



Partners Albania,
Center for Change
and Conflict Management

USE OF ONLINE PROCUREMENT SYSTEM AT LOCAL LEVEL

MONITORING REPORT

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British Embassy
Tirana



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Tirana, Albania, 2013

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Rruga Sulejman Delvina, N.18, H.8, Ap. 12, Njësia Bashkiake 5,
Kodi Postar 1022, Tiranë, Shqipëri,
PO Box 2418/1

Tel. 04 2254881 Fax: 04 2254883

Email: partners@partnersalbania.org

<http://www.partnersalbania.org>

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Prepared by: Prof.Dr. Raimonda Duka
Ma. Ariola Agolli

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Acronyms

Public Procurement Agency	PPA
Contracting Authority	CA
Economic Operators	EO
Partners Albania	PA
Electronic Procurement System	EPS
Decision of Council of Ministers	DCM

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Introduction

Electronic Procurement System (EPS) was first established and got operational in 2008, with the support of Millennium Challenge Corporation Threshold Program for Albania. This is an internet based system that enables electronic management of public procurement procedures countrywide. Electronic Procurement System is managed by the Public Procurement Agency (PPA) and can be used through the PPA internet page.

Starting from January 2009, based on a Decision of the Council of Ministers¹ all public institutions should realize procurement only through EPS, eliminating the procedures of hard copy application. These procedures aimed to assure equality in public procurement procedures, increase transparency and competitiveness among economic operators and minimize the chances for abuse in public procurement procedures.

During March 2012-March 2013, Partners Albania as part of a pilot initiative in framework of the project „Enhance the Transparency and Accountability of E-public Procurement“, supported by the British Embassy in Tirana, monitored the development of electronic procurement procedures in three municipalities (Tirana, Elbasani and Lezha). The monitoring was mainly based on economic operators' experience and the implementation of these procedures by the municipalities. It served to evaluate the transparency of the process, access of EO to participate in EP procedures and EO perceptions on the possibilities these procedures create for equal access, their difficulty scale, transparency and their role in decreasing corruption practices compared to previous 2008.

¹ DCM no.45 date 21.01.2009

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Methodology

The aim of this survey was to monitor the correct implementation of the Law on Public Procurement and electronic procurement procedures for public tenders in three pilot municipalities (Tirana, Elbasani and Lezha) for a 12 months period.

The survey used the following instruments: (i) direct interviews with 120 Economic Operators (EO) in the three municipalities, 115 of which resulted adequate; (ii) three focus groups with EO representatives in three cities; (iii) observations of procurement notices published in the public procurement bulletins; (iv) observation of PPA's web page for publication of procurement notices; (v) observation of the information published on pilot municipalities' web pages; (vi) information gathered from the municipalities.

Main instrument of the survey was a standard questionnaire. Questions addressed the general experience of the EOs related to electronic procurement procedures in their municipalities, compared to the period before establishment of electronic procurement system. Method used was face to face interview.

Table 1. Distribution of the sample

Municipality	Nr. of economic operators participating in tender procedures	Distribution of the sample	Distribution in %
Elbasani	55	36	31
Lezha	23	15	13
Tirana	207	64	56
Total	285	115	100

The results presented in this report are in the form of frequencies and values intersection. The key variable used for the intersection of values is business' location – businesses are classified in three groups according to the respective municipalities they have applied.

In each of the Graph is shown the general number of answers. Percentages are rounded at the nearest whole number. The margin of error for a 115 sample is 7%, with a 95% reliance. For some of the questions, the sample was smaller thus the margin of error is higher. Because of the number of responses, some answer categories are grouped together.

Focus groups –Focus group discussions made possible the brainstorming with EO regarding electronic public procurement. This method served to discuss the data gathered through the questionnaires, explain the trends and draw well argued results and conclusions. Four focus groups with economic operators were organized in the three pilot municipalities, one in Tirana, one in Lezha and two in Elbasan with the participation of 7 to 10 economic operators in each of them.

Observation of PPA web page and the electronic bulletin – This tool was used to collect data on specific issues, as opening and closure of procurement procedures, number of terminated procedures and reasons over this terminations, types and numbers of contracts awarded, complaints related to the procedures, amounts contracted etc.

3

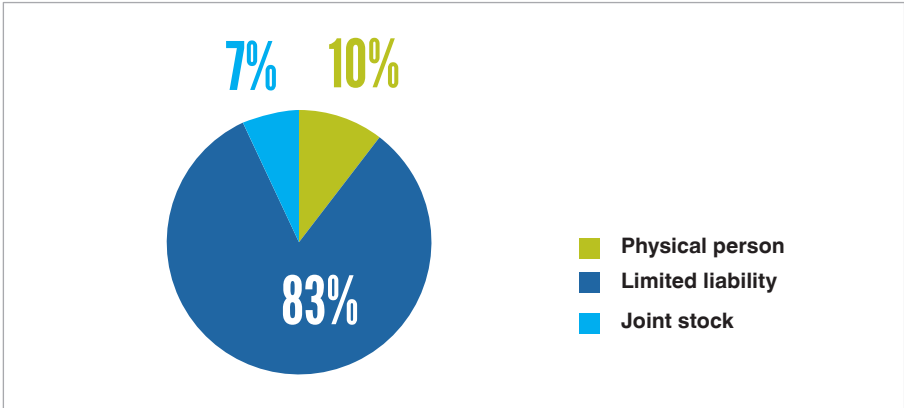
Main Findings of the study

3.1 Main findings from interviews

- 83% of interviewed economic operators have less than 50 employees and only 15% of them have more than 50 employees.
- 76% of interviewed EOs have more than five years experience in public procurement procedures.
- Approximately $\frac{1}{4}$ of interviewed economic operators declare to realize more than 96% of their annual turnover from contracts with the contracting authorities.
- 93% of interviewed EOs in three municipalities use the internet page to receive information on the requested documents from the contracting authorities.
- 72% of the interviewees think that information on tender documents required by the contracting authorities is Complete or Very much complete.
- 93% of the interviewees in three municipalities respond that they have had the possibility to consult the documents presented by the contracting authorities.
- Most of economic operators do not participate in the opening of tenders.
- 40% of the interviewees think that actual procurement procedures assure equal opportunities for all EO to participate in the public procurement process.
- 67% of interviewed operators think that the actual procurement procedures are easy and very easy.
- 53% of interviewed operators think that the actual procurement procedures are transparent and very transparent.
- Only 25% of interviewees think that actual procurement procedures have very much reduced corruption, while 45% think that these procedures have somehow reduced corruption.

