

OECD Recommendation on Public Procurement 2024

Background

Following the adoption of the OECD Recommendation on Public Procurement by the Council in 2015, the OECD Council requested the Public Governance Committee, in cooperation with the Competition Committee and the Working Group on Bribery in International Business Transactions, and in consultation with other competent OECD committees, to monitor the implementation of the Recommendation and to report to the Council by 2018 and regularly thereafter. The Secretariat has been observing general trends across OECD countries through data collection exercises and country-specific projects and this questionnaire hereafter would enable comprehensive reporting back on the progress made in OECD countries against the twelve principles outlined in the OECD Recommendation on Public Procurement.

Structure of the questionnaire

The questionnaire is structured around the principles of the OECD Recommendation on Public Procurement. The information from the past data collection exercises (i.e. 2014 OECD Survey on Public Procurement, 2015 OECD Survey on Centralised Framework Agreements, 2015 OECD Survey on Strategic Innovation Procurement, 2016 OECD Survey on Public Procurement, 2017 OECD Survey on Strategic Use of Public Procurement to Support SMEs, 2020 OECD Survey on Public Procurement) was used to formulate the questions that can best capture the progress made in implementing the Recommendation.

Instruction for filling in the questionnaire

Please fill in the questionnaire for the central level government, unless otherwise specified. When your response only pertains to specific ministry(ies) / department(s) or bodies, please indicate in the comment box. Please provide any evidence (e.g. law, regulations, statistics, reports, etc.) pertaining to your response. Please refer to the information that is accurate at the time when you are filling out the survey. However, please indicate in the comment box if there are any changes foreseen in the second half of 2024 and the date as of when these changes are expected to be effective.

There are 99 questions in this survey.

CONTACT INFO

[O1]Country *

❶ Choose one of the following answers

Please choose **only one** of the following:

- Australia
- Austria
- Belgium
- Canada
- Chile
- Colombia
- Costa Rica
- Czechia
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Israel
- Italy
- Japan
- Korea
- Latvia
- Lithuania
- Luxembourg
- Mexico
- Netherlands
- New Zealand
- Norway

- Poland
- Portugal
- Slovak Republic
- Slovenia
- Spain
- Sweden
- Switzerland
- Türkiye
- United Kingdom
- United States

[O2]Full Name *

Please write your answer here:

[O3]Institution *

Please write your answer here:

[O4]Position *

Please write your answer here:

[O5]Division/department/unit *

Please write your answer here:

[O6]Email *

Please write your answer here:

Please, provide a valid address and an automatically generated email summarising your responses will be send to this email address upon completion.

PRINCIPLE 1. TRANSPARENCY

[A1]What are the elements which are required to be published? Select all that apply. *

Please choose **all** that apply:

- Procurement plans
- Invitation to and outcome of preliminary market consultation (e.g. PIN)
- Tender announcement
- Tender documents
- Bids
- Evaluation report
- Notification of award
- Contracts
- Awarded price
- Contracts from uncompetitive procedures
- Invoices
- Contract amendments
- Contract completion certificate

Other:

[A2]Please specify where such information is published or which systems are used. Select all that apply. *

Please choose **all** that apply:

- Online central platform
- Online platform/webpage of individual contracting authority

Other:

[A3]Are the following transparency obligations applicable? Select all that apply. *

Please choose **all** that apply:

Obligation to disclose information on subcontractors (as a minimum 1st tier) at the tendering stage

Obligation to declare change in subcontracting arrangements during contract execution

Obligation to declare infringement of laws (labour, human rights, etc.) during contract execution)

None

Other:

[A4]What mechanisms are used to enforce transparency requirements? *

Please choose **all** that apply:

Use of prior publication as a pre-condition for contractual validity

Regular data quality checks

External audit

None

Other:

[A5]In which format is public procurement* data publicly available? *

Please choose **only one** of the following:

- Machine-readable
- Not machine-readable (e.g. scans/photographs of the documentation)
- Aggregate information in a regular report
- Not available
- Other

Make a comment on your choice here:

[A6]Are certain public procurement processes excluded from transparency obligations and on what basis? *

Please choose **all** that apply:

- Uncompetitive procedures
- Certain categories of contracting authorities (e.g. SOEs)
- Small-value purchases
- Emergency procurement
- Defence and national security-related procurement

Other:

[A7]Please, indicate which documents or data are publicly available via the e-procurement* system. *

Please choose **all** that apply:

- Procurement plans (about forecasted government need)
- Summary of preliminary market consultation(s)
- Market studies
- Tender notice
- Bidding documents
- Technical specifications
- Evaluation criteria (selection and award)
- Clarifications to bidders' questions
- Shortlisted firms
- Award notice
- Evaluation report
- Contract notice
- Contract text
- Signed contract
- Amendments to a contract
- Progress reports
- Justifications for terminating a contract
- Satisfactory completion certificate
- Final audit

Other:

PRINCIPLE 2. INTEGRITY

[B1] Does your country's public procurement regulatory framework include the following provisions and/or mechanisms? Select all that apply. For each case that applies to your country, please provide an explanation and relevant evidence. *

