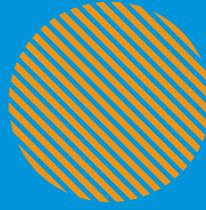


# BENCHMARKING PUBLIC PROCUREMENT | 2017

ASSESSING PUBLIC PROCUREMENT  
REGULATORY SYSTEMS IN 180 ECONOMIES





© 2016 International Bank for Reconstruction and Development /  
The World Bank

1818 H Street NW  
Washington DC 20433  
Telephone: 202-473-1000  
Internet: [www.worldbank.org](http://www.worldbank.org)

This work is a product of the staff of The World Bank with external contributions. The findings, interpretations, and conclusions expressed in this work do not necessarily reflect the views of The World Bank, its Board of Executive Directors, or the governments they represent.

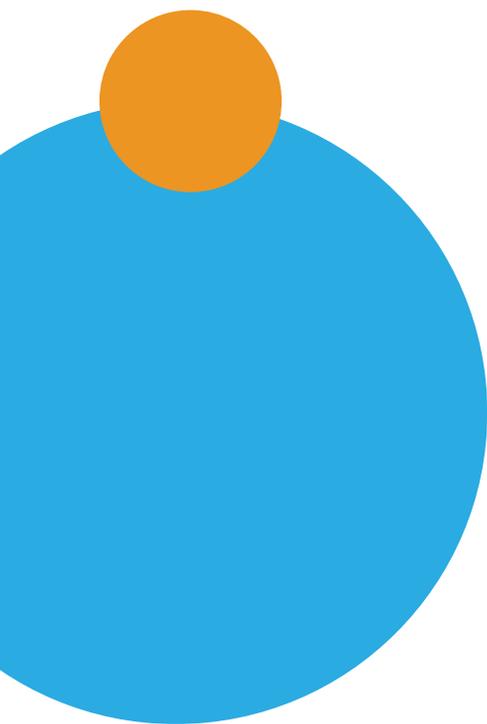
The World Bank does not guarantee the accuracy of the data included in this work. The boundaries, colors, denominations, and other information shown on any map in this work do not imply any judgment on the part of The World Bank concerning the legal status of any territory or the endorsement or acceptance of such boundaries.

### Rights and Permissions

The material in this work is subject to copyright. Because The World Bank encourages dissemination of its knowledge, this work may be reproduced, in whole or in part, for noncommercial purposes as long as full attribution to this work is given.

Any queries on rights and licenses, including subsidiary rights, should be addressed to World Bank Publications, The World Bank Group, 1818 H Street NW, Washington, DC 20433, USA; fax: 202-522-2625; e-mail: [pubrights@worldbank.org](mailto:pubrights@worldbank.org).





# BENCHMARKING PUBLIC PROCUREMENT | 2017

ASSESSING PUBLIC PROCUREMENT  
REGULATORY SYSTEMS IN 180 ECONOMIES





# Table of contents

<b>Foreword</b>	<b>5</b>
<b>Acknowledgments</b>	<b>6</b>
<b>Abbreviations</b>	<b>9</b>
<b>Glossary</b>	<b>10</b>
<b>Executive Summary</b>	<b>13</b>
<b>1. About Benchmarking Public Procurement</b>	<b>16</b>
Thematic pillars	18
Data collection and methodology	22
Geographic coverage	24
Report limitations	26
<b>2. Data Highlights</b>	<b>27</b>
2.1 Procurement Life cycle	28
a. Online access to information and services	28
b. Bid security deposits, performance guarantees, and timeliness of payment	33
2.2 Filing a complaint	38
a. First-tier review	39
b. Second-tier review	41
c. Publication of review decisions	43
<b>Conclusion</b>	<b>43</b>
<b>Appendix A.</b>	<b>44</b>
How the Benchmarking Public Procurement 2017 Indicators are scored	
<b>Appendix B.</b>	<b>49</b>
Cities covered in each economy by the Benchmarking Public Procurement 2017 Report	
<b>Economy datasheets</b>	<b>51</b>
<b>Notes</b>	<b>232</b>
<b>References</b>	<b>234</b>
<b>Contributors</b>	<b>236</b>



# Foreword

Public procurement is a powerful lever for achieving economic, environmental, technological, and social goals. In recent years, the amount of procurement expenditure has been increasing, and with it, so has public demand for greater transparency and efficiency.

Despite its importance and the greater attention being paid to public procurement, global information about the public procurement market is still scarce. Comparable, reliable, and systematically collected information is crucial for all stakeholders involved in the procurement process: from the private sector companies that submit bids, in order to take advantage of procurement opportunities and optimize their chances of accessing the public market; to government entities that seek goods and services, in order to ensure that they are informed of what the market has to offer and to achieve better value for money; and ultimately to citizens, who want to ensure that their tax money is being spent wisely on high-quality public goods and services.

Surprisingly, reliable statistics on the size of public procurement in economies around the world are still not available. While this information can be found for high-income economies, data and studies are scarce for the rest of the world. Competition in procurement markets is critical to enable governments to achieve better value for public money. Without good information, how can suppliers be aware of procurement opportunities, or on which basis do procuring entities select the winning bids? Measuring these competition-related aspects in a comparable way is not possible at a global level.

Information capturing contract modifications, post-award contract management, and deliverables is important to measure the performance of public procurement markets. Was the road built? How long did it take? Did the price differ between the original contract and the final project? Yet essential information like this is nearly impossible to find.

This edition of *Benchmarking Public Procurement* presents global data and analysis examining the legal and regulatory environments that affect the ability of private sector companies to do business with governments. The report draws on readily comparable data across two thematic pillars: the procurement process, from the assessment of needs to the implementation of the procurement contract; and public procurement complaint review mechanisms. The report covers 180 economies—103 more than the previous edition—in order to enhance global understanding of laws and regulations that affect private suppliers' participation in the public procurement market.

The data reveal the magnitude of the challenge that many countries still face in establishing legal and regulatory environments that enhance efficient and transparent public procurement markets. By informing policy discussions and research, *Benchmarking Public Procurement 2017* aims to strengthen the role of public procurement as a stimulus for economic growth and private sector development.




---

**Christopher Mark Browne**  
Chief Procurement Officer  
The World Bank Group




---

**Augusto Lopez Claros**  
Director, Global Indicators Group  
The World Bank Group



## Acknowledgments

The *Benchmarking Public Procurement 2017* report was prepared by a team led by Federica Saliola with the support of Tania Ghossein under the general direction of Augusto Lopez-Claros.

The thematic topics were led by Maria Paula Gutierrez Casadiego and Sophie Pouget. The core team members are: Natalia Del Valle Catoni, Khasankhon Khamudkhanov, Raquel Maria Mayer Cuesta, and Dima Rbeiz. The following members provided significant support to the project: Yahia Abu Hashem, Nasser Alreshaid, Iana Djekic, Elisabeth Danon, Maureen Itepu, Hanane Lahnaoui, Helene Candice Larroque, Vanessa Onguti, Mikel Tejada Ibanez, Zeina Traboulsi, and Elisa Yoshiara.

Interns who assisted in the data collection and legal research under the team members' supervision include Esna Abdulamit, Abdullah Alsbeey, Charlotte Baskin Gerwitz, Manisha Basnet, Ana Chikovani, Jean Nicolas Citti, Jean Pierre Denour, Karla Dittman, Anthony Fadel, Deepali Gautam, Heena Gupta, Melika Hadziomerovic, Daniel Han, Kara Hong, Yujin Jeong, Amelie Kluyskens, Dufié Kufuor, Nadine Lavinal, Beatrice Leydier, Xiao Liu, Julia Liu, Filippo de Luca, Emmanuel Maliganya, Dorsaf Matri, Chad Marler, Melissa Morgans, Marie-Claire Njeimbe, Karoline Nunez, Vanessa Onguti, Gabrielle Orliange, Beenish Pervaiz, Warner Santiago, Louis-Marie Savatier, Wuping Ye, Terrence Zilong Zhang, Huiqi Zhao, and Patricia Lauren Zuniga.

The team is indebted to the following individuals for pro bono feedback and guidance at various stages of the project's development: Jose Arrieta (U.S. Treasury), Digby Barker (Blue Yonder), Sylvain Boueyre (Navacelle Law), Nathaniel Edward Castellano, Sui Cher Nah, Jorge Claro (International Procurement Institute), Pascal David, Simeon Djankov, Lorna Farre (Mairie de Paris), Roger Fiszelson (Frilet Avocats), Marc Frilet (Frilet Avocats), Prabhat Garg (Millenium Challenge Corporation), Gary Litman (U.S. Chamber of Commerce), Clara Lombard (Earth Avocats), Stephane de Navacelle (Navacelle Law), Caroline Nicholas (United Nations Commission on International Trade Law), Tom Petruska (Contracts Unlimited Incorporated), Felix Prieto (Inter-American Development Bank), Nicolas Reigner (Green Solution), Maria Eugenia Roca (Inter-American Development Bank), Angela Russo (CONSIP), Steven Schooner (George Washington University), Raj Sharma (Censeo Consulting), Keaston D. Simmons (Management Concepts), Peter Smith (Crown Agents), Collin Swan (Georgetown University Law Center), and Khi Thai (Florida Atlantic University), Christopher Yukins (George Washington University Law School).

The team would also like to thank its many colleagues at the World Bank Group for valuable guidance. It would especially like to acknowledge the comments and assistance received from Hisham A. Abdo Kahin, Junaid Kamal Ahmad, Asif Ali, Nazaneen Ali, Jamal Al-Kibbi, Lucia Silva Aranguri, Elmas Arisoy, Bhanoumatee (Asha) Ayoung,



Majed El Bayya, Karim Belayachi, Livia M. Benavides, Diomedes Berroa, Eric Blackburn, Alexandre Borges de Oliveira, Erica Bosio, Christopher Mark Browne, Sally L. Burningham, Gustavo Canu, Laurence Carter, Shubham Chaudhuri, Constantine Chikosi, Chenjerani Simon Chirwa, Souleymane Coulibaly, Andrew William Cooper, Andrea Coppola, Elena Corman, Cristiano Costa e Silva Nunes, Inguna Dobraja, Pascale Dubois, Paul Ezzedin, Abdoulaye Fabregas, Lina Fares, Manuela V. Ferro, Adrian Gonzalez, Felipe Goya, Olivier P. Godron, Elizabeth Grandio, Ana Grofsmacht, Faris H. Hadad-Zervos, Clive Harris, Jesko S. Hentschel, Brook Stephen Horowitz, Joseph Huntington La Cascia, Elisabeth Huybens, Asif Mohammed Islam, Melissa Marie Johns, Rajni Khanna, V.S. Krish Krishnakumar, Shanker Lal, Alvaro Larrea, Enzo de Laurentiis, Zhentu Liu, Monica Lehnhoff, Belita Manka, Pierre Nadji, Joao Nuno, Vian Lanceiro da Veiga Malta, Jimena Jesus Mejia, Kouami Hounsinou Messan, Alison Micheli, Nadir Mohammed, Shabih Ali Mohib, Renato Nardello, Naa Dei Nikoi, Karina V. Olivas, Sunday Esene Osoba, Elisabetta Piselli, Piathida Poonprasit, Idah Pswarayi-Riddihough, Rita Ramalho, Jose Yukio Rasmussen Kuroiwa, Marcela Roza, Fernanda Ruiz Nunez, Martin Sabbatella, Armando Sanjines, Ibrah Rahamane Sanoussi, Abdoulaye Seck, Chitambala John Sikazwe, Anand Kumar Srivastava, Iuliana Stratan, Hiba Tahboub, Yolanda Tayler, Gerelgua Tserendagva, Joel Turkewitz, Justin Andrews Valentine, Joao N. Veiga Malta, Jean-Jacques Verdeaux, , Barnaby John Wiles, Luciano Wuerzius, Emmy Yokoyama and Ulrich Zachau. Country Management Units within the World Bank Group kindly

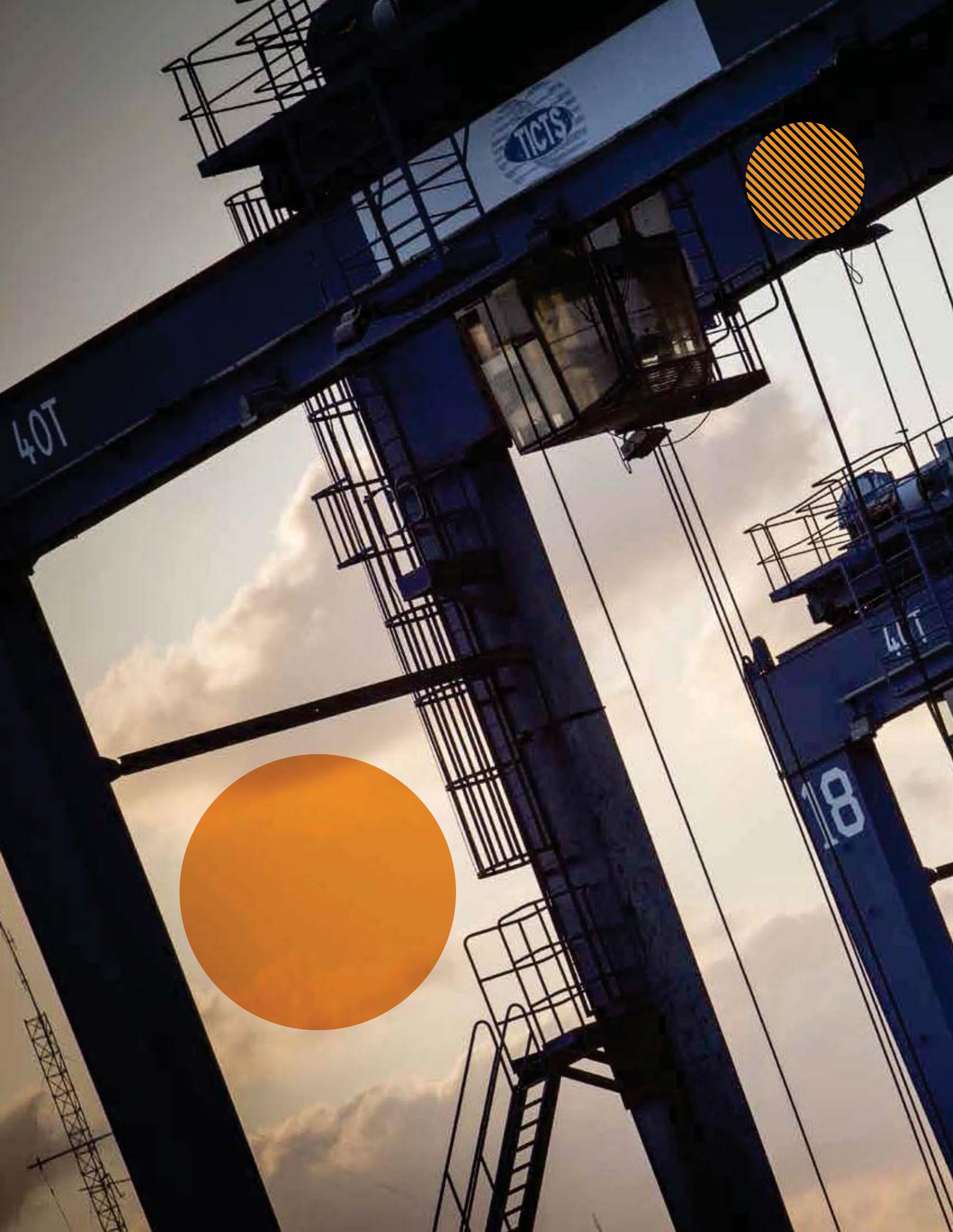
provided assistance in the data collection process and in reaching out to government officials in their respective economies.

The project was made possible by the generous financial support of the United States Agency for International Development (USAID), the World Bank Multi-Donor Research Support Budget, and the Department of Foreign Affairs and Trade of the Australian Government.

The Benchmarking Public Procurement online database is managed by Vinod Kumar Vasudevan Thottikkatu, supported by Andres Baquero Franco, Kunal Patel, and Hashim Zia. The report's media and outreach strategy is managed by Indira Chand.

The report was edited by Nancy Morrison and designed by a team at Base Three LLC, led by Dania Kibbi and Marianne Sibli.

*Benchmarking Public Procurement* would not have been possible without the generous contribution of a network of more than 1,800 local partners, including legal experts, private sector firms, academics, government officials, and other professionals who routinely administer or advise on the relevant legal and regulatory requirements in the 180 economies measured. The names of those wishing to be acknowledged individually are listed at the end of this report and are made available on the Benchmarking Public Procurement website: <http://bpp.worldbank.org>.

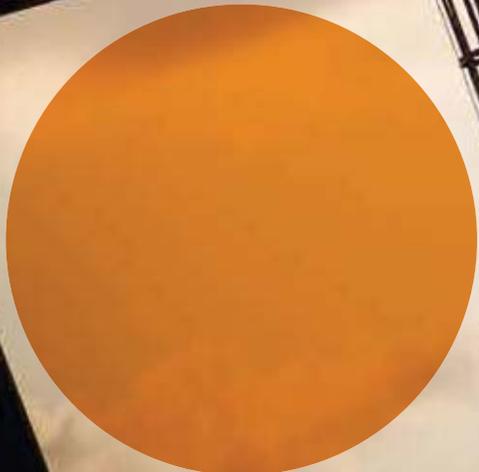


TICIS

40T

18

41



## Abbreviations

<b>EU</b>	European Union
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>SMEs</b>	small and medium enterprises
<b>UN</b>	United Nations
<b>UNCITRAL</b>	United Nations Commission on International Trade Law
<b>WTO</b>	World Trade Organization

## Regions

<b>EAP</b>	East Asia and Pacific
<b>ECA</b>	Europe and Central Asia
<b>LAC</b>	Latin America and the Caribbean
<b>MENA</b>	Middle East and North Africa
<b>OECD high-income</b>	High-income members of the OECD
<b>SAR</b>	South Asia
<b>SSA</b>	Sub-Saharan Africa



# Glossary

## ***Bid***

An offer submitted by a bidder in response to a call for tender to supply goods, perform works, or provide services.

## ***Bid evaluation***

Method the procuring entity uses to compare and assess submitted bids in relation to the evaluation criteria and technical specifications established for each procurement.

## ***Bid security***

Security required from bidders by the procuring entity to secure the fulfillment of obligations. It includes arrangements such as bank guarantees, surety bonds, stand-by letters of credit, checks for which a bank is primarily liable, cash deposits, promissory notes, and bills of exchange. It excludes any security for the performance of the contract (UNCITRAL Model on Public Procurement of 2011).

## ***Bid opening***

A stage in the tendering proceedings that involves public opening of tenders and the announcement of the name and address of each supplier or contractor whose tender is opened and the tender price to those present at the opening.

## ***Bidding documents (tender documents)***

Documents presenting the terms of tender, the general conditions of the contract, and the tender specifications.

## ***Call for tender***

The call for tender is the public invitation for all suppliers to submit bids to supply goods, perform works, or provide services.

## ***Complaint mechanism***

Formal objection, protest, or request to review the acts, procedures, and decisions of a procuring entity when they are contrary to the legal framework or to the rules and principles applicable to a particular procurement process.

## ***Contract award notice***

The document setting out the winning bidder and the points concerning the conditions in which the contract has been awarded.

## ***Cost***

Official fees and charges incurred by suppliers throughout the public procurement process. Unofficial or unlawful payments or bribes are not counted as costs. Professional fees (for lawyers or other experts) are counted as a cost only if suppliers are required to use such services by law.

## ***E-procurement***

The integration of digital technologies in the replacement or redesign of paper-based procedures throughout the procurement process (OECD Recommendation of the Council on Public Procurement of 2015).

## ***First-tier review***

The first instance where a complaint is reviewed by a procuring, administrative, or judicial body.

## ***Independent administrative review body***

A government body independent of the procuring entity and that has judicial-type procedural rules to conduct an administrative review of public procurement acts and decisions.

**Legal/regulatory framework**

Applied to the Benchmarking Public Procurement indicators, the framework comprises all public procurement laws and regulations, legal texts of general application, binding judicial decisions, and administrative rulings in connection with public procurement.

**Open tendering**

Method of procurement involving public and unrestricted solicitation under which all interested suppliers can submit a bid.

**Performance guarantee**

Security against the breach of the procurement contract by the supplier or contractor presented to the procuring entity in the specified form and amount.

**Pre-award review**

Review conducted on the basis of a complaint challenging the procurement process before the award of the contract (on grounds such as irregularities in the specifications of the tender documents or violations of procedural requirements).

**Procurement contract**

Awarded to the supplier that submitted the winning bid, this contract establishes the details of the execution of the procurement between the procuring entity and the supplier.

**Procurement life cycle**

The procurement life cycle starts with the needs assessment by the procuring entity and ends with the execution of the contract.

**Procurement official**

Public official who is directly or indirectly involved in the public procurement process.

**Procurement plan**

Plan of expenditure issued by the government to establish its procuring needs over a delimited period of time (a year, half a year, or a trimester).

**Procuring entity**

Any public entity that engages in public procurement in accord with the national or local procurement regulatory framework.

**Remedies**

Relief measures that a complaining party is entitled to receive as compensation for losses and/or harm or to restore an infringed right.

**Second-tier review**

A second instance where the decision of the first-tier review body is appealed.

**Standing**

The ability of a party—in this case, a supplier and/or bidder—to bring suit against the procuring entity.

**Tender**

The tender designates the proposal, or bid, submitted by a supplier in response to a call for tender.

**Tender notice**

The document inviting all suppliers to submit bids to supply goods, perform works, or provide services.



# Executive Summary

The public procurement market is vast, and the range of economic sectors it encompasses is as wide as the needs of governments to function properly and deliver services to their citizens. Governments turn to the private sector to supply goods and services to build schools, purchase hospital supplies, secure computer services in public buildings, renew a fleet of city buses, or construct a new road.<sup>1</sup>

Despite the importance of the public procurement market, little effort has been made to systematically and consistently collect reliable statistics on a number of critical dimensions. To date, no attempt has been made to collect comparable statistics on the size of public procurement in economies around the world.<sup>2</sup> While data are publicly available for High-income economies, for the rest of the world, data and studies are scarce. However, public procurement is as important in developing countries as it is in advanced economies. Governments in developing countries are significant purchasers of good and services, and these markets represent huge opportunities to enhance competition and development. Low-income countries have the highest share of public procurement in their economies, at 14.5 percent of GDP, followed by upper-middle income countries, at 13.6 percent, as data from government sources or international development institutions indicate.

International statistics fall short in systematically and comparably capturing a number of other important dimensions of public procurement, including the regulatory and legal environment, risks and costs, quality and efficiency of service delivery, transparency and competition.

<sup>1</sup> World Bank 2016.

<sup>2</sup> Djankov, Islam, and Saliola 2016.



*Benchmarking Public Procurement* aims to fill some of these knowledge gaps. The 2017 report provides a comparative evaluation of legal and regulatory environments that affect the ability of private sector companies to do business with governments in 180 economies. *Benchmarking Public Procurement 2017* covers two thematic pillars: the procurement process, from needs assessment to the implementation of the procurement contract; and complaint review mechanisms. The indicators cover eight important areas:

***Needs assessment, call for tender, and bid preparation:***

The indicators assess the quality, adequacy, and transparency of the information provided by the procuring entity to prospective bidders.

***Bid submission phase:*** The indicators examine the requirements that suppliers must meet in order to bid effectively and avoid having their bid rejected.

***Bid opening, evaluation, and contract award phase:***

The indicators measure the extent to which the regulatory framework and procedures provide a fair and transparent bid opening and evaluation process, as well as whether, once the best bid has been identified, the contract is awarded transparently and the losing bidders are informed of the procuring entity's decision.

***Content and management of the procurement contract:***

The indicators focus on several aspects during the contract execution phase related to the modification and termination of the procurement contract, and the procedure for accepting the completion of works.

***Performance guarantee:*** The indicators examine the existence and requirements of the performance guarantee.

***Payment of suppliers:*** The indicators focus on the time and procedure needed for suppliers to receive payment during the contract execution phase.

***Complaints submitted to the first-tier review body:*** The indicators explore the process and characteristics of filing a complaint before the first-tier review body.

***Complaints submitted to the second-tier review body:*** The indicators assess whether the complaining party can appeal a decision before a second-tier review body and, if so, the cost and time spent and characteristics for such a review.

## Data highlights

**Payment delays.** Delays in payment hinder participation by private firms in the public procurement process—especially small and medium enterprises (SMEs) that struggle with limited cash flow. Suppliers need to obtain payment in a timely and reliable fashion; otherwise, their liquidity and profits can be impaired, reducing economic growth. *Benchmarking Public Procurement* data show that the higher the income level, the fewer the number of days suppliers must wait to get paid. Delays average 30 to 60 days in 9 of the 32 high-income economies, while the remaining 23 ensure timely payments to suppliers. **Delays are still common across all regions, and payments are timely in only one-third of the economies measured.** For example, suppliers in the Dominican Republic, Equatorial Guinea, Gabon, Guinea-Bissau, Iraq, Trinidad and Tobago, and Vanuatu must wait more than six months to receive payment from purchasing entities.

**Bid security deposits and performance guarantees.** Bid security deposits ensure serious offers and guarantee that bidders will not withdraw their bids from the procurement process in an untimely manner. While there is no clear good practice as to the amount that should be requested, there is agreement that it should not be set so high as to hinder participation or so low as to allow frivolous offers. **Most economies have bid security and performance guarantee requirements, but they do not always regulate them.** In 32 economies where bid security is required by the legal and regulatory framework, there is no provision limiting the discretion of the procuring entity with regard to the amount, which may cause financial uncertainty and can be a burden for suppliers interested in bidding for a public tender. This is the case, for example, in Eritrea, Kiribati, the Federated States of Micronesia, and Myanmar. Similarly, when it comes to performance guarantees, only 77 economies provide the winning bidder with options regarding the form of performance guarantee.

**Digitalization of the procurement process.** Economies in all regions are implementing reforms to conduct the procurement process online. However, **a wide gap remains between economies that do not yet have an online portal dedicated to public procurement and other economies that have sophisticated e-procurement platforms that offer a range of services (and economies in between that offer limited information).** Twenty-six of the 180 economies measured, including Belize, Djibouti, Grenada, and Malawi, do not have an electronic portal specifically dedicated to

public procurement. The lack of such a portal means that suppliers may not have access to procurement opportunities and associated information. Disparities in information (information asymmetries) between the parties in a procurement process can give some parties an unfair advantage. Information and communications technology (ICT) tools can help close information gaps and curb such opportunistic behavior. The amount of information published on the internet differs across economies, even within the same geographical region. In Latin America and the Caribbean, for example, of 30 economies covered in the region, 3 do not publish any procurement-related information besides their procurement laws, while 13 make all procurement-related information available to suppliers.

**Complaint mechanisms.** The existence of a fair and transparent complaints mechanism bestows confidence in the procurement process because it increases the likelihood that the procurement will be carried out in a more impartial and transparent manner. **While disgruntled bidders should have the right to file a complaint at any stage of the procurement process (both before and after the award is granted), this possibility is not always built into the procurement process.** In 10 economies (Antigua and Barbuda, El Salvador, Eritrea, Indonesia, Iraq, Jordan, Peru, Qatar, Samoa, and the West Bank and Gaza), the legal framework does not even contemplate the possibility of

filing a complaint before a contract is awarded. Bidders must wait until the tendering process is concluded to protest any irregularity. This may limit the effectiveness of corrective measures that the review body can take.

**Time needed to resolve complaints.** Timely resolution of complaints, as well as the presence of legal time limits, increases the private sector's trust in the system and encourages its participation in public tendering. Not only must suppliers be confident that their complaints will be resolved without delay, but they should also be assured that their protest will be given an appropriate amount of time to be reviewed. **The time needed for review bodies to issue decisions differs greatly, ranging from 2 to 450 days. Moreover, the time needed for review decisions to be issued is not correlated with the income level of the economies.** Even in OECD high-income economies, delays occur. It can take as long as 360 days for review decisions to be rendered in Luxembourg, and 450 days in Ireland. Timeliness and efficient reviews are standard in 36 economies, half of which are in the Europe and Central Asia region, where review bodies generally abide by the time limits set by law.

*Benchmarking Public Procurement 2017* presents comparative data across 180 economies on the areas covered above and more.




---

#### References

- Djankov, S., A. Islam, and F. Saliola. 2016. *Is Public Procurement a Rich Country's Policy?* <http://bpp.worldbank.org/>.
- World Bank. 2016. *Doing Business 2017: Equal Opportunity for All.* <http://doingbusiness.org/reports/global-reports/doing-business-2017>.

About  
Benchmarking  
Public Procurement  
2017

1



Public procurement is the largest single marketplace in developing and developed economies, accounting for around one-fifth of global GDP. Given its size, a transparent, fair, and competitive public procurement system can generate business opportunities, foster innovation, and drive economic growth.<sup>1</sup> Regulating the way public authorities purchase goods, works, and services is critical to creating a level playing field for all businesses and ensuring more effective and more citizen- and business-friendly public procurement systems.

The core principles of public procurement—transparency, equal treatment, open competition, and sound procedural management—should underlie every transaction that takes place when the government purchases goods or services from a private supplier. Transparency is essential at every stage of the process; a legal procurement system that ensures transparency creates an enabling environment for competition. By promoting the goals of transparency and competition, governments can make sure that the allocation of public resources and funds will be optimized by contracting with the most appropriate bidder for the tender and procuring the best quality of goods, works, and services at the best price.

An effective means of ensuring value for money in the award of contract is by allowing all qualified suppliers to bid for public contracts. The competitive tendering method will provide a range of contractors with variety of goods, works and services, enabling an organization to select the best available option, all things being equal.<sup>2</sup> Conversely, ineffective and nontransparent public procurement rules can result in the public purchase of goods and services at inflated prices and can encourage rent-seeking by private companies.<sup>3</sup>

Launched in 2013, *Benchmarking Public Procurement* focuses on legal and regulatory environments that affect the ability of private sector companies to do business with governments. It aims to promote evidence-based decision making by governments and to build evidence in areas where few empirical data have been presented so far. As researchers recognize, “the comparison of different forms of regulation and quantitative measurement of the impact of regulatory changes on procurement performance of public entities will help reduce the costs of reform and identify and disseminate best practices.”<sup>4</sup>

The *Benchmarking Public Procurement 2017* report presents comparable data on public procurement laws and regulations across 180 economies to meet the various needs of different stakeholders for information, analysis, and policy action. It provides private sector firms with insights on issues involving their participation in the public procurement market, while offering policy makers information on their country’s public procurement regulatory system and related business practices. The data also benefit the academic and research community by offering better tools and data on procurement systems and facilitating cross-country analysis.



*Benchmarking Public Procurement* builds on the World Bank Group *Doing Business* methodology, a flagship report with a proven track record of measuring economies' business climates and leveraging regulatory reforms.<sup>5</sup> The data collected for *Benchmarking Public Procurement 2017* were used for the *Doing Business 2017* publication, which this year includes an analysis on the ease of private suppliers selling to the government. In addition, the *Benchmarking Public Procurement* methodology was replicated and expanded to cover the procurement of public-private partnerships (PPP). A stand-alone report assessing governments' capability to prepare, procure, and manage PPPs in 82 economies was produced and the complete dataset can be found at <http://bpp.worldbank.org/>.<sup>6</sup>

*Benchmarking Public Procurement* also complements other initiatives that enhance the transparency of public finances in general, and assess the quality and effectiveness of procurement systems in particular.

Such initiatives include the Public Expenditure and Financial Accountability (PEFA) framework and the Methodology for Assessing Procurement Systems (MAPS) of the Organisation for Economic Co-operation and Development (OECD).

*Benchmarking Public Procurement 2017* builds on the lessons learned from two previous data collection cycles and their consecutive analysis and reports:

- *Benchmarking Public Procurement 2015*, which covered 10 economies (Afghanistan, Chile, Ghana, Jordan, Mexico, Sweden, Thailand, Turkey, Uganda, and the United States). Data were also collected later in the Russian Federation.<sup>7</sup>
- *Benchmarking Public Procurement 2016*, which expanded geographical coverage to include 77 economies in seven regions.<sup>8</sup>



## Thematic pillars

Two thematic pillars are covered by the *Benchmarking Public Procurement 2017* report:<sup>9</sup>

1. The procurement process, from the needs assessment to the implementation of the procurement contract.
2. The public procurement complaint review mechanisms.

The indicators zero in on eight key areas of the public procurement process.

### 1. Needs assessment, call for tender, and bid preparation

*Rationale:* The transparency of the bid preparation phase is critical because it is precisely at this moment that potential bidders can seek information and assess the opportunity to bid for the procurement contract.

*Areas covered:* Consultation process with the private sector, internal market analysis, the default method of procurement, the online accessibility of materials and information necessary for suppliers to be able to bid, such as procurement plans, tender notice, and tender documents.