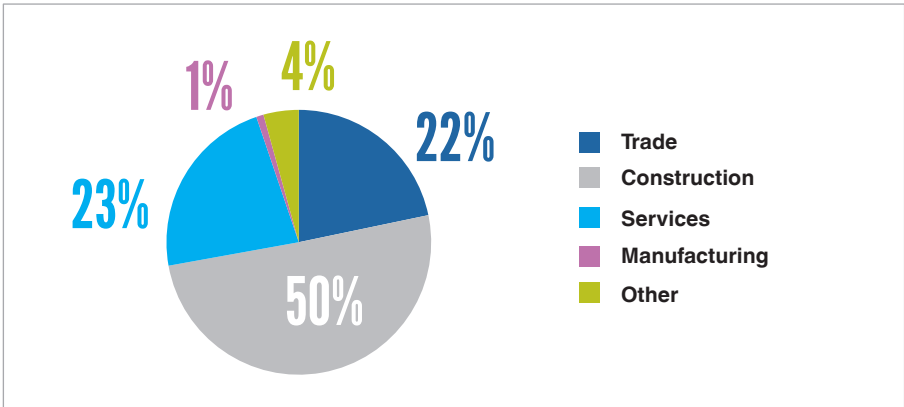
3.1.1 MAIN CHARACTERISTICS OF THE SAMPLE

Graph1: Sample according to the legal form of organization (n=115)



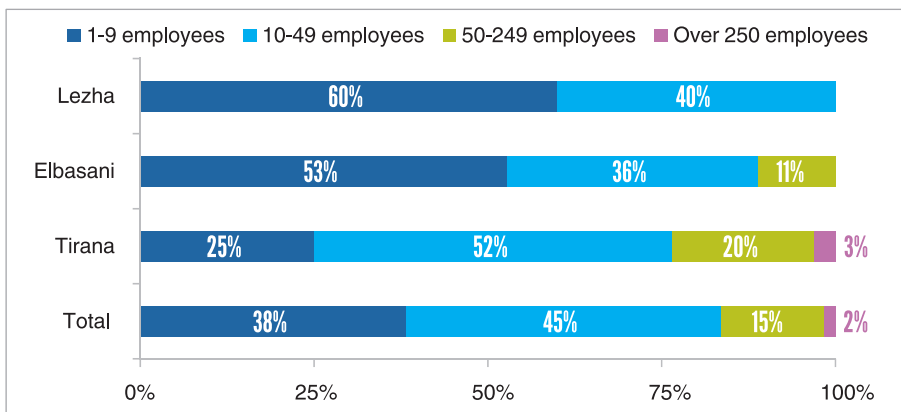
Majority of the interviewed companies (83%) are Limited liability, 13% are physical person and only 7% of the sample are Joint stock.

Graph2: Sample according to the economic activity (n=115)



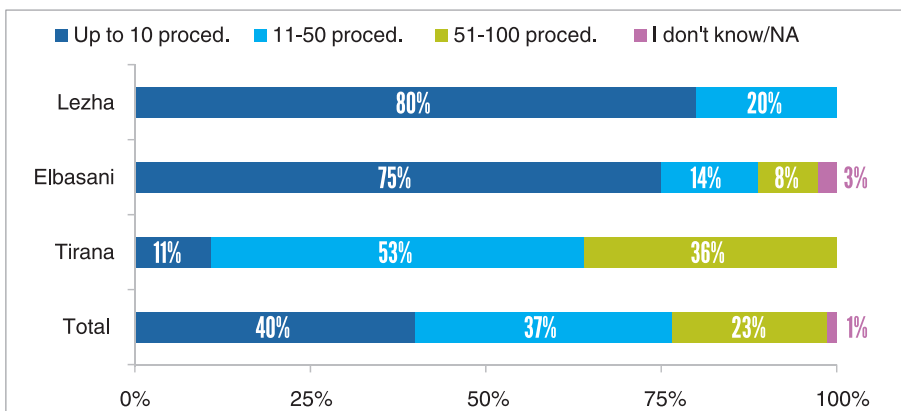
The sample has a diverse distribution among the main sectors of the economy. Half of EOs (50%) have Construction as their main activity, while 23% have Services and 22% Trade.

Graph 3: Sample according to the number of employees (n=115)



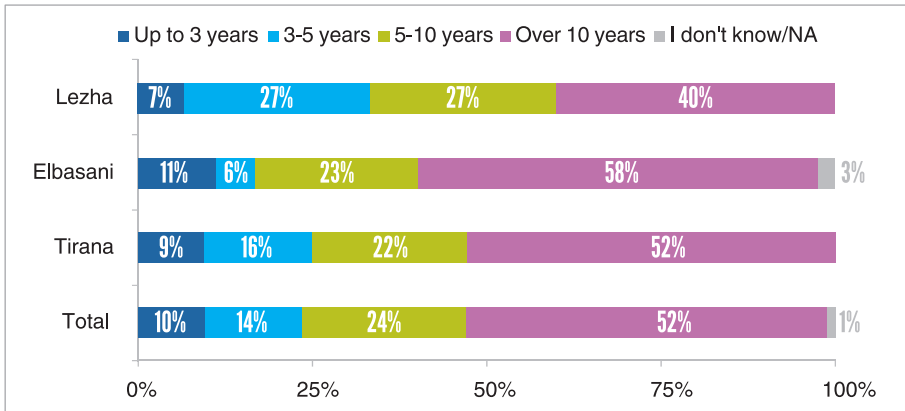
83% of interviewed economic operators have than 50 employees, and only 15% have more than 50 employees. Sample's characteristics change in different municipalities. In Elbasani and Lezha, over 50% of EOs participating in procurement procedures have from 1-9 employees, while 45% of economic operators interviewed in Tirana declare to have from 10-49 employees. Only in Tirana there are EOs interviewed that have more than 250 employees (3%).