Please choose all that apply and provide a comment:

Provisions that establish the principles of integrity* for the public procurement system (e.g. principle of integrity is included and clearly explained in the public procurement law)

Provisions that establish the principles of integrity for the public procurement workforce (e.g. principle of integrity is included and clearly explained in the code of conduct for public procurement officials)

Provisions that prevent the government from contracting with suppliers involved in corruption

Provisions that ensure that private interests of the public procurement officials do not inappropriately impact public procurement decisions

Provisions that ensure that government does not explicitly or inadvertently discriminate against specific groups of suppliers

Other integrity provisions and/or mechanisms (please, specify)

None

[B2]What kind of policies and mechanisms are in place to identify, prevent and manage conflict of interest* of public procurement officials? Select all that apply. For each case that applies to your country, please provide an explanation and relevant evidence. *

Please choose all that apply and provide a comment:

The regulatory framework includes a definition of conflicts of interest for public procurement officials (If yes, please also specify if it is a general definition for the public officials or a specific one for public procurement officials)

Explanations and specific examples of conflict-of-interest situations for public procurement officials are provided

Public procurement officials have to declare their private interests (If yes, please also specify how regularly and to which authority they have to declare them, as well as whether this requirement is a general requirement for public officials or public procurement official-specific)

There are rules for interacting with the business/supplier community (please provide the names of the regulations and links to them)

Public procurement officials have to disclose their meeting agendas (If yes, please also specify how regularly and to which authority they have to declare them, as well as whether this requirement is a general requirement for public officials or public procurement official-specific)

Public procurement officials have to declare 'no conflict of interest' or notify the competent authority in case of potential conflict of interest, during a public procurement procedure. (If yes, please also specify how conflicts of interest of public procurement officials are managed once they declare them)

Public procurement officials are prohibited from holding certain positions after leaving the office

Certain public officials and political appointees have limitations in participating in public procurement procedures

Other policies and mechanisms to identify, prevent and manage conflict-of-interest of public procurement officials (please, specify)

None

[B3] Please provide an estimation of the average submission rate of interest declarations by public procurement officials over the past three years? Please provide any relevant evidence. *

Only answer this question if the following conditions are met:

Answer was at question '15 [B2]' (What kind of policies and mechanisms are in place to identify, prevent and manage conflict of interest* of public procurement officials?

Select all that apply. For each case that applies to your country, please provide an explanation and relevant evidence.)

Please choose **all** that apply:

100%

At least 90%

At least 80%

Less than 50%

The information is not available for procurement officials specifically

[B4]Are there cooling-off periods for procurement officials moving to the private sector from a public position that may raise a conflict of interest or for private employees moving to the public sector to a position raising conflict-of-interest concerns? *

Only answer this question if the following conditions are met:

Answer was at question '15 [B2]' (What kind of policies and mechanisms are in place to identify, prevent and manage conflict of interest* of public procurement officials?

Select all that apply. For each case that applies to your country, please provide an explanation and relevant evidence.)

Please choose all that apply and provide a comment:

Yes, with a fixed period (if so, how long)

Yes, defined on a case-by-case basis

No

[B5]Are there any efforts to promote integrity among suppliers, led either by the public or private sector? *

Please choose all that apply and provide a comment:

Requiring “no corruption” warranties

Measures to ensure appropriate supply-chain transparency (e.g. due diligence, certifications, etc.)

Integrity training requirements for suppliers

Comprehensive business integrity programmes (if yes, please provide an explanation)

Certifications (e.g. ISO)

Other initiatives and/or measures (please, specify)

None

[B6]How is information on the beneficial ownership of companies bidding for public procurement procedures disclosed? *

Please choose all that apply and provide a comment:

Systematically shared through information exchange with other government information system (e.g. tax registry)

Bidders have to declare this information during their first supplier registration process and are held responsible for updating the information.

Bidders have to declare this information each time that they participate in a public procurement process.

Bidders declare this information at the request of a contracting authority. (If it is the case, please, specify on what grounds the contracting authorities may/can request this information)

Bidders have to declare this information for certain public procurement processes. (If it is the case, please specify for which processes this applies)

No, this information is not disclosed

[B7]Is non-disclosure of information on beneficial owners subject to sanctions? *

Only answer this question if the following conditions are met:

Answer was at question '19 [B6]' (How is information on the beneficial ownership of companies bidding for public procurement procedures disclosed?)

Please choose **only one** of the following:

Yes. Please, provide details.

No

Make a comment on your choice here:

[B8]Which digital technologies are used to identify, analyse, and monitor integrity risks in public procurement? Select all that apply. *

Please choose **only one** of the following:

- AI*
- Data analytics*
- Blockchain*
- Others
- None

Make a comment on your choice here:

PRINCIPLE 3. ACCESS

[C1]Does your country have a strategy to improve competition in public procurement? If yes, please describe briefly and provide links to the relevant evidence. *

Please choose **all** that apply:

- Yes standalone
- Yes as part of wider procurement strategy
- No

[C2]Please, explain the main institutional actors involved in the public procurement system and explain their roles, especially in relation to competition in public procurement.