### 2. Bid submission phase

*Rationale:* Once prospective bidders decide to bid for a public procurement contract, they need to comply with a variety of requirements in order to bid effectively and avoid having their bid rejected if it does not comply with the stated requirements. These requirements can create unnecessary hurdles. It is therefore important to make sure that the process is streamlined and easily accessible to all bidders.

*Areas covered:* Possibility of submitting bids online, registration of suppliers, eligibility of foreign firms, procedures and requirements for submitting bids, and the existence and requirements for bid security. Some of the areas covered under the bid submission phase, such as the registration requirement and access to foreign firms, were newly added this year.

### 3. Bid opening, evaluation, and awarding phase

*Rationale:* This phase is critical for purposes of transparency and integrity. It is important to make

sure that enough guarantees are in place to protect the fairness and efficiency of the process.

*Areas covered:* Procedure for opening bids (online bid opening sessions, bid opening sessions open to the public); existence of a preferential treatment for domestic firms; bid evaluation criteria; notification to unsuccessful bidders; and signing, form, and content of the procurement contract.

### 4. Content and management of the procurement contract

*Rationale:* The management of the contract is as important as the bidding process. Procurement contracts must be managed in a prompt and transparent way, and with sufficient safeguards to protect suppliers from unilateral decisions and actions by the procuring entity.

*Areas covered:* Measures related to the modification and termination of the procurement contract, and the procedure for accepting the completion of works. This area has been added this year given its importance and relevance to suppliers, especially for those participating in the procurement of works.

### 5. Performance guarantee

*Rationale:* The performance guarantee protects parties in case of delays in the execution of the contract; however, to protect suppliers, the amount of the guarantee should be regulated.

*Areas covered:* Existence and requirements of performance guarantee. This is a new addition to the set of indicators and is particularly relevant for the procurement of works.

### 6. Payment of suppliers

*Rationale:* Suppliers need to be paid on time. Delayed payments could hurt their cash flows, impair their ability to supply, and even put them at risk.

*Areas covered:* Procedure to request payment, time frame taken by the purchasing entity to process payment; the time frame for the supplier to receive payment; and the existence, reasons, and procedure for handling payment delays. This payment of suppliers section has been expanded this year to include additional questions about the processing of payments.

### 7. Complaints submitted to the first-tier review body during the pre-award stage

*Rationale:* When bidders or potential bidders notice flaws in the procurement process, they should be able to file a complaint and receive a decision in a timely manner.

*Areas covered:* Standing to file a complaint, the cost of filing a complaint, the existence of a requirement to notify the procuring entity, the existence and duration of a suspension of the procurement process, the independence and training of the reviewers of the complaint, the time to render a decision, remedies granted by the first-tier review, and publication of decisions.

### 8. Complaints submitted to the second-tier review body before the awarding of the contract

*Rationale:* If a first decision has been rendered concerning the procurement process before the contract has been awarded, the complainant should be able to appeal the decision to a second-tier jurisdiction.

*Areas covered:* Time granted to appeal the decision, the cost of appeal, the existence and duration of a suspension of the procurement process, the time to render a decision, remedies granted by the second-tier review, and the publication of decisions.

The *Benchmarking Public Procurement* indicators cover additional areas and collect further information for contextual purposes. The complete dataset will be published online at <http://bpp.worldbank.org>.

The thematic areas covered in the standardized survey instruments were selected with the guidance of an expert consultative group composed of public procurement academics, private sector companies, and experts and practitioners from various international organizations, multilateral development banks, and research centers.<sup>10</sup> The two thematic pillars and eight key areas of the public procurement process covered by *Benchmarking Public Procurement 2017* are summarized in table 1.1.



**Table 1.1 Thematic areas measured**

Indicator	Description
Needs assessment, call for tender, and bid preparation	<p>This indicator aims at assessing the transparency and information flow at the preparation stage from the procuring entity's end. It looks at:</p> <ul style="list-style-type: none"> <li>› The consultation with the private sector</li> <li>› The tendering method</li> <li>› Potential bidders' accessibility to bidding information.</li> </ul>
Bid submission	<p>This indicator looks at the requirements for suppliers to place bids, including:</p> <ul style="list-style-type: none"> <li>› Registration with a government registry</li> <li>› Eligibility of foreign firms</li> <li>› Possibility of submitting bids online</li> <li>› Minimum time frame for bid submission</li> <li>› Bid security requirements.</li> </ul>
Bid opening, evaluation, and award	<p>This indicator aims at assessing transparency at the bid opening and evaluation stages. It considers:</p> <ul style="list-style-type: none"> <li>› The method for opening the bids, including accessibility for bidders to the bid opening session</li> <li>› The fairness of the bid evaluation</li> <li>› Notification and feedback to unsuccessful bidders</li> <li>› Standardized contract form used when awarding a contract.</li> </ul>
Content and management of the procurement contract	<p>This indicator looks at:</p> <ul style="list-style-type: none"> <li>› The relevant procedural requirements</li> <li>› The possibilities of modifying or terminating the procurement contract when the contract is awarded and signed</li> <li>› The acceptance of the completion of works by the purchasing entity and related procedures.</li> </ul>
Performance guarantee	<p>This indicator looks at the performance guarantee, including:</p> <ul style="list-style-type: none"> <li>› The purchasing entity's monitoring of the requisite performance guarantee and its amount, return of such guarantee, and the existence of a separate entity to oversee the procuring entity's decision to withhold it.</li> </ul>
Payment of suppliers	<p>This indicator examines:</p> <ul style="list-style-type: none"> <li>› The procedure regarding suppliers' request for payment</li> <li>› The time frame for the purchasing entity to process payment</li> <li>› The time frame for suppliers to actually receive payment.</li> <li>› The interests or penalties available to suppliers in case of payment delays.</li> </ul>
Complaints submitted to the first-tier review body*	<p>This indicator examines issues regarding:</p> <ul style="list-style-type: none"> <li>› Filing a complaint to challenge the tender and bidding process before the award is granted, including the complainant's standing</li> <li>› Cost of filing, duty to notify the procuring entity</li> <li>› Suspension of the procurement process</li> <li>› Independence and training of the complaint reviewers</li> <li>› Time frame for decisions</li> <li>› Legally provided remedies</li> <li>› Publication of the decisions.</li> </ul>
Complaints submitted to the second-tier review body*	<p>This indicator measures the process of appealing the first-tier review body decisions regarding:</p> <ul style="list-style-type: none"> <li>› The time granted to appeal the decision</li> <li>› Costs associated with the appeal.</li> <li>› It also assesses the review process that takes place before the second-tier review body, including:</li> <li>› The actions required to trigger a suspension of the procurement process</li> <li>› The time frame for a decision on the appeal.</li> <li>› Remedies legally available at the second-tier review</li> <li>› The publication of the decisions.</li> </ul>

Note\*: Data pertaining to the complaint review mechanisms are not scored and merely presented for contextual purposes.



## Data collection and methodology

The *Benchmarking Public Procurement* indicators are based on primary data collected from surveys administered to expert contributors in 180 economies. The dataset for the current report was collected from March 1, 2016 to June 1, 2016. Amendments in the law after this date are not considered for the purposes of this report.

Information was collected using questionnaires completed by more than 1,900 local practitioners who have a wealth of knowledge about the public procurement system of a particular economy. Contributors primarily include a pool of professionals and entities such as law firms, professional services providers (mainly accounting and consulting firms), chambers of commerce, bar associations, private firms, public officials dealing with government procurement (national procurement agencies, ministries of finance, ministries of sustainable development and infrastructure, directorates of public function, ministries of public works and transportation, and the like), legal experts in academia, and other expert contributors. These individuals and organizations were carefully chosen on the basis of their expertise in their economy's public procurement legal and regulatory framework and in advising suppliers interested in doing business with public entities. The involvement of a diverse set of public procurement experts and practitioners increases the accuracy of the data and balances out any potential biases that stakeholders may have. In addition, including both the private and the public sector helps yield a comparative view and provide insights of all stakeholders in the public procurement system. Information from contributors were verified directly against the actual text of the law. These laws have been made available on the *Benchmarking Public Procurement* website.<sup>11</sup>

The legal and regulatory framework measured encompasses all public procurement regulations, other legal texts of general application, judicial decisions, and administrative rulings that set precedents in connection with national public procurement procedures. It includes all the rules applicable to the tendering process, from the needs assessment phase to the completion of the work.

Using standardized data that can be easily compared is at the core of the *Benchmarking Public Procurement* exercise. Uniformity and comparability of data are achieved through the use of standard case study assumptions and hypothetical scenarios tailored to garner targeted responses from contributors across all economies. *Benchmarking Public Procurement 2017* indicators are based on a set of case study assumptions covering the procurement of works. They pertain to the context of the procurement, the contracting firm's willingness to submit a bid, the size of the firm, and the size of the procurement contract (box 1.1).

Because of resource considerations, the study has examined situations in which the procuring authority operates at the national or federal level and the tender is governed by the national legal framework of the economy—despite the fact that public procurement is usually carried out by different levels of government within each economy and along different sectoral lines. Following the *Doing Business* methodology, the value of the tender provided for each economy in the standardized case study assumption ensures applicability across economies of different income groups. The tender is assigned a value that is not too high (so as to remain relevant in developing economies) or so low (so as to remain relevant to the type of service being procured—in this case, the resurfacing of a road).

The public procurement practices and regulations that are recognized as good by the global public procurement community are scored and aggregated at the thematic area level. The individual questions are assigned numerical scores ranging from 0 to 1. For each indicator developed, the scores of individual questions are averaged and multiplied by 100, resulting in a final score ranging from 0 to 100. The economies at the top of the range (with scores approaching 100) are considered to have a regulatory framework that closely aligns with internationally recognized good practices, whereas the economies at the bottom of the range (with scores closer to 0) have significant room for improvement in the particular area measured. Details on the proposed scoring methodology can be found in appendix A.

## Box 1.1 Case study assumptions

### *The procuring entity:*

- › Is located in the economy's largest business city.<sup>12</sup>
- › Is a local authority.
- › Is planning to resurface a road.

### *The bidding company (BidCo):*

- › Is a limited liability company (or its legal equivalent).
- › Operates in the economy's largest business city.
- › Is 100 percent domestically and privately-owned.
- › Has never previously responded to a public call for tender.

### *The public call for tender:*

- › Is initiated by the procuring entity.
- › Follows an open and competitive process.
- › Concerns the resurfacing with asphalt of a flat two-lane road for a value equivalent to 91 times the economy's income per capita or \$2 million, whichever value is higher.
- › Does not include any other work (such as site clearance, subsoil drainage, bridge work, or further routine maintenance).
- › Attracts three offers, including the offer from the bidding company, BidCo. BidCo's offer is complete and includes all required documents. It provides a price quotation free from mistakes on the part of BidCo.



## Geographic coverage

The *Benchmarking Public Procurement 2017* report covers 180 economies spanning across seven regions (table 1.2): East Asia and Pacific, Europe and Central

Asia, Latin America and Caribbean, Middle East and North Africa, OECD high-income, South Asia, and Sub-Saharan Africa.

**Table 1.2 Geographical coverage of *Benchmarking Public Procurement 2017***

East Asia and Pacific (23 economies)		
Cambodia	Marshall Islands	Solomon Islands
China	Micronesia, Fed Sts.	Taiwan, China
Fiji	Mongolia	Thailand
Hong Kong SAR, China	Myanmar	Timor-Leste
Indonesia	Papua New Guinea	Tonga
Kiribati	Philippines	Vanuatu
Lao PDR	Samoa	Vietnam
Malaysia	Singapore	
Europe and Central Asia (25 economies)		
Albania	Kazakhstan	Russian Federation
Armenia	Kosovo	San Marino
Azerbaijan	Kyrgyz Republic	Serbia
Belarus	Latvia	Tajikistan
Bosnia and Herzegovina	Lithuania	Turkey
Bulgaria	Macedonia, FYR	Ukraine
Croatia	Moldova	Uzbekistan
Cyprus	Montenegro	
Georgia	Romania	
Latin America and Caribbean (30 economies)		
Antigua and Barbuda	Dominican Republic	Panama
Argentina	Ecuador	Paraguay
Bahamas, The	El Salvador	Peru
Barbados	Grenada	Puerto Rico
Belize	Guatemala	St. Kitts and Nevis
Bolivia	Haiti	St. Lucia
Brazil	Honduras	Suriname
Colombia	Jamaica	Trinidad and Tobago
Costa Rica	Mexico	Uruguay
Dominica	Nicaragua	Venezuela, RB

<b>Middle East and North Africa</b> (18 economies)		
Algeria	Jordan	Qatar
Bahrain	Kuwait	Saudi Arabia
Djibouti	Lebanon	Tunisia
Egypt, Arab Rep.	Malta	United Arab Emirates
Iran, Islamic Rep.	Morocco	West Bank and Gaza
Iraq	Oman	Yemen, Rep.
<b>OECD high-income</b> (32 economies)		
Australia	Greece	Norway
Austria	Hungary	Poland
Belgium	Iceland	Portugal
Canada	Ireland	Slovak Republic
Chile	Israel	Slovenia
Czech Republic	Italy	Spain
Denmark	Japan	Sweden
Estonia	Korea, Rep.	Switzerland
Finland	Luxembourg	United Kingdom
France	Netherlands	United States
Germany	New Zealand	
<b>South Asia</b> (7 economies)		
Afghanistan	India	Sri Lanka
Bangladesh	Nepal	
Bhutan	Pakistan	
<b>Sub-Saharan Africa</b> (45 economies)		
Angola	Gambia, The	Nigeria
Botswana	Ghana	Rwanda
Burkina Faso	Guinea	São Tomé and Príncipe
Burundi	Guinea-Bissau	Senegal
Cabo Verde	Kenya	Seychelles
Cameroon	Lesotho	Sierra Leone
Central African Republic	Liberia	South Africa
Chad	Madagascar	South Sudan
Comoros	Malawi	Sudan
Congo, Dem. Rep.	Mali	Swaziland
Côte d'Ivoire	Mauritania	Tanzania
Equatorial Guinea	Mauritius	Togo
Eritrea	Mozambique	Uganda
Ethiopia	Namibia	Zambia
Gabon	Niger	Zimbabwe



## Report limitations

Understanding the limitations of the *Benchmarking Public Procurement* indicators is as important as understanding their scope.

Like the data generated by other diagnostic tools, the *Benchmarking Public Procurement* data are limited by their thematic coverage, the level of analysis, and the underlying methodology and design. More specifically, there are:

- › Substantive limitations, because the indicators have a very specific focus and thematic coverage
- › Methodological limitations, because data were collected on the basis of survey instruments following a particular design.

### Substantive limitations

The thematic coverage of the *Benchmarking Public Procurement* indicators is limited to the indicators previously discussed.

The level of private sector participation in public procurement market is fostered by a sound socioeconomic and legal system, and no single factor can drive results on its own. In other words, reforms in public procurement must be concerted, and private sector development must follow a holistic approach. For example, if a new procurement law is introduced, it would have to be complemented by a sound public finance management and an efficient complaint and redress mechanism. In addition to the legal framework and its implementation, factors like workforce qualifications, tax regimes, and infrastructure to publish and access information are all crucial means toward implementing the law. *Benchmarking Public Procurement* data do not take into account these myriad factors affecting the private sector's accessibility to the public procurement market. Rather, the data delve deeper into the regulations and compare public procurement laws across economies.

By focusing on laws and regulations pertaining specifically to public procurement, *Benchmarking Public Procurement* data show that improving access to public procurement markets for the private sector, conducive regulatory environment, greater transparency, and more competitiveness of the economy are crucial.

However, this report does not attempt to draw analytical conclusions about the impact of greater private sector participation in public procurement on the economy or fiscal position of government, even though the data would facilitate such analysis.

Finally, the data focus on all public procurement regulations, other legal texts of general applications, judicial decisions, and administrative rulings that set precedents in connection with national and federal procurement.

### Methodological limitations

Several methodological limitations should be taken into consideration when interpreting the *Benchmarking Public Procurement* data.

*Benchmarking Public Procurement* data are not based on a statistically significant sample of respondents in each economy.

Data are collected in the largest business city of each economy. In some economies, the largest business city may not be the capital. In addition, in economies where there are different public procurement regulations applicable depending on the physical location or the type of procurement activities, data are collected at the national or federal level. Therefore, the data do not reflect the laws and practices at the local level in other parts of the economy.

In addition, because these measures are collected on the basis of a case study, they reflect the practice only for an open and competitive procedure in the construction sector, as described in box 1.1. Therefore, the data collected do not represent the full set of procurement activities and contracts of a given economy.

Finally, the data used to conduct this exercise were gathered during a specific period of time. The assessment reflects applicable laws, regulations and practices in force at that point. Therefore, they should be considered as offering a snapshot of the public procurement systems at a given time.

2

## Data Highlights



## 2.1 Procurement life cycle

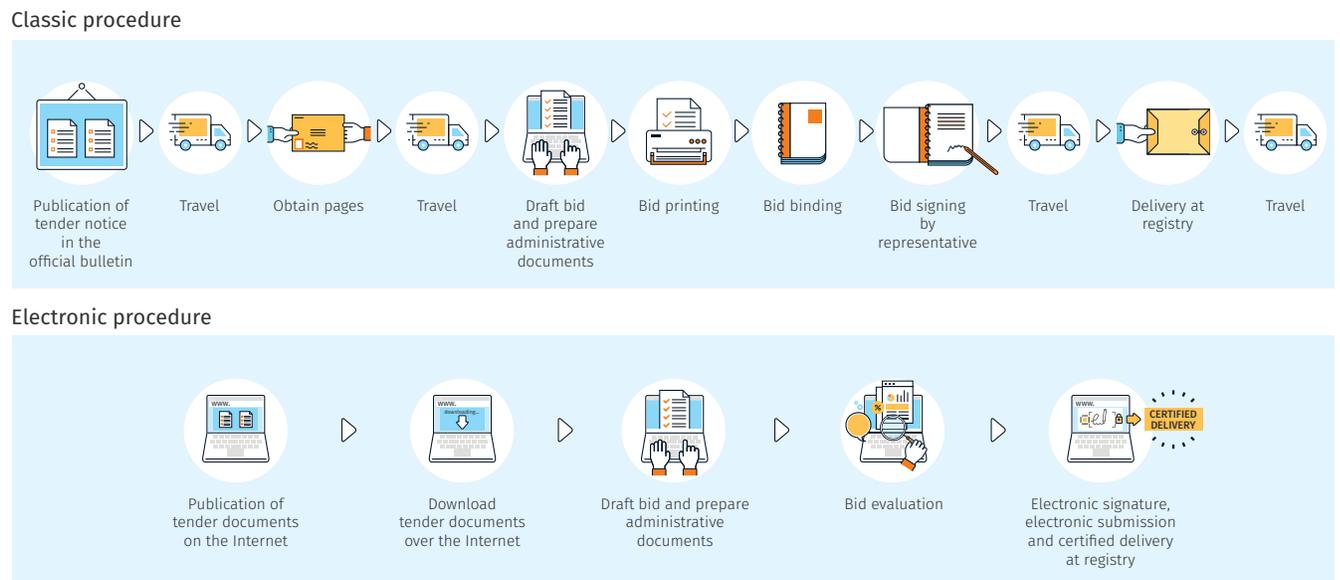
### a. Online access to information and services

Digital tools can streamline public spending, make it more transparent and evidence-based, and integrate it with market conditions.<sup>13</sup>

In recent years, electronic procurement has gained momentum as more economies have recognized its benefits and moved to adopt digital services.<sup>14</sup> A vast majority of economies across the world—both developing and developed—have even adopted an e-procurement system as a national policy.<sup>15</sup> In the European Union (EU) alone, “central purchasing bodies should move to full electronic means of communication including electronic bid submission by April 2017.”<sup>16</sup>

An e-procurement system benefits the private sector as well as governments. It promotes transparency by collecting and publishing public procurement information and enhancing access for suppliers and other stakeholders through standardized and simplified processes (figure 2.1). It provides better value for money for governments because it promotes competition, which lowers prices and facilitates participation of suppliers.<sup>17</sup> Economies that have implemented the use of electronic means to conduct public procurement have reported efficiency gains from 10 percent to 20 percent of the total volume procured through electronic means (table 2.1).<sup>18</sup>

**Figure 2.1 E-procurement lowers transaction costs for bidders throughout the procurement process**



**Table 2.1 Savings on public procurement generated by use of e-procurement platforms**

Chile	› The government increased savings from US\$180 billion to \$280 billion from 2010 to 2012, thanks to operating through <a href="http://www.mercadopublico.cl">www.mercadopublico.cl</a> .
Georgia	› From 2010 when the e-procurement platform reform was launched to 2011, the number of tenders rose from 1,923 to 33,000. › The savings generated amounted to US\$ 220 million by March 2013, and, reached US\$400 million in 2015.
Portugal	› The use of e-procurement platforms was introduced for all public entities for all public contracts above €5,000 as of November 1, 2009. The system achieved savings of €185 million between 2009 and 2011.

Source: European Bank for Reconstruction and Development and Instituto Latinoamericano de Comercio Electrónico (ILCE).

In the Republic of Korea, for example, the e-procurement system KONEPS, has greatly enhanced the transparency of the public procurement process by allowing bids to be submitted and opened online, reducing the opportunity for public officials to make arbitrary decisions. It has also reduced costs for suppliers interested in participating in public tenders. As a result, the number of bidders has tripled.<sup>19</sup> Similarly, in Brazil, the implementation of an e-procurement system led to 51 percent savings in transaction costs and 25.5 percent in price reductions between 2000 and 2006.<sup>20</sup> In Turkey, suppliers saved approximately €18 million per year just by being able to access tender documents instead of purchasing them from procuring entities. Contracting authorities have also reported savings of €1.15 million due to the decrease of printing tender documents. With tender documents published online, the average number of tenders increased to 5.6, compared to 3.3 in typical paper-based procedures.<sup>21</sup>

By saving funds, time, and labor that are normally wasted on reams of paperwork, e-procurement helps simplify and streamline the tendering process. It thus harnesses the power of the web to ensure savings for purchasing entities and private suppliers alike.<sup>22</sup>

E-procurement is also a powerful tool in the fight against fraud and corruption because it limits face-to-face interactions between suppliers and procurement officials throughout the tendering phase.<sup>23</sup> The OECD guidelines for fighting bid rigging in public procurement<sup>24</sup> state that electronic bidding prevents such bad practices by limiting communications between bidders during the tender process and curbing deal-making among firms.

The *Benchmarking Public Procurement* indicators examine whether online portals have been established in the economies surveyed and which materials can be accessed there. They measure several aspects throughout the procurement life cycle, ranging from the needs assessment and bid preparation phase all the way to the execution of the procurement contract. In particular, they look at whether information such as the procurement laws, procurement plans, tender documents, and award notices are available online. The indicators also assess the level of advancement of the e-procurement system by exploring what services a supplier can perform online: Can bids be submitted via email or an electronic platform? Is it possible to sign an award contract online? Are bids opened online? Can payments be requested online? The more options that are available, the greater the transparency throughout the procurement process and the lower the cost for suppliers.

### Online publication of the procurement plan, tender documents, and award notices: Who discloses more information?

Disparities in information (asymmetric information) between the parties in a procurement process may lead to opportunistic behavior. Information and communications technology (ICT) tools can help close information gaps and curb such behavior.<sup>25</sup> There has been a clear move globally toward the digitalization of the procurement process; nonetheless, some economies still have a long way to go. Twenty-six of the 180 economies measured do not have yet an electronic portal specifically dedicated to public procurement. In the 154 economies where such platform has been developed, the services offered range from providing basic information such as procurement laws to supporting interactions between suppliers and procuring entities during the various stages of the tendering process.

**Procurement plans.** Providing information such as procurement plans during the pre-tendering phase online can help suppliers when planning their sales strategies and preparing their bids. Only 74 economies publish procurement plans online. More surprisingly, in only 24 of those does the law expressly mandate that such information be made available electronically (figure 2.2).

In Australia, for example, “in order to draw the market’s early attention to potential procurement opportunities, each relevant entity must maintain on AusTender [the national public procurement system] a current procurement plan containing a short strategic procurement outlook.”<sup>26</sup> The regulatory framework goes one step further by requiring that the annual procurement plan be updated regularly throughout the year and that it includes “the subject matter of any significant planned procurement and the estimated publication date of the approach to market.”<sup>27</sup>

Similarly, in Belarus, where the public procurement law requires that the annual public procurement plans be disclosed on an electronic platform, unless such information is a state secret or publication of such information is limited by a legislative act or copyright restrictions.<sup>28</sup>

**Tender documents.** In terms of the publication of tender documents, 97 economies make them electronically accessible to suppliers during the pre-tendering phase. In Colombia, for example, the law requires that procuring entities publish tender documents and administrative acts concerning a procurement process.<sup>29</sup>

In Georgia, when “conducting an electronic tender, a tender committee shall, on behalf of a contracting authority, post an electronic tender notice and tender documentation in the Georgian language in the Unified Electronic System of Public Procurement.”<sup>30</sup> This economy is now one of the few economies in the world where paper-based tenders have been fully eliminated; 100 percent electronic tenders were introduced within a particularly short period of time, as the decision to implement a new e-procurement system was taken in 2010.<sup>31</sup>

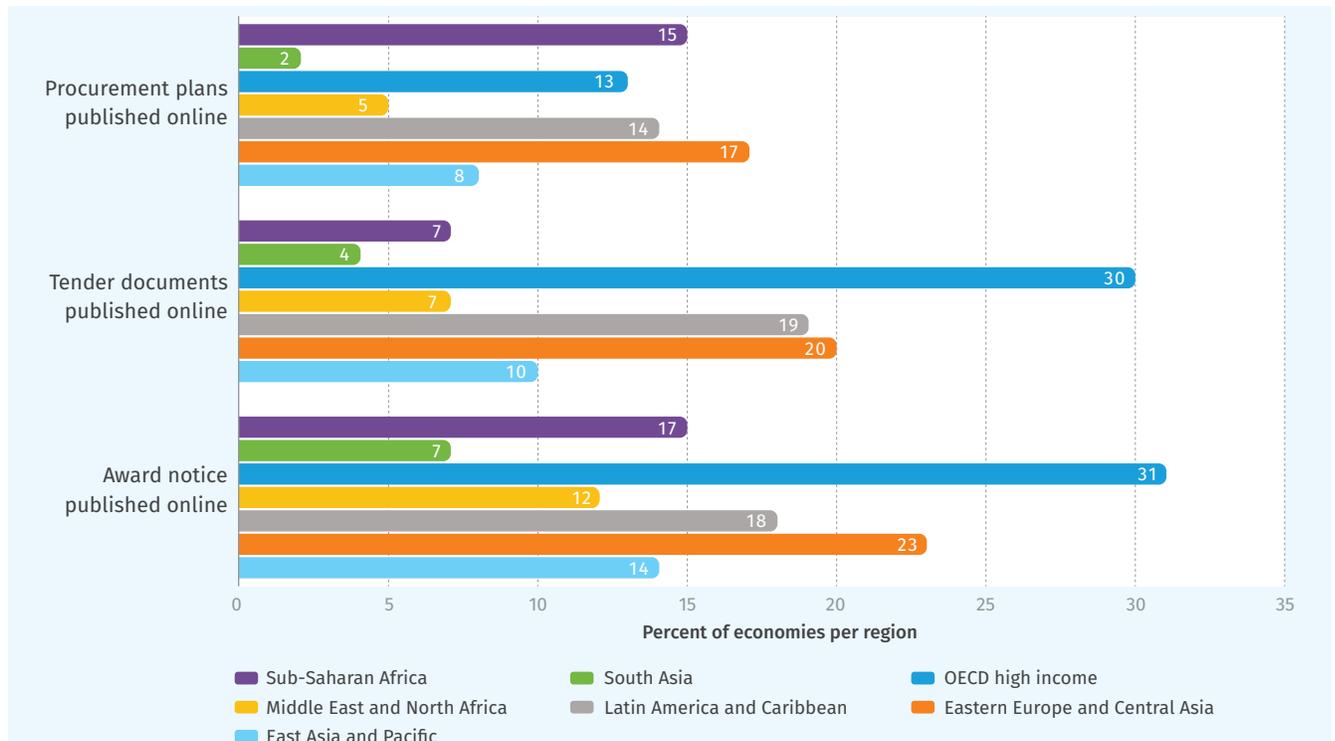
In Georgia and other economies that offer this type of facility, there will be increased interest from suppliers to participate in public tenders because suppliers do not need to travel to the procuring entity’s office to collect tender and other documents. This will be especially helpful to small and medium-enterprises (SMEs).<sup>32</sup>

In the United Kingdom, all tender-related information must be published online on the supply2.gov.uk website. In 2007, a quantitative survey of website users found that 43 percent believed that by allowing online access to notices of calls for tenders and tender documents, the website had saved them time in searching for and applying to procurement contracts. About one-third of users reported that the website made it easier to bid and increased the number of contracts for which they are likely to submit bids.<sup>33</sup>

Access to information and transparency must be maintained throughout the procurement process. Just as suppliers need to be made aware of procurement opportunities, the outcome of the tendering process needs to be published online. This integrated approach follows the OECD Recommendation on Public Procurement, which recommends that economies ensure an adequate degree of transparency of the public procurement system in all stages of the procurement cycle.<sup>34</sup> Such is the case in Mexico, where to limit interactions between public officials and private firms, documents arising from the tendering process are exchanged electronically through the online portal, CompraNet.<sup>35</sup> Similarly, in Ireland, procuring entities are encouraged to publish a contract award notice on the e-tenders website.<sup>36</sup>

**Award notice.** Making data on the outcome of the tendering process publicly available and publishing the award notice has the potential of increasing private sector participation in the oversight process. Providing information to bidders and publishing decisions help build trust while preventing fraud and corruption.<sup>37</sup> When bidders have information concerning a contract award, they will have a clear picture of the details surrounding the procurement process, which can allow them to raise questions and file complaints in a timely manner. Furthermore, the more disclosure there is during the award phase, the greater the public participation

**Figure 2.2 Availability of documents online varies across regions and depends on the type of information**



Source: Benchmarking Public Procurement 2017 database.

in uncovering suspect procurements. Transparency regarding the contract awarded and prices paid is therefore a prerequisite for ensuring the accountability of public officials, and will increase the trust of the private sector in how the procurement was conducted.

Fifty-eight of the 180 economies measured do not mandate the publication of the award notice online. In Niger, for example, although Article 30 of the Code on Public Procurement stipulates that the call for tenders should be published through different means, including electronically, there is no such requirement for the award notice; consequently, no electronic publication takes place in practice. The situation is similar in Mali, where the law is silent about publication and there is no online disclosure of the result of the tender. On the other end of the spectrum, some economies require online publication to take place in a timely manner. Albania stipulates “the next working day of the receipt of the decision.”<sup>38</sup> In Germany, Italy, and other members of the European Union, the law stipulates that award notices be forwarded to the Office of the European Union, which in turn publishes such notices online.

Overall, access to procurement information online is more prominent in high-income economies where, except for procurement plans, documents related to a procurement process are readily available to bidders. Regardless of income level, public procurement laws and

regulations, together with notices of calls for tender, are the documents most easily available online (figure 2.3).

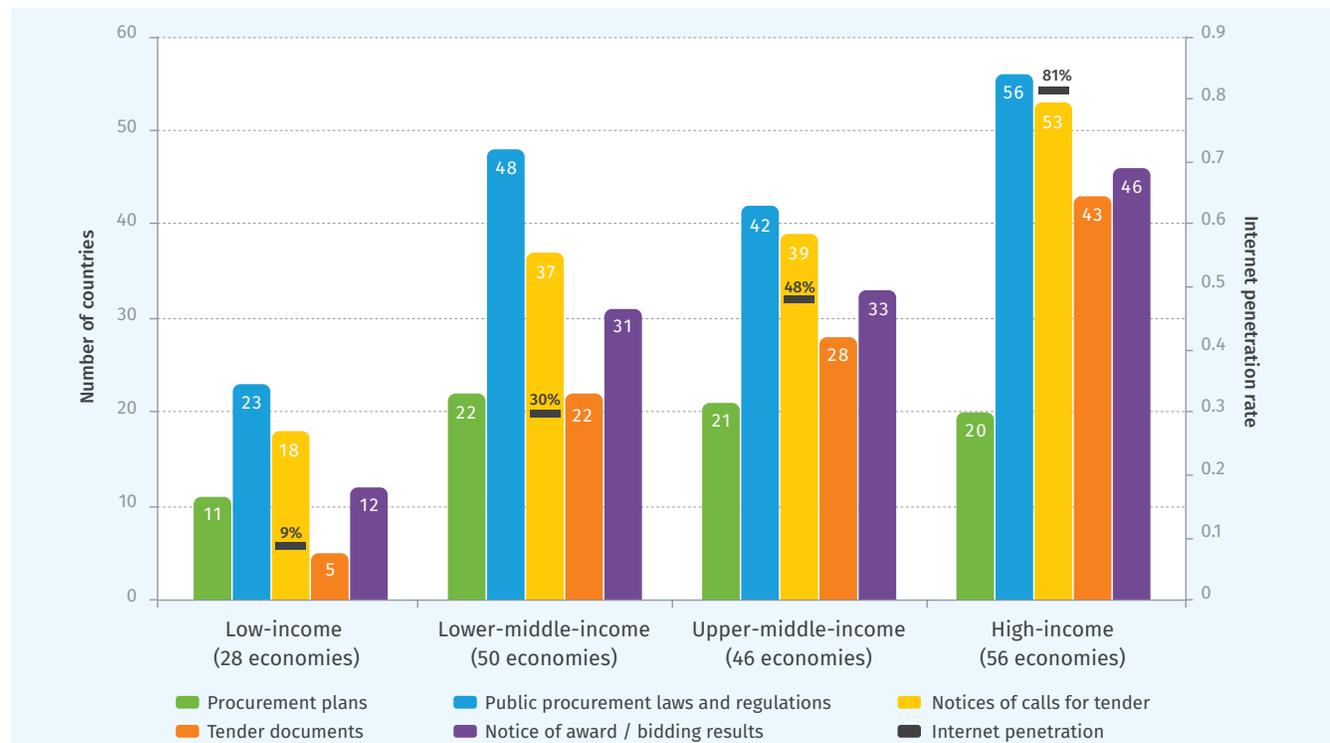
### Electronic submission of bids is still not widespread across all regions

The submission of bids through electronic means reduces transaction costs for bidders. Being able to submit offers via e-mail or through an electronic platform ensures that bids do not get lost along the way, as might occur via courier. The electronic option also lowers transportation and shipping costs for bidders because they do not have to personally present their offers at the procuring entity’s office or send them by regular mail.