Graph 4: Sample according to the average number of procurement procedures they participated in one year (n=115)



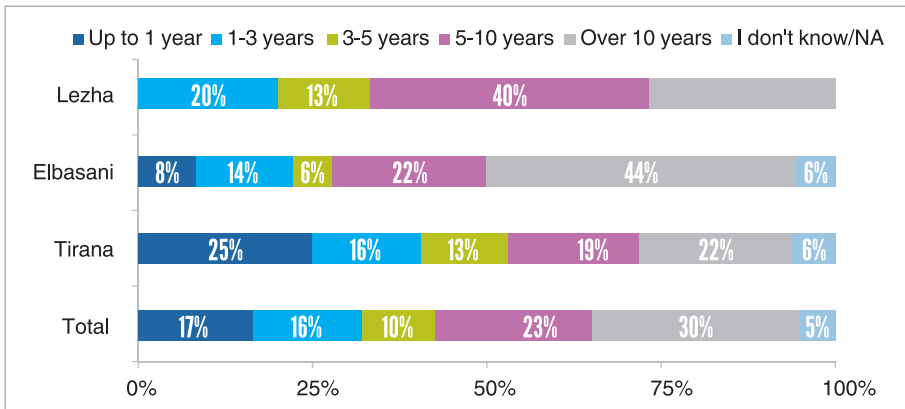
53% of the interviewed EOs in Tirana municipality participated averagely in 11-50 procurement procedures throughout a year. Majority of the interviewed EOs in Lezha municipality (80%) and Elbasani (75%) participated in 10 procurement procedures. In the sample for Tirana there is a considerable number of EOs (36%) that participated in over 51 procurement procedures per year.

Graph 5: Sample according to the general experience with public procurement (n=115)



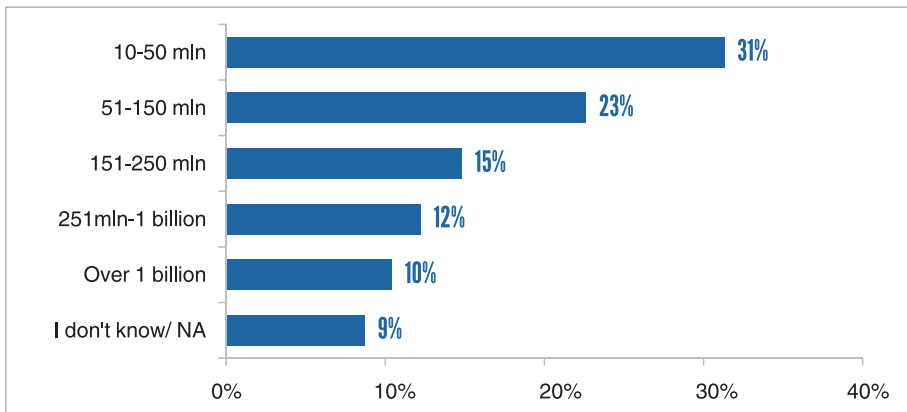
The sample includes EOs with different experiences on the field of public procurement. Majority of the interviewed EOs (76% in total) has an experience of over 5 years with public procurements, while averagely over 50% of the sample has more than 10 years experiences in this field.

Graph 6: Sample according to the experience with the municipality in public procurement (n=115)



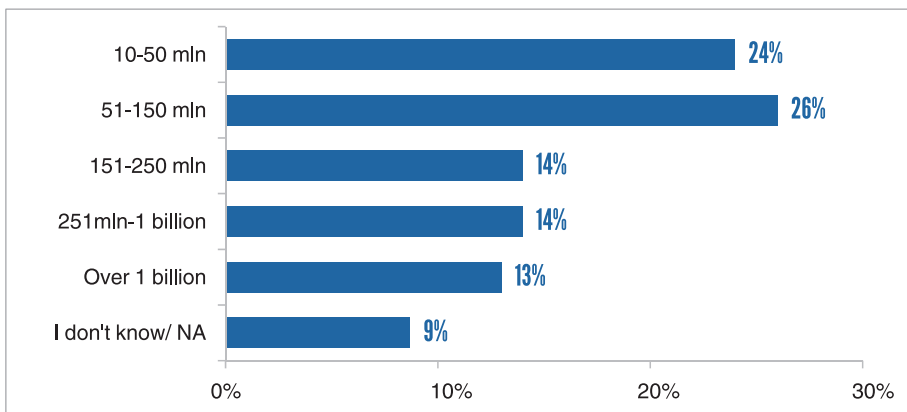
In addition, the sample includes economic operators with various experiences in public procurement with the municipality. Along with EOs with over 10 years of experience in public procurement with their municipalities, there are economic operators with only one year of (respectively 25% of interviewees in Tirana and 8% in Elbasani). Majority of the interviewees in Elbasani (66%) and Lezha (67%) have more than 5 years experience in public procurement with their municipality.