Only answer this question if the following conditions are met:

Answer was at question '22 [C1]' (Does your country have a strategy to improve competition in public procurement? If yes, please describe briefly and provide links to the relevant evidence.)

Please write your answer here:

[C3]Are there simplified public procurement rules and procedures for 'smaller value' contracts? If yes, please explain the value threshold(s) and how the rules and procedures are simplified. *

Please choose **only one** of the following:

- Yes
- No
- Other

Make a comment on your choice here:

[C4]How often has the primary legal framework for public procurement been revised* in the past 5 years? *

Please choose **only one** of the following:

- None
- 1-2 revisions
- 3-5 revisions
- 6-8 revisions
- More than 8

Make a comment on your choice here:

[C5]Are there policies to improve access to procurement processes for specific categories of businesses (e.g. indigenous businesses, women-owned businesses, social enterprises etc.)? If yes, please describe the policies and provide links to the relevant evidence. *

Please choose all that apply and provide a comment:

Women-owned businesses

Indigenous businesses

Social enterprises

SMEs

Businesses that have green certifications (eco, climate, sustainability-related)

No

Other:

[C6] Specifically for SMEs, what are the measures used to improve their access to procurement processes?

Only answer this question if the following conditions are met:

Answer was at question '26 [C5]' (Are there policies to improve access to procurement processes for specific categories of businesses (e.g. indigenous businesses, women-owned businesses, social enterprises etc.)? If yes, please describe the policies and provide links to the relevant evidence.)

Please choose all that apply and provide a comment:

Capacity-building

Encouraging the division of processes into lots

Encouraging Joint-bidding/consortia

Use of tools such as dynamic purchasing systems

Using market engagement tools

Grant-schemes for SMEs

Set aside measures

Simplifying procedures for SMEs (administratively)

Other

PRINCIPLE 4. BALANCE

[D1]Which of the following strategic policy objectives* are reflected in procurement-specific policy document(s)?
Select all that apply. *

Please choose **all** that apply:

- Green public procurement*
- Circular public procurement
- Innovation procurement
- Gender equality and responsiveness
- Human and labor rights
- Support small and medium-sized enterprises (SMEs)
- Support responsible business conduct*
- Support social enterprises
- Support to indigenous people
- Promoting accessibility
- Addressing long-term unemployment
- Support for re-industrialisation
- Increased resilience (securing supply chains)
- None
- Other:

[D2]Are there certain quantitative targets set in relation to the strategic objectives presented in the previous question? Please, explain in relation to each category where those targets are set. *

Only answer this question if the following conditions are met:

Answer was at question '28 [D1]' (Which of the following strategic policy objectives* are reflected in procurement-specific policy document(s)? Select all that apply.)

Please choose all that apply and provide a comment:

Green public procurement

Circular public procurement

Innovation procurement

Gender equality and responsiveness

Human and labour rights

Support small and medium-sized enterprises (SMEs)

Support responsible business conduct

Support social enterprises

Support to indigenous people

Promoting accessibility

Addressing long-term unemployment

Support for re-industrialisation

Increased resilience (securing supply chains)

Other:

[D3]How does your country balance and prioritise these objectives through public procurement? Please explain. *

Only answer this question if the following conditions are met:

Answer was NOT at question '28 [D1]' (Which of the following strategic policy objectives* are reflected in procurement-specific policy document(s)? Select all that apply.)

	Prioritisation based on product categories	Conduct cost-benefits analysis in individual procurement	Conduct business cases in individual procurements	Others, please specify	No prioritisation of objectives
Green public procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Circular public procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender equality and responsiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human and labour rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support small and medium-sized enterprises (SMEs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support responsible business conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support social enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indigenous people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promoting accessibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Addressing long-term unemployment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support for re-industrialisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Prioritisation based on product categories	Conduct cost-benefits analysis in individual procurement	Conduct business cases in individual procurement	Others, please specify	No prioritisation of objectives
Increased resilience (securing supply chains)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Line ministry	Inter-ministry body	Procurement authority	Central purchasing body (CPB)	Single independent organisation	Competence centre/similar	We put in place *different institutional structures	Not used/Not sure
Increased resilience (securing supply chains)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[D5] Do strategic policy objectives have to be included in contract award criteria? *

Please choose **only one** of the following:

- Yes, clearly defined and weighted criteria for strategic policy objectives
- Yes, but no defined weighting
- Yes, but not monitored
- No, but it is planned to be developed
- No

[D6]Does your country engage in international collaboration to implement strategic policy objectives? *

Please choose **only one** of the following:

- Yes, please share the details
- Yes, and this collaboration has been guided by policy objectives introduced or changed by international obligations
- No

Make a comment on your choice here:

[D7]Which entity is in charge of supporting the implementation of strategic policy objectives? *

Please choose **only one** of the following:

- Line ministry
- Inter-ministerial body
- Procurement authority
- Central purchasing body (CPB)
- Outsourced to an independent organization
- Competence centre or similar
- We put in place a different institutional structure. Please, explain

Make a comment on your choice here:

[D8]Are they incentives (financial or non-financial) to promote the uptake of strategic policy objectives?
Please, use the comment box to specify in relation to the specific strategic policy objectives covered. Please, also specify which entity is in charge of providing each incentive. *

Please choose all that apply and provide a comment:

Dedicated funding

Performance-based bonus

Access to dedicated training course(s)

Networking & events

Technical support available to assist in procurement procedures

Excellence award system

Other. Please, elaborate.