The submission of bids through electronic means can vary depending on what is being procured. For example, in Chile, the electronic submission of bids has become the rule for the procurement of goods but not for the procurement of works.

In 13 economies, including Canada, Iceland, Togo, and Uruguay, the only electronic channel available for bidders to submit their bids is via e-mail. In Brazil, Estonia, Indonesia, Kyrgyz Republic, and 52 other economies, the electronic bid submission can be carried only via an electronic platform (not by email).

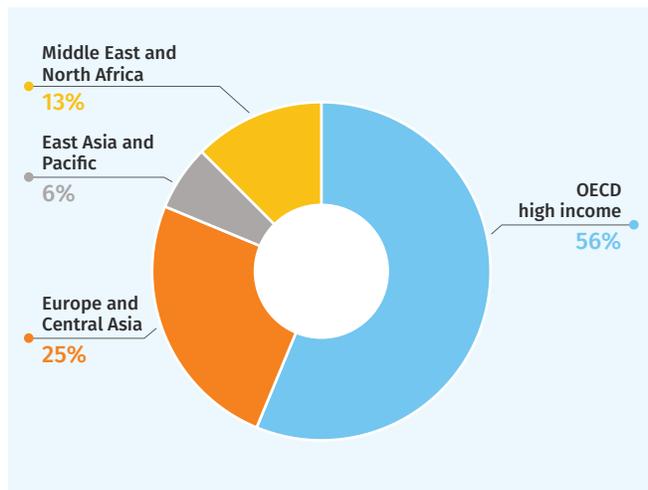
**Figure 2.3 In all income regions, public procurement laws and regulations are the most readily available documents online**



Source: Benchmarking Public Procurement 2017 database.

In 16 economies, bidders have the option of submitting their bid using both options, either via e-mail or through an online platform. OECD high-income and Europe and Central Asia economies are at the forefront of this trend (figure 2.4). The new European Union public procurement directives illustrate a clear move toward digitalization, providing that by 2018, e-submission should be fully mandatory “for all contracting authorities and all procurement procedures.”<sup>39</sup> Similarly the Chartered Institute of Procurement and Supply (CIPS) has promoted the benefits of e-procurement systems in its strategy and standards.<sup>40</sup> It has encouraged its incorporation as it can be a relatively low risk practice which offers significant benefits.

**Figure 2.4 The majority of economies where bidders can choose to submit bids either via e-mail or online are OECD high-income economies**



Source: Benchmarking Public Procurement 2017 database.

**Opening of bid sessions online remains an exception: How do economies compare?**

On par with the availability of electronic means for bid submission is the possibility of having those bids opened online. As Transparency International establishes in its guide for Curbing Corruption in Public Procurement,<sup>41</sup> e-procurement systems facilitate access for all stakeholders to have a record of bids received and publicly opened. Such availability of information can significantly enhance transparency and limit opportunities for corruption.

Economies where bids are always opened online are still an exception to the rule. In only 11 economies are procuring entities resorting to online opening of bids for all the tenders they are conducting. In another 49 economies, the decision to resort to electronic means during the opening of bids may vary. In Hong Kong SAR, China, the electronic opening of bids is available only for some procurement processes and does not include the procurement of works. Similarly, in Chile, the online option is available for the procurement of goods, but bidders or their representatives must attend a bid opening session in person in the case of procurement of works.

Other economies, such as the Netherlands, conduct online opening of bids only if the tender notice is initially announced on the electronic portal. In economies such as Australia, Georgia, Morocco, Kazakhstan, and the Republic of Korea, bids are consistently opened online.

However, even in economies where bids are always opened electronically, the availability of the minutes

**Figure 2.5 When bids are always opened online, the distribution of the minutes of bid opening sessions varies**



Source: Benchmarking Public Procurement 2017 database.

for the opening session varies (figure 2.5). In Albania and Australia, for example, while procuring entities are required by law to provide debriefings to unsuccessful bidders who request them,<sup>42</sup> they are not compelled to publish the minutes of the bid opening session online or to send them to all bidders. In Georgia, Morocco, and the Republic of Korea, the minutes of the opening session are published online, but are not automatically sent to all bidders. Kazakhstan and Malta are the only economies where online disclosure of the bid opening stage is optimal and bidders individually receive the minutes of the online bid opening session electronically.

In summary, although in many economies, e-procurement reforms have been in place only a few years, the major impact of an electronic system has already emerged in ensuring predictability, efficiency, and unprecedented transparency of public spending. Considerable savings are speaking for themselves. As discussed, a number of developing economies have led the way in transparency in the procurement process and demonstrated that proactive publication of minutes and awards is both feasible and desirable. Such disclosure should be encouraged throughout the procurement process, including at the stage of contract management and implementation. Mexico,<sup>43</sup> Moldova,<sup>44</sup> and Ukraine<sup>45</sup> are a few examples of economies that have used digital tools to enhance transparency through increased disclosure of—and access to—contracting data and information, which occurs after the contract has been awarded.

## b. Bid security deposits, performance guarantees, and timeliness of payment

When suppliers consider participating in a public tender, they need to assess several factors, including the type of transaction at stake, as well as the risks and costs involved. Private firms may consider pecuniary requirements such as deposits and performance guarantees as possible barriers to the procurement market. Small and medium enterprises, in particular, have limited resources to meet such requirements. However, such requisites serve as protections for both the procuring entity and the supplier. The use of adequate financial tools makes the public procurement process more efficient by mitigating risk between the parties. Indeed, “the best strategies for risk-reduction are those that create an incentive for bidders and contractors to ‘police themselves,’ to avoid indulging in behavior, either at the procurement or implementation stages, that may damage the interests of the buyer.”<sup>46</sup> Beyond protecting the procuring entity, certain financial

requirements are also an important tool for ascertaining proper execution of the terms of the procurement contract throughout the procurement process, which can benefit all parties and the public at large.

- › During the bid submission phase, all bidders may be required to post a *bid security* deposit, in order to deter frivolous offers.
- › During the contract execution phase, selected bidders may be required to agree to a *performance guarantee* to ensure delivery of service per contract terms.
- › Upon completion of the service (in part or in full), ensuring that *the procuring entity pays suppliers in a timely manner* to avoid payment delays.

The first two strategies aim at protecting the procuring entity in case of default by the supplier, while the third one ensures that the procuring entity respects the terms of the procurement contract, most importantly with regard to payment delays, which may be detrimental to the economic stability of a small or medium enterprise. Putting these tools in place guarantees that risk is shared by all parties, in line with the recommendation by the United Nations Procurement Capacity Development Center for mitigating risk in public procurement.<sup>47</sup>

With respect to performance guarantees, a recent study of corruption in Serbia established that “failure to undertake measures for penalizing the non-fulfilment of contractual obligations of the selected bidder” is a “failure to use bank guarantees or some other instruments used as financial collateral for the fulfilment of contractual obligations by the bidder.”<sup>48</sup>

Payment delays hinder participation by private firms—especially small and medium enterprises that struggle with limited cash flow. Delays in payment are a commercial risk for bidders; they hamper entrepreneurship and inhibit bidders’ ability to enter or remain in the public market.<sup>49</sup> Delays in payment are common in public expenditure systems in many economies, particularly in the area of investment in infrastructure and works.<sup>50</sup> As a result, economies have recognized the need to address this issue and have taken measures to counter it. Examples include the European Union Late Payment Directive of 2011 for goods and services, Kenya’s recently enacted Public Procurement and Asset Disposal Act (2015), and Uganda’s recent reform of the Public Procurement and Disposal Act.<sup>51</sup>

Financial factors are a critical determinant for private firms that wish to access the public market and sell to the government. It is therefore important to have proper regulations in place that safeguard an equal opportunity for all suppliers.

### Bid security is required in most economies, but is not always regulated

Bid security deposits ensure serious offers and guarantee that bidders will not withdraw their bids from the procurement process in an untimely manner. While there is no clear good practice as to the amount that should be requested, there is agreement that it should not be set so high as to hinder participation or so low as to allow frivolous offers.

Striking a balance between these levels is important—particularly for SMEs, given the limited resources they often have. For this reason, it is crucial not only for the amount requested to be reasonable, but also for bidders to be able to provide it using different instruments. For example, a high bid security demanded as a cash payment may deter a small or medium enterprise with limited cash flow from participating.

Information on the amount and form of bid security needs to be made available to bidders, as called for by the United Nations Commission on International Trade Law (UNCITRAL) Model Law on Public Procurement.<sup>52</sup> The requirement should be established in the legal framework, and details for each procurement should be made available in the tender documents.

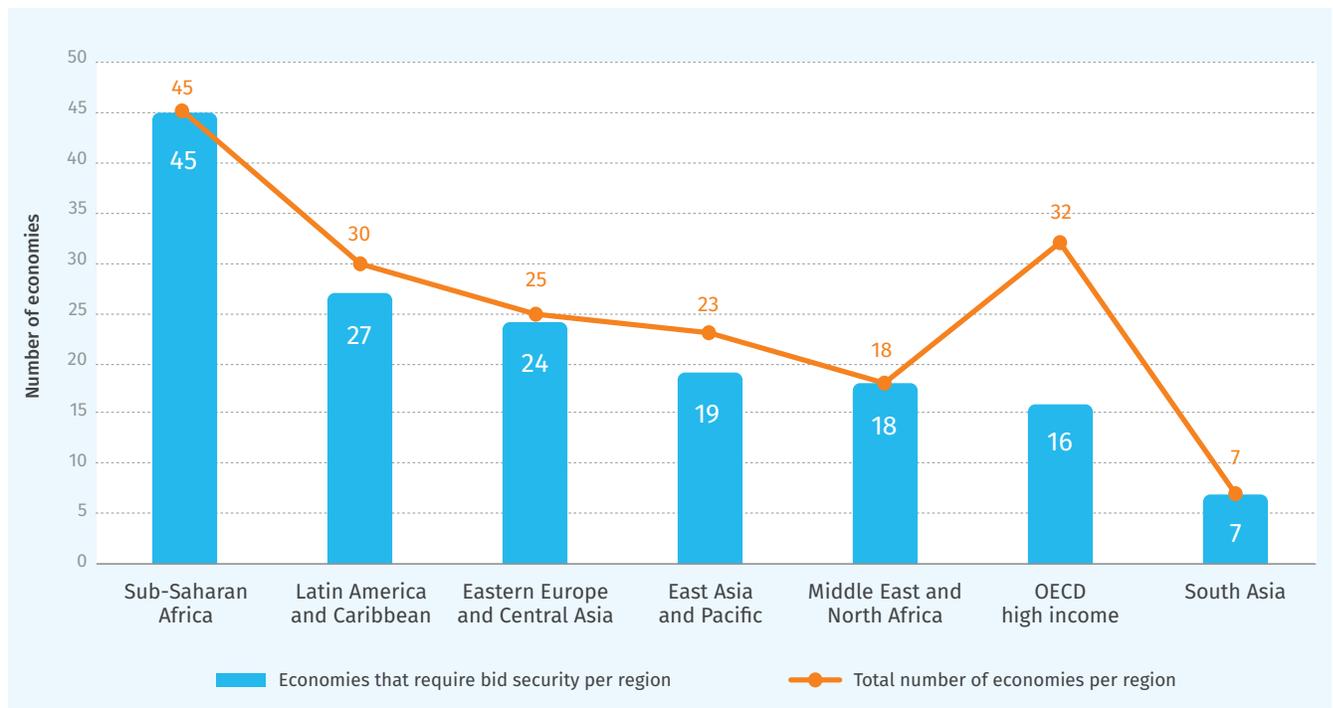
A bid security is a requirement in 156 of the economies

surveyed (figure 2.6). In almost 70 percent of these economies, the legal framework provides that the procuring entity cannot request more than a certain percentage of the contract value (or value of the submitted bid). This amount ranges between 0.5 percent in Ukraine to 10 percent in economies like Grenada, Panama, Serbia, and Timor-Leste. Although in economies such as Bahrain, Ethiopia, and Taiwan, China, the law stipulates a maximum percentage, it also establishes an upper limit on the flat amount required.

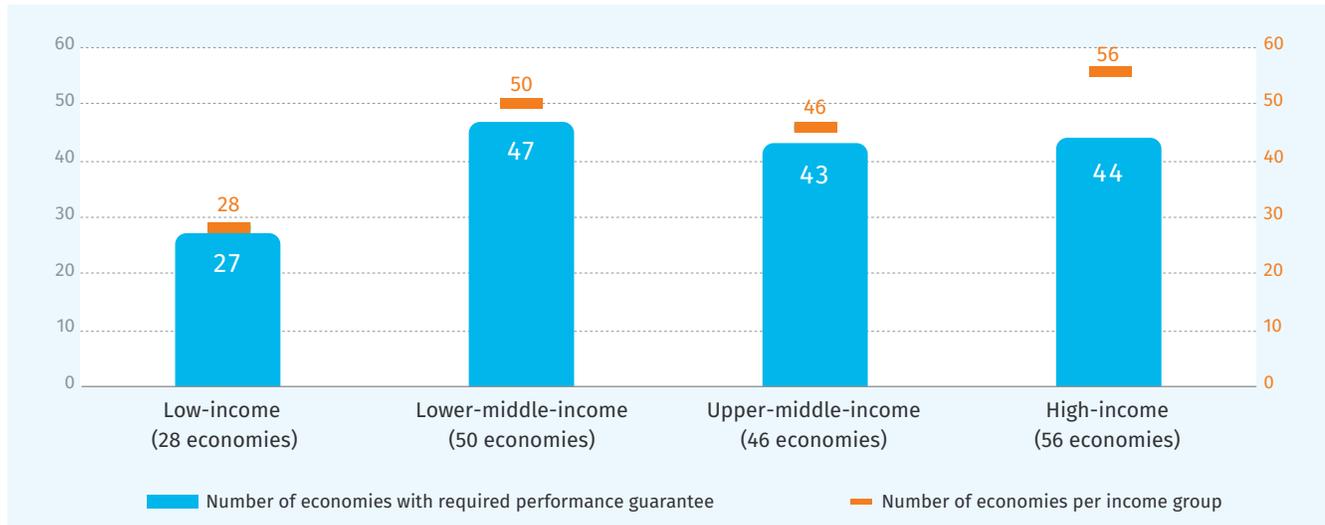
Laws in 13 economies, including Colombia, Honduras, Nepal, and Turkey, stipulate the minimum amount of bid security, but place no ceiling on the amount that may be requested, leaving it up to the discretion of the procuring entity to decide. Canada, Chile, and the United States have other schemes for determining the amount. In Canada, for example, it depends on the type of security provided, whereas in the United States, the bid guarantee must be at least 20 percent of the bid price, but cannot exceed US\$3 million.<sup>53</sup>

While most economies regulate bid security to a certain degree, in 32 economies, the amount of bid security requested is left completely to the discretion of the procuring entity; there is no maximum, minimum, or flat amount established.

**Figure 2.6 Nearly all economies in most regions require bid security**



Source: Benchmarking Public Procurement 2017 database.  
 Note: No data are available for one economy.

**Figure 2.7 Lower-income economies require performance guarantee more commonly than high-income economies**

Source: *Benchmarking Public Procurement 2017* database.

### The performance guarantee requirement should be flexible

A performance guarantee requirement during the contract execution phase is a positive reinforcement for all parties in public procurement. Performance guarantees protect the procuring entity from poor contract performance, while also motivating the supplier to complete the contract efficiently and thoroughly. Of the 180 economies surveyed, only 14 economies do not have performance guarantee requirements, including 7 high-income ones: Australia, Hong Kong SAR, China, Ireland, New Zealand, Singapore, Slovak Republic, and Sweden.

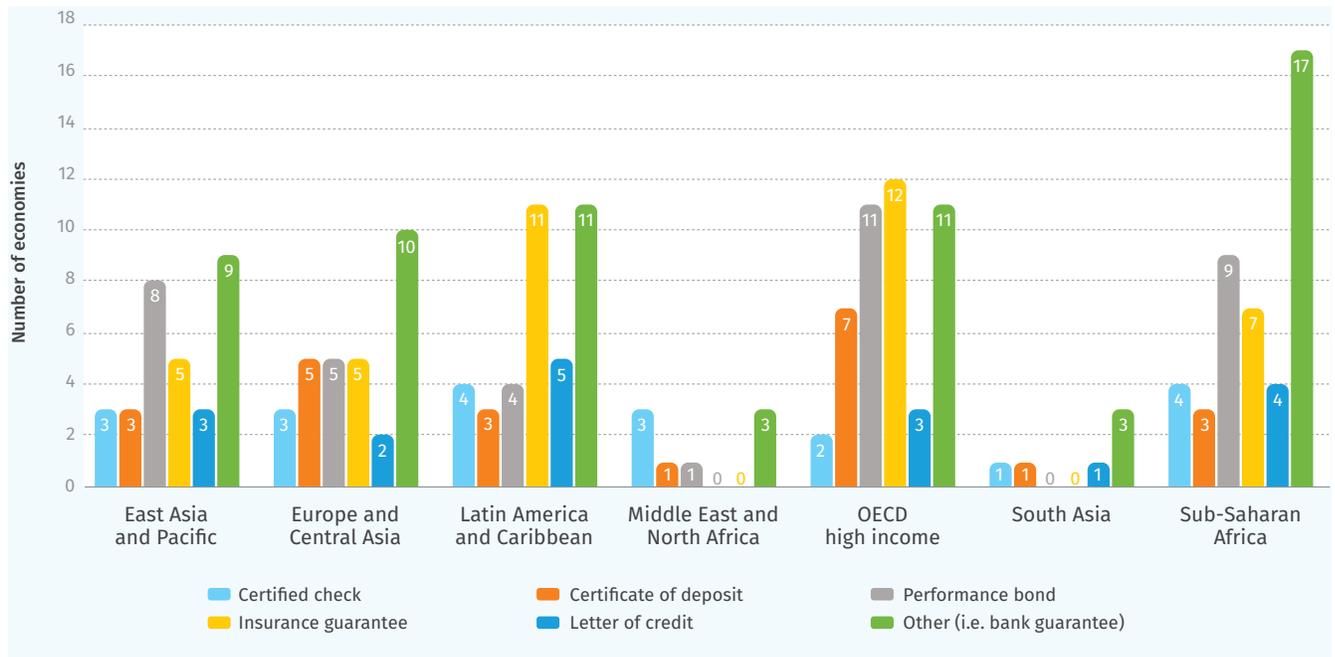
Except for high-income economies, performance guarantee requirements are greatly used throughout the world. Such instruments are required in nearly all the low-income economies analyzed (figure 2.7).

Performance guarantees are beneficial to the purchasing entity as they are a safeguard against performance breach from the supplier. Performance guarantees should not however create an impediment to suppliers. It is important therefore that the legal framework includes a choice with regard to the form the performance guarantee may take. Only 77 economies surveyed provided the supplier with this choice (figure 2.8). Costa Rica, Kosovo, and Taiwan, China, provide the most options for the form of the guarantee. The most frequently provided options included a certified check, a certificate of deposit, a performance bond, an insurance guarantee, or a letter of credit. Other options include cash (as in Angola, Ethiopia, Italy, and Kazakhstan), a

bank guarantee (as in Algeria, United Arab Emirates, and Uzbekistan) or postal money order (as in the United States). On the other end of the spectrum, Cameroon, Dominican Republic, Russian Federation, Senegal, Turkey, and Vietnam all provide the suppliers with limited options. Cash deposits impose a greater financial burden on suppliers. To ensure they have the liquidity needed to provide a cash deposit, they must set aside the cash until the contract has been completed and approved by the procuring entity. Of the 180 economies surveyed, only one—Mexico—requires the supplier to provide a cash performance guarantee. All other economies provide at least two additional options for the supplier instead of cash. Angola, Kyrgyz Republic, The Gambia, and Tanzania all reserve the right to require a cash performance guarantee. Afghanistan, the Philippines, Sierra Leone, and six other economies do not stipulate what form the guarantee must take and state it only in the bidding documents.

There are no recognized good practices as to the type of the performance guarantee. Various factors come into play such as market conditions, industry standards, the type of work tendered, and the value of the contract. A recognized good practice is to require both a low percentage of the contract value as performance guarantee and to provide the supplier with options as to the different type of financial instruments required. In a country where the choice of types is left to the sole discretion of the purchasing entity and where only limited types may be permitted, small and medium-size enterprises may find it difficult to comply with the performance guarantee requirement because they often face constraints on access to capital and credit.

**Figure 2.8 Insurance guarantees and letters of credit are not an option for bidders in South Asia and the Middle East and North Africa**



Source: Benchmarking Public Procurement 2017 database.

The new European Directives have established a cap on economic or financial standing requirements for suppliers that will help small and medium-size enterprises obtain guarantees up to a certain amount and open the market for their participation<sup>54</sup>.

### Payment delays are still common

When late payments by procuring entities become the norm, suppliers may become discouraged and decide not to do business with the government.<sup>55</sup> Reducing the average time of payment can increase the number of firms participating in tenders, and thus increase competition among participants, which can translate into better value for money for the purchasing entity. Late payments were identified as a main barrier to companies in public procurement, with 38 percent of companies classifying late payments as a main obstacle, according to a 2010 survey by the European Commission.<sup>56</sup>

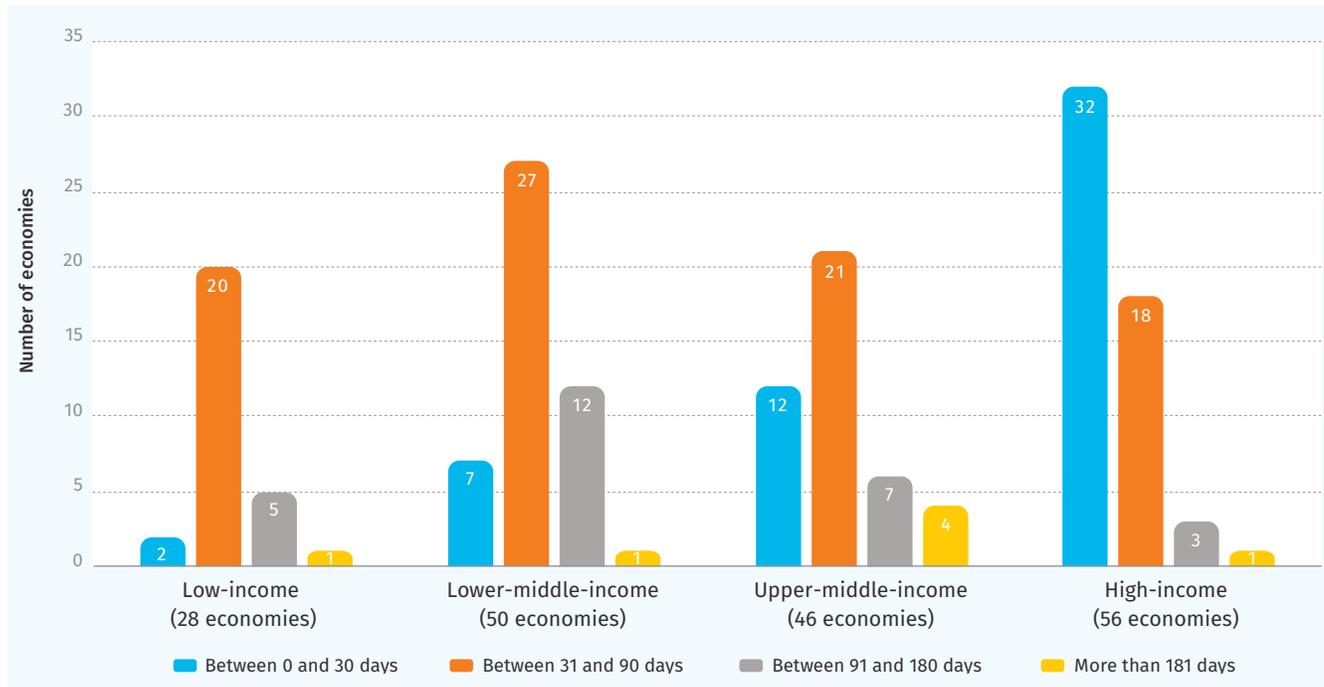
*Benchmarking Public Procurement* shows that the higher the income level, the lower the number of days suppliers must wait to get paid. For example, most suppliers in high-income economies receive payment in less than 30 days. On average, most payments occur between 31 and 90 days, when taking into account different income groups (figure 2.9).

Despite the importance of timely payment, payment delays remain widespread in practice. Suppliers receive timely payments within 30 days after submitting an invoice in only 53 economies (map 2.1), including Bhutan, Hong Kong SAR, China, and Iceland. In Kosovo, the right of timely payment is safeguarded in the law,<sup>57</sup> whereas in Georgia and The Gambia, it is not, but suppliers still receive payments within 30 days.

Nonetheless, the presence of legal safeguards does not necessarily guarantee prompt payments. In Guinea-Bissau, for example, Article 98.3 of the Public Procurement Code clearly stipulates that the representative of the contracting authority shall pay suppliers within a period that may not exceed 60 days. However, in practice, it takes more than half a year to receive payment.

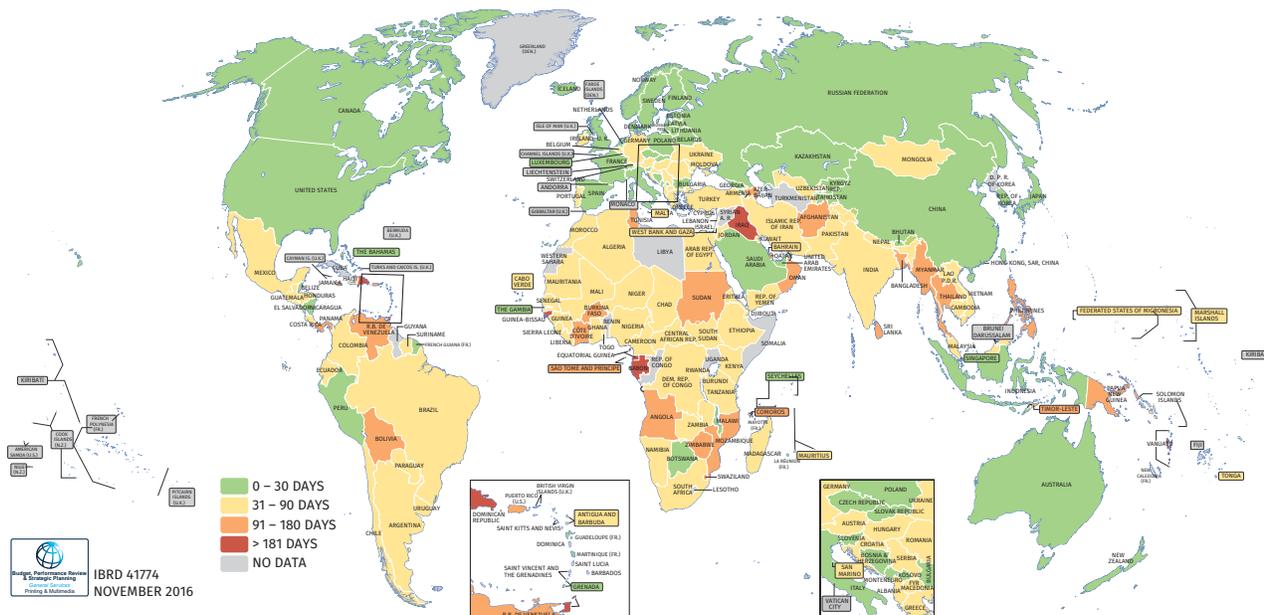
The delays are also striking in economies such as Dominican Republic and Equatorial Guinea, where suppliers doing business with the government must wait about six months or more to receive payment. In 26 other economies, such as Bangladesh, Cote D'Ivoire, and Qatar, delays often range between 91 and 180 days.

Figure 2.9 In a few economies, suppliers must wait more than 181 days to receive payment



Source: Benchmarking Public Procurement 2017 database.

Map 2.1 Payments are timely in only one-third of economies



Source: Benchmarking Public Procurement 2017 database.  
 Note: No data are available for eight economies.



### Box 2.1 Incentives for small and medium-size enterprises to access market opportunities

Many governments around the world are pursuing various methods of incentivizing small and medium enterprises to partake in the public procurement market, given that SMEs make up a large share of businesses in their economies, are a significant source of employment opportunities, and make significant contributions to their GDP. Yet less than half the economies measured (43 percent) have set up specific legal provisions and/or policies to promote the fair access of SMEs to governments' contracts.

In the EU, incentives are harmonized across EU members. The new directives on public procurement enforce the division of large public contracts into smaller batches, allowing SMEs to participate in large tenders. They also grant preferential treatment to SMEs by limiting their turnover requirement to only twice the contract value.

In other regions, such incentives are taking various forms. In Algeria, Côte d'Ivoire, Dominican Republic, India, and Morocco for example, procuring entities are required to "set aside" around 20 percent of the total value of government contracts to SMEs. That ratio increases to 25 percent in Kenya and Angola and 40 percent in Taiwan, China.

In some economies, projects below a certain threshold value are earmarked to SMEs. The ceiling is equivalent to US\$190,000 in Indonesia, US\$125,000 in Colombia, and US\$24,650 in Brazil (applicable only to micro and small enterprises).

In other economies, such as the Arab Republic of Egypt, Bolivia, and the Russian Federation, SMEs are exempted from part or all of a bid security. In the Russian Federation, the maximum amount of bid security shall not exceed 2 percent of the maximum price of the contract for SMEs. Some economies have incentives pertaining to expedited payments. Public entities in Angola are required to pay SMEs within 45 days after receiving an invoice, while in the República Bolivariana de Venezuela, SMEs are paid immediately.

Source: *Benchmarking Public Procurement 2017* database.

In summary, governments around the world can do more to improve private firms' access to the public market. Establishing and enforcing legislation that levels the playing field in access to tender opportunities is critical. Certain actions highlighted by this analysis are not easy to undertake, such as implementing a sophisticated and interactive e-procurement platform, streamlining payment processes or regulating bid securities. However, the long-term benefits outweigh the costs.

## 2.2 Filing a complaint

Not all bidders end up satisfied with the acts or decisions of the procuring entity. In some situations, the bidders' discontent is justified due to a flaw in the tendering process, but in others, this discontent might not be substantiated. The only way to receive and resolve this type of query is to have a well-functioning complaint mechanism, which can ensure that bidders can count on transparency and accountability from the procuring entity.

The existence of a legal framework governing the complaints mechanism bestows confidence in the procurement process because it increases the likelihood that the procurement will be carried out in a more impartial and transparent manner.<sup>58</sup> Enhanced trust in the system will not only preserve the integrity of the process, but can act as an incentive that triggers increased participation of suppliers in public tenders, thus making prices more competitive and improving the quality of goods, works, and services.<sup>59</sup> Moreover, complaint mechanisms introduce a relatively low-cost form of accountability into procurement markets by providing an opportunity for citizens to hold public officials involved in tendering accountable for their decisions and behavior.<sup>60</sup>

A good complaint mechanism guarantees suppliers the possibility of requesting corrective measures when the procurement process is flawed or when they have been treated unfairly. These corrective measures should be granted in a timely and affordable manner and should be available at any stage of the process.

For instance, potential bidders should be able to contest the process when they believe that the tender documents contain clauses that could strongly orient the award toward one bidder. In these cases, potential bidders should be able to file in a complaint because these actions might have unfairly barred several suppliers from competing.