Graph 7: Annual turnover of the company for 2011 (n=115)



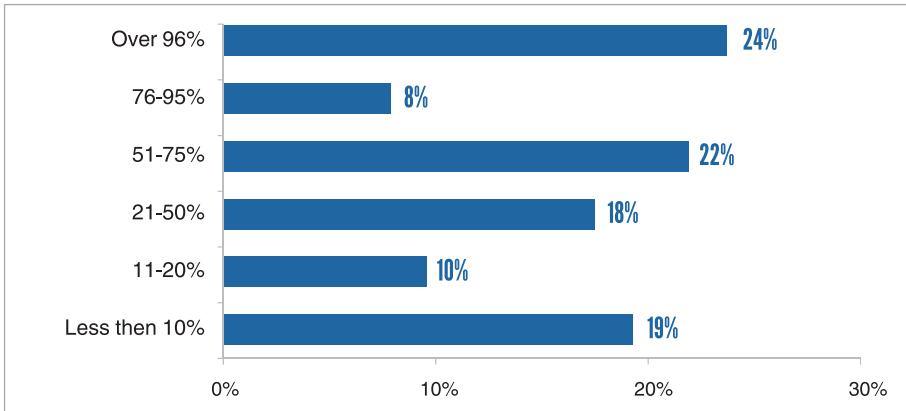
The sample is diverse with regard to the annual turnover of their companies. Approximately 1/3 of the interviewed EOs have an annual turnover from 10-50 million ALL, meanwhile 22% have an annual turnover of over 251 million ALL. 50% of the interviewed EOs in Tirana have an annual turnover of over 151 million ALL.

Graph 8: Average annual turnover in last three years (n=115)



The diversity is also reflected in the average annual turnover in the last three years. Approximately 1/4 or 24% of the interviewed EOs had an annual turnover of 10-50 million ALL in last three years, while 26% had an annual turnover of 51-150 million ALL in the last three years.

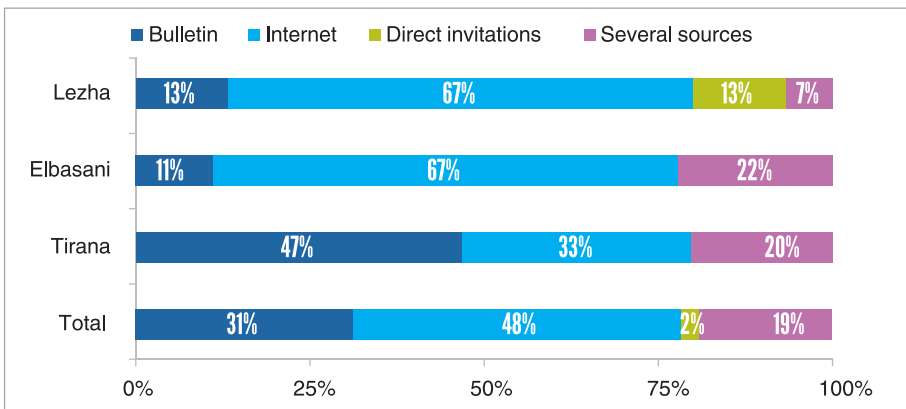
Graph 9: Part of the annual turnover realized from the contracts with Contracting Authorities (n=115)



Approximately ¼ or 24% of the interviewed EOs realize over 96% of their annual turnover from the contracts awarded with the contracting authorities. 29% of interviewed EOs realize less than 20% of their annual turnover from contracts with CAs.

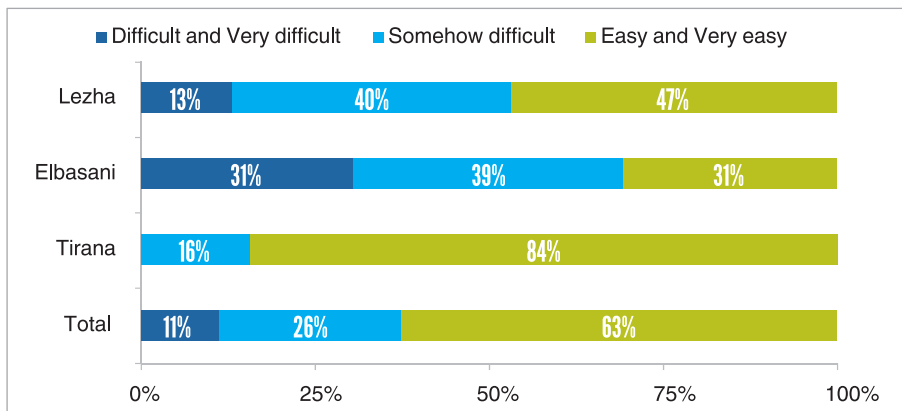
3.1.2 EXPERIENCE OF ECONOMIC OPERATORS WITH THE MUNICIPALITIES

Graph 10: Information on tenders (n=115)



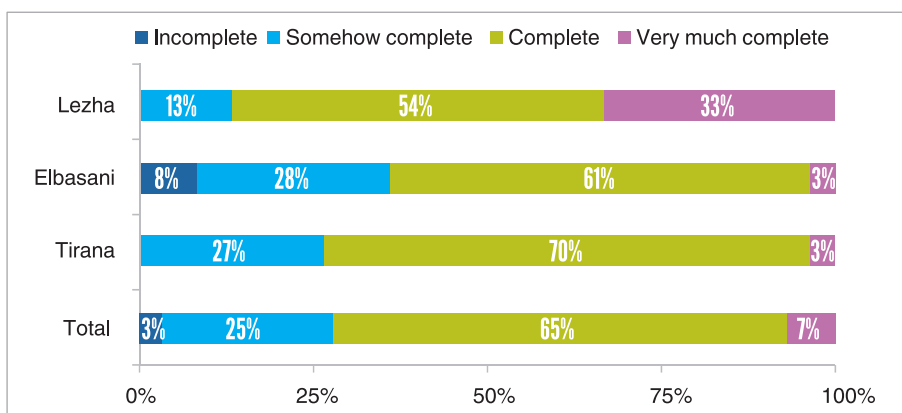
Approximately 19% of the interviewed EOs in the three municipalities use several sources of information regarding public procurements. 67% of the interviewed EOs in Elbasani and Lezha use the PPA webpage. Only 13% of the interviewed EOs in Lezha have received direct invitations to participate in public tender procedures.