No extra incentives

[D9]How do you evaluate the impact of procurement on the achievement of strategic policy objectives? *

Please choose **all** that apply:

Assessing the number/share of procedures integrating these policy objectives

Evaluating the outcomes* of individual procurement processes

Aggregating results by policy objective

The impact is not currently evaluated

Other:

PRINCIPLE 5. PARTICIPATION

[E1]In cases of formal changes to public procurement laws and regulations, how are relevant stakeholders consulted? Select all that apply. *

Please choose all that apply and provide a comment:

Mandatory consultation

Optional consultation

No consultation process foreseen

Defined minimum period for consultation

Consultations and comments are publicly available

Systematic feedback on comments is provided

[E2]Does your country leverage digital platforms to reach out to a wide range of stakeholders, including the general public, civil society, and industry representatives, in shaping procurement policies and projects? *

Only answer this question if the following conditions are met:

Answer was NOT at question '37 [E1]' (In cases of formal changes to public procurement laws and regulations, how are relevant stakeholders consulted? Select all that apply.)

Please choose **only one** of the following:

- Actively using digital platforms for public input
- Limited use of digital platforms for this purpose
- No significant use of digital platforms for public engagement

Make a comment on your choice here:

[E3] Which mechanisms do you use to enable citizen's participation in public procurement? Select all that apply.

*

Please choose **all** that apply:

- Consultation related to the public procurement reform / legislation
- Oversight of public procurement spending
- Consultation on needs / procurement plans (as part of the participatory budget process)
- Oversight of individual procurement processes

Other:

[E4] How does the public sector interact with suppliers and/or business associations in order to build mutual understanding of the governments' needs and the supplier market? Select all that apply. *

Please choose **all** that apply:

- Dedicated forum on specific issues (not linked to an individual procurement process)
- Mandatory preliminary market consultation
- Voluntary preliminary market consultation
- Making the tender documentation available for comments
- None

Other:

[E5]Do contracting authorities hold debriefing sessions with suppliers after the tender process to offer insights into procurement and promote mutual understanding? *

Please choose **only one** of the following:

- Yes, debriefing sessions are frequently carried out
- Yes, debriefing sessions are organised exceptionally
- No

Make a comment on your choice here:

PRINCIPLE 6. EFFICIENCY

[F1] Does your country have CPB(s)? If yes, please indicate the number of CPBs and their sector. Select all that apply. *

Please choose all that apply and provide a comment:

National/Federal CPB (general commodities)

Sector specific (Health)

Sector specific (ICT)

Sector specific (Other)

Regional and local

None

[F2]What is the financing mechanism for the following activities of the national/federal CPB? *

Only answer this question if the following conditions are met:

Answer was at question '42 [F1]' (Does your country have CPB(s)? If yes, please indicate the number of CPBs and their sector. Select all that apply.)

Please choose the appropriate response for each item:

	From central/federal budget	From user fees	Not applicable
Management of framework agreements / DPS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trainings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical advice on individual procurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[F3]Which tools are in place to improve procurement procedures, reduce duplication and achieve greater value for money? Select all that apply. *

Please choose **all** that apply:

- Centralised purchasing
- Framework agreements
- E-catalogues
- E-auctions
- Dynamic purchasing
- Joint procurements
- Contracts with options

Other:

[F4]Do you measure the efficiency generated through these procurement tools? *

Please choose **only one** of the following:

- Yes
- No
- Uncertain

Make a comment on your choice here:

[F4a] How do you measure the efficiencies generated through procurement tools?

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '45 [F4]' (Do you measure the efficiency generated through these procurement tools?)

	Methodologies for measurement	Frequency of measurement	Institution in charge of measurement and monitoring	Communication of the results to contracting authorities
Centralised purchasing	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Framework agreements	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
E-catalogues	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
E-auctions	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Dynamic purchasing	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Joint procurements	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Contracts with options	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

[F5]Have you introduced process automatisation for specific steps of procurement cycle? Select all that apply.