*Benchmarking Public Procurement* assesses the quality of complaints mechanisms by looking at the availability of complaints mechanisms and the structure of the review system. It also examines the effects that different types of review bodies have on the cost and time period for review, as well as the type of redress that a complaining party may hope to obtain.

## a. First-tier review

### Independent first-tier reviews are essential to safeguard suppliers' rights

Complaint mechanisms vary greatly across the 180 economies measured. Whereas interested parties should have the right to file a complaint at any stage of the procurement process (both before and after the award is granted), this possibility is not always built into the procurement process.

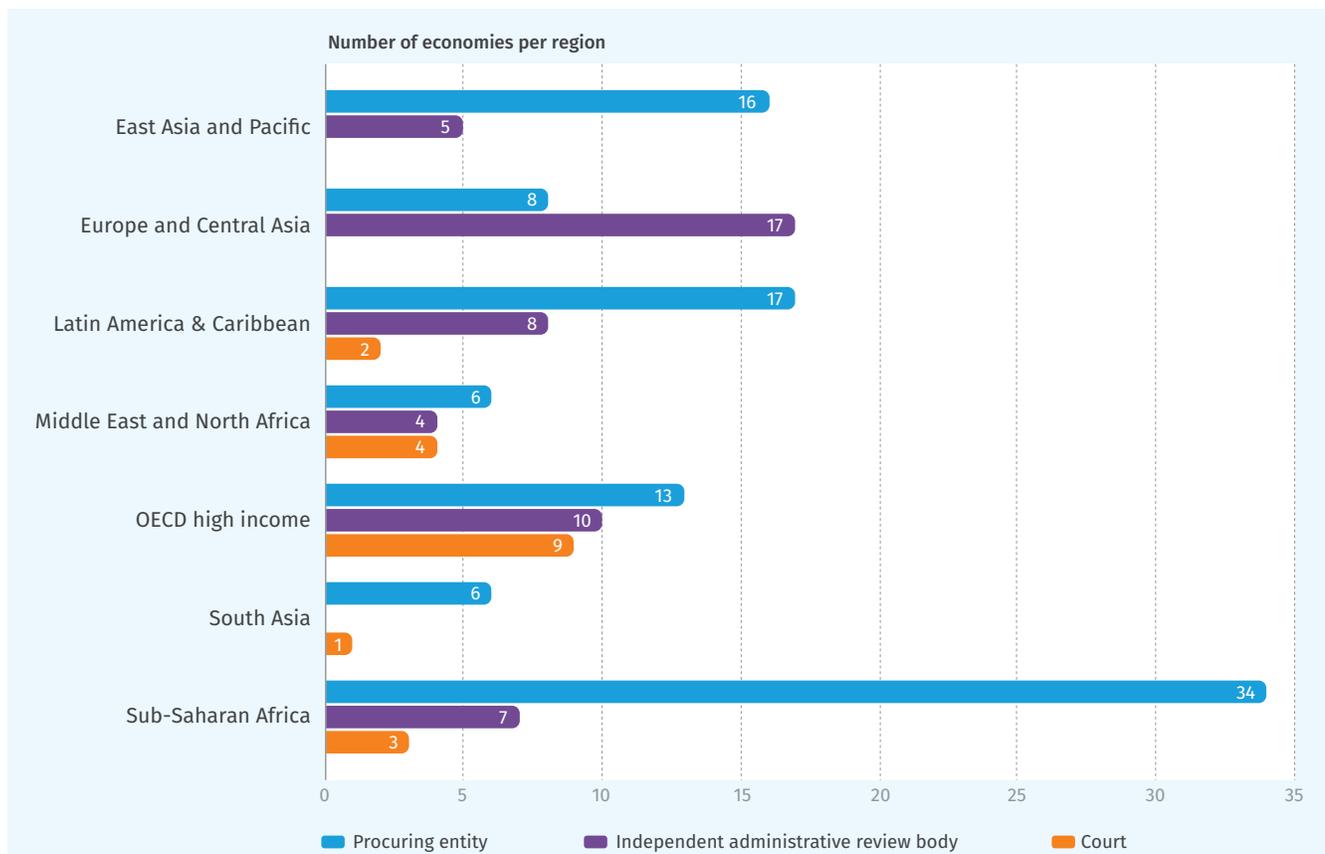
In economies like Antigua and Barbuda, El Salvador, Eritrea, and Iraq, for example, the legal framework does not even contemplate the possibility of filing a complaint before the award of the contract. Bidders must wait until the tendering process is concluded to protest any irregularity. This may limit the corrective measures that the review body can take.

The type of body in charge of conducting a review of complaints may affect the timeliness of the decisions, as well as the corrective measures that can be granted. There are three main types of review bodies that can address bidders' complaints: procuring entities, independent administrative review bodies, and courts.

While there is no defined good practice as to which should be the first-tier review body, in nearly half the economies measured, complaints are usually submitted to a procuring entity (figure 2.10). This procedure is usually faster and less costly, especially before the contract has been awarded and in cases where a mistake rather than a breach of public procurement law is the reason for protesting.

Practitioners recognize that having professional procurement officials within the first-tier review body often guarantees that the review will be conducted efficiently. Given the complexity of procurement contracts, especially when it comes to the procurement of works and infrastructure, it is important that the people reviewing the complaint have sufficient knowledge and expertise in the type of procurement conducted. However, the challenge remains of securing the impartiality of the reviewing body. Protesting suppliers may fear that the procuring entity will not be willing to admit that the procurement was not handled properly.<sup>61</sup> Lack of independence implied by having the procuring entity as the first-tier review body should be compensated by the option, for complaining parties, to file an appeal to an independent body or a court.

**Figure 2.10 Procuring entities are the most common review fora in most regions**



Source: Benchmarking Public Procurement 2017 database.

In 64 of the 100 economies where the first-tier review body is the procuring entity, complaints are reviewed by the same people whose action is being challenged, such as in Argentina, Lithuania, Israel, Mongolia, and Senegal. Nonetheless, 16 of these economies give the complaining party the choice to resort to an alternative review body in order to file a complaint. In Brazil and Finland, for example, a complaining party may directly seek judicial review in court. Similarly, in Hong Kong SAR, China and the Republic of Yemen, the complaint may also be filed before an independent administrative review body.

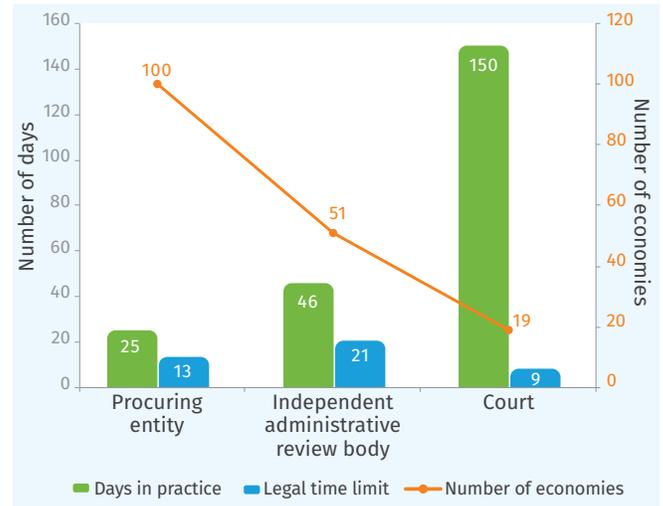
Another option to ensure more independence and impartiality in the review conducted by the procuring entity is to permit a complaint to be filed before a hierarchical superior. This is the recourse offered to complaining parties in economies such as Australia, The Gambia, Mauritania, and Nepal. Some economies like Greece and Pakistan have gone one step further by establishing specialized units within the procuring entity merely for the function of reviewing procurement complaints.

### Timely resolution of complaints and compliance with legal time limits are crucial

Timely resolution of complaints, as well as the presence of legal time limits, increases the private sector’s trust in the system and encourages its participation in public tendering. Not only must suppliers be confident that their complaints will be resolved without delay, but they should be assured that their protest will be given an appropriate amount of time to be reviewed. If a company is unable to predict how long it will take for its complaint to be resolved, or if the law sets a long period for review, the firm may not resort to filing a complaint out of concern that it would be wasting time (and resources) by protesting.

The time needed to resolve complaints differs greatly across the economies measured. In most economies, the type of body that conducts the review will determine the time to render a decision, both as set by law and in practice. In general, procuring entities and independent administrative review bodies resolve complaints faster than judicial courts, often because court cases are backlogged. The average time it takes a procuring entity to render a decision in practice is around 25 days, which is much lower than the average time of 150 days it takes a court to issue a decision (figure 2.11).

**Figure 2.11 Judicial courts take longer to render decisions during the first-tier review**



Source: Benchmarking Public Procurement 2017 database.

Setting a legal time frame for reviews offers suppliers the benefit of efficiency and predictability of the review. Forty economies do not impose any legal requirements on the review body. While this may not be an issue in the majority of OECD high-income economies like Finland and New Zealand, where a complaining party can be confident that it will obtain a resolution in a mere 34-day or 30-day period, respectively, complaint resolution can be a lengthy process elsewhere. The decision time is up to 6 months in Zimbabwe and around 247 days in Lebanon. Such lengthy periods, which are often a result of the type of review forum may act as a deterrent for bidders to file complaints.

Nonetheless, legal time limits are not by themselves a safeguard against lengthy reviews. In practice, the time it takes to render a decision often does not match the period required by the law. A complaining party in the Philippines will be expected to wait 105 days to receive a decision from the review body, although the law clearly stipulates that the body in charge of the review, the Bids and Award Committee, shall decide on the request for reconsideration within 7 days.<sup>62</sup> Similarly, in Saudi Arabia, where the law sets a review period of 60 days,<sup>63</sup> it could take three times as long for a decision to be issued in practice.

At the other end of the spectrum, timeliness and efficient reviews are the rule in 36 economies. Half are economies in the Europe and Central Asia region, where review bodies generally abide by the legal time limits. Examples include Turkey (10 days), Armenia (20 days), and Latvia (30 days). Complaining parties in Panama, Ecuador, and Kenya can also expect to have their dispute resolved in 12, 15, and 21 days, respectively.

**Table 2.2 Time limits and types of review vary widely across income groups**

Low-income	Lower-middle income	Upper-middle income	High-income
The procuring entity is the first-tier review body in around 86% of the economies.	A bigger number of economies require first-tier complaints to be resolved by independent administrative review bodies (22%).	Complaint review is handled almost equally by procuring entities (43%) and independent administrative review bodies (40%).	The first-tier review is more spread between the 3 types of review bodies: procuring entity (43%), IRB (34%) and Court (20%).
Almost all low income economies have legal requirements in place.	Around 64% of the economies respect their legal time limit.	Average decision time by both review bodies is around 25 days.	Average decision times are higher than other income groups at around 36, 84 and 145 days respectively.
Around 72% of the economies respect their legal time limit.	<b>Examples of how review periods vary across economies:</b> Tajikistan (3 days), Lao PDR (18 days), Nigeria (21 days), Guatemala (135 days), India (365 days)	<b>Examples of how review periods vary across economies:</b> Bosnia and Herzegovina (5 days), Iran (21 days), South Africa (228 days), Lebanon (247 days)	Around 40% of the economies have no legal time limit.
Average decision time by procuring entities in practice is close to 15 days.			<b>Examples of how review periods vary across economies:</b> Lithuania (7 days), Poland (16 days), Luxembourg (360 days), Ireland (450)
<b>Examples of how review periods vary across economies:</b> Mali (2 days), Comoros (15 days), Nepal (75 days), Zimbabwe (180 days)			

Source: *Benchmarking Public Procurement 2017* database.

The same disparity emerges when comparing economies across income groups (table 2.2). The time limit for review decisions to be issued is not correlated with the income level of the economies. Even in OECD high-income economies, it can take as long as 360 days for review decisions to be rendered in Luxembourg, and 450 days in Ireland.

## b. Second-tier review

### An impartial second-tier review body is necessary

If a complaining party feels unfairly treated as a result of the decision rendered by the first-tier review body, it should be able to appeal the decision before an independent body in order to have the decision modified or annulled.<sup>64</sup> International instruments on procurement clearly promote the necessity of a two-tier complaints mechanism, particularly if the first-tier review body is the procuring entity.<sup>65</sup>

*Benchmarking Public Procurement 2017* assesses the existence and the type of second-tier review bodies, as well as the cost associated with appeals and the remedies that may result from the review.

While a two-tier review mechanism has become the norm globally, in 17 economies, including Gabon, Myanmar, and Sri Lanka, the complaining party still lacks the possibility for such appeal. In the Solomon Islands, the complaining party can go to the Ombudsman, but the Ombudsman can only make recommendations and cannot overturn the decision made by the procuring entity. This could seriously affect the willingness of suppliers to challenge the procurement process, especially if they know that their claims will be heard by the same people who are in charge of the procurement process and there is no possibility of appeal.

### The cost to appeal varies widely

In 89 of the 153 economies where it is possible to appeal the first-tier review body's decision, the complaining party must pay a fee to have access to this recourse, which is often a judicial court fee.<sup>66</sup> Appeal costs can be prohibitive for suppliers—especially small and medium enterprises, which typically do not have large cash flows.

The cost to appeal can range from minimal fees (as in Guatemala, where a stamp tax of 1 quetzal is imposed for each paper filed before the court),<sup>67</sup> all the way to amounts representing double-digit percentages of gross

income per capita. In Argentina, for example, the cost to appeal before the judicial court is 3 percent of the value of the contract disputed,<sup>68</sup> while in Hungary, the cost to appeal to the civil court is equivalent to 6 percent of the value of the contract.<sup>69</sup>

In Thailand, the cost to file depends on the type of claims presented by the party. If the party is not seeking damages, then there is no cost. However, when a party is seeking damages, the cost to appeal represents 2 percent of the amount of the claims (capped at B200,000).<sup>70</sup> These amounts may act as a deterrent for suppliers who are considering filing an appeal.

### More remedies are granted by the second-tier review body

When wrongdoing has occurred in a procurement process, the purpose of filing a complaint is to request corrective measures and to redress the grievances of affected parties. During the pre-award stage, remedies usually aim at correcting irregularities that occurred during the preparation and submission stages of the procurement process that may prevent fair competition. It is therefore critical that the legal framework specifically allows the second-tier review bodies to grant remedies.

First and foremost, effective remedies should be defined in the law to redress suppliers that can prove harm as a result of a violation during the tendering process. Remedies can take different forms: modification of the tender documents, payment of damages, compensation of tendering costs incurred by a participant, payment of attorneys' fees, or overturning in whole or in part an act or a decision of the procuring entity. Modification of tender documents needs to be granted in case the tender documents are missing information necessary to bid or the technical specifications are drafted in a way that could potentially favor one company over another. Payment of attorneys' fees, damages, and compensation for tendering costs are critical in cases where the violation of the public procurement rules by the procuring entity was discovered at a stage where no other remedies setting aside or suspending the process could be granted.<sup>71</sup> Finally, the overturning in whole or in part of a decision of a procuring entity should be possible, in order to guarantee that the process could be corrected and cleared of any violation to procurement rules.

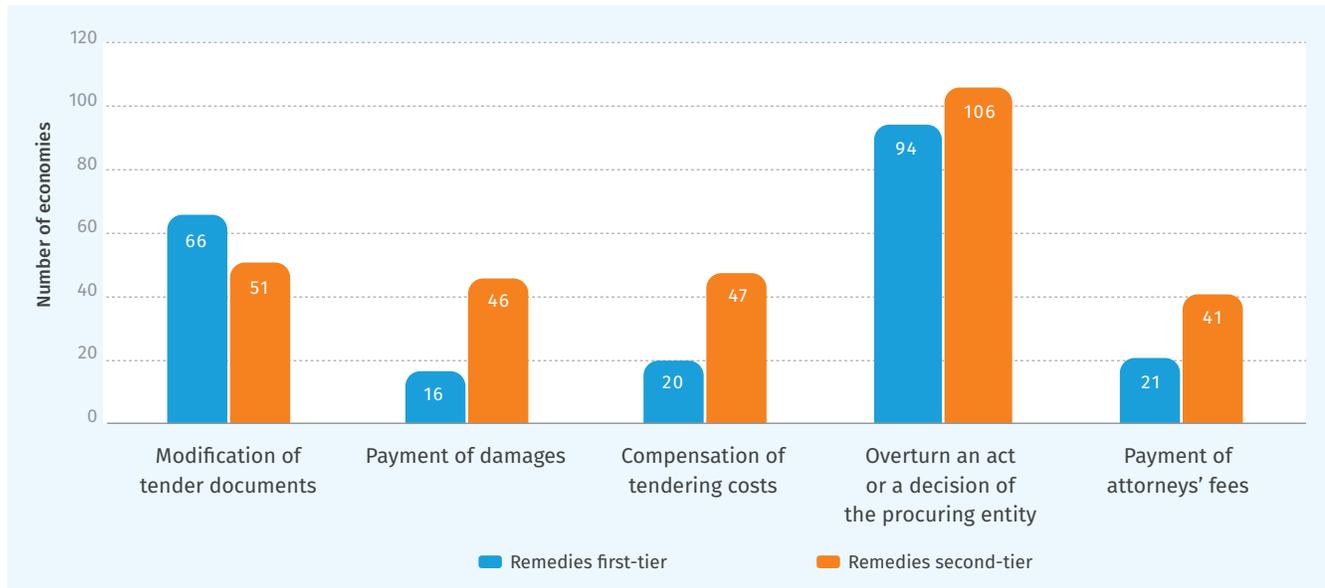
A critical factor that is carefully considered by complaining companies before protesting is whether the review body will provide meaningful relief when it does rule in their favor. A decision stating that a complaining party was correct in contending that the procuring entity had acted unlawfully is of little value to the complaining party. But what do suppliers consider "meaningful relief"?

The supplier's preference would presumably be to have a fair chance to be awarded the contested contract, especially in the case of works contracts that are of considerable value. Less desirable might be the recovery of lost profits, including damages or payment of attorney's fees. Still less desirable would be for the supplier to be granted another opportunity to compete for the contract, especially if the supplier lacks trust in the way the process is handled by the procuring entity.<sup>72</sup>

With the exception of the modification of tender documents, remedies are legally granted across more economies in the second-tier review than in the first-tier (figure 2.12). This trend is correlated with the fact that the procuring entity is rarely the second-tier review body across the economies.

In Angola, Bahrain, Canada, Colombia, Estonia, Grenada, Israel, Kosovo, New Zealand, and the Russian Federation, the second-tier review body can grant the entire range of remedies described. In all these economies except Grenada and Kosovo, this particular body is a judicial court.



**Figure 2.12 Remedies granted by the first-tier review body vs. the second-tier review**

Source: *Benchmarking Public Procurement 2017* database.

### c. Publication of review decisions

#### A transparent complaint review system encourages private sector participation in public tendering

To enhance trust and confidence in complaint mechanisms, the decisions of the review bodies should be made publicly available. Complaining and other interested parties should have the right to be informed not only about the outcome of the complaint process but about the criteria and considerations taken into account to reach that decision. Dissemination of this information publicly might urge review bodies to be consistent and unbiased while making their decision. Furthermore, it can become a valuable tool for sharing knowledge with the wider public on how complaints and procurement decisions are being conducted.

Out of the 153 economies that offer a second-tier review mechanism, 102 economies mandate that decisions resulting from the appeal process should be published in a particular medium. It is encouraging to see that 86 of those 102 economies require publication to take place electronically, which facilitates access to all interested parties. In Brazil, Haiti, the Marshall Islands, Mexico, Rwanda, and Uganda, in addition to being published online, the decision is also published on the procuring entity's bulletin board. By contrast, only 70 economies have such mandates for the first-tier review.

### Conclusion

The *Benchmarking Public Procurement* indicators expose significant disparities among the 180 economies measured. While improvements have been tangible in some economies, governments around the world can do more to enhance transparency and efficiency of their complaint review mechanisms. The establishment and enforcement of legislation that levels the playing field access to impartial review bodies that can remediate complaints in a timely manner, at no cost can increase the confidence of suppliers in the way the review process is handled.

By highlighting good practices applied across economies as well as areas for improvement, findings from the *Benchmarking Public Procurement* data have the potential to influence the thinking around needed reforms, and thus help economies benefit from private sector growth and better value for money in the procurement of public goods, works, and services.



**Appendix A. How the Benchmarking Public Procurement 2017 indicators are scored**

Indicator	What is measured	Scoring methodology
<p><b>Needs assessment, call for tender, and bid preparation</b></p>	<ol style="list-style-type: none"> <li><b>1. Consultation with the private sector and internal market analysis</b> <ol style="list-style-type: none"> <li>a. Whether the procuring entity organizes a consultation with the private sector to assess its needs.</li> <li>b. If so, whether the consultation is publicly advertised.</li> <li>c. Whether there are internal market analysis guidelines during the market research phase.</li> </ol> </li> <li><b>2. Open tendering as the default method of procurement</b> <ol style="list-style-type: none"> <li>a. Whether open tendering is the default method of procurement.</li> </ol> </li> <li><b>3. Availability and accessibility of materials and information necessary for suppliers to be able to bid</b> <ol style="list-style-type: none"> <li>a. The availability of procurement portals specifically and exclusively dedicated to public procurement in operation at a supranational, national, subnational, and entity level.</li> <li>b. The online accessibility of procurement plans, public procurement laws and regulations, notice of calls for tender, tender documents, notice of award, or bidding results.</li> <li>c. Whether the tender notice and/or tender documents include technical and financial qualifications that bidders must meet, grounds for exclusion of bidders, amount of bid security, forms of bid security, criteria against which bids will be evaluated, method used to assess bids, main terms and conditions of the contract, payment schedule under the procurement contract.</li> <li>d. Whether the tender documents are available for free.</li> <li>e. Opportunities for bidders to ask questions for clarification to the procuring entity (either through regular channels of communication or during a clarification meeting with bidders organized by the procuring entity).</li> <li>f. Time frame for the procuring entity to address bidders' questions when the opportunity for clarification is provided.</li> <li>g. Whether the answers provided by the procuring entity are made available to all interested bidders (either by publishing responses or sending them to all bidders, or, if questions are addressed during a meeting, by making the minutes of the meeting available to all bidders).</li> </ol> </li> </ol>	<p>Questions 1.a, 1.b, 1.c, 2.a, 3.a, 3.d, and 3.e: Economies get a score of 1 if Yes; a score of 0 if No.</p> <p>Questions 3.f and 3.g: Economies also get a score of 0.5.</p> <p>Questions 3.b and 3.c: Economies get a maximum of 1 point. Each Yes is a fraction of 1 (respectively, 1/5 and 1/8).</p>

Indicator	What is measured	Scoring methodology
<b>Bid submission</b>	<ol style="list-style-type: none"> <li><b>1. Registration of suppliers</b> <ol style="list-style-type: none"> <li>a. Whether bidders are required to register on a government registry of suppliers.</li> </ol> </li> <li><b>2. Foreign firms' eligibility:</b> <ol style="list-style-type: none"> <li>a. Whether foreign firms are eligible to submit bids.</li> </ol> </li> <li><b>3. Procedure and requirements for bid submission</b> <ol style="list-style-type: none"> <li>a. Mandatory minimum time period for submission of bids to procuring entity.</li> <li>b. Bid submission method: e-mail, electronic procurement platform.</li> </ol> </li> <li><b>4. Existence and requirements for bid security</b> <ol style="list-style-type: none"> <li>a. Form of bid instrument to guarantee bidders' offer: bid security, bid declaration.</li> <li>b. Bid security amount: no more than a certain percentage of the contract value or value of the submitted bid, no more than a certain flat amount.</li> <li>c. Form of bid security instrument: cash deposit, bank guarantee, insurance guarantee.</li> <li>d. Whether suppliers have the choice regarding the form of bid security instrument.</li> <li>e. If bidders are required to post a bid security instrument, whether there is a time frame for the procuring entity to return the instrument.</li> </ol> </li> </ol>	<p>Question 1.a: Economies get a bonus point of 1 if Yes; 0 if No.</p> <p>Questions 2.a, 3.a, 4.d, and 4.e: Economies get a score of 1 if Yes; a score of 0 if No.</p> <p>Questions 3.b and 4.a: Economies get a score of 0.5 for each option provided.</p> <p>Questions 4.b: Economies get a score of 1 for either option they provide.</p> <p>Question 4.c: Economies get a maximum of 1 point. Each Yes is 1/3.</p>



Indicator	What is measured	Scoring methodology
<b>Bid opening, evaluation, and award</b>	<p><b>1. Procedure for bid opening</b></p> <ul style="list-style-type: none"> <li>a. Whether the procuring entity proceeds to the bid opening immediately after the deadline for bid submission.</li> <li>b. Frequency of electronic opening of bids: always, sometimes, never.</li> <li>c. For bids not opened electronically, whether bidders or their representatives, or any other parties are allowed to attend the bid opening session.</li> <li>d. For bids opened electronically, whether the minutes of the opening session are published online, or sent electronically to all bidders.</li> </ul> <p><b>2. Criteria for bid evaluation</b></p> <ul style="list-style-type: none"> <li>a. Price and other qualitative elements.</li> </ul> <p><b>3. Notification to unsuccessful bidders</b></p> <ul style="list-style-type: none"> <li>a. Whether unsuccessful bidders are individually notified by the procuring entity.</li> <li>b. Whether unsuccessful bidders can obtain feedback on the reasons for their unsuccessful bid.</li> <li>c. When no feedback is available, whether there is a debriefing for unsuccessful bidders to obtain feedback or to access the bids evaluation method.</li> </ul> <p><b>4. Standardized documents</b></p> <ul style="list-style-type: none"> <li>a. Existence of model contracts with standard clauses that the purchasing entity uses when awarding a contract.</li> </ul>	<p>Question 1.a: Economies receive a score of 1 if opening of bids takes place immediately.</p> <p>Question 1.b: Economies get a score of 1 if Always; 0.5 if Sometimes.</p> <p>Question 1.c: Economies get a score of 1 if Yes to Bidders or their representatives. A bonus of 0.5 is given for Any other party.</p> <p>Question 1.d: Economies get a 0.5 score for each option they select.</p> <p>Question 2.a: Economies get a score of 1.</p> <p>Questions 3.a and 3.b: Economies get a score of 1 if Yes; 0 if No.</p> <p>Question 3.c: Economies get a score of 0.5.</p> <p>Question 4.a: Economies get a score of 1 if Yes; 0 if No.</p>

Indicator	What is measured	Scoring methodology
<b>Content and management of the procurement contract</b>	<p><b>1. Signing, form, and content of the procurement contract</b></p> <p>a. Whether the winning bidder can sign the procurement contract through an online platform.</p> <p><b>2. Modification and termination of the procurement contract</b></p> <p>a. Possibility of renegotiation of contract terms when the contract is awarded and prior to its signature, including the price, time frame for delivery, and payment schedule.</p> <p>b. Procedures for contract variations.</p> <p>c. Purchasing entity obligated to: inform other bidders of the post-award contract variations, publish post-award contract variations.</p> <p>d. Whether the purchasing entity unilaterally modifies the terms of the contract during contract execution.</p> <p><b>3. Acceptance of the completion of works</b></p> <p>a. Existence of procedures for the acceptance of the completion of works.</p> <p>b. Existence of procedures for termination of the contract:</p> <p>i) Whether such procedures are provided in the legal framework and/or the procurement contract.</p>	<p>Questions 1.a and 2.b: Economies get a score of 1 if Yes; 0 if No.</p> <p>Questions 2.a and 2.d. Economies get a score of 0 if Yes and 1 if No to each option.</p> <p>Question 2.c: Economies get a score of 1 for each option.</p> <p>Questions 3.a and 3b: Economies get a score of 1 if Yes; 0 if No.</p> <p>Question 3.b.i: Economies get a score of 0.5 for each option selected.</p>
<b>Performance guarantee</b>	<p><b>1. Existence and requirements of performance guarantee</b></p> <p>a. Amount of performance guarantee: fixed or a percentage of the value of the contract.</p> <p>b. Choice over the possible form of performance guarantee.</p> <p>c. Forms of performance guarantee: certified check, certificate of deposit, performance bonds, insurance guarantee, and letter of credit.</p> <p>d. Time frame for purchasing entity to return the performance guarantee.</p> <p>e. Circumstances that trigger the purchasing entity to cash or collect the performance guarantee.</p> <p>f. Existence of a separate entity to oversee the purchasing entity's decision to withhold the performance guarantee.</p>	<p>Question 1.a. Economies receive a bonus point of 0.5 if Percentage value of the contract.</p> <p>Questions 1.b, 1.d, 1.e, and 1.f: Economies get a score of 1 if Yes; 0 if No.</p> <p>Question 1.c: Economies get a maximum of 1 point and each Yes is a fraction of 1 (1/5 for each option provided).</p>



Indicator	What is measured	Scoring methodology
<p><b>Payment of suppliers</b></p>	<p><b>1. Procedure to request payment</b></p> <p>a. Possibility that supplier can request a payment through an online platform.</p> <p><b>2. Time frame for the purchasing entity to process payment</b></p> <p>a. Existence of a mandated time frame to process the payment that starts from date the supplier submits the invoice.</p> <p>b. Time that legal framework establishes purchasing entities to process the payment</p> <p><b>3. Time frame for the supplier to receive payment</b></p> <p>a. Time frame for suppliers to actually receive payment from the date they submitted the invoice.</p> <p><b>4. Procedure for payment delays</b></p> <p>a. Interest or penalties payable to suppliers.</p> <p>b. If interest or penalties exist, whether they are disbursed automatically or upon supplier's request.</p>	<p>Questions 1.a and 2.a: Economies get a score of 1 if Yes; 0 if No.</p> <p>Question 2.b: Economies receive 0 when time frame is greater than 30 days; 1 when time frame is less than and equal to 30 days.</p> <p>Question 3.a: Economies receive 1 when time frame is between 0 and 30 days; 2/3 when time frame is between 31 and 90 days; 1/3 when time frame is between 91 and 180 days; 0 when time frame is greater than 181 days.</p> <p>Questions 4.a and 4.b: These are not taken into account if economies receive a score of 1 under question 3.a.</p> <p>Questions 4.a and 4.b: Economies get a score of 1 and 0.5, respectively, if Yes; 0 if No.</p>

**Appendix B. Cities covered in each economy by the *Benchmarking Public Procurement 2017* Report**

<b>Economy</b>	<b>City</b>	<b>Economy</b>	<b>City</b>
Afghanistan	Kabul	Egypt, Arab Rep.	Cairo
Albania	Tirana	El Salvador	San Salvador
Algeria	Algiers	Equatorial Guinea	Malabo
Angola	Luanda	Eritrea	Asmara
Antigua and Barbuda	St. John's	Estonia	Tallinn
Argentina	Buenos Aires	Ethiopia	Addis Ababa
Armenia	Yerevan	Fiji	Suva
Australia	Sydney	Finland	Helsinki
Austria	Vienna	France	Paris
Azerbaijan	Baku	Gabon	Libreville
Bahamas, The	Nassau	Gambia, The	Banjul
Bahrain	Manama	Georgia	Tbilisi
Bangladesh	Dhaka	Germany	Berlin
Barbados	Bridgetown	Ghana	Accra
Belarus	Minsk	Greece	Athens
Belgium	Brussels	Grenada	St. George's
Belize	Belize City	Guatemala	Guatemala City
Bhutan	Thimphu	Guinea	Conakry
Bolivia	La Paz	Guinea-Bissau	Bissau
Bosnia and Herzegovina	Sarajevo	Haiti	Port-au-Prince
Botswana	Gaborone	Honduras	Tegucigalpa
Brazil	São Paulo	Hong Kong SAR, China	Hong Kong
Bulgaria	Sofia	Hungary	Budapest
Burkina Faso	Ouagadougou	Iceland	Reykjavík
Burundi	Bujumbura	India	Mumbai
Cabo Verde	Praia	Indonesia	Jakarta
Cambodia	Phnom Penh	Iran, Islamic Rep.	Tehran
Cameroon	Douala	Iraq	Baghdad
Canada	Toronto	Ireland	Dublin
Central African Republic	Bangui	Israel	Tel Aviv
Chad	N'Djamena	Italy	Rome
Chile	Santiago	Jamaica	Kingston
China	Shanghai	Japan	Tokyo
Colombia	Bogotá	Jordan	Amman
Comoros	Moroni	Kazakhstan	Almaty
Congo, Dem. Rep.	Kinshasa	Kenya	Nairobi
Costa Rica	San José	Kiribati	Tarawa
Côte d'Ivoire	Abidjan	Korea, Rep.	Seoul
Croatia	Zagreb	Kosovo	Pristina
Cyprus	Nicosia	Kuwait	Kuwait City
Czech Republic	Prague	Kyrgyz Republic	Bishkek
Denmark	Copenhagen	Lao PDR	Vientiane
Djibouti	Djibouti Ville	Latvia	Riga
Dominica	Roseau	Lebanon	Beirut
Dominican Republic	Santo Domingo	Lesotho	Maseru
Ecuador	Quito	Liberia	Monrovia



