr>
<td>Adoption</td>
<td>Low participation</td>
<td>Subset of central government CAs and EOs</td>
<td>All central government CAs and international EOs</td>
<td>Full public sector enrollment and full EO inclusion</td>
</tr>
</tbody>
</table>
E-Procurement Toolkit – example of country status against e-GP SO
E-Procurement Toolkit – Example structure for PP Regulatory Authority

- Head of PPRA
  - Administrative Support
  - Specialist Advisors
  - Head of Policy and Standards
    - Standards and Best Practice
    - Procurement Policy
    - Procurement Performance and Analysis
    - Legislation and Regulation
  - Head of Operations
    - Performance Reporting and Management
    - e-GP Facilities
    - Procurement Support
    - Training
    - Promotion and Change Management
E-Procurement Toolkit – Application Of e-GP Procurement Methods

The diagram illustrates the application of e-GP procurement methods based on supply risk and buying power.

- **High Supply Risk**:
  - Low-Value Items
  - Very Specialized
  - Non-competitive Market
  - e-Tendering
  - Contract Management
- **Low Supply Risk**:
  - Low-Value Commodities
  - Readily Available
  - e-Catalogues
  - e-Purchasing
  - FA/DPS

- **High Buying Power**:
  - High-Value Items
  - Very Specialized
  - Few Suppliers
  - e-Tendering
  - Contract Management
- **Low Buying Power**:
  - High-Value Items
  - Competitive Market
  - FA/DPS
  - e-Reverse Auctions
E-Procurement Toolkit – Indicative Action Plan
E-Procurement Toolkit – Overview of e-GP Modules

Pre-Awarding Components
- e-Procurement Planning
- e-Publication / Notification
- e-Tendering
- e-Reverse Auctions
  - e-Evaluation / e-Awarding

Post-Awarding Components
- Contract Management
- e-Catalogues
- Catalogue Management
- e-Purchasing

Supporting Components
- e-Registration
- Vendor Management
- Search
- Procurement Monitoring and Reporting
## E-Procurement Toolkit – Sample of e-GP Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Formula</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.3.3</td>
<td>% of contracts awarded to SMEs in number and value</td>
<td>A higher percentage indicates an SME-friendly environment.</td>
</tr>
<tr>
<td></td>
<td>[ \frac{\text{Number of contracts awarded to SMEs}}{\text{Total number of public contracts}} \times 100 ]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[ \frac{\text{Value of contracts awarded to SMEs}}{\text{Total value of public contracts}} \times 100 ]</td>
<td></td>
</tr>
<tr>
<td>2.2.3.4</td>
<td>% of contracts divided into lots, in number and value</td>
<td>Lots are seen as an SME-friendly mechanism to allow SMEs to participate more effectively; the higher the number, the more SME-friendly the environment.</td>
</tr>
<tr>
<td></td>
<td>[ \frac{\text{Number of contracts divided into lots}}{\text{Total number of public contracts}} \times 100 ]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[ \frac{\text{Value of contracts divided into lots}}{\text{Total value of public contracts}} \times 100 ]</td>
<td></td>
</tr>
<tr>
<td>2.2.3.5</td>
<td>% of contracts divided into geographical lots</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[ \frac{\text{Number of contracts divided into geographical lots}}{\text{Total number of public contracts}} \times 100 ]</td>
<td></td>
</tr>
<tr>
<td>2.2.3.6</td>
<td>% of contracts divided into quantitative lots</td>
<td></td>
</tr>
<tr>
<td></td>
<td>[ \frac{\text{Number of contracts divided into quantitative lots}}{\text{Total number of public contracts}} \times 100 ]</td>
<td></td>
</tr>
</tbody>
</table>
E-Procurement Toolkit – Market Research Templates

- Invitation Template
- Questionnaire Template
- Market Analysis Report Template
- REOI Template
E-Procurement Toolkit – Template Requirements

Users are able to select the desired e-Procurement functionality, in order to obtain a full set of relevant template requirements, i.e.:

- Select the required e-Procurement system **modules**
- Select the required e-Procurement system **submodules** based on the module selection
- Obtain the e-Procurement system **requirements** based on the modules/submodules selection

The Toolkit outputs template requirements for an e-Procurement system to support the selected functionality:

- Requirements can be viewed on screen
- Requirements can be exported in user-friendly XLS format
To get started with template requirements click [here](#).