*

Please choose all that apply and provide a comment:

Yes, in pre-tendering stage

Yes, in tendering stage

Yes, in post-award stage

Not yet, but it is considered

No

[F6]Have you developed any of the following tools at the national level? Select all that apply. *

Please choose **all** that apply:

Standardised bidding documents

Award criteria

Model contracts

Reporting templates for public sector

Reporting templates for suppliers

Complaints template/form

Customer satisfaction surveys

[F7]Are there any of the following features available in your national e-procurement system? Select all that apply. *

Please choose **all** that apply:

- Automated notifications
- Mobile version of e-procurement system
- Virtual assistant (for example, chatbot)
- Helpdesk
- FAQ
- None

Other:

[F8]Have you established national communities of practice for sharing experiences and improving institutional knowledge in public procurement? If so, please share your experience in the comments section. *

Please choose **only one** of the following:

- Yes
- No
- Other

Make a comment on your choice here:

PRINCIPLE 7. E-PROCUREMENT

[G1]When was the most recent significant update to the national/central e-procurement system introduced? *

Please choose **only one** of the following:

- Less than 6 months
- Between 6 months and a year
- 1 to 3 years
- 3 to 5 years
- More than 5 years
- Don't know

[G2]Are the following functionalities provided by e-procurement system(s) (e.g. portal, website)? Select all that apply. *

Please choose the appropriate response for each item:

	Yes, and use of the e-procurement system for this function is mandatory (i.e., required by legislation or other institutional decree)	Yes, and use of the e-procurement system for this function is voluntary	Not provided
Needs analysis and procurement planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplier registry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publication of opportunities and announcing tenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provision of tender documents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sending notifications to suppliers about opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Electronic submission of bids	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notification of award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative instruments (e.g. framework agreements, dynamic purchasing systems)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes, and use of the e-procurement system for this function is mandatory (i.e., required by legislation or other institutional decree)	Yes, and use of the e-procurement system for this function is voluntary	Not provided
Online catalogues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reverse auctions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appeals and complaints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ordering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Electronic submission of invoices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contract management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publication of information about procedures exempted from public tenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Data analytics (e.g., business Intelligence module, savings tracking)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk management (e.g., risk registry* or module)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[G3]How many e-procurement systems does your country have for publishing opportunities and announcing tenders? *

Please choose **only one** of the following:

- One e-procurement system for publishing opportunities and announcing tenders
- More than one e-procurement system for publishing opportunities and announcing tenders
- Other

[G4]Is there a cost for contracting authorities or economic operators to use the e-procurement system(s)? Select all that apply. *

Please choose **all** that apply:

- No
- Yes, there is a cost for contracting authorities
- Yes, there is a cost for economic operators
- Other:

[G5]Are e-procurement system(s) integrated with other e-government systems (e.g., budgeting systems, business and tax registries, social security databases, financial systems for payment)? *

Please choose **only one** of the following:

- Yes, the systems are connected with other e-government systems
- Yes, the systems are connected with databases at the level of contracting authority(-ies)
- No
- Other

[G6]Please, select the e-government systems that are integrated with your e-procurement system(s). *

Only answer this question if the following conditions are met:

Answer was 'Yes, the systems are connected with other e-government systems' or 'Yes, the systems are connected with databases at the level of contracting authority(-ies)' or 'Other' at question '55 [G5]' (Are e-procurement system(s) integrated with other e-government systems (e.g., budgeting systems, business and tax registries, social security databases, financial systems for payment)?)

Please choose **all** that apply:

- Budgeting systems
- Enterprise Resource Planning (ERP)
- e-Invoicing system
- Business registries
- Tax registries
- Social security database
- Beneficial ownership database
- Debarment/Sanctioned suppliers database
- Asset registry/cadaster
- None of the above
- Other:

[G7]Does the integration allow for the real time exchange between the e-procurement system(s) and other e-government systems? *

Only answer this question if the following conditions are met:

((G5.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38211/qid/981985) == "A2" or

G5.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38211/qid/981985) == "A3" or

G5.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38211/qid/981985) == "-oth-"))

Please choose **only one** of the following:

Yes

No

Other

[G8]Do you have a digital public procurement strategy or digital transformation strategy specific to public procurement? If possible, please, provide links to the relevant evidence in the comment box. *

Please choose **only one** of the following:

- Yes, there is a digital strategy or digital transformation strategy specific to public procurement
- Digital public procurement is part of a broader public procurement strategy
- No

Make a comment on your choice here:

[G9]Are the following emerging/innovative technologies actively used in your country to support procurement activities? *

Please choose the appropriate response for each item:

	Yes, at the national level	Yes, at the level of the contracting authorities	No, but implementation is under development	No
Data analytics*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Artificial Intelligence and Machine Learning*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Robotic Process Automation (RPA)*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blockchain*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cloud storage* of procurement data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building Information Management (BIM)*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low-Code/No-Code Solutions*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet of Things (IoT)*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobile Technologies*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[G10]How are emerging/innovative technologies being used? *

Only answer this question if the following conditions are met:

----- Scenario 1 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Other))

----- or Scenario 2 -----

Answer was 'Yes, at the level of the contracting authorities' or 'Yes, at the national level' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Mobile Technologies*))

----- or Scenario 3 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Internet of Things (IoT)*))

----- or Scenario 4 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Low-Code/No-Code Solutions*))

----- or Scenario 5 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Building Information Management (BIM)*))

----- or Scenario 6 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Cloud storage* of procurement data))