<b>Economy</b>	<b>City</b>	<b>Economy</b>	<b>City</b>
Lithuania	Vilnius	Serbia	Belgrade
Luxembourg	Luxembourg	Saudi Arabia	Riyadh
Macedonia, FYR	Skopje	Senegal	Dakar
Madagascar	Antananarivo	Seychelles	Victoria
Malawi	Blantyre	Sierra Leone	Freetown
Malaysia	Kuala Lumpur	Singapore	Singapore
Mali	Bamako	Slovak Republic	Bratislava
Malta	Valletta	Slovenia	Ljubljana
Marshall Islands	Majuro	Solomon Islands	Honiara
Mauritania	Nouakchott	South Africa	Johannesburg
Mauritius	Port Louis	South Sudan	Juba
Mexico	Mexico City	Spain	Madrid
Micronesia, Fed. Sts.	Island of Pohnpei	Sri Lanka	Colombo
Moldova	Chişinău	St. Kitts and Nevis	Basseterre
Mongolia	Ulaanbaatar	St. Lucia	Castries
Montenegro	Podgorica	Sudan	Khartoum
Morocco	Casablanca	Suriname	Paramaribo
Mozambique	Maputo	Swaziland	Mbabane
Myanmar	Yangon	Sweden	Stockholm
Namibia	Windhoek	Switzerland	Zurich
Nepal	Kathmandu	Taiwan, China	Taipei
Netherlands	Amsterdam	Tajikistan	Dushanbe
New Zealand	Auckland	Tanzania	Dar es Salaam
Nicaragua	Managua	Thailand	Bangkok
Niger	Niamey	Timor-Leste	Dili
Nigeria	Lagos	Togo	Lomé
Norway	Oslo	Tonga	Nuku'alofa
Oman	Muscat	Trinidad and Tobago	Port of Spain
Pakistan	Karachi	Tunisia	Tunis
Panama	Panama City	Turkey	Istanbul
Papua New Guinea	Port Moresby	Uganda	Kampala
Paraguay	Asunción	Ukraine	Kiev
Peru	Lima	United Arab Emirates	Dubai
Philippines	Quezon City	United Kingdom	London
Poland	Warsaw	United States	New York City
Portugal	Lisbon	Uruguay	Montevideo
Puerto Rico	San Juan	Uzbekistan	Tashkent
Qatar	Doha	Vanuatu	Port Vila
Romania	Bucharest	Venezuela, RB	Caracas
Russian Federation	Moscow	Vietnam	Ho Chi Minh City
Rwanda	Kigali	West Bank and Gaza	Ramallah
Samoa	Apia	Yemen, Rep.	Sana'a
San Marino	San Marino	Zambia	Lusaka
São Tomé and Príncipe	São Tomé	Zimbabwe	Harare

# Economy Datasheets



	AFGHANISTAN		ALBANIA	
	SOUTH ASIA	GNI PER CAPITA (IN USD) \$680	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$4,460
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>56</b>	No	<b>70</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws, Calls for tender, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>83</b>	No	<b>78</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	Yes	<b>86</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>68</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

	AFGHANISTAN		ALBANIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>74</b>	Yes	<b>78</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Letter of credit			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>33</b>	No	<b>48</b>
Legal timeframe for the purchasing entity to process payment	42			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 91 and 180			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	No data		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		Yes	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	11		7	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Overturn		Modification; overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	5		10	
Cost to appeal the decision before the second-tier review body (USD)*	351		0.5% of contract*	
Filing of complaint leads to suspension	No		Yes	
Time for the second-tier review body to render a decision (calendar days)	16		7	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Overturn		Modification; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	14		7	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		No	

	ALGERIA		ANGOLA	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$5,340	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$5,300
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>42</b>	No	<b>43</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	No			
Timeframe for procuring entity to address bidders' questions	N/A			
Answers provided by procuring entity made available to all interested bidders	N/A			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>23</b>	No	<b>69</b>
Foreign firms eligible to submit bids	No			
Minimum time period for bid submission	No			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	At discretion of procuring entity			
Forms of bid security	Bank guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	No	<b>57</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>59</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

	ALGERIA		ANGOLA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>58</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>67</b>	No	<b>33</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)* (USD)*	63		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		Yes	
If the procurement process is suspended, bidders are notified	N/A		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	Copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	25		15	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	60		60	
Cost to appeal the decision before the second-tier review body (USD)*	76		35	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	60		45	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	-		Modification; damages; compensation; fees; overturn	
Second-tier review body decisions are published:	No		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	10		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	ANTIGUA AND BARBUDA		ARGENTINA	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$13,360	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$ 14,560
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	38	No	70
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	No		Yes	
Materials publicly accessible online	Laws		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		Yes	
Amount of bid security, if any	No		Yes	
Form(s) of bid security, if any	No		Yes	
Criteria against which bids will be evaluated	No		Yes	
Method used to assess bids	No		Yes	
Main terms and conditions of the contract	No		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	Yes	Yes		
Timeframe for procuring entity to address bidders' questions	No	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	39	Yes	90
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		Yes	
Methods for bid submission	Email		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		Maximum percentage	
Forms of bid security	Cash deposit		Cash deposit, Bank guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes	Yes		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	43	No	57
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	No	Yes		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	50	No	64
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	No		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	No	Yes		
Specific procedures for the termination of the contract established in:	Procurement contract	Legal framework and procurement contract		

	ANTIGUA AND BARBUDA		ARGENTINA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>0</b>	Yes	<b>78</b>
Amount of performance guarantee is percentage of the contract value:	No		Yes	
Choice for suppliers on form of the performance guarantee	No		Yes	
Forms of performance guarantee	--		Performance bond, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	No		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>15</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	No		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	No pre-award		Procuring entity and court	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No pre-award		No	
Process to complain same for actual and prospective bidders	No pre-award		Yes	
Complaining party has to prove damage in order to file a complaint	No pre-award		Yes	
Cost to file a complaint before the first-tier review body (USD)* (USD)*	No pre-award		3% of contract	
Notification to the procuring entity if complaint filed before a court or an independent review body	No pre-award		N/A	
If yes, timeframe (calendar days)	No pre-award		N/A	
Filing of complaint leads to suspension	No pre-award		Upon request	
If the procurement process is suspended, bidders are notified	No pre-award		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No pre-award		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No pre-award		No	
Procuring entity required to provide first-tier review body with:	No pre-award		N/A	
Time for first-tier review body to render a decision (calendar days)	No pre-award		45	
Legal time limit for first-tier review body to render decision	No pre-award		Yes	
Remedies legally granted by the first-tier review body:	No pre-award		-	
First-tier review body decisions are published:	No pre-award		Official gazette	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	No pre-award		Yes	
Time limit to appeal (calendar days)	No pre-award		90	
Cost to appeal the decision before the second-tier review body (USD)*	No pre-award		3% of contract	
Filing of complaint leads to suspension	No pre-award		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No pre-award		180	
Legal time limit for second-tier review body to render decision	No pre-award		Yes	
Remedies legally granted by the second-tier review body:	No pre-award		-	
Second-tier review body decisions are published:	No pre-award		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	ARMENIA		AUSTRALIA	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$ 3,810	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$ 64,680
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	60	No	78
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		N/A	
Form(s) of bid security, if any	Yes		N/A	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	39	No	39
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid declaration	
Amount of bid security instrument	Other		N/A	
Forms of bid security	Bank guarantee		N/A	
Choice for bidders on form of bid security instruments	No		N/A	
Timeframe for return of bid security instrument	No		N/A	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	64	No	71
Electronic opening of bids	Sometimes		Always	
If never, entities allowed to attend the opening session	N/A		N/A	
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders		Requested by the bidder	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	59	No	77
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	Yes		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	No		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework	Procurement contract		

	ARMENIA		AUSTRALIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	50	No	0
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	33	Yes	100
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Procuring entity and court	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	72		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		No	
If the procurement process is suspended, bidders are notified	No		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	No		N/A	
Time for first-tier review body to render a decision (calendar days)	15		5	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	Damages; overturn		-	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	Law is silent		2160	
Cost to appeal the decision before the second-tier review body (USD)*	10		Court fees	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	30		365	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	-		Damages; compensation; fees	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	10		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	AUSTRIA		AZERBAIJAN	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$ 49,366	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$ 7,590
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		No	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>78</b>		<b>64</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Email/Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		Cash deposit, Bank guarantee	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	Yes		Yes	
	<b>83</b>		<b>65</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bidders or their representatives	
If always/sometimes, minutes of the opening session	Sent electronically to all bidders		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		No	
If no, debriefing organized for unsuccessful bidders	N/A		No	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
	<b>64</b>		<b>43</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	
	<b>73</b>		<b>64</b>	

	AUSTRIA		AZERBAIJAN	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>74</b>	Yes	<b>42</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Insurance guarantee		Certificate of deposit, Performance bond, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	Yes		No	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>85</b>	No	<b>30</b>
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	Yes		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 91 and 180	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Procuring entity and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	3,988		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	No		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	53		28	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Overturn		Modification; damages; compensation	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	42		1095	
Cost to appeal the decision before the second-tier review body (USD)*	311		38	
Filing of complaint leads to suspension	Upon request		No	
Time for the second-tier review body to render a decision (calendar days)	547		75	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Fees		Damages; compensation; fees; overturn	
Second-tier review body decisions are published:	Online		Online and on the official gazette	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	10		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	BAHAMAS, THE		BAHRAIN	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$ 21,010	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$ 28,272
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>50</b>	No	<b>57</b>
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	No		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		No	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	No		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>24</b>	No	<b>61</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		No	
Methods for bid submission	Email		Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	No data		Maximum percentage, Maximum flat amount	
Forms of bid security	No data		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No data		No	
Timeframe for return of bid security instrument	No data	Yes		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	No	<b>29</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		No	
If no, debriefing organized for unsuccessful bidders	No		No	
Model contracts with standard clauses used when awarding a contract	Yes	No		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>59</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes	Yes		
Specific procedures for the termination of the contract established in:	Procurement contract	Procurement contract		

	BAHAMAS, THE		BAHRAIN	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>50</b>	Yes	<b>54</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	No data			
Timeframe for purchasing entity to return performance guarantee	No data			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>33</b>	Yes	<b>59</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	No second-tier for pre-award	Other
Choice of the authority before which filing a complaint	No	Yes
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	No	No
Process to complain same for actual and prospective bidders	Yes	Yes
Complaining party has to prove damage in order to file a complaint	No	Yes
Cost to file a complaint before the first-tier review body (USD)*	No data	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes	No
If yes, timeframe (calendar days)	Simultaneously	N/A
Filing of complaint leads to suspension	Upon request	No
If the procurement process is suspended, bidders are notified	No	N/A
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents	No
Time for first-tier review body to render a decision (calendar days)	No data	30
Legal time limit for first-tier review body to render decision	No	Yes
Remedies legally granted by the first-tier review body:	-	Modification; overturn
First-tier review body decisions are published:	No	Procuring entity's bulletin board
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	No second-tier	Yes
Time limit to appeal (calendar days)	No second-tier	30
Cost to appeal the decision before the second-tier review body (USD)*	No second-tier	No cost
Filing of complaint leads to suspension	No second-tier	No
Time for the second-tier review body to render a decision (calendar days)	No second-tier	548
Legal time limit for second-tier review body to render decision	No second-tier	No
Remedies legally granted by the second-tier review body:	No second-tier	Modification; payment of damage; compensation; fees; overturn
Second-tier review body decisions are published:	No second-tier	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	No	No
Standstill time period (calendar days)	N/A	N/A
Standstill period mandated in the legal framework	N/A	N/A
Standstill period set out in the notice of intention to award	N/A	N/A

	BANGLADESH		BARBADOS	
	SOUTH ASIA	GNI PER CAPITA (IN USD) \$ 1,080	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$ 15,579
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>60</b>	No	<b>31</b>
Internal market analysis guidelines during market research phase	No		No data	
Open tendering as the default method of procurement	Yes		No	
Procurement portal(s) dedicated to public procurement	Yes		No	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		No	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>75</b>	No	<b>58</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No data	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security, Bid declaration	
Amount of bid security instrument	Maximum percentage		Other	
Forms of bid security	Bank guarantee		Bank guarantee, Insurance guarantee,	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	No	<b>14</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		No	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		No	
If no, debriefing organized for unsuccessful bidders	N/A		No	
Model contracts with standard clauses used when awarding a contract	Yes		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>40</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Neither legal framework nor procurement contract	

	BANGLADESH		BARBADOS	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	30	Yes	58
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	42	No	No data
Legal timeframe for the purchasing entity to process payment	28			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 91 and 180			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		No	
Description of complaints mechanism	Other		No second-tier for pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		Upon request	
If the procurement process is suspended, bidders are notified	N/A		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		No	
Time for first-tier review body to render a decision (calendar days)	60		No data	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	Modification; overturn		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	9		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	6,252		No second-tier	
Filing of complaint leads to suspension	Yes		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	33		No second-tier	
Legal time limit for second-tier review body to render decision	Yes		No second-tier	
Remedies legally granted by the second-tier review body:	Modification; compensation; fees; overturn		No second-tier	
Second-tier review body decisions are published:	Online		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	BELARUS		BELGIUM	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$ 7,340	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$ 47,030
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	70	No	66
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	67	No	71
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	64	No	50
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	No			
Yes				
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	40	No	59
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	Yes			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	No			
Specific procedures for the termination of the contract established in:	Neither legal framework nor procurement contract			
			Legal framework	

	BELARUS		BELGIUM	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	34	Yes	86
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Insurance guarantee			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	50	No	67
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No second-tier for pre-award	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	No		Yes	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		261	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		Yes	
If yes, timeframe (calendar days)	N/A		Simultaneously	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	Copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	30		60	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	Overturn		Damages	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	Law is silent		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	922		No second-tier	
Filing of complaint leads to suspension	Upon request		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	68		No second-tier	
Legal time limit for second-tier review body to render decision	No		No second-tier	
Remedies legally granted by the second-tier review body:	Overturn		No second-tier	
Second-tier review body decisions are published:	No		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	14		15	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		Yes	

	BELIZE		BHUTAN	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$ 4,760	SOUTH ASIA	GNI PER CAPITA (IN USD) \$ 2,390
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>40</b>	No	<b>58</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	No			
Materials publicly accessible online	Calls for tender		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	No		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>40</b>	Yes	<b>85</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	No			
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	No	Yes		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>29</b>	Yes	<b>57</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		No	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes	Yes		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract	Legal framework and procurement contract		

QUESTION	BELIZE		BHUTAN	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>33</b>	No	<b>50</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	No second-tier for pre-award	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No	Yes
Process to complain same for actual and prospective bidders	Yes	N/A
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	No	N/A
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	Upon request	Upon request
If the procurement process is suspended, bidders are notified	Yes	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A	No
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents	N/A
Time for first-tier review body to render a decision (calendar days)	30	7
Legal time limit for first-tier review body to render decision	No	Yes
Remedies legally granted by the first-tier review body:	-	Modification; overturn
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	No second-tier	Yes
Time limit to appeal (calendar days)	No second-tier	10
Cost to appeal the decision before the second-tier review body (USD)*	No second-tier	82
Filing of complaint leads to suspension	No second-tier	Upon request
Time for the second-tier review body to render a decision (calendar days)	No second-tier	10
Legal time limit for second-tier review body to render decision	No second-tier	Yes
Remedies legally granted by the second-tier review body:	No second-tier	Modification; overturn
Second-tier review body decisions are published:	No second-tier	Online and on the official gazette
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	No
Standstill period after contract award to allow filing of complaints	No	Yes
Standstill time period (calendar days)	N/A	10
Standstill period mandated in the legal framework	N/A	Yes
Standstill period set out in the notice of intention to award	N/A	Yes

	BOLIVIA		BOSNIA AND HERZEGOVINA	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$2,830	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$ 4,770
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	65	No	58
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	No		Yes	
Form(s) of bid security, if any	No		Yes	
Criteria against which bids will be evaluated	No		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes	Yes		
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	65	No	77
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		Cash deposit, Bank guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	No	Yes		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	43	Yes	57
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes	No		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	77	No	73
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract	Legal framework and procurement contract		

	BOLIVIA		BOSNIA AND HERZEGOVINA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	34	Yes	82
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Insurance guarantee			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	30	No	33
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 91 and 180			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	1% of contract		8,000	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	15		5	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		Modification; overturn	
First-tier review body decisions are published:	Online and on the procuring entity's bulletin board		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	23		5	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		8,000	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	1460		105	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Damages; compensation		Modification; compensation; overturn	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	3		15	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		No	

	BOTSWANA		BRAZIL	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$ 7,880	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$ 11,760
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Not publicly advertised	<b>69</b>	No	<b>68</b>
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>73</b>	No	<b>82</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes	Yes		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	No	<b>50</b>
Electronic opening of bids	Never		Sometimes	
If never, entities allowed to attend the opening session	Bidders or their representatives		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online/Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		No	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes	Yes		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Legal framework and procurement contract		

QUESTION	BOTSWANA		BRAZIL	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>38</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		Yes	
Forms of performance guarantee	Insurance guarantee, Letter of credit		Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>75</b>	No	<b>57</b>
Legal timeframe for the purchasing entity to process payment	30		30	
Time to process payment starts from supplier's submission of invoice	No		No	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	N/A		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		Yes	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		No	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	Copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	46		22	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Overturn		Modification; overturn	
First-tier review body decisions are published:	Official gazette		Online and on the official gazette	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	14		7	
Cost to appeal the decision before the second-tier review body (USD)*	20,028		No cost	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	30		23	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; damages; compensation		Modification; overturn	
Second-tier review body decisions are published:	Official gazette		Online, on the procuring entity's bulletin board and on the official gazette	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	12		N/A	
Standstill period mandated in the legal framework	No		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	BULGARIA		BURKINA FASO	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$ 7,420	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$ 710
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Publicly advertised		No	68
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	N/A		Yes	
Form(s) of bid security, if any	N/A		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	81
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	No bid security requirement		Bid security	
Amount of bid security instrument	N/A		Maximum percentage	
Forms of bid security	N/A		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	N/A		Yes	
Timeframe for return of bid security instrument	N/A		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	57
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Other: Media representatives		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	No		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	68
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework	

	BULGARIA		BURKINA FASO	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>94</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		Yes	
Forms of performance guarantee	Insurance guarantee		Performance bond	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	Yes		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>75</b>	No	<b>42</b>
Legal timeframe for the purchasing entity to process payment	30		60	
Time to process payment starts from supplier's submission of invoice	Yes		No	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 91 and 180	
Interests and/or penalties payable in case of payment delays*	N/A		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		Yes	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	1,142		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		N/A	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	18		3	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Fees; overturn		Modification; overturn	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	14		7	
Cost to appeal the decision before the second-tier review body (USD)*	571		101	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	30		9	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Damages,fees; overturn		Modification; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	14		15	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		No	

	BURUNDI		CABO VERDE	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$ 270	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$ 3,520
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender		Procurement plans, Laws, Calls for tender	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		No	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		Yes	
Answers provided by procuring entity made available to all interested bidders	No		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		At discretion of procuring entity	
Forms of bid security	Bank guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		Yes	
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		Yes	
Timeframe for delivery renegotiated	No		Yes	
Financial aspects renegotiated	No		Yes	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework		Legal framework and procurement contract	

	BURUNDI		CABO VERDE	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>74</b>	Yes	<b>82</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		Yes	
Forms of performance guarantee	Performance bond		Certificate of deposit, Performance bond, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	Yes		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>48</b>	No	<b>76</b>
Legal timeframe for the purchasing entity to process payment	30		30	
Time to process payment starts from supplier's submission of invoice	No		Yes	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		Yes	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	No		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	7		5	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	Law is silent		10	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		Not regulated yet	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	21		10	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; overturn		-	
Second-tier review body decisions are published:	Official gazette		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	15		14	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		Yes	

	CAMBODIA		CAMEROON	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$1,010	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,350
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
		<b>Score</b>		<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>60</b>	No	<b>49</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>79</b>	No	<b>73</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration			
Amount of bid security instrument	At discretion of procuring entity			
Forms of bid security	Bank guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	Yes	<b>71</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>82</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	Yes			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

QUESTION	CAMBODIA		CAMEROON	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>30</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		Yes	
Forms of performance guarantee	--		Performance bond	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>37</b>	No	<b>48</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		30	
Time to process payment starts from supplier's submission of invoice	N/A		No	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		No	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Independent review body and court
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	No	Yes
Process to complain same for actual and prospective bidders	Yes	N/A
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	2
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	Yes
If yes, timeframe (calendar days)	N/A	Simultaneously
Filing of complaint leads to suspension	No	No
If the procurement process is suspended, bidders are notified	N/A	N/A
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	No
Time for first-tier review body to render a decision (calendar days)	14	15
Legal time limit for first-tier review body to render decision	Yes	Yes
Remedies legally granted by the first-tier review body:	-	Modification; damages
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	14	60
Cost to appeal the decision before the second-tier review body (USD)*	No cost	39
Filing of complaint leads to suspension	No	Upon request
Time for the second-tier review body to render a decision (calendar days)	21	365
Legal time limit for second-tier review body to render decision	Yes	No
Remedies legally granted by the second-tier review body:	-	Damages; overturn
Second-tier review body decisions are published:	No	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	Yes	No
Standstill time period (calendar days)	14	N/A
Standstill period mandated in the legal framework	No	N/A
Standstill period set out in the notice of intention to award	No	N/A

	CANADA		CENTRAL AFRICAN REPUBLIC	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$51,690	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$330
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Publicly advertised		No	49
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		--	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		No	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		No	
Criteria against which bids will be evaluated	Yes		No	
Method used to assess bids	Yes		No	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		No	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes		No	44
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Email		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Other		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		--	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	Yes		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	57
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Other: At least one witness		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	59
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework	

	CANADA		CENTRAL AFRICAN REPUBLIC	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>58</b>	Yes	<b>30</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Performance bond, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>75</b>	No	<b>48</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	157		3	
Legal time limit for first-tier review body to render decision	No		No	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	14		5	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	90		7	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; damages; compensation; fees; overturn		Modification; overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	CHAD		CHILE	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,010	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$14,900
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>32</b>	No	<b>56</b>
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	No		Yes	
Materials publicly accessible online	--		Procurement plans, Laws, Calls for tender	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	No		Yes	
Timeframe for procuring entity to address bidders' questions	N/A		Yes	
Answers provided by procuring entity made available to all interested bidders	N/A	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>77</b>	Yes	<b>60</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Other	
Forms of bid security	Bank guarantee, Insurance guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	No	<b>29</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price only	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>64</b>	No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Legal framework and procurement contract		

QUESTION	CHAD		CHILE	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>78</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		Yes	
Forms of performance guarantee	Insurance guarantee		Performance bond, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	No		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>39</b>	No	<b>76</b>
Legal timeframe for the purchasing entity to process payment	45		30	
Time to process payment starts from supplier's submission of invoice	No		Yes	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		Yes	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Independent review body and court	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	No		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	60		365	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; fees; overturn	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	60		7	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No data		258	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Overturn		Modification; fees; overturn	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	CHINA		COLOMBIA	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$7,380	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$7,780
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>56</b>	No	<b>80</b>
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>94</b>	Yes	<b>52</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Other	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	Yes	No		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>79</b>	No	<b>43</b>
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bid opening session is public	
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		No	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes	Yes		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes	<b>82</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Legal framework and procurement contract		

	CHINA		COLOMBIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	70	Yes	58
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Certified check, Certificate of deposit, Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	67	No	67
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Procuring entity and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	7		25	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		Modification; overturn	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	21		120	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	105		730	
Legal time limit for second-tier review body to render decision	Yes		No	
Remedies legally granted by the second-tier review body:	Overturn		Modification; damages; compensation; fees; overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	3		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	COMOROS		CONGO, DEM. REP.	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$840	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$410
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		No	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No data		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		Yes	
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	No data		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No data		No	
Publish post-award variations	No data		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework		Legal framework and procurement contract	

	COMOROS		CONGO, DEM. REP.	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>74</b>	Yes	<b>54</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	Yes			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>61</b>	No	<b>67</b>
Legal timeframe for the purchasing entity to process payment	84			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 91 and 180			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	Yes			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No	
Process to complain same for actual and prospective bidders	N/A		N/A	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	15		7	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; overturn	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	21		3	
Cost to appeal the decision before the second-tier review body (USD)*	66		No cost	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	15		30	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Damages; compensation; fees		Modification	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	15		7	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		No	

	COSTA RICA		CÔTE D'IVOIRE	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$9,750	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,550
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>70</b>		<b>58</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	Yes		Yes	
	<b>94</b>		<b>65</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bidders or their representatives	
If always/sometimes, minutes of the opening session	Published online		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
	<b>79</b>		<b>57</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	
	<b>64</b>		<b>73</b>	

	COSTA RICA		CÔTE D'IVOIRE	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	90	Yes	58
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Certified check, Certificate of deposit, Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	57	No	51
Legal timeframe for the purchasing entity to process payment	45			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		No	
If the procurement process is suspended, bidders are notified	Yes		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	No		N/A	
Time for first-tier review body to render a decision (calendar days)	19		7	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification		Overturn	
First-tier review body decisions are published:	Online and on the official gazette		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	365		7	
Cost to appeal the decision before the second-tier review body (USD)*	Legal stamps		50	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	700		14	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Modification; damages; overturn		Overturn	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	14		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		No	

	CROATIA		CYPRUS	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$13,020	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$26,370
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>70</b>	No	<b>70</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>67</b>	Yes	<b>57</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>79</b>	Yes	<b>86</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>40</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	No			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	No			
Specific procedures for the termination of the contract established in:	Neither legal framework nor procurement contract			

	CROATIA		CYPRUS	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	30	Yes	30
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		No	
Forms of performance guarantee	--		--	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	67	Yes	59
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	Yes		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		No data	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Independent review body and court	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	No		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	7,800		7,800	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		No	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	40		75	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; compensation; overturn		Modification; overturn	
First-tier review body decisions are published:	Online		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	30		75	
Cost to appeal the decision before the second-tier review body (USD)*	867		133	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	426		313	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Damages; overturn		Fees; overturn	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	15		15	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		Yes	

	CZECH REPUBLIC		DENMARK	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$17,795	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$61,310
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Not publicly advertised		Yes, Publicly advertised	
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		N/A	
Form(s) of bid security, if any	Yes		N/A	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>78</b>		<b>88</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		No bid security requirement	
Amount of bid security instrument	Maximum percentage		N/A	
Forms of bid security	Cash deposit, Bank guarantee		N/A	
Choice for bidders on form of bid security instruments	Yes		N/A	
Timeframe for return of bid security instrument	Yes		N/A	
	<b>78</b>		<b>75</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	
Electronic opening of bids	Sometimes		Sometimes	
If never, entities allowed to attend the opening session	N/A		N/A	
If always/sometimes, minutes of the opening session	Requested by the bidder		Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	No		Yes	
	<b>64</b>		<b>64</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Neither legal framework nor procurement contract		Procurement contract	
	<b>60</b>		<b>59</b>	

	CZECH REPUBLIC		DENMARK	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No	<b>0</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	N/A			
Choice for suppliers on form of the performance guarantee	N/A			
Forms of performance guarantee	N/A			
Timeframe for purchasing entity to return performance guarantee	N/A			
Circumstances where purchasing entity can collect performance guarantee	N/A			
Separate entity to oversee decision to withhold the performance guarantee	N/A			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>75</b>	Yes	<b>100</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Independent review body and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		1,751	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		Yes	
If yes, timeframe (calendar days)	N/A		Simultaneously	
Filing of complaint leads to suspension	Upon request		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	10		150	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	Modification; overturn		Damages; overturn	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	10		56	
Cost to appeal the decision before the second-tier review body (USD)*	20,000		3,528	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	120		450	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	Fees; overturn		Damages; overturn	
Second-tier review body decisions are published:	Online		Online and on the official gazette	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	15		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		Yes	

	DJIBOUTI		DOMINICA	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$1,692	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$7,070
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	15	No	35
Internal market analysis guidelines during market research phase	No		No data	
Open tendering as the default method of procurement	No		Yes	
Procurement portal(s) dedicated to public procurement	No		No	
Materials publicly accessible online	--		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		No data	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	No		Yes	
Method used to assess bids	No		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		No data	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		No data	
Answers provided by procuring entity made available to all interested bidders	No	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	48	No data	No data
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	No		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	57	Yes	71
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	50	No	59
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	No		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		No data	
Specific procedures for the termination of the contract established in:	Legal framework	Procurement contract		

QUESTION	DJIBOUTI		DOMINICA	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>38</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		No data	
Forms of performance guarantee	Performance bond		Performance bond, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	No		No data	
Circumstances where purchasing entity can collect performance guarantee	Yes		No data	
Separate entity to oversee decision to withhold the performance guarantee	No		Yes	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>15</b>	No data	<b>No data</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No data	
Time to process payment starts from supplier's submission of invoice	N/A		No data	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		No data	
Interests and/or penalties payable in case of payment delays*	No		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No	Yes
Process to complain same for actual and prospective bidders	No	N/A
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	No
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	No	Yes
If the procurement process is suspended, bidders are notified	N/A	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	No
Time for first-tier review body to render a decision (calendar days)	7	No data
Legal time limit for first-tier review body to render decision	Yes	No
Remedies legally granted by the first-tier review body:	-	-
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	7	No data
Cost to appeal the decision before the second-tier review body (USD)*	6	No data
Filing of complaint leads to suspension	Yes	Yes
Time for the second-tier review body to render a decision (calendar days)	730	No data
Legal time limit for second-tier review body to render decision	Yes	Yes
Remedies legally granted by the second-tier review body:	Overturn	Compensation
Second-tier review body decisions are published:	No	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	No
Standstill period after contract award to allow filing of complaints	No	Yes
Standstill time period (calendar days)	N/A	7
Standstill period mandated in the legal framework	N/A	Yes
Standstill period set out in the notice of intention to award	N/A	No

	DOMINICAN REPUBLIC		ECUADOR	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$5,950	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$6,040
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>70</b>	Yes, Not publicly advertised	<b>78</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>77</b>	Yes	<b>100</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	No			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	No	<b>50</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>59</b>	No	<b>82</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			
			Legal framework and procurement contract	

	DOMINICAN REPUBLIC		ECUADOR	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	34	Yes	86
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Insurance guarantee			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	0	No	48
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	More than 181			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	23		15	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		-	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	30		3	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	23		15	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; overturn		Overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	7		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	EGYPT, ARAB REP.		EL SALVADOR	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$3,280	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$3,780
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		Yes	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

	EGYPT, ARAB REP.		EL SALVADOR	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>74</b>	Yes	<b>66</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Certified check		Certified check, Certificate of deposit, Performance bond, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>30</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	21		No timeframe	
Time to process payment starts from supplier's submission of invoice	No		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	No		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No pre-award	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No pre-award	
Process to complain same for actual and prospective bidders	Yes		No pre-award	
Complaining party has to prove damage in order to file a complaint	Yes		No pre-award	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No pre-award	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		No pre-award	
If yes, timeframe (calendar days)	N/A		No pre-award	
Filing of complaint leads to suspension	No		No pre-award	
If the procurement process is suspended, bidders are notified	N/A		No pre-award	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		No pre-award	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No pre-award	
Procuring entity required to provide first-tier review body with:	No		No pre-award	
Time for first-tier review body to render a decision (calendar days)	35		No pre-award	
Legal time limit for first-tier review body to render decision	Yes		No pre-award	
Remedies legally granted by the first-tier review body:	Modification		No pre-award	
First-tier review body decisions are published:	No		No pre-award	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No pre-award	
Time limit to appeal (calendar days)	60		No pre-award	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No pre-award	
Filing of complaint leads to suspension	Upon request		No pre-award	
Time for the second-tier review body to render a decision (calendar days)	229		No pre-award	
Legal time limit for second-tier review body to render decision	No		No pre-award	
Remedies legally granted by the second-tier review body:	Damages; compensation; overturn		No pre-award	
Second-tier review body decisions are published:	No		No pre-award	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		7	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		No	

	EQUATORIAL GUINEA		ERITREA	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$13,340	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$530
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>29</b>	No	<b>30</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	No			
Materials publicly accessible online	--			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	No			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	No			
Method used to assess bids	No			
Main terms and conditions of the contract	No			
Payment schedule under the procurement contract	No			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No		No	
Answers provided by procuring entity made available to all interested bidders	Yes		No	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>73</b>	No	<b>57</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>29</b>	No	<b>No data</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bidders or their representatives			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	No		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>55</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework		Legal framework and procurement contract	