Graph 11: Access in tender documents (n=115)



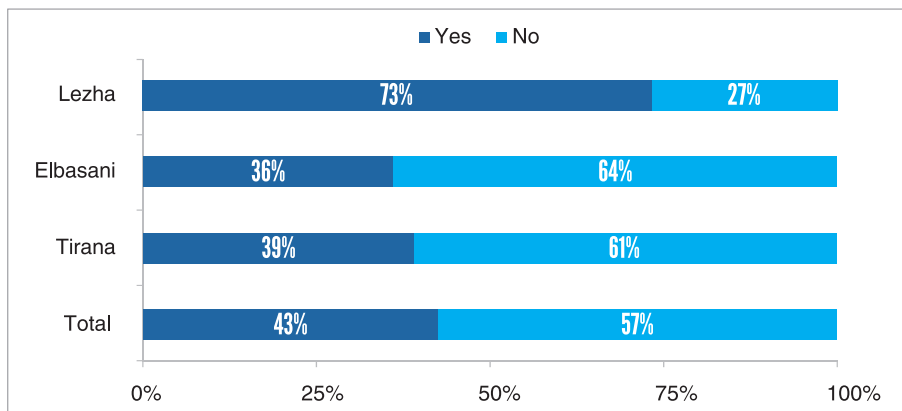
Asked about evaluating the access their company had on tender's documents, 63% of the EOs in three municipalities responded "Easy and Very easy". There are 84% of the interviewed operators in Tirana municipality that think the same. While 31% of the interviewed EOs in Elbasani think that the access to these documents is Difficult and Very difficult.

Graph 12: Comprehensiveness of information in tender documents (n=115)



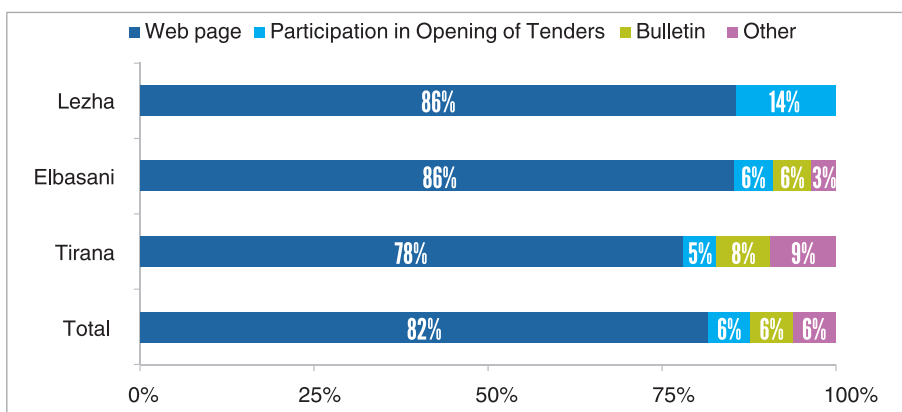
72% of interviewees in the three municipalities responded that the information included in the tender documents is Complete and Very much complete.

Graph 13: Participation in the opening of tenders (n=115)



Asked about participating in the opening of tenders, majority of EOs declared that they do not participate (over 60% in Tirana and Elbasani). While in Lezha, 73% of them do participate. 37% of the EOs who participate in the opening of tenders, do this to make sure the procedures are implemented fairly and according to the law, while 35% of them participate in the opening of tenders to know the competitors. The other part, (6%) do not participate because of the corruption and lack of trust in the CA.

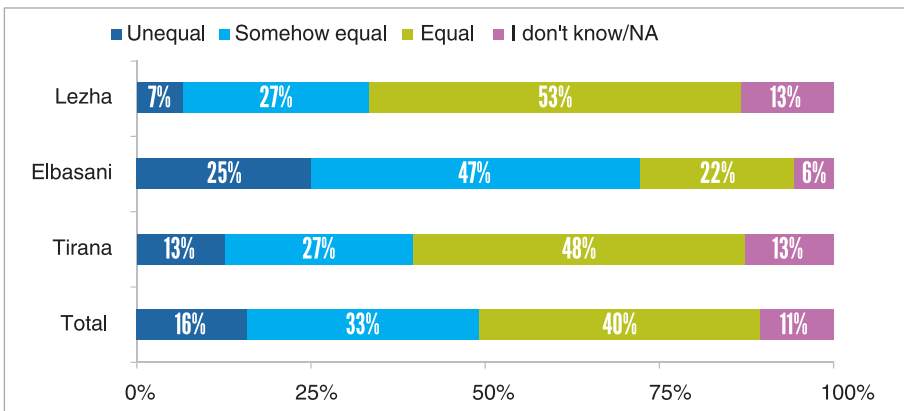
Graph 14: Information on the awarded tenders (n=114)



82% of the economic operators' interviewed in the three municipalities know about winning offer through the webpage, after the winner is awarded. In Lezha and Elbasani, 86% of the interviewed EOs get this information through the web page.

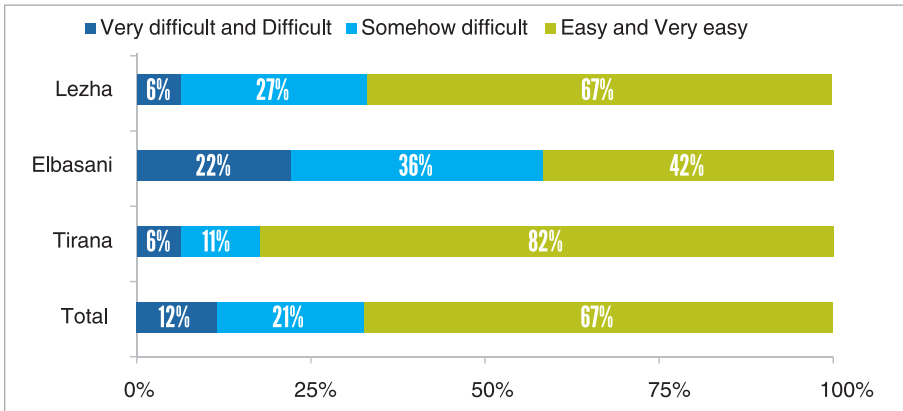
3.1.3 GENERAL CONSIDERATIONS ON ELECTRONIC PROCUREMENT PROCEDURES

Graph 15: Equality in tenders (n=114)