----- or Scenario 7 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Blockchain*))

----- or Scenario 8 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Robotic Process Automation (RPA)*))

----- or Scenario 9 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies

actively used in your country to support procurement activities? (Artificial Intelligence and Machine Learning*)

----- or Scenario 10 -----

Answer was 'Yes, at the national level' or 'Yes, at the level of the contracting authorities' at question '59 [G9]' (Are the following emerging/innovative technologies actively used in your country to support procurement activities? (Data analytics*))

Please choose **all** that apply:

- Control and oversight
- Planning and strategy
- Transparency
- Administrative efficiency
- Risk management
- Inventory management and logistics
- Supply chain due diligence
- User support (e.g. chat bots)

Other:

PRINCIPLE 8. CAPACITY

[H1]Which institution(s) is/are mainly in charge of capacity-building initiatives for public procurement? *

Please choose **all** that apply:

- Ministry responsible for public administration
- Public procurement authority / regulator (e.g., Ministry, Public Procurement Office/Agency)
- Each contracting authority
- CPB
- No entities are in charge of capacity-building initiatives

Other:

[H2]Which capacity-building initiatives are available to support officials who carry out public procurement procedures Select all that apply. *

Please choose **all** that apply:

- Training course
- On-the-job training
- Mentoring arrangements
- Lending of procurement expertise to help contracting authorities carry out specific procurement procedures
- Knowledge hubs
- Guidelines and manuals
- Standard templates
- Help desk
- List of frequently asked questions
- Other:

[H3]Are capacity-building initiatives for public procurement officials integrated into a comprehensive skills development strategy for the civil service? *

Please choose **only one** of the following:

- Yes
- No
- Other

[H4]What topics are covered in the public procurement training? *

Please choose **all** that apply:

- Legislation
- E-procurement
- Procurement planning
- Needs assessment
- Market analysis and consultation
- Technical specifications
- Contract award criteria (quality criteria)
- Life-cycle costing
- Contract management
- Remedy system
- Risk management
- Competition (including SMEs)
- Green public procurement
- Socially responsible public procurement
- Innovation procurement
- Control and audit
- Negotiations
- Project management
- Other:

[H5] Does a competency model for public procurement officials exist in your country? *

Please choose **only one** of the following:

- Yes, prepared at national/central level
- Yes, some entities (such as contracting authorities, CPBs) prepared their own
- No

Make a comment on your choice here:

[H6]What is the structure of the competency matrix?
Please, describe the details to support your answer
and/or share the link or document, if available. For
example, if "By level": how many levels?, "By job profile":
How many job profiles and what are these job profiles?,
How many levels and job profiles, and what are these job
profiles? *

Only answer this question if the following conditions are met:

Answer was 'Yes, prepared at national/central level ' or 'Yes, some entities (such as
contracting authorities, CPBs) prepared their own ' at question '65 [H5]' (Does a
competency model for public procurement officials exist in your country?)

Please choose all that apply and provide a comment:

By level (e.g., Basic, Intermediate, Expert)

By job profile (Procurement Assistant, Procurement Manager, etc.)

[H7]Does a certification framework for public
procurement officials exist in your country? *

Please choose **only one** of the following:

Yes

No

[H8]Which institution acts as a certifying authority? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '67 [H7]' (Does a certification framework for public procurement officials exist in your country?)

Please choose **all** that apply:

Public procurement authority / regulator (e.g., Ministry, Public Procurement Office/Agency)

Other:

[H9]What are the requirements for obtaining the certificate? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '67 [H7]' (Does a certification framework for public procurement officials exist in your country?)

Please choose **all** that apply:

Passing an exam

Complete mandatory training

Professional experiences

Academic degree

Other:

[H10]What is the purpose of the certificate? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '67 [H7]' (Does a certification framework for public procurement officials exist in your country?)

Please choose **all** that apply:

- Mandatory for carrying out any procurement procedures
- Mandatory for carrying out certain procurement procedures (e.g., high amount, innovation procurement)
- Access right to e-procurement
- Recognition of the skill level
- Other:

[H11]Do you plan to develop it? Please provide the details to support your answer. *

Only answer this question if the following conditions are met:

Answer was 'No' at question '67 [H7]' (Does a certification framework for public procurement officials exist in your country?)

Please choose **only one** of the following:

- Yes, we are developing it now
- No, but we are considering the possibility of developing it
- No, due to high administration cost
- No, because we rely on a certificate provided by private entities

Make a comment on your choice here:

[H12]Is public procurement function classified as a stand-alone profession in the job family of civil service system? If yes, please, list all the procurement job families. If possible, please, provide links to the relevant evidence in the comment box. *

Please choose **only one** of the following:

- Yes
 No

Make a comment on your choice here:

[H13]Are there any (financial or non-financial) incentives to attract, motivate, and retain public procurement specialists? Select all that apply. *

Please choose **all** that apply:

- Competitive salary compared with other civil service workstreams
 Clear career progression prospects
 Performance-based bonus
 Excellence award system
 Professional network
 Staff benefits (flexible working conditions, holidays etc.)
 None of the above

Other:

PRINCIPLE 9. EVALUATION

[I1]Do you have any defined key performance indicators for public procurement system? If yes, share the link to the KPIs and/or the relevant reports. *

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

[I2]What categories of indicators are defined? Select all that apply. *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '74 [I1]' (Do you have any defined key performance indicators for public procurement system? If yes, share the link to the KPIs and/or the relevant reports.)