	EQUATORIAL GUINEA		ERITREA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>70</b>	No data	<b>No data</b>
Amount of performance guarantee is percentage of the contract value:	Yes		No data	
Choice for suppliers on form of the performance guarantee	Yes		No data	
Forms of performance guarantee	--		No data	
Timeframe for purchasing entity to return performance guarantee	Yes		No data	
Circumstances where purchasing entity can collect performance guarantee	Yes		No data	
Separate entity to oversee decision to withhold the performance guarantee	No		No data	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>22</b>	No	<b>15</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	More than 181		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		No data	
Interests and/or penalties automatically paid without a supplier's request	No		No data	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		No pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No pre-award	
Process to complain same for actual and prospective bidders	N/A		No pre-award	
Complaining party has to prove damage in order to file a complaint	No		No pre-award	
Cost to file a complaint before the first-tier review body (USD)*	4		No pre-award	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No pre-award	
If yes, timeframe (calendar days)	N/A		No pre-award	
Filing of complaint leads to suspension	No		No pre-award	
If the procurement process is suspended, bidders are notified	N/A		No pre-award	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		No pre-award	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No pre-award	
Procuring entity required to provide first-tier review body with:	N/A		No pre-award	
Time for first-tier review body to render a decision (calendar days)	105		No pre-award	
Legal time limit for first-tier review body to render decision	Yes		No pre-award	
Remedies legally granted by the first-tier review body:	Overturn		No pre-award	
First-tier review body decisions are published:	No		No pre-award	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No pre-award	
Time limit to appeal (calendar days)	60		No pre-award	
Cost to appeal the decision before the second-tier review body (USD)*	6		No pre-award	
Filing of complaint leads to suspension	No		No pre-award	
Time for the second-tier review body to render a decision (calendar days)	No data		No pre-award	
Legal time limit for second-tier review body to render decision	No		No pre-award	
Remedies legally granted by the second-tier review body:	-		No pre-award	
Second-tier review body decisions are published:	Procuring entity's bulletin board		No pre-award	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	ESTONIA		ETHIOPIA	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$18,530	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$550
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>70</b>	No	<b>51</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes		Laws, Calls for tender, Award notice	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>82</b>	Yes	<b>94</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes	No electronic means available		
		Bid security		
		Maximum percentage, Maximum flat amount		
		Cash deposit, Bank guarantee, Insurance guarantee		
		Yes		
		Yes		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>64</b>	Yes	<b>71</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
			Never	
		Bid opening session is public		
		N/A		
		Price and other qualitative elements		
		Yes		
		Yes		
		N/A		
		Yes		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes	<b>73</b>	No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	No			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			
		Yes		
		Legal framework and procurement contract		

QUESTION	ESTONIA		ETHIOPIA	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>14</b>	Yes	<b>78</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Insurance guarantee		Certified check, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	No		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		Yes	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>88</b>	No	<b>48</b>
Legal timeframe for the purchasing entity to process payment	60		18	
Time to process payment starts from supplier's submission of invoice	Yes		No	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	N/A		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	818		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	24		14	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; damages; compensation; overturn		-	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	10		7	
Cost to appeal the decision before the second-tier review body (USD)*	818		No cost	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	45		25	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; damages; compensation; fees; overturn		-	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	14		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	No		N/A	

	FIJI		FINLAND	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$4,540	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$47,380
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Publicly advertised		No	<b>66</b>
Internal market analysis guidelines during market research phase	No data		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		Yes	
Amount of bid security, if any	No		N/A	
Form(s) of bid security, if any	No		N/A	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	No data		Yes	
Timeframe for procuring entity to address bidders' questions	No data		Yes	
Answers provided by procuring entity made available to all interested bidders	No data		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No data		No	<b>50</b>
Foreign firms eligible to submit bids	No data		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	No data		Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	No data		No bid security requirement	
Amount of bid security instrument	No data		N/A	
Forms of bid security	No data		N/A	
Choice for bidders on form of bid security instruments	No data		N/A	
Timeframe for return of bid security instrument	No data		N/A	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	<b>64</b>
Electronic opening of bids	No data		Sometimes	
If never, entities allowed to attend the opening session	No data		N/A	
If always/sometimes, minutes of the opening session	N/A		Requested by the bidder	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	<b>59</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No data		No	
Timeframe for delivery renegotiated	No data		No	
Financial aspects renegotiated	No data		No	
Specific procedures to follow for contract variations (once contract is signed)	No data		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No data		No	
Publish post-award variations	No data		No	
Purchasing entity can unilaterally modify contract during implementation phase	No data		No	
Specific procedures for the acceptance of the completion of works	No data		Yes	
Specific procedures for the termination of the contract established in:	No data		Procurement contract	

	FIJI		FINLAND	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No data	<b>No data</b>	No	<b>0</b>
Amount of performance guarantee is percentage of the contract value:	No data		N/A	
Choice for suppliers on form of the performance guarantee	No data		N/A	
Forms of performance guarantee	No data		N/A	
Timeframe for purchasing entity to return performance guarantee	No data		N/A	
Circumstances where purchasing entity can collect performance guarantee	No data		N/A	
Separate entity to oversee decision to withhold the performance guarantee	No data		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>No data</b>	Yes	<b>100</b>
Legal timeframe for the purchasing entity to process payment	No data		30	
Time to process payment starts from supplier's submission of invoice	No data		Yes	
Time for supplier to actually receive payment (calendar days)	No data		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	No data		N/A	
Interests and/or penalties automatically paid without a supplier's request	No data		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body	No data		No cost	
Notification of the procuring if complaint filed before a court or an independent review body	Yes		N/A	
If yes, timeframe (calendar days)	7		N/A	
Filing of complaint leads to suspension	No		No	
If the procurement process is suspended, bidders are notified	N/A		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint		N/A	
Time for first-tier review body to render a decision (calendar days)	No data		34	
Legal time limit for first-tier review body to render decision	No data		No	
Remedies legally granted by the first-tier review body:	-		Overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	No data		14	
Cost to appeal the decision before the second-tier review body	No data		7,775	
Step(s) that could trigger suspension of the procurement process	No data		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No Data		180	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	-		Modification; overturn	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	No data		No	
Standstill time period (calendar days)	No data		N/A	
Standstill period mandated in the legal framework	No data		N/A	
Standstill period set out in the notice of intention to award	No data		N/A	

	FRANCE		GABON	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$43,080	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$9,320
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Not publicly advertised		No	<b>62</b>
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	N/A		Yes	
Form(s) of bid security, if any	N/A		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	<b>73</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	No bid security requirement		Bid security	
Amount of bid security instrument	N/A		Maximum percentage	
Forms of bid security	N/A		Bank guarantee	
Choice for bidders on form of bid security instruments	N/A		Yes	
Timeframe for return of bid security instrument	N/A		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	<b>57</b>
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bid opening session is public	
If always/sometimes, minutes of the opening session	Requested by the bidder		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		No	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

QUESTION	FRANCE		GABON	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>58</b>	Yes	<b>10</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		No	
Forms of performance guarantee	Performance bond, Insurance guarantee		--	
Timeframe for purchasing entity to return performance guarantee	Yes		No data	
Circumstances where purchasing entity can collect performance guarantee	Yes		No data	
Separate entity to oversee decision to withhold the performance guarantee	No		No data	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>50</b>	No	<b>45</b>
Legal timeframe for the purchasing entity to process payment	30		90	
Time to process payment starts from supplier's submission of invoice	No		Yes	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		More than 181	
Interests and/or penalties payable in case of payment delays*	N/A		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No second-tier for pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body	No cost		No cost	
Notification of the procuring if complaint filed before a court or an independent review body	Yes		N/A	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	No		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		Yes	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	20		7	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; fees; overturn		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	15		No second-tier	
Cost to appeal the decision before the second-tier review body	No cost		No second-tier	
Step(s) that could trigger suspension of the procurement process	No		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	198		No second-tier	
Legal time limit for second-tier review body to render decision	No		No second-tier	
Remedies legally granted by the second-tier review body:	Modification; overturn		No second-tier	
Second-tier review body decisions are published:	Online		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	16		14	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		Yes	

	GAMBIA, THE		GEORGIA	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$450	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$3,720
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>46</b>	No	<b>70</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>83</b>	No	<b>59</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		No	
Timeframe for return of bid security instrument	Yes		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>57</b>	Yes	<b>71</b>
Electronic opening of bids	Never		Always	
If never, entities allowed to attend the opening session	Other: Independent observers		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		No	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>77</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Procurement contract	

	GAMBIA, THE		GEORGIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	42	Yes	54
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	33	Yes	67
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		No	
Time for first-tier review body to render a decision (calendar days)	14		14	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; compensation; overturn		Compensation; overturn	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	14		30	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		58	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	14		83	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; compensation; overturn		Modification; overturn	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	10		5	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		Yes	

	GERMANY		GHANA	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$47,640	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,620
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	N/A		Yes	
Form(s) of bid security, if any	N/A		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>76</b>		<b>56</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Other		Bid security	
Amount of bid security instrument	N/A		At discretion of procuring entity	
Forms of bid security	N/A		--	
Choice for bidders on form of bid security instruments	N/A		No	
Timeframe for return of bid security instrument	N/A		Yes	
	<b>29</b>		<b>44</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		Yes	
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bidders or their representatives	
If always/sometimes, minutes of the opening session	Requested by the bidder		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
	<b>79</b>		<b>71</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Procurement contract	
	<b>82</b>		<b>68</b>	

	GERMANY		GHANA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>78</b>	Yes	<b>62</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Certificate of deposit, Insurance guarantee		Performance bond, Insurance guarantee, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>67</b>	No	<b>57</b>
Legal timeframe for the purchasing entity to process payment	30		56	
Time to process payment starts from supplier's submission of invoice	Yes		Yes	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Other	
Choice of the authority before which filing a complaint	Yes		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body	No cost		No cost	
Notification of the procuring if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		Upon request	
If the procurement process is suspended, bidders are notified	N/A		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		Yes	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	35		21	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; compensation; overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	Law is silent		21	
Cost to appeal the decision before the second-tier review body	3,231		No cost	
Step(s) that could trigger suspension of the procurement process	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	143		35	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Modification; overturn		Modification; compensation; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	GREECE		GRENADA	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$22,090	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$7,850
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	34
Internal market analysis guidelines during market research phase	N/A		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		No	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Award notice		No data	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		No data	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes		No	75
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security, Bid declaration	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	57
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	27
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	Yes		No data	
Timeframe for delivery renegotiated	No		No data	
Financial aspects renegotiated	No		No data	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No data	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

	GREECE		GRENADA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>58</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Insurance guarantee			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>57</b>	No	<b>33</b>
Legal timeframe for the purchasing entity to process payment	60			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	1,008		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		Yes	
If the procurement process is suspended, bidders are notified	N/A		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	30		No data	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	60		14	
Cost to appeal the decision before the second-tier review body (USD)*	310		No cost	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	60		No data	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Modification; fees; overturn		Modification; damages; compensation; fees; overturn	
Second-tier review body decisions are published:	No		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	30		14	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		Yes	

	GUATEMALA		GUINEA	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$3,440	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$480
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	58	No	49
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	No			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	No			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	78	No	51
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Insurance guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	43	Yes	71
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	77	No	73
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	Yes			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			

	GUATEMALA		GUINEA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>58</b>	Yes	<b>54</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Certified check, Insurance guarantee		Performance bond	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No	No		
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>67</b>	No	<b>30</b>
Legal timeframe for the purchasing entity to process payment	30		30	
Time to process payment starts from supplier's submission of invoice	Yes		No	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		No	
Interests and/or penalties automatically paid without a supplier's request	No		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	No		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		67	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		No	
Time for first-tier review body to render a decision (calendar days)	135		9	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	Online		Online and on the official gazette	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	90		7	
Cost to appeal the decision before the second-tier review body (USD)*	Stamp tax		No cost	
Filing of complaint leads to suspension	Upon request		No	
Time for the second-tier review body to render a decision (calendar days)	433		9	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Overturn		-	
Second-tier review body decisions are published:	No		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	14		21	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		No	

	GUINEA-BISSAU		HAITI	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$570	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$830
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>40</b>	No	<b>68</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	--			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	No			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	No			
Main terms and conditions of the contract	No			
Payment schedule under the procurement contract	No			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>44</b>	No	<b>65</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	--			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	Yes	<b>71</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	No			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>59</b>	No	<b>59</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	No			
Specific procedures for the termination of the contract established in:	Legal framework			

	GUINEA-BISSAU		HAITI	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	50	Yes	58
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	36	No	48
Legal timeframe for the purchasing entity to process payment	60			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	More than 181			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	Yes			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		Yes	
Process to complain same for actual and prospective bidders	N/A		N/A	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		No	
If the procurement process is suspended, bidders are notified	Yes		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	7		9	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	7		7	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	7		10	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Overturn		-	
Second-tier review body decisions are published:	No		Online and on procuring entity's bulletin board	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	15		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	HONDURAS		HONG KONG SAR, CHINA	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$2,190	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$40,320
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	54	No	63
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	No			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	65	No	71
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Other			
Forms of bid security	Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	43	No	57
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	No			
If no, debriefing organized for unsuccessful bidders	No			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	64	No	68
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

	HONDURAS		HONG KONG SAR, CHINA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	42	No	0
Amount of performance guarantee is percentage of the contract value:	Yes		N/A	
Choice for suppliers on form of the performance guarantee	No		N/A	
Forms of performance guarantee	Certified check, Performance bond, Insurance guarantee,		N/A	
Timeframe for purchasing entity to return performance guarantee	No		N/A	
Circumstances where purchasing entity can collect performance guarantee	Yes		N/A	
Separate entity to oversee decision to withhold the performance guarantee	No		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	39	No	33
Legal timeframe for the purchasing entity to process payment	45		No timeframe	
Time to process payment starts from supplier's submission of invoice	No		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	Yes		N/A	
Interests and/or penalties automatically paid without a supplier's request	No		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body	No cost		No cost	
Notification of the procuring if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		No	
If the procurement process is suspended, bidders are notified	Yes		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	53		34	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	15		14	
Cost to appeal the decision before the second-tier review body	No cost		No cost	
Step(s) that could trigger suspension of the procurement process	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	90		135	
Legal time limit for second-tier review body to render decision	Yes		No	
Remedies legally granted by the second-tier review body:	-		Compensation; fees	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	HUNGARY		ICELAND	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$13,470	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$47,640
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Not publicly advertised		No	58
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		N/A	
Form(s) of bid security, if any	Yes		N/A	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	71
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		Email	
Form of bid instrument to guarantee bidder's offer	Bid security		No bid security requirement	
Amount of bid security instrument	At discretion of procuring entity		N/A	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		N/A	
Choice for bidders on form of bid security instruments	Yes		N/A	
Timeframe for return of bid security instrument	Yes		N/A	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		Yes	64
Electronic opening of bids	Sometimes		Sometimes	
If never, entities allowed to attend the opening session	N/A		N/A	
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders		Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	50
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework		Neither legal framework nor procurement contract	

	HUNGARY		ICELAND	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>62</b>	No	<b>0</b>
Amount of performance guarantee is percentage of the contract value:	Yes		N/A	
Choice for suppliers on form of the performance guarantee	Yes		N/A	
Forms of performance guarantee	Certificate of deposit, Performance bond, Insurance guarantee		N/A	
Timeframe for purchasing entity to return performance guarantee	No		N/A	
Circumstances where purchasing entity can collect performance guarantee	Yes		N/A	
Separate entity to oversee decision to withhold the performance guarantee	No		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>76</b>	Yes	<b>67</b>
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	Yes		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	Yes		N/A	
Interests and/or penalties automatically paid without a supplier's request	Yes		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Independent review body and court	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	0.5% of claim*		1,198	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		No	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Upon request		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	40		70	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Fees		Modification; fees ; overturn	
First-tier review body decisions are published:	Online		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	15		180	
Cost to appeal the decision before the second-tier review body (USD)*	6% of claim (min. USD 64 - max. USD 6,426) *		240	
Filing of complaint leads to suspension	Upon request		No	
Time for the second-tier review body to render a decision (calendar days)	30		360	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Overturn		-	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	10		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		Yes	

	INDIA		INDONESIA	
	SOUTH ASIA	GNI PER CAPITA (IN USD) \$1,610	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$3,650
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>63</b>	No	<b>64</b>
Internal market analysis guidelines during market research phase	Yes			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>75</b>	No	<b>67</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>50</b>	Yes	<b>50</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			
			Legal framework and procurement contract	

	INDIA		INDONESIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>54</b>	Yes	<b>58</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Certificate of deposit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>59</b>	No	<b>33</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No pre-award	
Process to complain same for actual and prospective bidders	Yes		No pre-award	
Complaining party has to prove damage in order to file a complaint	No		No pre-award	
Cost to file a complaint before the first-tier review body (USD)*	4		No pre-award	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		No pre-award	
If yes, timeframe (calendar days)	No data		No pre-award	
Filing of complaint leads to suspension	Upon request		No pre-award	
If the procurement process is suspended, bidders are notified	Yes		No pre-award	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		No pre-award	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No pre-award	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		No pre-award	
Time for first-tier review body to render a decision (calendar days)	365		No pre-award	
Legal time limit for first-tier review body to render decision	No		No pre-award	
Remedies legally granted by the first-tier review body:	Overturn		No pre-award	
First-tier review body decisions are published:	Online		No pre-award	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No pre-award	
Time limit to appeal (calendar days)	90		No pre-award	
Cost to appeal the decision before the second-tier review body (USD)*	4		No pre-award	
Filing of complaint leads to suspension	Upon request		No pre-award	
Time for the second-tier review body to render a decision (calendar days)	1095		No pre-award	
Legal time limit for second-tier review body to render decision	No		No pre-award	
Remedies legally granted by the second-tier review body:	Overturn		No pre-award	
Second-tier review body decisions are published:	Online		No pre-award	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		7	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		No	

	IRAN, ISLAMIC REP.		IRAQ	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$6,063	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$6,410
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>60</b>	No	<b>59</b>
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		No	
Method used to assess bids	Yes		No	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	No		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>78</b>	No	<b>60</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	Yes		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>57</b>	No	<b>57</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Other: Experienced staff or another entity having expertise	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>68</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Procurement contract	

	IRAN, ISLAMIC REP.		IRAQ	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>62</b>	Yes	<b>38</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Certified check, Certificate of deposit, Performance bond		Performance bond, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>37</b>	No	<b>22</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		More than 181	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No pre-award	
Process to complain same for actual and prospective bidders	N/A		No pre-award	
Complaining party has to prove damage in order to file a complaint	No		No pre-award	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No pre-award	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No pre-award	
If yes, timeframe (calendar days)	N/A		No pre-award	
Filing of complaint leads to suspension	No		No pre-award	
If the procurement process is suspended, bidders are notified	N/A		No pre-award	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		No pre-award	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No pre-award	
Procuring entity required to provide first-tier review body with:	N/A		No pre-award	
Time for first-tier review body to render a decision (calendar days)	21		No pre-award	
Legal time limit for first-tier review body to render decision	Yes		No pre-award	
Remedies legally granted by the first-tier review body:	overturn		No pre-award	
First-tier review body decisions are published:	No		No pre-award	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No pre-award	
Time limit to appeal (calendar days)	10		No pre-award	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No pre-award	
Filing of complaint leads to suspension	Upon request		No pre-award	
Time for the second-tier review body to render a decision (calendar days)	21		No pre-award	
Legal time limit for second-tier review body to render decision	Yes		No pre-award	
Remedies legally granted by the second-tier review body:	Overturn		No pre-award	
Second-tier review body decisions are published:	No		No pre-award	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		7	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		No	

	IRELAND		ISRAEL	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$44,660	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$34,990
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Not publicly advertised		Yes, Publicly advertised	
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	N/A		Yes	
Form(s) of bid security, if any	N/A		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		No	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>73</b>		<b>83</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		No	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	No bid security requirement		Bid security	
Amount of bid security instrument	N/A		Maximum percentage	
Forms of bid security	N/A		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	N/A		No	
Timeframe for return of bid security instrument	N/A		No	
	<b>43</b>		<b>40</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Representatives of Tender Committee	
If always/sometimes, minutes of the opening session	Requested by the bidder		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		No	
	<b>64</b>		<b>43</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		No	
Specific procedures for the termination of the contract established in:	Neither legal framework nor procurement contract		Procurement contract	
	<b>60</b>		<b>59</b>	

QUESTION	IRELAND		ISRAEL	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No	0	Yes	48
Amount of performance guarantee is percentage of the contract value:	N/A			
Choice for suppliers on form of the performance guarantee	N/A			
Forms of performance guarantee	N/A			
Timeframe for purchasing entity to return performance guarantee	N/A			
Circumstances where purchasing entity can collect performance guarantee	N/A			
Separate entity to oversee decision to withhold the performance guarantee	N/A			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	85	Yes	59
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

## COMPLAINTS

QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Procuring entity and court
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No	No
Process to complain same for actual and prospective bidders	Yes	Yes
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	430	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes	N/A
If yes, timeframe (calendar days)	No data	N/A
Filing of complaint leads to suspension	Upon request	No
If the procurement process is suspended, bidders are notified	No	N/A
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A	Yes
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents	N/A
Time for first-tier review body to render a decision (calendar days)	450	7
Legal time limit for first-tier review body to render decision	No	No
Remedies legally granted by the first-tier review body:	Modification; damages; compensation; fees; overturn	-
First-tier review body decisions are published:	Online	Online
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	28	45
Cost to appeal the decision before the second-tier review body (USD)*	325	525
Filing of complaint leads to suspension	Upon request	Upon request
Time for the second-tier review body to render a decision (calendar days)	365	26
Legal time limit for second-tier review body to render decision	No	No
Remedies legally granted by the second-tier review body:	-	Modification; damages; fees; compensation and overturn
Second-tier review body decisions are published:	Online	Online and on the official gazette
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	No	No
Standstill time period (calendar days)	N/A	N/A
Standstill period mandated in the legal framework	N/A	N/A
Standstill period set out in the notice of intention to award	N/A	N/A

	ITALY		JAMAICA	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$34,280	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$5,042
<b>PLC</b>				
QUESTION	Answers	Score	Answers	Score
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	70	No	56
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	82	Yes	96
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security, Bid declaration	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	Yes	Yes		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	64	No	64
Electronic opening of bids	Sometimes		Sometimes	
If never, entities allowed to attend the opening session	N/A		N/A	
If always/sometimes, minutes of the opening session	Requested by the bidder		Requested by the bidder	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes	Yes		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes	82	No	77
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Procurement contract		

	ITALY		JAMAICA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>78</b>	Yes	<b>62</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		Yes	
Forms of performance guarantee	Performance bond, Insurance guarantee		Certified check, Insurance guarantee, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	Yes		No	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>100</b>	No	<b>7</b>
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	Yes		N/A	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 91 and 180	
Interests and/or penalties payable in case of payment delays*	N/A		No	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	7,817; plus cost of notification*		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		N/A	
If yes, timeframe (calendar days)	30		N/A	
Filing of complaint leads to suspension	Upon request		No	
If the procurement process is suspended, bidders are notified	Yes		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	135		18	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Damages; compensation; fees; overturn		Modification	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	30		14	
Cost to appeal the decision before the second-tier review body (USD)*	11,727; plus cost of notification*		No cost	
Filing of complaint leads to suspension	Upon request		No	
Time for the second-tier review body to render a decision (calendar days)	105		18	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Damages; compensation; fees		Modification	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	35		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	JAPAN		JORDAN	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$42,000	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$5,160
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>70</b>	No	<b>49</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>67</b>	No	<b>35</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Other			
Forms of bid security	Cash deposit, Bank guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>50</b>	No	<b>43</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders			
Evaluation criteria	Price only			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes	<b>68</b>	No	<b>50</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	No			
Specific procedures for the termination of the contract established in:	Procurement contract			

QUESTION	JAPAN		JORDAN	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>58</b>	Yes	<b>14</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Certified check, Performance bond		Certified check	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	Yes		No	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>67</b>	No	<b>15</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	N/A		No	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	No second-tier for pre-award	No pre-award
Choice of the authority before which filing a complaint	Yes	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No	No pre-award
Process to complain same for actual and prospective bidders	Yes	No pre-award
Complaining party has to prove damage in order to file a complaint	No	No pre-award
Cost to file a complaint before the first-tier review body (USD)*	No cost	No pre-award
Notification to the procuring entity if complaint filed before a court or an independent review body	No	No pre-award
If yes, timeframe (calendar days)	N/A	No pre-award
Filing of complaint leads to suspension	Upon request	No pre-award
If the procurement process is suspended, bidders are notified	No	No pre-award
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A	No pre-award
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No pre-award
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents	No pre-award
Time for first-tier review body to render a decision (calendar days)	90	No pre-award
Legal time limit for first-tier review body to render decision	Yes	No pre-award
Remedies legally granted by the first-tier review body:	-	No pre-award
First-tier review body decisions are published:	Online	No pre-award
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	No second-tier	No pre-award
Time limit to appeal (calendar days)	No second-tier	No pre-award
Cost to appeal the decision before the second-tier review body (USD)*	No second-tier	No pre-award
Filing of complaint leads to suspension	No second-tier	No pre-award
Time for the second-tier review body to render a decision (calendar days)	No second-tier	No pre-award
Legal time limit for second-tier review body to render decision	No second-tier	No pre-award
Remedies legally granted by the second-tier review body:	No second-tier	No pre-award
Second-tier review body decisions are published:	No second-tier	No pre-award
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	No
Standstill period after contract award to allow filing of complaints	No	No
Standstill time period (calendar days)	N/A	N/A
Standstill period mandated in the legal framework	N/A	N/A
Standstill period set out in the notice of intention to award	N/A	N/A

	KAZAKHSTAN		KENYA	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$11,670	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,280
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	70	No	57
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	90	No	69
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	86	Yes	71
Electronic opening of bids	Always			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes	91	No	73
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	Yes			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

	KAZAKHSTAN		KENYA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>90</b>	Yes	<b>58</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	Yes			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>50</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Independent review body and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		>10% cost of contract*	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		Yes	
If yes, timeframe (calendar days)	N/A		Simultaneously	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		No	
Time for first-tier review body to render a decision (calendar days)	14		21	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Overturn		Modification; compensation; fees; overturn	
First-tier review body decisions are published:	Online		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	90		14	
Cost to appeal the decision before the second-tier review body (USD)*	6		65	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	28		120	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Damages; fees; overturn		Damages; compensation; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	7		14	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		Yes	

	KIRIBATI		KOREA, REP.	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$2,280	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$27,090
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>31</b>	No	<b>60</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	No			
Materials publicly accessible online	Laws		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	No data		Yes	
Form(s) of bid security, if any	No data		Yes	
Criteria against which bids will be evaluated	No data		Yes	
Method used to assess bids	No		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No data	No		
Answers provided by procuring entity made available to all interested bidders	Yes	No		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>35</b>	No	<b>59</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		Other	
Forms of bid security	Bank guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	No		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>No data</b>	No	<b>57</b>
Electronic opening of bids	Never		Always	
If never, entities allowed to attend the opening session	Bidders or their representatives		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No data		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No data		No	
If no, debriefing organized for unsuccessful bidders	No		No	
Model contracts with standard clauses used when awarding a contract	No data		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No data	<b>10</b>	Yes	<b>77</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No data		No	
Timeframe for delivery renegotiated	No data		No	
Financial aspects renegotiated	No data		No	
Specific procedures to follow for contract variations (once contract is signed)	No		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Neither legal framework nor procurement contract	Legal framework		

	KIRIBATI		KOREA, REP.	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	20	Yes	66
Amount of performance guarantee is percentage of the contract value:	No			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No data	No data	Yes	100
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	No data			
Interests and/or penalties payable in case of payment delays*	No data			
Interests and/or penalties automatically paid without a supplier's request	No data			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Procuring entity and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		No data	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	No		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		Yes	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	No data		9	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		Modification	
First-tier review body decisions are published:	Official gazette		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	No data		15	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No data		50	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	-		Modification	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		10	
Standstill period mandated in the legal framework	N/A		No	
Standstill period set out in the notice of intention to award	N/A		No	

	KOSOVO		KUWAIT	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$4,000	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$43,103
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>76</b>	No	<b>53</b>
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Award notice		Procurement plans, Laws, Calls for tender, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		No	
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>81</b>	Yes	<b>65</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		At discretion of procuring entity	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	No	<b>43</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Other: Central Tenders Committee	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		No	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>59</b>	No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	No		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract		Legal framework and procurement contract	

	KOSOVO		KUWAIT	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	70	Yes	62
Amount of performance guarantee is percentage of the contract value:	Percentage of a contract		Percentage of a contract	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Certified check, Certificate of deposit, Performance bond, Insurance guarantee, Letter of credit		Certified check, Performance bond, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	75	No	15
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	Yes		N/A	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	N/A		No	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Independent review body and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		No	
If the procurement process is suspended, bidders are notified	Yes		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	Yes		No	
Procuring entity required to provide first-tier review body with:	N/A		No	
Time for first-tier review body to render a decision (calendar days)	7		60	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; damages; overturn		-	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	10		60	
Cost to appeal the decision before the second-tier review body (USD)*	652		35	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	30		No data	
Legal time limit for second-tier review body to render decision	Yes		No	
Remedies legally granted by the second-tier review body:	Modification; damages; compensation; fees; overturn		Damages; compensation; fees	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	10		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	KYRGYZ REPUBLIC		LAO PDR	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$1,250	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$1,600
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>70</b>	No	<b>32</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>84</b>	No	<b>52</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	Yes	<b>71</b>
Electronic opening of bids	Always			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>55</b>	No	<b>77</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	No			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

	KYRGYZ REPUBLIC		LAO PDR	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>58</b>	No	<b>0</b>
Amount of performance guarantee is percentage of the contract value:	Yes		N/A	
Choice for suppliers on form of the performance guarantee	No		N/A	
Forms of performance guarantee	Certificate of deposit, Performance bond		N/A	
Timeframe for purchasing entity to return performance guarantee	Yes		N/A	
Circumstances where purchasing entity can collect performance guarantee	Yes		N/A	
Separate entity to oversee decision to withhold the performance guarantee	No		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>33</b>	No	<b>15</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	N/A		No	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		No second-tier for pre-award	
Choice of the authority before which filing a complaint	Yes		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		Yes	
Process to complain same for actual and prospective bidders	N/A		N/A	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	9		18	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Overturn		-	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	90		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No second-tier	
Filing of complaint leads to suspension	Upon request		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	60		No second-tier	
Legal time limit for second-tier review body to render decision	Yes		No second-tier	
Remedies legally granted by the second-tier review body:	Compensation; overturn		No second-tier	
Second-tier review body decisions are published:	No		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	9		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	No		N/A	

	LATVIA		LEBANON	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$15,660	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$9,880
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>68</b>	No	<b>49</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>71</b>	No	<b>52</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Email			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>57</b>	No	<b>29</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	No			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>50</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Neither legal framework nor procurement contract			

	LATVIA		LEBANON	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	50	Yes	70
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	75	No	15
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		2.5% and 0.5% of claim; plus USD 30*	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		Yes	
If yes, timeframe (calendar days)	N/A		No data	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	30		247	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	Modification; overturn		Modification; overturn	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	30		60	
Cost to appeal the decision before the second-tier review body (USD)*	37		13	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	240		730	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	Damages; overturn		Overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	16		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	No		N/A	

	LESOTHO		LIBERIA		
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,350	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$400	
<b>PLC</b>					
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>		
	<b>Score</b>		<b>Score</b>		
<b>Needs assessment, call for tender, and bid preparation score</b>					
Consultation between procuring entity and private sector for needs assessment	No	<b>21</b>	No	<b>66</b>	
Internal market analysis guidelines during market research phase	No				
Open tendering as the default method of procurement	No data				
Procurement portal(s) dedicated to public procurement	No				
Materials publicly accessible online	Laws				
Elements included in the tender notice and/or tender documents:					
Technical and financial qualifications that bidders must meet	Yes				
Grounds for exclusion of bidders	Yes				
Amount of bid security, if any	Yes				
Form(s) of bid security, if any	Yes				
Criteria against which bids will be evaluated	Yes				
Method used to assess bids	Yes				
Main terms and conditions of the contract	Yes				
Payment schedule under the procurement contract	No data				
Accessibility of tender documents for free	No				
Possibility for bidders to ask questions to procuring entity	Yes				Procurement plans, Laws, Calls for tender
Timeframe for procuring entity to address bidders' questions	No				
Answers provided by procuring entity made available to all interested bidders	No				
<b>Bid submission score</b>					
Bidders required to register on a government registry of suppliers	No data	<b>No data</b>	No	<b>65</b>	
Foreign firms eligible to submit bids	Yes				
Minimum time period for bid submission	Yes				
Methods for bid submission	No electronic means available				
Form of bid instrument to guarantee bidder's offer	Bid security				
Amount of bid security instrument	Maximum percentage				
Forms of bid security	Bank guarantee				
Choice for bidders on form of bid security instruments	No				
Timeframe for return of bid security instrument	No		Yes		
<b>Bid opening, evaluation and award score</b>					
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	Yes	<b>71</b>	
Electronic opening of bids	Never				
If never, entities allowed to attend the opening session	Bid opening session is public				
If always/sometimes, minutes of the opening session	N/A				
Evaluation criteria	Price and other qualitative elements				
Unsuccessful bidders individually notified of tender results	Yes				
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes				
If no, debriefing organized for unsuccessful bidders	N/A				
Model contracts with standard clauses used when awarding a contract	Yes		Never		
			Bidders or their representatives		
			N/A		
			Price and other qualitative elements		
			Yes		
			Yes		
			N/A		
			Yes		
<b>Content and management of procurement contract score</b>					
Winning bidder can sign the procurement contract through an online platform	No	<b>59</b>	No	<b>59</b>	
Once the procurement contract is awarded and before it is signed:					
Price renegotiated	No				
Timeframe for delivery renegotiated	No				
Financial aspects renegotiated	No				
Specific procedures to follow for contract variations (once contract is signed)	Yes				
Purchasing entity has the obligation to:					
Inform the other bidders of the post-award contract variations	No				
Publish post-award variations	No				
Purchasing entity can unilaterally modify contract during implementation phase	No				
Specific procedures for the acceptance of the completion of works	No				No
Specific procedures for the termination of the contract established in:	Procurement contract		Yes		
			Procurement contract		