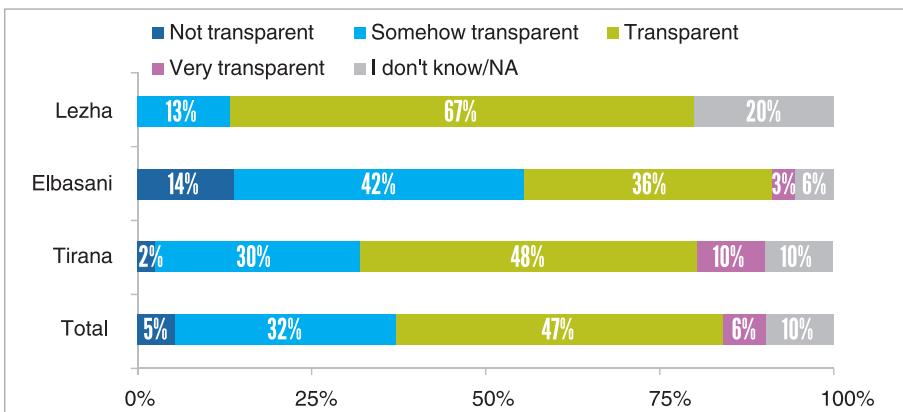
One of the objectives of the electronic procurement was increase of EOs access and competition in public funds. Asked if the current procurement procedures assure equal chances for all EOs to participate in public procurement process, 40% of the interviewed operators declare that they do assure equal chances. 25% of the interviewees in Elbasani think that these procedures cause inequality.

Graph 16: Comparing the difficulty scale of EPP with the system used before 2008 (n=113)



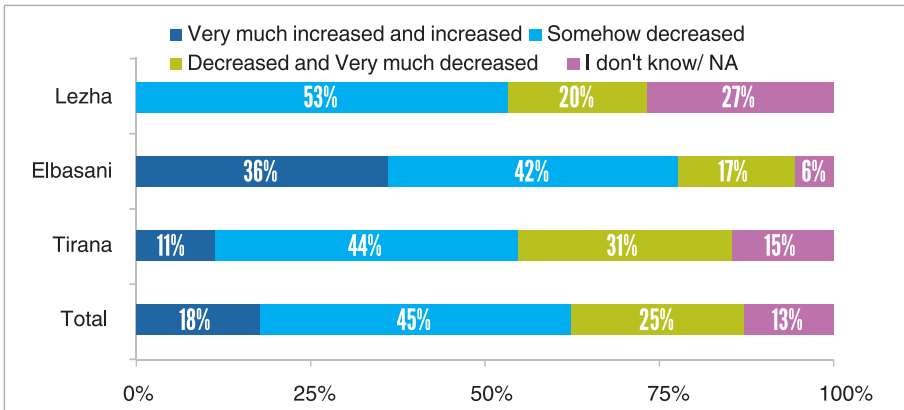
The sample was asked to compare the actual procurement procedures with those applied before 2008. 67% of the total interviewees and 82% in Tirana, are of the opinion that the current procedures are Easier and Very easier. However, 22% of EOs in Elbasan think that these procedures are Difficult and Very difficult.

Graph 17: Comparing the transparency of the process in EPP with the system used before 2008 (n=113)



The interviewees were asked to compare the actual procurement procedures with those before 2008 with regard to transparency. 53% of the total number of interviewees think that actual procedures are Transparent and Very transparent. 58% of the EOs in Tirana and 67% in Lezha think the same way.

Graph 18: Comparing EPP with the system used before 2008 regarding corruption (n=113)



The interviewed EOs were also asked to compare the actual procurement procedures with those before 2008 regarding their influence in the corruption practices. Only 25% of the interviewees think that actual procedures have helped decrease and very much decrease corruption, while 45% think they have somehow decreased corruption in public procurement procedures. While 36% of the EOs in Elbasani think that these procedures have increased and very much increased corruption activities.

3.2 General findings from focus groups

Economic operators experience related to the procurement procedures was studied through interviews and in depth discussions with EOs. Some of the main findings of this process are:

- The usage of electronic procurement compare to the previous systems increased its efficiency. Some of the positive aspects include: faster procedures, no printed documentation, increased competitiveness, avoided printed materials, prevention and reduction of corruptive practices.
- Application of electronic procedures generally is considered not complicated and easy to use.
- The system's operating speed remain problematic. According to the EOs, this is due to the internet service quality or the system loading capacity due to the heavy traffic on PPA

webpage especially during 24-48 hours previous to tender procedure closing.

- Difficulties are encountered during upload of documents for each procedure due to interruptions. Quite often EOs have to go in other offices or internet cafes in order to finish their application.
- One of the main concerns of all economic operators participating in discussions was the lack of high value thresholds. These has resulted in low cost offers, 20 to 40% lower than the market reference prices, thus causing market imbalance, creation of monopolies, loss of trust and endanger the quality standards of the offered services.
- Many operators were concerned about the special criteria set on tender procedures, mainly related to the number of employees, means that the company should own etc. These special criteria are exaggerated and arbitrary, decreasing the competitiveness and creating monopolies in public procurement procedures. According to EOs, in many cases such criteria are set to benefit individual operators.
- It is observed a higher participation in tenders of joint ventures of EOs, mostly to fit the special criteria. These joint ventures are decreasing the competitiveness and putting to risk the survival of small and medium enterprises, and at times the big businesses with certain capacity.
- Economic operators declare that if interested, they cannot see the offers made by other competitors in a tender procedure. The current system does not allow. Most of the EOs would like this to be enabled, aiming increase of transparency and trust in the electronic system and its management.
- Economic operators (mostly in Lezha and Elbasani) declare that especially in recent years, CAs launch tender procedures without having an allocated fund for this purpose. Complaints for tender procedures happen very rarely or at all. Economic operators lack trust in the management of complaints. According to their importance, reasons include: lack of trust that the procedure will be reopened and evaluated fairly; hesitation and fear of prejudice by the respective CA, not only for the given procedure but especially for future procedures; hesitation based on the belief that the complaining institution and fair judgment does not work in this system, as in many others; bureaucracy and delays; high financial cost of the complaint.