Please choose **all** that apply:

Compliance (e.g. use of appropriate procedures, transparency requirements, integrity breaches, etc.)

Efficiency (e.g. savings (in terms of monetary value and time), level of market participation in specific procedures, duration of procurement processes (including vetting))

Strategic (e.g. share of sustainable goods and services, share of procurement awarded to SMEs (in terms of number and volume), share of procurement involving innovation features)

Other:

[I3]Do you measure the impact of public procurement? *

Only answer this question if the following conditions are met:

((I1.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38213/qid/982109) == "A1"))

Please choose the appropriate response for each item:

	Yes	No	Under development
Impact on administrative efficiency (savings, time to carry out procurement, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impact on economies (e.g. revenues generated for SMEs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impact on societies (e.g. inclusion)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impact on environment (e.g. carbon footprint or emissions savings)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Impact on trust in government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[I4]Is(are) such impact assessment(s) available to the general public? *

Only answer this question if the following conditions are met:

----- Scenario 1 -----

Answer was 'Yes' at question '76 [I3]' (Do you measure the impact of public procurement? (Impact on administrative efficiency (savings, time to carry out procurement, etc.)))

----- or Scenario 2 -----

Answer was 'Yes' at question '76 [I3]' (Do you measure the impact of public procurement? (Impact on economies (e.g. revenues generated for SMEs)))

----- or Scenario 3 -----

Answer was 'Yes' at question '76 [I3]' (Do you measure the impact of public procurement? (Impact on societies (e.g. inclusion)))

----- or Scenario 4 -----

Answer was 'Yes' at question '76 [I3]' (Do you measure the impact of public procurement? (Impact on environment (e.g. carbon footprint or emissions savings)))

----- or Scenario 5 -----

Answer was 'Yes' at question '76 [I3]' (Do you measure the impact of public procurement? (Impact on trust in government))

Please choose **only one** of the following:

Yes

No

Make a comment on your choice here:

[I5]Which data and information are collected at the central level? Please, provide relevant details in the corresponding comment boxes. *

Please choose all that apply and provide a comment:

Focusing on data points related to individual public procurement processes (e.g., number of bids submitted, profile of suppliers (including gender/diversity balance), invoice, outcomes/benefits from the process, etc.)

Collecting data points on the procuring entity level (e.g., workforce, capacity of the public procurement, market consultation activities, etc.)

Collecting data points on centralised instruments (e.g., on the use of framework agreements, uptake of e-procurement system, etc.)

Other:

[I6]Have you carried out any evaluation of public procurement policy reforms? Please, refer to the glossary for the definition of policy evaluation. *

Please choose **only one** of the following:

Yes

No

Other

[I7]Please, share with us the information on the evaluation that was carried out. *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '79 [I6]' (Have you carried out any evaluation of public procurement policy reforms? Please, refer to the glossary for the definition of policy evaluation.)

Please write your answer here:

PRINCIPLE 10. RISK MANAGEMENT

[J1]Have you developed a strategy/tools for the management of public procurement risks? Please, provide the details to support your answer. *

Please choose **only one** of the following:

- Yes, the strategy/tools is specific to public procurement risks
- Yes, public procurement is part of a broader risk management strategy/tools
- No
- Under development
- Other

[J2]Does the strategy address the following categories of public procurement risk? Select all that apply. *

Only answer this question if the following conditions are met:

Answer was 'Yes, the strategy/tools is specific to public procurement risks' or 'Yes, public procurement is part of a broader risk management strategy/tools' or 'Under development' at question '81 [J1]' (Have you developed a strategy/tools for the management of public procurement risks? Please, provide the details to support your answer.)

Please choose all that apply and provide a comment:

Operational risks

Economic and contextual risks

Regulatory and compliance risks

Sustainability risks

Other:

[J3]Please, provide further details on how the strategy/tools has(-ve) been communicated to the public procurement workforce and other stakeholders. *

Only answer this question if the following conditions are met:

((J1.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38214/qid/982135) == "A2" or

J1.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38214/qid/982135) == "A3" or

J1.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38214/qid/982135) == "A5"))

Please choose **all** that apply:

Dedicated guidance

Training

Helpdesk

Other:

[J4]Which of the following tools have you implemented for the management of public procurement risks? Select all that apply. *

Please choose all that apply and provide a comment:

Risk registers

Risk maps

Red flag systems*

Risk assessment checklists*

Risk dashboards and key indicators*

Introducing a dedicated function (e.g. category manager, sustainability manager)

None

Other:

[J5]Over the past five years, have you developed a specific strategy targeting the procurement of essential goods? Please, provide the details to support your answer. *