QUESTION	LESOTHO		LIBERIA	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>0</b>	Yes	<b>38</b>
Amount of performance guarantee is percentage of the contract value:	No		Yes	
Choice for suppliers on form of the performance guarantee	No		No	
Forms of performance guarantee	--		Performance bond, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	No		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>No data</b>	No	<b>15</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	No data		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	No		No	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	Yes	No
Process to complain same for actual and prospective bidders	N/A	Yes
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	N/A
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	No	Upon request
If the procurement process is suspended, bidders are notified	N/A	No
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes	Yes
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	N/A
Time for first-tier review body to render a decision (calendar days)	14	15
Legal time limit for first-tier review body to render decision	Yes	Yes
Remedies legally granted by the first-tier review body:	-	Modification; overturn
First-tier review body decisions are published:	Procuring entity's bulletin board	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	7	10
Cost to appeal the decision before the second-tier review body (USD)*	No cost	No cost
Filing of complaint leads to suspension	Yes	Upon request
Time for the second-tier review body to render a decision (calendar days)	No Data	53
Legal time limit for second-tier review body to render decision	No	Yes
Remedies legally granted by the second-tier review body:	Overturn	Modification; overturn
Second-tier review body decisions are published:	Online	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	Yes	Yes
Standstill time period (calendar days)	21	10
Standstill period mandated in the legal framework	Yes	Yes
Standstill period set out in the notice of intention to award	Yes	Yes

	LITHUANIA		LUXEMBOURG		
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$15,380	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$72,728	
<b>PLC</b>					
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>					
Consultation between procuring entity and private sector for needs assessment	No		<b>70</b>	No	<b>67</b>
Internal market analysis guidelines during market research phase	No			No	
Open tendering as the default method of procurement	Yes			Yes	
Procurement portal(s) dedicated to public procurement	Yes			Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:					
Technical and financial qualifications that bidders must meet	Yes			Yes	
Grounds for exclusion of bidders	Yes			Yes	
Amount of bid security, if any	Yes			Yes	
Form(s) of bid security, if any	Yes			Yes	
Criteria against which bids will be evaluated	Yes			Yes	
Method used to assess bids	Yes			Yes	
Main terms and conditions of the contract	Yes			Yes	
Payment schedule under the procurement contract	Yes			No	
Accessibility of tender documents for free	Yes			Yes	
Possibility for bidders to ask questions to procuring entity	Yes			Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes		
Answers provided by procuring entity made available to all interested bidders	Yes		Yes		
<b>Bid submission score</b>					
Bidders required to register on a government registry of suppliers	No		<b>39</b>	No	<b>71</b>
Foreign firms eligible to submit bids	Yes			Yes	
Minimum time period for bid submission	Yes			Yes	
Methods for bid submission	Email/Electronic procurement platform			Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security			No bid security requirement	
Amount of bid security instrument	At discretion of procuring entity			N/A	
Forms of bid security	--			N/A	
Choice for bidders on form of bid security instruments	No			N/A	
Timeframe for return of bid security instrument	No			N/A	
<b>Bid opening, evaluation and award score</b>					
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		<b>79</b>	No	<b>64</b>
Electronic opening of bids	Sometimes			Sometimes	
If never, entities allowed to attend the opening session	N/A			N/A	
If always/sometimes, minutes of the opening session	Sent electronically to all bidders			Requested by the bidder	
Evaluation criteria	Price and other qualitative elements			Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes			Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			Yes	
If no, debriefing organized for unsuccessful bidders	N/A			N/A	
Model contracts with standard clauses used when awarding a contract	Yes			Yes	
<b>Content and management of procurement contract score</b>					
Winning bidder can sign the procurement contract through an online platform	No		<b>82</b>	No	<b>68</b>
Once the procurement contract is awarded and before it is signed:					
Price renegotiated	No			No	
Timeframe for delivery renegotiated	No			No	
Financial aspects renegotiated	No			No	
Specific procedures to follow for contract variations (once contract is signed)	Yes			Yes	
Purchasing entity has the obligation to:					
Inform the other bidders of the post-award contract variations	No			No	
Publish post-award variations	Yes			No	
Purchasing entity can unilaterally modify contract during implementation phase	No			No	
Specific procedures for the acceptance of the completion of works	Yes			Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework		

QUESTION	LITHUANIA		LUXEMBOURG	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>14</b>	No	<b>0</b>
Amount of performance guarantee is percentage of the contract value:	Yes		N/A	
Choice for suppliers on form of the performance guarantee	No		N/A	
Forms of performance guarantee	Insurance guarantee		N/A	
Timeframe for purchasing entity to return performance guarantee	No		N/A	
Circumstances where purchasing entity can collect performance guarantee	No		N/A	
Separate entity to oversee decision to withhold the performance guarantee	No		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>75</b>	No	<b>75</b>
Legal timeframe for the purchasing entity to process payment	30		30	
Time to process payment starts from supplier's submission of invoice	Yes		Yes	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	Yes		N/A	
Interests and/or penalties automatically paid without a supplier's request	No		N/A	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Procuring entity and court	Other
Choice of the authority before which filing a complaint	No	Yes
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	No	No
Process to complain same for actual and prospective bidders	Yes	Yes
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	Yes
If yes, timeframe (calendar days)	N/A	Simultaneously
Filing of complaint leads to suspension	Yes	Upon request
If the procurement process is suspended, bidders are notified	Yes	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	A response to the complaint and copies of relevant documents
Time for first-tier review body to render a decision (calendar days)	7	360
Legal time limit for first-tier review body to render decision	Yes	No
Remedies legally granted by the first-tier review body:	-	Modification; overturn
First-tier review body decisions are published:	No	Online
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	15	40
Cost to appeal the decision before the second-tier review body (USD)*	376	No data
Filing of complaint leads to suspension	Upon request	No
Time for the second-tier review body to render a decision (calendar days)	60	255
Legal time limit for second-tier review body to render decision	Yes	No
Remedies legally granted by the second-tier review body:	Damages; fees; overturn	-
Second-tier review body decisions are published:	Online	Online
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	Yes
Standstill period after contract award to allow filing of complaints	Yes	Yes
Standstill time period (calendar days)	15	15
Standstill period mandated in the legal framework	Yes	Yes
Standstill period set out in the notice of intention to award	Yes	Yes

	MACEDONIA, FYR		MADAGASCAR	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$5,070	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$440
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		No	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		No	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No data	
Accessibility of tender documents for free	Yes		No data	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		No	
Answers provided by procuring entity made available to all interested bidders	Yes		No	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		Email	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee		--	
Choice for bidders on form of bid security instruments	No		No	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bidders or their representatives	
If always/sometimes, minutes of the opening session	Published online		N/A	
Evaluation criteria	Price only		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework	

	MACEDONIA, FYR		MADAGASCAR	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>50</b>	Yes	<b>34</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>67</b>	No	<b>67</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	8		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		No	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		No data	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		No	
Time for first-tier review body to render a decision (calendar days)	30		10	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Compensation; fees; overturn		Modification; overturn	
First-tier review body decisions are published:	Online		Procuring entity's bulletin board	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No	
Time limit to appeal (calendar days)	30		No data	
Cost to appeal the decision before the second-tier review body (USD)*	10		No data	
Filing of complaint leads to suspension	Upon request		No data	
Time for the second-tier review body to render a decision (calendar days)	365		30	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	Overturn		-	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	12		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		No data	

	MALAWI		MALAYSIA	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$250	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$10,660
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	42	No	39
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	No			
Materials publicly accessible online	Laws			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes		Laws, Calls for tender, Tender documents, Award notice	
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	54	Yes	75
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	57	No	36
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	73	No	59
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			
			Procurement contract	

	MALAWI		MALAYSIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>66</b>	Yes	<b>78</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Certified check, Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>33</b>	Yes	<b>48</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

## COMPLAINTS

QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	No
Description of complaints mechanism	Other	No second-tier for pre-award
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	Yes	No
Process to complain same for actual and prospective bidders	N/A	Yes
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	No
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	Yes	No
If the procurement process is suspended, bidders are notified	No	N/A
Complaint reviewed by same people whose action is challenged (at procuring entity)	No	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	A response to the complaint
Time for first-tier review body to render a decision (calendar days)	10	6
Legal time limit for first-tier review body to render decision	Yes	No
Remedies legally granted by the first-tier review body:	Compensation	-
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	No second-tier
Time limit to appeal (calendar days)	14	No second-tier
Cost to appeal the decision before the second-tier review body (USD)*	No cost	No second-tier
Filing of complaint leads to suspension	Yes	No second-tier
Time for the second-tier review body to render a decision (calendar days)	30	No second-tier
Legal time limit for second-tier review body to render decision	Yes	No second-tier
Remedies legally granted by the second-tier review body:	Compensation; fees; overturn	No second-tier
Second-tier review body decisions are published:	No	No second-tier
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	Yes
Standstill period after contract award to allow filing of complaints	No	No
Standstill time period (calendar days)	N/A	N/A
Standstill period mandated in the legal framework	N/A	N/A
Standstill period set out in the notice of intention to award	N/A	N/A

	MALI		MALTA	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$720	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$21,869
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>59</b>	No	<b>68</b>
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>48</b>	No	<b>51</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		At discretion of procuring entity	
Forms of bid security	Bank guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	No		No	
Timeframe for return of bid security instrument	No		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>57</b>	Yes	<b>86</b>
Electronic opening of bids	Never		Always	
If never, entities allowed to attend the opening session	Bid opening session is public		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online/Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>82</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

QUESTION	MALI		MALTA	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>10</b>	Yes	<b>66</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>48</b>	No	<b>57</b>
Legal timeframe for the purchasing entity to process payment	60			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	Yes			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Independent review body and court
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	Yes	No
Process to complain same for actual and prospective bidders	N/A	Yes
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	10,000
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	No
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	Upon request	Yes
If the procurement process is suspended, bidders are notified	No	No
Complaint reviewed by same people whose action is challenged (at procuring entity)	No	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	A response to the complaint and copies of relevant documents
Time for first-tier review body to render a decision (calendar days)	2	90
Legal time limit for first-tier review body to render decision	Yes	No
Remedies legally granted by the first-tier review body:	-	Modification; damages; overturn
First-tier review body decisions are published:	Procuring entity's bulletin board	Online and on the procuring entity's bulletin board
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	3	20
Cost to appeal the decision before the second-tier review body (USD)*	No cost	No cost
Filing of complaint leads to suspension	Yes	Yes
Time for the second-tier review body to render a decision (calendar days)	No data	120
Legal time limit for second-tier review body to render decision	Yes	Yes
Remedies legally granted by the second-tier review body:	Overturn	Damages; compensation; fees; overturn
Second-tier review body decisions are published:	Online and on the official gazette	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	No
Standstill period after contract award to allow filing of complaints	Yes	Yes
Standstill time period (calendar days)	7	10
Standstill period mandated in the legal framework	Yes	Yes
Standstill period set out in the notice of intention to award	No	Yes

	MARSHALL ISLANDS		MAURITANIA		
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$4,161	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,260	
<b>PLC</b>					
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>					
Consultation between procuring entity and private sector for needs assessment	No	<b>43</b>	No	<b>28</b>	
Internal market analysis guidelines during market research phase	No		No data		
Open tendering as the default method of procurement	Yes		Yes		
Procurement portal(s) dedicated to public procurement	No		No		
Materials publicly accessible online	Laws		Laws		
Elements included in the tender notice and/or tender documents:					
Technical and financial qualifications that bidders must meet	Yes		Yes		
Grounds for exclusion of bidders	No		Yes		
Amount of bid security, if any	Yes		No data		
Form(s) of bid security, if any	No		Yes		
Criteria against which bids will be evaluated	Yes		Yes		
Method used to assess bids	Yes		No data		
Main terms and conditions of the contract	Yes		Yes		
Payment schedule under the procurement contract	No		No data		
Accessibility of tender documents for free	Yes		No data		
Possibility for bidders to ask questions to procuring entity	Yes		Yes		
Timeframe for procuring entity to address bidders' questions	No		No data		
Answers provided by procuring entity made available to all interested bidders	Yes	No data			
<b>Bid submission score</b>					
Bidders required to register on a government registry of suppliers	No	<b>23</b>	No	<b>73</b>	
Foreign firms eligible to submit bids	Yes		Yes		
Minimum time period for bid submission	No		Yes		
Methods for bid submission	No electronic means available		No electronic means available		
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security		
Amount of bid security instrument	Other		Maximum percentage		
Forms of bid security	Cash deposit		Bank guarantee		
Choice for bidders on form of bid security instruments	No		Yes		
Timeframe for return of bid security instrument	No	Yes			
<b>Bid opening, evaluation and award score</b>					
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>57</b>	No	<b>No data</b>	
Electronic opening of bids	Never		Never		
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public		
If always/sometimes, minutes of the opening session	N/A		N/A		
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements		
Unsuccessful bidders individually notified of tender results	Yes		No		
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		No data		
If no, debriefing organized for unsuccessful bidders	N/A		No data		
Model contracts with standard clauses used when awarding a contract	Yes	Yes			
<b>Content and management of procurement contract score</b>					
Winning bidder can sign the procurement contract through an online platform	No	<b>50</b>	No	<b>68</b>	
Once the procurement contract is awarded and before it is signed:					
Price renegotiated	No		No		
Timeframe for delivery renegotiated	No		No		
Financial aspects renegotiated	No		No		
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes		
Purchasing entity has the obligation to:					
Inform the other bidders of the post-award contract variations	No		Yes		
Publish post-award variations	No		No		
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No		
Specific procedures for the acceptance of the completion of works	No		No		
Specific procedures for the termination of the contract established in:	Procurement contract	Legal framework			

	MARSHALL ISLANDS		MAURITANIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>15</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		No second-tier for pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	7		15	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	Compensation; compensation; fees; overturn		Overturn	
First-tier review body decisions are published:	No		Online, on the procuring entity's bulletin board and on the official gazette	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	14		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No second-tier	
Filing of complaint leads to suspension	Yes		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	14		No second-tier	
Legal time limit for second-tier review body to render decision	No		No second-tier	
Remedies legally granted by the second-tier review body:	Modification; compensation; fees; overturn		No second-tier	
Second-tier review body decisions are published:	Online and on the procuring entity's bulletin board		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		15	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		Yes	

	MAURITIUS		MEXICO	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$9,710	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$9,980
<b>PLC</b>				
QUESTION	Answers	Score	Answers	Score
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	65	No	80
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	57	No	71
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	At discretion of procuring entity		At discretion of procuring entity	
Forms of bid security	Bank guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	79	No	64
Electronic opening of bids	Sometimes		Sometimes	
If never, entities allowed to attend the opening session	N/A		N/A	
If always/sometimes, minutes of the opening session	Published online		Published online	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	73	No	64
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		Yes	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Legal framework and procurement contract		

	MAURITIUS		MEXICO	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	34	Yes	70
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	37	No	67
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Independent review body and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	No		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	7		90	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; overturn	
First-tier review body decisions are published:	No		Online and on the procuring entity's bulletin board	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	7		63	
Cost to appeal the decision before the second-tier review body (USD)*	4,828		No cost	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	105		348	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Compensation; overturn		Modification; overturn	
Second-tier review body decisions are published:	Online		Online and on the procuring entity's bulletin board	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	7		8	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		Yes	

	MICRONESIA, FED. STS.		MOLDOVA	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$3,438	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$2,550
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
<b>Score</b>			<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Publicly advertised		No	<b>70</b>
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	No		Yes	
Materials publicly accessible online	Laws		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	<b>69</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		Maximum percentage	
Forms of bid security	--		Cash deposit, Bank guarantee	
Choice for bidders on form of bid security instruments	No		No	
Timeframe for return of bid security instrument	No		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		Yes	<b>71</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	<b>68</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	No		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract		Procurement contract	

	MICRONESIA, FED. STS.		MOLDOVA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>54</b>	Yes	<b>70</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		No	
Forms of performance guarantee	Performance bond		--	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		Yes	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>15</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	No		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Independent review body and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	30		28	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; overturn	
First-tier review body decisions are published:	Procuring entity's bulletin board		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	No		Yes	
Time limit to appeal (calendar days)	30		30	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	120		272.5	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	-		Damages; compensation; fees; overturn	
Second-tier review body decisions are published:	Official gazette		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		6	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		Yes	

	MONGOLIA		MONTENEGRO	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$4,320	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$7,240
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>54</b>	No	<b>70</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	No			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>63</b>	No	<b>50</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>57</b>	Yes	<b>64</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	No			
If no, debriefing organized for unsuccessful bidders	No			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>50</b>	No	<b>68</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Neither legal framework nor procurement contract			
			Procurement contract	

QUESTION	MONGOLIA		MONTENEGRO	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>54</b>	Yes	<b>50</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	Yes			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>48</b>	No	<b>33</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	Yes			

## COMPLAINTS

QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	No	No
Process to complain same for actual and prospective bidders	Yes	Yes
Complaining party has to prove damage in order to file a complaint	No	Yes
Cost to file a complaint before the first-tier review body (USD)*	No cost	1 % of contract (max USD 10,295)*
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	Yes
If yes, timeframe (calendar days)	N/A	Simultaneously
Filing of complaint leads to suspension	Yes	Yes
If the procurement process is suspended, bidders are notified	Yes	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	A response to the complaint and copies of relevant documents
Time for first-tier review body to render a decision (calendar days)	14	15
Legal time limit for first-tier review body to render decision	Yes	Yes
Remedies legally granted by the first-tier review body:	Modification; overturn	Modification; overturn
First-tier review body decisions are published:	No	Online
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	7	15
Cost to appeal the decision before the second-tier review body (USD)*	No cost	10
Filing of complaint leads to suspension	Yes	Yes
Time for the second-tier review body to render a decision (calendar days)	78	45
Legal time limit for second-tier review body to render decision	Yes	Yes
Remedies legally granted by the second-tier review body:	-	Overturn
Second-tier review body decisions are published:	Online	Online
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	Yes
Standstill period after contract award to allow filing of complaints	Yes	Yes
Standstill time period (calendar days)	7	8
Standstill period mandated in the legal framework	Yes	Yes
Standstill period set out in the notice of intention to award	No	Yes

	MOROCCO		MOZAMBIQUE	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$3,020	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$630
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>69</b>	No	<b>54</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	No			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>67</b>	No	<b>81</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	At discretion of procuring entity			
Forms of bid security	Cash deposit, Bank guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>86</b>	No	<b>43</b>
Electronic opening of bids	Always			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

	MOROCCO		MOZAMBIQUE	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>54</b>	Yes	<b>82</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		Yes	
Forms of performance guarantee	Performance bond		Certified check, Certificate of deposit, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>48</b>	No	<b>61</b>
Legal timeframe for the purchasing entity to process payment	90		30	
Time to process payment starts from supplier's submission of invoice	No		Yes	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 91 and 180	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	Yes		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	5		14	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		Overturn	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	7		5	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		2,028	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	30		180	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; overturn		Overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	15		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	No		N/A	

	MYANMAR		NAMIBIA	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$1,270	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$5,820
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>14</b>	No	<b>37</b>
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	No		Yes	
Procurement portal(s) dedicated to public procurement	No		No	
Materials publicly accessible online	--		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		No	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	No		No	
Criteria against which bids will be evaluated	No		Yes	
Method used to assess bids	No		No	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		No	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		No	
Answers provided by procuring entity made available to all interested bidders	No	No		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>35</b>	No	<b>19</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		At discretion of procuring entity	
Forms of bid security	Cash deposit		--	
Choice for bidders on form of bid security instruments	No		No	
Timeframe for return of bid security instrument	No		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>29</b>	No	<b>43</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>41</b>	No	<b>50</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	Yes		No	
Timeframe for delivery renegotiated	Yes		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract	Neither legal framework nor procurement contract		

	MYANMAR		NAMIBIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>54</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Certificate of deposit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>7</b>	No	<b>15</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 91 and 180			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	No		Yes	
Description of complaints mechanism	No second-tier for pre-award		Other	
Choice of the authority before which filing a complaint	Yes		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No	
Process to complain same for actual and prospective bidders	No		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	0.5% of claim*		9	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Upon request	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	No data		30	
Legal time limit for first-tier review body to render decision	No		No	
Remedies legally granted by the first-tier review body:	-		Overturn	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	No second-tier		Yes	
Time limit to appeal (calendar days)	No second-tier		21	
Cost to appeal the decision before the second-tier review body (USD)*	No second-tier		5	
Filing of complaint leads to suspension	No second-tier		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No second-tier		91	
Legal time limit for second-tier review body to render decision	No second-tier		No	
Remedies legally granted by the second-tier review body:	No second-tier		Modification; overturn	
Second-tier review body decisions are published:	No second-tier		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	NEPAL		NETHERLANDS	
	SOUTH ASIA	GNI PER CAPITA (IN USD) \$730	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$51,210
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Not publicly advertised		No	
Internal market analysis guidelines during market research phase	Yes		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid declaration	
Amount of bid security instrument	Other		N/A	
Forms of bid security	Cash deposit, Bank guarantee		N/A	
Choice for bidders on form of bid security instruments	No		N/A	
Timeframe for return of bid security instrument	Yes		N/A	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	
Electronic opening of bids	Never		Sometimes	
If never, entities allowed to attend the opening session	Bidders or their representatives		N/A	
If always/sometimes, minutes of the opening session	N/A		Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Procurement contract	

	NEPAL		NETHERLANDS	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	30	Yes	22
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	67	No	75
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No second-tier for pre-award	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		Yes	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	75		109	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	7		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No second-tier	
Filing of complaint leads to suspension	Yes		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	75		No second-tier	
Legal time limit for second-tier review body to render decision	Yes		No second-tier	
Remedies legally granted by the second-tier review body:	Overturn		No second-tier	
Second-tier review body decisions are published:	Official gazette		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		20	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		Yes	

	NEW ZEALAND		NICARAGUA	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$43,837	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$1,830
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Publicly advertised		No	<b>80</b>
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	N/A		Yes	
Form(s) of bid security, if any	N/A		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		Yes	<b>65</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Email/Electronic procurement platform		Email	
Form of bid instrument to guarantee bidder's offer	No bid security requirement		Bid security, Bid declaration	
Amount of bid security instrument	N/A		Maximum percentage	
Forms of bid security	N/A		--	
Choice for bidders on form of bid security instruments	N/A		No	
Timeframe for return of bid security instrument	N/A		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	<b>57</b>
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bid opening session is public	
If always/sometimes, minutes of the opening session	Cannot be requested by bidders		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	Yes		No	
Timeframe for delivery renegotiated	Yes		No	
Financial aspects renegotiated	Yes		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

	NEW ZEALAND		NICARAGUA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No	<b>0</b>	Yes	<b>30</b>
Amount of performance guarantee is percentage of the contract value:	N/A			
Choice for suppliers on form of the performance guarantee	N/A			
Forms of performance guarantee	N/A			
Timeframe for purchasing entity to return performance guarantee	N/A			
Circumstances where purchasing entity can collect performance guarantee	N/A			
Separate entity to oversee decision to withhold the performance guarantee	N/A			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>67</b>	No	<b>33</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Procuring entity and court	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		No	
If the procurement process is suspended, bidders are notified	Yes		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		Yes	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	30		15	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	Law is silent		30	
Cost to appeal the decision before the second-tier review body (USD)*	979		No cost	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	90		50	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Modification; damages; compensation; fees; overturn		Modification; payment of damage	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		18	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		No	

	NIGER		NIGERIA	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$430	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$2,950
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>61</b>	Yes, Not publicly advertised	<b>68</b>
Internal market analysis guidelines during market research phase	Yes			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>60</b>	No	<b>60</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes			
Yes				
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>57</b>	Yes	<b>50</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
Yes				
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>50</b>	No	<b>68</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	N/A			
Financial aspects renegotiated	N/A			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework			
Procurement contract				

	NIGER		NIGERIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Certified check			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>39</b>	No	<b>57</b>
Legal timeframe for the purchasing entity to process payment	60			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	N/A		N/A	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	7		21	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	Procuring entity's bulletin board and official gazette		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	3		14	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Yes		Yes	
Time for the second-tier review body to render a decision (calendar days)	9		29	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	-		Modification; overturn	
Second-tier review body decisions are published:	Online and on the official gazette		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	19		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	NORWAY		OMAN	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$103,050	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$19,002
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>61</b>	No	<b>51</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	N/A			
Form(s) of bid security, if any	N/A			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>71</b>	Yes	<b>63</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	No bid security requirement			
Amount of bid security instrument	N/A			
Forms of bid security	N/A			
Choice for bidders on form of bid security instruments	N/A			
Timeframe for return of bid security instrument	N/A			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>64</b>	No	<b>50</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Requested by the bidder			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
Yes				
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>59</b>	No	<b>68</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	No			
Specific procedures for the termination of the contract established in:	Procurement contract			

	NORWAY		OMAN	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No	<b>0</b>	Yes	<b>58</b>
Amount of performance guarantee is percentage of the contract value:	N/A			
Choice for suppliers on form of the performance guarantee	N/A			
Forms of performance guarantee	N/A			
Timeframe for purchasing entity to return performance guarantee	N/A			
Circumstances where purchasing entity can collect performance guarantee	N/A			
Separate entity to oversee decision to withhold the performance guarantee	N/A			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>67</b>	No	<b>30</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	1,322		13	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		Yes	
If yes, timeframe (calendar days)	Simultaneously		Simultaneously	
Filing of complaint leads to suspension	No		Upon request	
If the procurement process is suspended, bidders are notified	N/A		No data	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	135		53	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; damages; overturn	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	Law is silent		30	
Cost to appeal the decision before the second-tier review body (USD)*	423		130	
Filing of complaint leads to suspension	Yes		No	
Time for the second-tier review body to render a decision (calendar days)	21		60	
Legal time limit for second-tier review body to render decision	Yes		No	
Remedies legally granted by the second-tier review body:	Damages; compensation; fees; overturn		Modification; payment of damage; overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	10		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	PAKISTAN		PANAMA	
	SOUTH ASIA	GNI PER CAPITA (IN USD) \$1,410	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$10,970
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>58</b>	Yes, Not publicly advertised	<b>78</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>44</b>	Yes	<b>82</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	--			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>57</b>	Yes	<b>57</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>59</b>	No	<b>68</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	No			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			
			Legal framework	

	PAKISTAN		PANAMA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit		<b>30</b>		<b>82</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		Yes	
Forms of performance guarantee	No		Yes	
Timeframe for purchasing entity to return performance guarantee	--		Certified check, Certificate of deposit, Insurance guarantee	
Circumstances where purchasing entity can collect performance guarantee	No		Yes	
Separate entity to oversee decision to withhold the performance guarantee	Yes		Yes	
<b>Payment of suppliers score</b>				
	<b>No</b>		<b>No</b>	
Supplier can request a payment online through an online platform		<b>67</b>		<b>30</b>
Legal timeframe for the purchasing entity to process payment	No		No	
Time to process payment starts from supplier's submission of invoice	30		No timeframe	
Time for supplier to actually receive payment (calendar days)	Yes		N/A	
Interests and/or penalties payable in case of payment delays*	Between 31 and 90		Between 91 and 180	
Interests and/or penalties automatically paid without a supplier's request	Yes		Yes	
	No		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		No second-tier for pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	No		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		Upon request	
If the procurement process is suspended, bidders are notified	N/A		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		Copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	21		12	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	Law is silent		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	Between USD 3 to 243*		No second-tier	
Filing of complaint leads to suspension	Upon request		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	90		No second-tier	
Legal time limit for second-tier review body to render decision	No		No second-tier	
Remedies legally granted by the second-tier review body:	-		No second-tier	
Second-tier review body decisions are published:	No		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	10		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	No		N/A	

	PAPUA NEW GUINEA		PARAGUAY	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$2,043	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$4,150
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	42	No	70
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No data	Yes		
Answers provided by procuring entity made available to all interested bidders	No data	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	23	No	67
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		Maximum percentage	
Forms of bid security	Bank guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	No	No		
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	57	Yes	71
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes	Yes		
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	64	No	68
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Legal framework		

	PAPUA NEW GUINEA		PARAGUAY	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No data	<b>No data</b>	Yes	<b>54</b>
Amount of performance guarantee is percentage of the contract value:	No data		Yes	
Choice for suppliers on form of the performance guarantee	No data		Yes	
Forms of performance guarantee	No data		Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	No data		No	
Circumstances where purchasing entity can collect performance guarantee	No data		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No data		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>30</b>	No	<b>48</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		30	
Time to process payment starts from supplier's submission of invoice	N/A		No	
Time for supplier to actually receive payment (calendar days)	Between 91 and 180		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	No		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Upon request	
If the procurement process is suspended, bidders are notified	No		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	No data		75	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	-		Overturn	
First-tier review body decisions are published:	No		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	120		7	
Cost to appeal the decision before the second-tier review body (USD)*	No data		No cost	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No data		75	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Overturn		-	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		14	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		No	

	PERU		PHILIPPINES	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$6,410	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$3,440
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	80	No	60
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	100	Yes	100
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	No bid security requirement		Bid security, Bid declaration	
Amount of bid security instrument	N/A		Maximum percentage	
Forms of bid security	N/A		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	N/A		Yes	
Timeframe for return of bid security instrument	N/A		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	43	Yes	64
Electronic opening of bids	Never		Sometimes	
If never, entities allowed to attend the opening session	Bid opening session is public		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online	
Evaluation criteria	Price and other qualitative elements		Price only	
Unsuccessful bidders individually notified of tender results	No		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	64	No	73
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Legal framework and procurement contract		

	PERU		PHILIPPINES	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	38	Yes	66
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	50	Yes	42
Legal timeframe for the purchasing entity to process payment	15			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	No pre-award	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No pre-award	No
Process to complain same for actual and prospective bidders	No pre-award	Yes
Complaining party has to prove damage in order to file a complaint	No pre-award	No
Cost to file a complaint before the first-tier review body (USD)*	No pre-award	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	No pre-award	N/A
If yes, timeframe (calendar days)	No pre-award	N/A
Filing of complaint leads to suspension	No pre-award	No
If the procurement process is suspended, bidders are notified	No pre-award	N/A
Complaint reviewed by same people whose action is challenged (at procuring entity)	No pre-award	Yes
Mandatory training programs on complaints resolution for agents reviewing complaints	No pre-award	No
Procuring entity required to provide first-tier review body with:	No pre-award	N/A
Time for first-tier review body to render a decision (calendar days)	No pre-award	105
Legal time limit for first-tier review body to render decision	No pre-award	Yes
Remedies legally granted by the first-tier review body:	No pre-award	-
First-tier review body decisions are published:	No pre-award	Online
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	No pre-award	Yes
Time limit to appeal (calendar days)	No pre-award	7
Cost to appeal the decision before the second-tier review body (USD)*	No pre-award	11,346
Filing of complaint leads to suspension	No pre-award	No
Time for the second-tier review body to render a decision (calendar days)	No pre-award	105
Legal time limit for second-tier review body to render decision	No pre-award	Yes
Remedies legally granted by the second-tier review body:	No pre-award	-
Second-tier review body decisions are published:	No pre-award	Online
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	No
Standstill period after contract award to allow filing of complaints	Yes	No
Standstill time period (calendar days)	10	N/A
Standstill period mandated in the legal framework	Yes	N/A
Standstill period set out in the notice of intention to award	Yes	N/A

	POLAND		PORTUGAL	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$13,730	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$21,320
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Publicly advertised		No	<b>58</b>
Internal market analysis guidelines during market research phase	No		N/A	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	<b>29</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Other	
Amount of bid security instrument	Maximum percentage		N/A	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		N/A	
Choice for bidders on form of bid security instruments	Yes		N/A	
Timeframe for return of bid security instrument	Yes		N/A	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	<b>57</b>
Electronic opening of bids	Never		Always	
If never, entities allowed to attend the opening session	Bid opening session is public		N/A	
If always/sometimes, minutes of the opening session	N/A		Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	No		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