- More attention should be paid to the quality in project designing from the Contracting Authorities, especially those regarding infrastructure. Some businesses especially in Lezha identified problems in the provision of public services such as greening, city décor, maintenance of cemeteries etc, emphasizing that gaps in legislation regarding provision of these services, has resulted in unfair competition and awarding of public funds on this purpose to unqualified and experienced economic operators.
- There are cases of disqualification from tender procedures based on small mistakes in calculations, tables etc. According to the EOs there is no given space for discussion or revision, although it is clearly stated in the law.
- Especially in the last two years, it is noticed hesitation and low participation of Eos in tender procedures. According to the EOs, hesitation is mostly due to lack of liquidities and the high amount of debt the CAs owe to businesses (not only municipality but other CA as well); lack of assurance in receiving the payment for the awarded contract; launch of the procurement procedures while there is no allocated funds etc.
- The time provided by law for requests or clarification of information is very short (7 days). At times the announcement is published on the PPA website on Monday and until the issuance of the next bulletin, the deadline is exceeded.
- Despite the novelty, development and positive impact the electronic system brings into the public procurement, economic operators lack trust in this system, mainly in its management rather than in the system itself.

3.3 General findings from the monitoring of the PPA web page

PPA web page for electronic public procurement was monitored for 12 months (January –December 2012). Some of the main findings during monitoring period are:

- It was observed slowness in the procurement process in Tirana and Lezha municipalities through the first quarter of the year. Tirana municipality launched five procedures in this period but concluded only one, while Lezha municipality did not launch any procedure during this period.
- Elbasani municipality launched in the same period of time 45 procedures or approximately 77.5% of all procedures in one year, while 44.4 % of them were terminated.
- In the period May – June 2012, Elbasani Municipality didn't sign any contracts for public procurement, while for the same period Lezha municipality awarded nine contracts.
- A considerable number of procurement procedures during the period July – October 2012 were awarded in Tirana municipality. Only in September 2012 the municipality awarded as many contracts as were awarded in six months.
- Tirana municipality awarded a large number of contracts during October 2012 due to the large number of tender announcements this municipality made in the PPA webpage. In October were awarded 33.3% of the annual contracts. In the two other municipalities it was observed a more normal distribution of procurement procedures.
- In November – December 2012 Tirana Municipality concluded 15 procedures. Three out of nine procedures concluded in November, were announced in October.
- Municipalities of Lezha and Elbasani did not launch any new procurement procedure in December, while they have respectively concluded two and one procedures in November.
- Tirana municipality terminated 26.5% of all launched procedures while Elbasani terminated 53.4% of them. Lezha municipality scored better in this regard, with 18.1% of

launched procedures terminated.

- All three municipalities have saved public funds from awarding electronic procurement procedures.
- Access into the PPA webpage has been difficult at times due to the system load, especially in weekends the page didn't work.
- PPA's website publishes all information and data regarding tenders, tender winners and announcements on the contracting procedures. But to interested subjects, it is difficult to get the required information because all pages need to be consulted. The search engine in this portal is very slow and at times doesn't generate information.

Table 2. Number of procedures according to the contracting authority

	Tirana Municipality			Elbasani Municipality			Lezha Municipality		
	Launched Procedures	Concluded Procedures	Terminated Procedures	Launched Procedures	Concluded Procedures	Terminated Procedures	Launched Procedures	Concluded Procedures	Terminated Procedures
January	1	1	-	7	-	-	-	-	-
February	-	-	-	15	9	5	-	-	-
March	4	-	-	23	9	15	-	-	-
April	8	3	3	1	2	6	2	-	-
May	13	5	3	1	-	-	6	5	2
June	13	8	6	3	1	-	2	2	-
July	9	15	2	3	2	3	6	4	-
August	18	4	3	2	2	-	2	3	-
September	35	17	3	1	1	1	-	1	1
October	14	29	9	1	-	-	3	1	1
November	15	9	4	1	1	1	1	2	-
December	2	6	2	-	-	-	-	-	-
Total	132	97	35	58	27	31	22	18	4

Table 3. Number of contracts according to the procurement procedures and the type of contract for the period January – December 2012

Municipality	Procurement Procedure		Type of contract		
	Open	Call for Proposals	Goods	Work	Services
Tirana	77	104	55	58	68
Elbasani	8	23	22	5	4
Lezha	1	17	8	10	-

Table 4. Number of economic operators that participated in procurement procedures during 2012

Municipality	Number of Procedures	Nr. of operators	Average number of competing companies
Elbasani	26	92	3.6
Lezha	11	33	3.3
Tirana	110	755	6.9

Elbasani

- During January – December 2012 Municipality of Elbasani awarded 31 contracts, following the electronic procurement procedures. Out of these, 8 procedures or 25.8% were Open Procedure and the others were Call for Proposals.
- Out of 31 awarded contracts, 22 were for Goods, 4 for Services and 5 for Works.
- During this period were terminated 31 or 53.4% of all launched procedures.
- Out of 15 launched procurement procedures for Works, 13 were terminated. The most common reason for this termination was lack of competitiveness.
- Municipality of Elbasani has regularly published information on tender winners. The notices contain full information on the tenderers, their ranking, offered price, disqualified tenderers and reasons for disqualification etc.
- Municipality of Elbasani has published on their website the list of public procurement for infrastructure, with a **bank loan** as funding source. 5 out of 6 items in this list were awarded to I.S.P.P Sh.a Company, a fact showing the low competition in the procurement process.
- Municipality of Elbasan provided Partners Albania with the plan of concluded procurements for the period May – August 2012. According to this report, municipality has awarded 12 contracts. The limit fund (VAT excluded) for these procurement procedures has been 131,953,139 ALL and the value of awarded contracts (VAT excluded) has been 121,222,558 ALL. From electronic procurement procedures it was saved 8.13% of the planed limited fund.
- Economic operators did not present any complaints for 93% of the procurement procedures concluded during 2012.
- The average number of operators participating in tenders is 3.6 companies.