Please choose **only one** of the following:

- Yes
- No
- Under development

Make a comment on your choice here:

PRINCIPLE 11. ACCOUNTABILITY

[K1]Please, describe the ex-ante and ex-post internal controls* (including financial and management controls and internal audit) and external controls (control activities carried out by a body outside the government) applied to public procurement procedures and the public procurement system. *

Please choose all that apply and provide a comment:

Ex ante control procedures (internal and external)

Ex post control procedures (internal and external)

[K2]Is there any coordination mechanism between different control bodies and authorities? If you answer "yes" to any of the following options, please, provide explanation. *

Please choose **only one** of the following:

- Rules on reporting to relevant oversight bodies during a public procurement cycle are established
- Internal and external audit plans are coordinated to ensure adequate oversight and reduction of duplication
- Follow-up mechanisms to track and monitor the implementation of the audit recommendations and observations
- Other
- None

Make a comment on your choice here:

[K3]Could you suspend certain suppliers permanently or temporarily from participating in public procurement market? *

Please choose **only one** of the following:

- Yes
- No

Other

[K4]On what grounds suppliers can be suspended? *

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '88 [K3]' (Could you suspend certain suppliers permanently or temporarily from participating in public procurement market?)

Please write your answer here:

[K5]How is the information on suspended suppliers shared among contracting authorities and other stakeholders? *

Only answer this question if the following conditions are met:

((K3.NAOK (/index.php?r=admin/questions/sa/view/surveyid/888861/gid/38215/qid/982162) == "A1"))

Please write your answer here:

[K6]Is the information on the blacklisted suppliers publicly available? *

Only answer this question if the following conditions are met:

((K3.NAOK (/index.php?

r=admin/questions/sa/view/surveyid/888861/gid/38215/qid/982162) == "A1"))

Please choose **only one** of the following:

Yes

No

Other

[K7]Are there specific accountability/control measures for emergency procurement procedures? Please, select all measures that apply. Please, provide relevant details in the corresponding comment boxes. *

Please choose all that apply and provide a comment:

Transparency requirements

Detailed guidelines for emergency procurement

Requirements to favour existing instruments (e.g. framework agreements)

All emergency procurement procedures are audited

Remote audits

Sunset clauses

All emergency procurement is carried out electronically

E-appeals

[K8]Is it a common practice to perform real-time audits on procurement processes? Please, provide the details to support your answer. *

Please choose **only one** of the following:

- Yes, but it is not a common practice
- Yes, and it is a common practice
- No

Make a comment on your choice here:

PRINCIPLE 12. INTEGRATION

[L1]To what extent is public procurement integrated with public financial management? *

Please choose **all** that apply:

- Public procurement plans are established in line with the budget planning and the formulation process
- Public procurement planning includes a detailed and realistic description of financial and human resource requirements
- Mechanisms are in place to ensure that no issuance of tenders take place without certification of the availability of funds in the budget
- Mechanisms are in place to follow the execution (alignment between procurement and budgetary executions)

Other:

[L2]Are mechanisms in place to ensure procurement decisions are aligned with medium and long-term budgetary plans? *

Please choose **only one** of the following:

- Yes, in line with the medium and long-term procurement planning and regulatory frameworks
- Partially, with some policies and monitoring mechanisms, but not fully aligned with medium and long-term budgetary plans
- No, lacking comprehensive mechanisms to ensure alignment between procurement and budgetary plans
- Other

[L3]Are initiatives in place to enhance the fiscal competence of procurement officials? *

Please choose **only one** of the following:

- Yes, with targeted training programs and continuous professional development focused on budgetary principles.
- Partially, through occasional workshops and seminars, but lacking in systematic or ongoing support.
- No, the structured initiatives to enhance fiscal competence in relation to budgetary objectives are absent
- Other

[L4]Are mechanisms in place to harmonise public procurement principles across the spectrum of public services delivery? *

Please choose **only one** of the following:

Yes, through unified legal frameworks, standardised procedures, and guidelines applicable across all forms of public service delivery

Partially, with some principles aligned, but inconsistencies and gaps remain in application across different delivery models

No, there is a lack of cohesive approach to harmonise procurement principles across various public services delivery mechanisms.

Other

[L5]Is public procurement performance reviewed and analysed as part of public financial management? *

Please choose **only one** of the following:

Yes, via regular audits, performance evaluations, and feedback mechanisms to assess procurement effectiveness and efficiency

Partially, through occasional reviews or specific project evaluations, but it is not systematically or comprehensively integrated into the budgetary system

No, there is a lack of formal or structured processes to review and analyse procurement performance as part of public financial management

Other

ADDITIONAL QUESTIONS

[Y1]Do you have additional suggestion on emerging topics or issues which are not covered under the current principles of the Recommendation and the questions in this survey?

Please write your answer here:

Thank you for filling out the survey. We appreciate the time and effort you have invested in assessing progress made in implementing the OECD Recommendation on Public Procurement and promoting knowledge sharing.

Submit your survey.

Thank you for completing this survey.