Select any of the module(s)/submodule(s) below to obtain a list of relevant requirements. The mandatory modules/submodules are pre-selected.

<table>
<thead>
<tr>
<th>Module/Submodule</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>e-Registration</td>
<td></td>
</tr>
<tr>
<td>Registration</td>
<td></td>
</tr>
<tr>
<td>Authentication</td>
<td></td>
</tr>
<tr>
<td>Authorization</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
<tr>
<td>Searching</td>
<td></td>
</tr>
<tr>
<td>Configuration</td>
<td></td>
</tr>
<tr>
<td>Organizations</td>
<td></td>
</tr>
<tr>
<td>Users</td>
<td></td>
</tr>
<tr>
<td>Tenders</td>
<td></td>
</tr>
<tr>
<td>Contracts</td>
<td></td>
</tr>
<tr>
<td>Catalogues</td>
<td></td>
</tr>
</tbody>
</table>
## Template Requirements Overview

Expand/collapse the modules/submodules below in order to show/hide their respective requirements.

### e-Registration

#### Registration

<table>
<thead>
<tr>
<th>NO.</th>
<th>REQUIREMENT</th>
<th>ADDITIONAL DESCRIPTION</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Non-authenticated (supplier) users must be able to register their EO details in the system.</td>
<td>The system should not allow double-entries.</td>
<td>Mandatory</td>
</tr>
<tr>
<td>2</td>
<td>Non-authenticated (supplier) users could be able to retrieve their EO details from external sources (e.g. National Supplier Registry system).</td>
<td>N/A</td>
<td>Desirable</td>
</tr>
<tr>
<td>3</td>
<td>System must validate the organization/user profile details prior to registering them.</td>
<td>N/A</td>
<td>Mandatory</td>
</tr>
<tr>
<td>4</td>
<td>Administrator users should be able to register EOs on the system.</td>
<td>The system must not allow double-entries.</td>
<td>Important</td>
</tr>
<tr>
<td>5</td>
<td>Administrator users must be able to view the details of registered EO and CA profiles.</td>
<td>N/A</td>
<td>Mandatory</td>
</tr>
<tr>
<td>6</td>
<td>EO users should be notified about their EO registration approval outcome.</td>
<td>N/A</td>
<td>Important</td>
</tr>
</tbody>
</table>
E-Procurement online learning course – General

www.eProcurementLearning.org

Consists of five learning modules, following common structure:

<table>
<thead>
<tr>
<th>Topics:</th>
<th>Common structure:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- E-Procurement Preparation</td>
<td>- Introductory video, outlining the topic to be presented</td>
</tr>
<tr>
<td>- E-Procurement Basics</td>
<td>- Main content, including interactive features, diagrams and inline questions</td>
</tr>
<tr>
<td>- Advanced e-Procurement</td>
<td>- Self assessment quiz, prompting the learners to evaluate their understanding</td>
</tr>
<tr>
<td>- E-Procurement Indicators</td>
<td>- Summary of the presented learning module</td>
</tr>
<tr>
<td>- Incorporating e-Procurement into Public Financial Management (PFM) reforms</td>
<td>- List of acronyms used throughout the presented module</td>
</tr>
</tbody>
</table>

- Leads to an e-Procurement certification
  - Upon completion of the five learning modules, learners can take the e-Procurement Certificate examination (20 random questions of topics covered in all five learning Modules)
  - Upon successful completion of the examination, learners obtain the “e-Procurement champion” certificate

- Implemented within the World Bank Group’s Open Learning Campus (OLC)
  - OLC: learning platform providing access to development knowledge across all sectors and region
# E-Procurement online learning course – Topics covered

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<th>E-Procurement Basics:</th>
<th>Advanced e-Procurement:</th>
<th>E-Procurement Indicators:</th>
<th>Incorporating e-Procurement into Public Financial Management (PFM) reforms:</th>
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<td>The e-Registration system</td>
<td>The e-Reverse Auctions system</td>
<td>E-Procurement indicators</td>
<td>What is Public Financial Management (PFM)</td>
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<td>What is e-Government procurement and how to establish</td>
<td>The Searching system</td>
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<td>Strategic directions</td>
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<td>Recommended organizational structure</td>
<td>The e-Procurement Plan system</td>
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<td>The e-Publishing/Notification system</td>
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<td>Non-functional aspects</td>
<td>The Business Intelligence Reporting &amp; Dashboard system</td>
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E-Procurement online learning course – e-GP and FMIS
Thank you!