Tirana

- During January – December 2012, Tirana municipality awarded 181 contracts, 77 of which were Open procedure and 104 were Calls for proposals.
- Out of 181 contracts, 55 were for Goods, 68 for Services and 58 for Works.
- During this period were terminated 35 procedures or 26.5% of launched procedures.
- 47.4% of annual procedures were closed during September – October 2012.
- Municipality of Tirana does not publish on its webpage information related to procurement procedures.
- 35.7% of procedures launched during November were terminated (3 procedures in November and 2 procedures in December). Some of the reasons given by the Ad Hoc commissions for termination of procedures were: minimal competitiveness and the offers did not meet the tender requirements.
- Municipality of Tirana provided Partners Albania with the plan of concluded procurements for the period January –December 2012. During this period, 207 economic operators participated on the procurement procedures launched by municipality of Tirana.
- Municipality of Tirana has launched 64 procurement procedures on infrastructure during the given period. The limit fund (VAT excluded) for these procurement procedures has been 2,582,400,350 ALL and the value of awarded contracts (VAT excluded) has been 2,383,957,097 ALL. From electronic procurement procedures it was saved 7.7% of the planned limited fund.
- Municipality of Tirana has also awarded 62 contracts for supervision of works in infrastructure. From the procurement procedures it was saved 14% of the planned limited fund for supervision procedures.
- During this period, 56 companies were contracted for public works, as independent economic operators or joint ventures, and 23 companies contracted for supervision of public works, as independent economic operators or joint ventures (for 62 awarded contracts).
- Municipality of Tirana concluded 17 procurement procedures for goods and services. 20 companies were contracted for purchase of goods and services as EOs or joint ventures. For 16 out of 17 concluded procurement procedures it was saved 14.9% of the limit fund.
- Economic operators did not present any complaints for 96% of procurement procedures.
- The average number of operators participating in tenders is 6.9 companies.

Lezha

- During January – December 2012 Municipality of Lezha has published in PPA webpage 22 electronic procurement procedures.
- During this period the municipality awarded 18 contracts, one of them through Open procedure and 17 through Call for proposals.
- Out of 18 contracts awarded, 8 have been for Goods and 10 for Work.
- During this period there were terminated 4 procedures or 18.1% of launched procedures.
- Through their website, Lezha Municipality informs all EOs that the tender publications can be found at PPA webpage.
- Municipality of Lezha provided Partners Albania with the plan of concluded procurements for the period January –December 2012. According to this report Lezha Municipality has awarded 15 contracts. The limit fund (VAT excluded) for these procurement procedures has been 44,074,384 ALL and the value of awarded contracts (VAT excluded) has been 29,764,896 ALL. From electronic procurement procedures it was saved 12.6% of the planed limited fund.
- The average number of operators participating in any tender is 3.3 companies.

4

Conclusions

- E-procurement system has increased the efficiency of procurement procedures, compared to the previous system in several aspects: increasing the speed of procurement procedures implementation, reducing the costs, increasing competition, preventing and reducing corruption.
- Electronic procurement has increased the access of economic operators in obtaining information, and access to tender documents. Information is available only through the website of PPA and is generally considered by EOs as complete. The speed of the PPA portal remains a problem which in many cases hinders the EOs application in tenders. Particular difficulties are encountered while loading the documentation.
- The introduction of electronic procedures has reduced the number of EOs attending the opening of tenders. This is on one side related to the transparency of the current system, but also with the fact that CAs in some cases do not provide necessary facilities for EOs to participate in the opening of the tenders.
- The electronic procurement system has enabled more transparent procedures in the management of public funds, but it does not allow for the EO's tenders to be visible in the PPA portal at the time of tender opening. This deficiency creates doubts about the winning bids.
- Increased access, reduced corruption and saving public funds are some of the electronic procurement system achievements. However EOs are reluctant to participate in public tenders, significantly decreasing competition and increasing opportunities for terminations of tenders. This is strongly influenced by the large amount of debt that CAs owe

to businesses and the announcement of tender procedures while there is no allocated fund.

- Although increased transparency and reduced corruption is evaluated by EOs as two aspects of the novelty the current procurement system brings, they still express doubts and lack confidence in the system, which is mainly related to the management of the electronic procurement system.
- Public procurement law and regulations are continuously improved in recent years, adapting to the EU legislation. However, lack of ceiling prices and the application of specific criteria in a tender procedure are factors that have influenced the market disruption, creation of monopolies, decrease of trust and compromise of quality standards for the provided service.
- Deadlines set by law for claims and explanations are considered by EO as very short and in many cases they do not exercise this right.
- EOs do not present complaints for the tender procedures as there is lack of trust among EOs that the procedure will be reopened or evaluated fairly and impartially by the CA.
- For provision of services at local level such as: greening, city décor, maintenance of cemeteries etc, there are legal gaps that create space for unfair competition and winning of tenders by non-professional economic operators, without the necessary experience in provision of these kind of services.
- In general, municipal staff is qualified and trained, familiar with the current legislation and show professional attitude towards the EO.

5

Recommendations

The following recommendations stem from the findings of the survey and focus group discussions with economic operators, and monitoring of the PPA website:

- Municipalities should provide for the EOs to participate in opening of the tenders.
- PPA should improve its system so the EOs could see the economic offers in real time.
- CAs should make a better distribution of the procurement procedures throughout all year, to give the EOs the possibility to participate in several tenders and to reduce the staff overload.
- Municipalities should publish the tentative procurement calendar since January.
- CAs should avoid application of special criteria in tendering procedures, as it lowers the number of participating EOs.
- PPA should take special measures to assure proper functioning of its webpage at any time with needed parameters in speed and quality of service.
- CAs should make transparent the availability of funds before launching the procurement procedures, and obey to their contractual obligations regarding payment.
- PPA should look at the possibility for improvements in the legal and regulatory framework related to the requests for clarification procedures, to address difficulties faced by economic operators.

USE OF ONLINE
PROCUREMENT SYSTEM AT
LOCAL LEVEL

MONITORING REPORT