	POLAND		PORTUGAL	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>74</b>	Yes	<b>82</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		Yes	
Forms of performance guarantee	Insurance guarantee		Certificate of deposit, Performance bond, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>75</b>	No	<b>67</b>
Legal timeframe for the purchasing entity to process payment	30		30	
Time to process payment starts from supplier's submission of invoice	Yes		Yes	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	N/A		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Procuring entity and court	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	3,118		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		N/A	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	No		N/A	
Time for first-tier review body to render a decision (calendar days)	16		14	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; fees; overturn		Modification; overturn	
First-tier review body decisions are published:	Online		Online and on the official gazette	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	7		30	
Cost to appeal the decision before the second-tier review body (USD)*	15,592		264	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	90		158	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Fees; overturn		Modification; payment of damage; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	10		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		No	

	PUERTO RICO		QATAR		
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$19,210	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$90,420	
<b>PLC</b>					
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>		
		<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>					
Consultation between procuring entity and private sector for needs assessment	No	<b>53</b>	No	<b>38</b>	
Internal market analysis guidelines during market research phase	No				
Open tendering as the default method of procurement	Yes				
Procurement portal(s) dedicated to public procurement	Yes				
Materials publicly accessible online	Laws, Calls for tender				
Elements included in the tender notice and/or tender documents:					
Technical and financial qualifications that bidders must meet	Yes				
Grounds for exclusion of bidders	Yes				
Amount of bid security, if any	Yes				
Form(s) of bid security, if any	Yes				
Criteria against which bids will be evaluated	Yes				
Method used to assess bids	Yes				
Main terms and conditions of the contract	Yes				
Payment schedule under the procurement contract	No				
Accessibility of tender documents for free	No				
Possibility for bidders to ask questions to procuring entity	Yes				No
Timeframe for procuring entity to address bidders' questions	Yes				N/A
Answers provided by procuring entity made available to all interested bidders	Yes		N/A		
<b>Bid submission score</b>					
Bidders required to register on a government registry of suppliers	Yes	<b>69</b>	Yes	<b>60</b>	
Foreign firms eligible to submit bids	Yes				
Minimum time period for bid submission	Yes				
Methods for bid submission	No electronic means available				
Form of bid instrument to guarantee bidder's offer	Bid security				
Amount of bid security instrument	At discretion of procuring entity				
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee				
Choice for bidders on form of bid security instruments	Yes				
Timeframe for return of bid security instrument	No		Yes		
<b>Bid opening, evaluation and award score</b>					
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	No	<b>43</b>	
Electronic opening of bids	Never				
If never, entities allowed to attend the opening session	Bidders or their representatives				
If always/sometimes, minutes of the opening session	N/A				
Evaluation criteria	Price and other qualitative elements				
Unsuccessful bidders individually notified of tender results	Yes				
Unsuccessful bidders can obtain feedback on reasons for not winning	No				
If no, debriefing organized for unsuccessful bidders	No				
Model contracts with standard clauses used when awarding a contract	Yes		Yes		
<b>Content and management of procurement contract score</b>					
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>55</b>	
Once the procurement contract is awarded and before it is signed:					
Price renegotiated	No				
Timeframe for delivery renegotiated	No				
Financial aspects renegotiated	No				
Specific procedures to follow for contract variations (once contract is signed)	Yes				
Purchasing entity has the obligation to:					
Inform the other bidders of the post-award contract variations	No				
Publish post-award variations	No				
Purchasing entity can unilaterally modify contract during implementation phase	No				
Specific procedures for the acceptance of the completion of works	Yes				No
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract		

	PUERTO RICO		QATAR	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	42	Yes	74
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Certified check, Performance bond, Insurance guarantee,			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	33	No	7
Legal timeframe for the purchasing entity to process payment	40			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 91 and 180			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		No pre-award	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	Yes		No pre-award	
Process to complain same for actual and prospective bidders	N/A		No pre-award	
Complaining party has to prove damage in order to file a complaint	No		No pre-award	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No pre-award	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No pre-award	
If yes, timeframe (calendar days)	N/A		No pre-award	
Filing of complaint leads to suspension	Upon request		No pre-award	
If the procurement process is suspended, bidders are notified	Yes		No pre-award	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		No pre-award	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No pre-award	
Procuring entity required to provide first-tier review body with:	N/A		No pre-award	
Time for first-tier review body to render a decision (calendar days)	14		No pre-award	
Legal time limit for first-tier review body to render decision	Yes		No pre-award	
Remedies legally granted by the first-tier review body:	Modification; overturn		No pre-award	
First-tier review body decisions are published:	No		No pre-award	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No pre-award	
Time limit to appeal (calendar days)	10		No pre-award	
Cost to appeal the decision before the second-tier review body (USD)*	100		No pre-award	
Filing of complaint leads to suspension	Upon request		No pre-award	
Time for the second-tier review body to render a decision (calendar days)	75		No pre-award	
Legal time limit for second-tier review body to render decision	No		No pre-award	
Remedies legally granted by the second-tier review body:	Modification; overturn		No pre-award	
Second-tier review body decisions are published:	Online		No pre-award	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	ROMANIA		RUSSIAN FEDERATION	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$9,370	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$13,210
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
<b>Score</b>	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>67</b>	Yes, Publicly advertised	<b>100</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	No			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>94</b>	No	<b>78</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>64</b>	Yes	<b>64</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online/Sent electronically to all bidders			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>82</b>	Yes	<b>82</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	Yes			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

	ROMANIA		RUSSIAN FEDERATION	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>82</b>	Yes	<b>50</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>67</b>	No	<b>33</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		No	
If yes, timeframe (calendar days)	5		N/A	
Filing of complaint leads to suspension	Upon request		No	
If the procurement process is suspended, bidders are notified	No		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	14		7	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; fees; overturn		Modification; overturn	
First-tier review body decisions are published:	Online		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	10		90	
Cost to appeal the decision before the second-tier review body (USD)*	5,281		84	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	45		90	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; damages; fees; overturn		Modification; damages; compensation; fees; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	11		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		Yes	

	RWANDA		SAMOA	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$650	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$4,050
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>68</b>	No data	<b>No data</b>
Internal market analysis guidelines during market research phase	Yes		No data	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>65</b>	No data	<b>No data</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	No		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>57</b>	Yes	<b>71</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>59</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract		Procurement contract	

	RWANDA		SAMOA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>78</b>	Yes	<b>58</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>37</b>	No	<b>No data</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No pre-award	
Process to complain same for actual and prospective bidders	Yes		No pre-award	
Complaining party has to prove damage in order to file a complaint	No		No pre-award	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No pre-award	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		No pre-award	
If yes, timeframe (calendar days)	N/A		No pre-award	
Filing of complaint leads to suspension	Yes		No pre-award	
If the procurement process is suspended, bidders are notified	No		No pre-award	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		No pre-award	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No pre-award	
Procuring entity required to provide first-tier review body with:	N/A		No pre-award	
Time for first-tier review body to render a decision (calendar days)	7		No pre-award	
Legal time limit for first-tier review body to render decision	Yes		No pre-award	
Remedies legally granted by the first-tier review body:	Modification; overturn		No pre-award	
First-tier review body decisions are published:	Online and on the procuring entity's bulletin board		No pre-award	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No pre-award	
Time limit to appeal (calendar days)	7		No pre-award	
Cost to appeal the decision before the second-tier review body (USD)*	149		No pre-award	
Filing of complaint leads to suspension	Yes		No pre-award	
Time for the second-tier review body to render a decision (calendar days)	30		No pre-award	
Legal time limit for second-tier review body to render decision	Yes		No pre-award	
Remedies legally granted by the second-tier review body:	Damages; compensation; overturn		No pre-award	
Second-tier review body decisions are published:	Online and on the procuring entity's bulletin board		No pre-award	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	7		N/A	
Standstill period mandated in the legal framework	Yes		No	
Standstill period set out in the notice of intention to award	Yes		N/A	

	SAN MARINO		SÃO TOMÉ AND PRINCIPE	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$56,806	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,570
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>32</b>	No	<b>47</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	No data			
Procurement portal(s) dedicated to public procurement	No			
Materials publicly accessible online	Laws			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	No			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>80</b>	No	<b>83</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	No			
Methods for bid submission	Email/Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	Yes			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>14</b>	Yes	<b>71</b>
Electronic opening of bids	No data			
If never, entities allowed to attend the opening session	No data			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	No			
If no, debriefing organized for unsuccessful bidders	No			
Model contracts with standard clauses used when awarding a contract	No			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>32</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No data			
Timeframe for delivery renegotiated	No data			
Financial aspects renegotiated	No data			
Specific procedures to follow for contract variations (once contract is signed)	No data			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No data			
Publish post-award variations	No data			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework			
			Legal framework and procurement contract	

	SAN MARINO		SÃO TOMÉ AND PRINCIPE	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>58</b>	Yes	<b>78</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Certificate of deposit, Insurance guarantee			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>37</b>	No	<b>24</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No data		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	No data		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	No data		21	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Overturn		Modification; overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	30		3	
Cost to appeal the decision before the second-tier review body (USD)*	358		No cost	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	No data		21	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	Overturn		Modification; overturn	
Second-tier review body decisions are published:	No		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No data		Yes	
Standstill time period (calendar days)	No data		5	
Standstill period mandated in the legal framework	No data		Yes	
Standstill period set out in the notice of intention to award	No data		Yes	

	SAUDI ARABIA		SENEGAL	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$25,818	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,050
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	34	No	56
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws, Calls for tender			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	No			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	No			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	No			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	No			
Timeframe for procuring entity to address bidders' questions	N/A			
Answers provided by procuring entity made available to all interested bidders	N/A			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	60	No	60
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	29	Yes	71
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bidders or their representatives			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	No			
If no, debriefing organized for unsuccessful bidders	No			
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	64	No	64
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

	SAUDI ARABIA		SENEGAL	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>74</b>	Yes	<b>94</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	Yes			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>50</b>	No	<b>48</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	No data		No	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		No	
If the procurement process is suspended, bidders are notified	N/A		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	180		5	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Overturn		Modification; overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	60		5	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		100	
Filing of complaint leads to suspension	No		Yes	
Time for the second-tier review body to render a decision (calendar days)	149		9	
Legal time limit for second-tier review body to render decision	No		Yes	
Remedies legally granted by the second-tier review body:	-		Modification	
Second-tier review body decisions are published:	No		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		10	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		No	

	SERBIA		SEYCHELLES	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$5,820	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$13,990
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>70</b>	No	<b>49</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>52</b>	No	<b>71</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	Yes	<b>71</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	Yes			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			

	SERBIA		SEYCHELLES	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	42	Yes	42
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	57	No	33
Legal timeframe for the purchasing entity to process payment	45			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Independent review body and court		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	2,789		23	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		N/A	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	35		14	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Compensation; fees; overturn		Overturn	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	30		10	
Cost to appeal the decision before the second-tier review body (USD)*	21		38	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	527		30	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Compensation; overturn		Compensation; overturn	
Second-tier review body decisions are published:	No		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	10		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		Yes	

	SIERRA LEONE		SINGAPORE	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$720	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$55,150
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>62</b>	No	<b>73</b>
Internal market analysis guidelines during market research phase	Yes		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Calls for tender		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		N/A	
Form(s) of bid security, if any	Yes		N/A	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes	No		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>60</b>	Yes	<b>100</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		No bid security requirement	
Amount of bid security instrument	Maximum percentage		N/A	
Forms of bid security	Bank guarantee		N/A	
Choice for bidders on form of bid security instruments	Yes		N/A	
Timeframe for return of bid security instrument	No		N/A	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	No	<b>64</b>
Electronic opening of bids	Never		Sometimes	
If never, entities allowed to attend the opening session	Bidders or their representatives		N/A	
If always/sometimes, minutes of the opening session	N/A		Cannot be requested by bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>73</b>	No	<b>59</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Procurement contract	

	SIERRA LEONE		SINGAPORE	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>70</b>	No	<b>0</b>
Amount of performance guarantee is percentage of the contract value:	Yes		N/A	
Choice for suppliers on form of the performance guarantee	Yes		N/A	
Forms of performance guarantee	--		N/A	
Timeframe for purchasing entity to return performance guarantee	Yes		N/A	
Circumstances where purchasing entity can collect performance guarantee	Yes		N/A	
Separate entity to oversee decision to withhold the performance guarantee	No		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>67</b>	Yes	<b>67</b>
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	Yes		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	Yes		N/A	
Interests and/or penalties automatically paid without a supplier's request	No		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		No second-tier for pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		399	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		Yes	
If yes, timeframe (calendar days)	N/A		Simultaneously	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		No	
Time for first-tier review body to render a decision (calendar days)	7		45	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		Modification; compensation; fees; overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	14		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	2% of contract (max. USD 453)*		No second-tier	
Filing of complaint leads to suspension	Yes		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	12		No second-tier	
Legal time limit for second-tier review body to render decision	Yes		No second-tier	
Remedies legally granted by the second-tier review body:	Compensation; overturn		No second-tier	
Second-tier review body decisions are published:	Online		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	14		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	SLOVAK REPUBLIC		SLOVENIA	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$17,765	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$23,436
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Not publicly advertised		No	<b>68</b>
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	<b>69</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	Yes		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	<b>43</b>
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bid opening session is public	
If always/sometimes, minutes of the opening session	Sent electronically to all bidders		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	No		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

	SLOVAK REPUBLIC		SLOVENIA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No	<b>0</b>	Yes	<b>62</b>
Amount of performance guarantee is percentage of the contract value:	N/A			
Choice for suppliers on form of the performance guarantee	N/A			
Forms of performance guarantee	N/A		Certificate of deposit, Performance bond, Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	N/A		No	
Circumstances where purchasing entity can collect performance guarantee	N/A		Yes	
Separate entity to oversee decision to withhold the performance guarantee	N/A		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>75</b>	No	<b>75</b>
Legal timeframe for the purchasing entity to process payment	30		30	
Time to process payment starts from supplier's submission of invoice	Yes		Yes	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	N/A		N/A	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		No	
Complaining party has to prove damage in order to file a complaint	Yes		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		32,667*	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	7		8	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		Fees; overturn	
First-tier review body decisions are published:	Online		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	10		3	
Cost to appeal the decision before the second-tier review body (USD)*	6,579		No cost	
Filing of complaint leads to suspension	Upon request		No	
Time for the second-tier review body to render a decision (calendar days)	30		14	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Modification; overturn		Fees; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	16		10	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	No		Yes	

	SOLOMON ISLANDS		SOUTH AFRICA	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$1,830	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$6,800
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, No data		No	
Internal market analysis guidelines during market research phase	No		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		No	
Grounds for exclusion of bidders	No data		No	
Amount of bid security, if any	Yes		No	
Form(s) of bid security, if any	Yes		No	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>65</b>		<b>62</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	At discretion of procuring entity		At discretion of procuring entity	
Forms of bid security	Bank guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	No		Yes	
	<b>67</b>		<b>52</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		Yes	
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
	<b>57</b>		<b>71</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract		Legal framework and procurement contract	
	<b>68</b>		<b>73</b>	

	SOLOMON ISLANDS		SOUTH AFRICA	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	50	Yes	58
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	15	No	48
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	No second-tier for pre-award		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	200		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		Yes	
If yes, timeframe (calendar days)	N/A		Simultaneously	
Filing of complaint leads to suspension	No		Upon request	
If the procurement process is suspended, bidders are notified	N/A		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No data		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		No	
Time for first-tier review body to render a decision (calendar days)	15		228	
Legal time limit for first-tier review body to render decision	No		No	
Remedies legally granted by the first-tier review body:	-		Compensation; overturn	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	No second-tier		Yes	
Time limit to appeal (calendar days)	No second-tier		180	
Cost to appeal the decision before the second-tier review body (USD)*	No second-tier		No cost	
Filing of complaint leads to suspension	No second-tier		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No second-tier		228	
Legal time limit for second-tier review body to render decision	No second-tier		No	
Remedies legally granted by the second-tier review body:	No second-tier		Damages; compensation; fees; overturn	
Second-tier review body decisions are published:	No second-tier		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	SOUTH SUDAN		SPAIN	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$960	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$29,542
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	68
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	No		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		Yes	94
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	64
Electronic opening of bids	Never		Sometimes	
If never, entities allowed to attend the opening session	Bidders or their representatives		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online/Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	73
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	No		Yes	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract		Legal framework and procurement contract	

	SOUTH SUDAN		SPAIN	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	38	Yes	86
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Certificate of deposit, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	No			
Separate entity to oversee decision to withhold the performance guarantee	Yes			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	37	Yes	100
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Procuring entity and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	22		30	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Fees; overturn		Modification; damages; compensation and overturn	
First-tier review body decisions are published:	Online and on the procuring entity's bulletin board		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	Law is silent		60	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		10,477	
Filing of complaint leads to suspension	No		Upon request	
Time for the second-tier review body to render a decision (calendar days)	30		360	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Overturn		Modification; damages; compensation; overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		21	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		Yes	

	SRI LANKA		ST. KITTS AND NEVIS	
	SOUTH ASIA	GNI PER CAPITA (IN USD) \$3,400	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$14,540
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>40</b>	No	<b>47</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	No			
Materials publicly accessible online	Laws, Calls for tender, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	No			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	No			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>69</b>	No data	<b>No Data</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>57</b>	Yes	<b>43</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bidders or their representatives			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	No			
If no, debriefing organized for unsuccessful bidders	No			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>59</b>	No	<b>45</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	Yes			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			

	SRI LANKA		ST. KITTS AND NEVIS	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	30	Yes	40
Amount of performance guarantee is percentage of the contract value:	Yes		No data	
Choice for suppliers on form of the performance guarantee	No		No data	
Forms of performance guarantee	--		No data	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		No data	
Separate entity to oversee decision to withhold the performance guarantee	No		Yes	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	7	No data	No data
Legal timeframe for the purchasing entity to process payment	No timeframe		No data	
Time to process payment starts from supplier's submission of invoice	N/A		No data	
Time for supplier to actually receive payment (calendar days)	Between 91 and 180		No data	
Interests and/or penalties payable in case of payment delays*	No		No data	
Interests and/or penalties automatically paid without a supplier's request	N/A		No data	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	No second-tier for pre-award		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		Yes	
If the procurement process is suspended, bidders are notified	N/A		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	60		30	
Legal time limit for first-tier review body to render decision	No		Yes	
Remedies legally granted by the first-tier review body:	Modification		-	
First-tier review body decisions are published:	No		Procuring entity's bulletin board	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	No second-tier		Yes	
Time limit to appeal (calendar days)	No second-tier		20	
Cost to appeal the decision before the second-tier review body (USD)*	No second-tier		No cost	
Filing of complaint leads to suspension	No second-tier		Yes	
Time for the second-tier review body to render a decision (calendar days)	No second-tier		30	
Legal time limit for second-tier review body to render decision	No second-tier		Yes	
Remedies legally granted by the second-tier review body:	No second-tier		Modification; compensation; overturn	
Second-tier review body decisions are published:	No second-tier		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	9		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	No		N/A	

	ST. LUCIA		SUDAN	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$7,090	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,740
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	47	No	27
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		No	
Materials publicly accessible online	Laws, Calls for tender		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	No		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		No	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		No	
Main terms and conditions of the contract	Yes		No data	
Payment schedule under the procurement contract	No		No	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		No	
Answers provided by procuring entity made available to all interested bidders	Yes	No		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	27	No	48
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	At discretion of procuring entity		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	No data		No	
Timeframe for return of bid security instrument	No		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	57	Yes	43
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		No	
If no, debriefing organized for unsuccessful bidders	N/A		No	
Model contracts with standard clauses used when awarding a contract	Yes		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	64	No	59
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	No data		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes	No		
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract	Procurement contract		

	ST. LUCIA		SUDAN	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No data	<b>38</b>	Yes	<b>50</b>
Amount of performance guarantee is percentage of the contract value:	No data		Yes	
Choice for suppliers on form of the performance guarantee	No data		No	
Forms of performance guarantee	No data		Certified check, Letter of credit	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	No		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		Yes	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>7</b>	No	<b>48</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	No data		Between 91 and 180	
Interests and/or penalties payable in case of payment delays*	No data		No	
Interests and/or penalties automatically paid without a supplier's request	No data		N/A	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	No	No
Description of complaints mechanism	Other	Procuring entity and court
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No	Yes
Process to complain same for actual and prospective bidders	Yes	N/A
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	Court fees	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	No	N/A
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	Upon request	Yes
If the procurement process is suspended, bidders are notified	Yes	No
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A	Yes
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents	N/A
Time for first-tier review body to render a decision (calendar days)	No data	30
Legal time limit for first-tier review body to render decision	No	Yes
Remedies legally granted by the first-tier review body:	Fees; overturn	Damages; overturn
First-tier review body decisions are published:	Online	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	42	20
Cost to appeal the decision before the second-tier review body (USD)*	Court fees	No data
Filing of complaint leads to suspension	Upon request	Yes
Time for the second-tier review body to render a decision (calendar days)	No data	15
Legal time limit for second-tier review body to render decision	No	Yes
Remedies legally granted by the second-tier review body:	Damages; fees; overturn	Damages; overturn
Second-tier review body decisions are published:	Online	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	No	No
Standstill time period (calendar days)	N/A	N/A
Standstill period mandated in the legal framework	N/A	N/A
Standstill period set out in the notice of intention to award	N/A	N/A

	SURINAME		SWAZILAND	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$9,640	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$2,700
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>39</b>	No	<b>46</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	No			
Materials publicly accessible online	--		Laws, Calls for tender, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	No			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		No	
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>100</b>	No data	<b>No data</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	No bid security requirement			
Amount of bid security instrument	N/A			
Forms of bid security	N/A			
Choice for bidders on form of bid security instruments	N/A			
Timeframe for return of bid security instrument	N/A			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>29</b>	Yes	<b>71</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price only			
Unsuccessful bidders individually notified of tender results	No			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract	Legal framework and procurement contract		

	SURINAME		SWAZILAND	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	50	Yes	70
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	48	No	42
Legal timeframe for the purchasing entity to process payment	28			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Procuring entity and court	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	Yes	No
Process to complain same for actual and prospective bidders	N/A	Yes
Complaining party has to prove damage in order to file a complaint	No	Yes
Cost to file a complaint before the first-tier review body (USD)*	No cost	99
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	N/A
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	Upon request	Yes
If the procurement process is suspended, bidders are notified	Yes	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes	No
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	N/A
Time for first-tier review body to render a decision (calendar days)	30	14
Legal time limit for first-tier review body to render decision	No	Yes
Remedies legally granted by the first-tier review body:	-	Overturn
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	No data	14
Cost to appeal the decision before the second-tier review body (USD)*	4,545	99
Filing of complaint leads to suspension	Yes	Yes
Time for the second-tier review body to render a decision (calendar days)	135	21
Legal time limit for second-tier review body to render decision	No	Yes
Remedies legally granted by the second-tier review body:	-	Damages; compensation; fees; overturn
Second-tier review body decisions are published:	No	Online
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	No	Yes
Standstill time period (calendar days)	N/A	14
Standstill period mandated in the legal framework	N/A	Yes
Standstill period set out in the notice of intention to award	N/A	Yes

	SWEDEN		SWITZERLAND	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$61,600	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$88,790
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>66</b>	No	<b>68</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	N/A			
Form(s) of bid security, if any	N/A			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	Yes			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>75</b>	No	<b>67</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Email/Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	No bid security requirement			
Amount of bid security instrument	N/A			
Forms of bid security	N/A			
Choice for bidders on form of bid security instruments	N/A			
Timeframe for return of bid security instrument	N/A			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>64</b>	No	<b>57</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Sent electronically to all bidders			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>50</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			

	SWEDEN		SWITZERLAND	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	No	<b>0</b>	Yes	<b>20</b>
Amount of performance guarantee is percentage of the contract value:	N/A		Not provided by legal framework	
Choice for suppliers on form of the performance guarantee	N/A		No	
Forms of performance guarantee	N/A		--	
Timeframe for purchasing entity to return performance guarantee	N/A		No	
Circumstances where purchasing entity can collect performance guarantee	N/A		Yes	
Separate entity to oversee decision to withhold the performance guarantee	N/A		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>75</b>	No	<b>75</b>
Legal timeframe for the purchasing entity to process payment	30		30	
Time to process payment starts from supplier's submission of invoice	Yes		Yes	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	N/A		N/A	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		19,102*	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		No	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Upon request	
If the procurement process is suspended, bidders are notified	No		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		N/A	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		A response to the complaint and copies of relevant documents	
Time for first-tier review body to render a decision (calendar days)	75		180	
Legal time limit for first-tier review body to render decision	No		No	
Remedies legally granted by the first-tier review body:	Overturn		Modification; damages; compensation; fees; overturn	
First-tier review body decisions are published:	Online		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	21		30	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		19,102*	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	83		158	
Legal time limit for second-tier review body to render decision	No		No	
Remedies legally granted by the second-tier review body:	Overturn		Damages; compensation; fees; overturn	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	Yes		Yes	
Standstill time period (calendar days)	15		20	
Standstill period mandated in the legal framework	Yes		Yes	
Standstill period set out in the notice of intention to award	Yes		No	

	TAIWAN, CHINA		TAJIKISTAN	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$22,598	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$1,060
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>78</b>		<b>69</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Electronic procurement platform		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage, Maximum flat amount		Maximum percentage	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	No		No	
	<b>71</b>		<b>48</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		Yes	
Electronic opening of bids	Sometimes		Never	
If never, entities allowed to attend the opening session	N/A		Bidders or their representatives	
If always/sometimes, minutes of the opening session	Requested by the bidder		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
	<b>64</b>		<b>71</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	Yes		No	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework	
	<b>82</b>		<b>68</b>	

	TAIWAN, CHINA		TAJIKISTAN	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	70	Yes	62
Amount of performance guarantee is percentage of the contract value:	Fixed amount; percentage of the contract			
Choice for suppliers on form of the performance guarantee	Yes			
Forms of performance guarantee	Certified check, Certificate of deposit, Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	75	No	33
Legal timeframe for the purchasing entity to process payment	21			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 0 and 30			
Interests and/or penalties payable in case of payment delays*	N/A			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Procuring entity and court	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		Yes	
Process to complain same for actual and prospective bidders	N/A		N/A	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		No	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	15		3	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		Overturn	
First-tier review body decisions are published:	Online and on the official gazette		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	15		Law is silent	
Cost to appeal the decision before the second-tier review body (USD)*	989		No cost	
Filing of complaint leads to suspension	Upon request		Yes	
Time for the second-tier review body to render a decision (calendar days)	60		10	
Legal time limit for second-tier review body to render decision	Yes		yes	
Remedies legally granted by the second-tier review body:	-		Overturn	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		3	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		Yes	

	TANZANIA		THAILAND	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$930	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$5,410
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
		<b>Score</b>		<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>58</b>	No	<b>47</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>58</b>	No	<b>78</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	No electronic means available			
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration			
Amount of bid security instrument	At discretion of procuring entity			
Forms of bid security	Bank guarantee, Insurance guarantee			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	Yes			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	No	<b>36</b>
Electronic opening of bids	Never			
If never, entities allowed to attend the opening session	Bid opening session is public			
If always/sometimes, minutes of the opening session	N/A			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	No			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Procurement contract			

	TANZANIA		THAILAND	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>86</b>	Yes	<b>70</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Certified check, Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	Yes			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>37</b>	No	<b>30</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Other
Choice of the authority before which filing a complaint	No	Yes
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	Yes	No
Process to complain same for actual and prospective bidders	N/A	No
Complaining party has to prove damage in order to file a complaint	Yes	Yes
Cost to file a complaint before the first-tier review body (USD)*	No cost	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	N/A
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	Yes	Upon request
If the procurement process is suspended, bidders are notified	Yes	No
Complaint reviewed by same people whose action is challenged (at procuring entity)	No	No
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	N/A
Time for first-tier review body to render a decision (calendar days)	14	60
Legal time limit for first-tier review body to render decision	Yes	Yes
Remedies legally granted by the first-tier review body:	-	Modification; overturn
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	14	90
Cost to appeal the decision before the second-tier review body (USD)*	119	2% of claim*
Filing of complaint leads to suspension	Upon request	Upon request
Time for the second-tier review body to render a decision (calendar days)	45	90
Legal time limit for second-tier review body to render decision	Yes	No
Remedies legally granted by the second-tier review body:	Damages; compensation; fees; overturn	Modification; damages; compensation; overturn
Second-tier review body decisions are published:	Online	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	Yes	No
Standstill time period (calendar days)	14	N/A
Standstill period mandated in the legal framework	Yes	N/A
Standstill period set out in the notice of intention to award	Yes	N/A

	TIMOR-LESTE		TOGO	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$3,120	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$580
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	N/A		No	
Open tendering as the default method of procurement	No		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		No	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		No	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		No	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
	<b>41</b>		<b>51</b>	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		Yes	
Methods for bid submission	No electronic means available		Email	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee, Insurance guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	No		No	
Timeframe for return of bid security instrument	Yes		Yes	
	<b>52</b>		<b>63</b>	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bid opening session is public	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		No	
	<b>43</b>		<b>43</b>	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework	
	<b>64</b>		<b>68</b>	

	TIMOR-LESTE		TOGO	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>58</b>	Yes	<b>54</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		No	
Forms of performance guarantee	Insurance guarantee, Letter of credit		Performance bond	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>7</b>	No	<b>67</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		60	
Time to process payment starts from supplier's submission of invoice	No		Yes	
Time for supplier to actually receive payment (calendar days)	Between 91 and 180		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	No		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		Yes	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Other	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	Yes		No	
Process to complain same for actual and prospective bidders	N/A		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	21		6	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	5		No data	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Yes		Yes	
Time for the second-tier review body to render a decision (calendar days)	18		30	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	-		Damages; overturn	
Second-tier review body decisions are published:	No		Online and on the official gazette	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		21	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		No	

	TONGA		TRINIDAD AND TOBAGO	
	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$4,280	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$16,562
<b>PLC</b>				
QUESTION	Answers	Score	Answers	Score
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	74	No	42
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		No	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender		Laws, Calls for tender	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		No	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	Yes		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	79	No	31
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	No electronic means available		Email	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	Maximum percentage		At discretion of procuring entity	
Forms of bid security	Bank guarantee		Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		No	
Timeframe for return of bid security instrument	Yes		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	71	No	43
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		No	
If no, debriefing organized for unsuccessful bidders	N/A		No	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	50	No	59
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	No		No	
Specific procedures for the termination of the contract established in:	Procurement contract	Procurement contract		

	TONGA		TRINIDAD AND TOBAGO	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	50	Yes	38
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	15	No	0
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		No second-tier for pre-award	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Yes		Upon request	
If the procurement process is suspended, bidders are notified	No		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	5		53	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No second-tier	
Time limit to appeal (calendar days)	10		No second-tier	
Cost to appeal the decision before the second-tier review body (USD)*	83		No second-tier	
Filing of complaint leads to suspension	Yes		No second-tier	
Time for the second-tier review body to render a decision (calendar days)	30		No second-tier	
Legal time limit for second-tier review body to render decision	Yes		No second-tier	
Remedies legally granted by the second-tier review body:	Compensation; overturn		No second-tier	
Second-tier review body decisions are published:	No		No second-tier	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		No	
Standstill period after contract award to allow filing of complaints	Yes		No	
Standstill time period (calendar days)	14		N/A	
Standstill period mandated in the legal framework	Yes		N/A	
Standstill period set out in the notice of intention to award	Yes		N/A	

	TUNISIA		TURKEY	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$4,459	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$10,850
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>60</b>	No	<b>68</b>
Internal market analysis guidelines during market research phase	No			
Open tendering as the default method of procurement	Yes			
Procurement portal(s) dedicated to public procurement	Yes			
Materials publicly accessible online	Procurement plans, Laws, Calls for tender, Tender documents, Award notice			
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes			
Grounds for exclusion of bidders	Yes			
Amount of bid security, if any	Yes			
Form(s) of bid security, if any	Yes			
Criteria against which bids will be evaluated	Yes			
Method used to assess bids	Yes			
Main terms and conditions of the contract	Yes			
Payment schedule under the procurement contract	Yes			
Accessibility of tender documents for free	No			
Possibility for bidders to ask questions to procuring entity	Yes			
Timeframe for procuring entity to address bidders' questions	Yes			
Answers provided by procuring entity made available to all interested bidders	Yes			
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>47</b>	Yes	<b>67</b>
Foreign firms eligible to submit bids	Yes			
Minimum time period for bid submission	Yes			
Methods for bid submission	Electronic procurement platform			
Form of bid instrument to guarantee bidder's offer	Bid security			
Amount of bid security instrument	Maximum percentage			
Forms of bid security	--			
Choice for bidders on form of bid security instruments	No			
Timeframe for return of bid security instrument	No			
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>64</b>	Yes	<b>79</b>
Electronic opening of bids	Sometimes			
If never, entities allowed to attend the opening session	N/A			
If always/sometimes, minutes of the opening session	Published online			
Evaluation criteria	Price and other qualitative elements			
Unsuccessful bidders individually notified of tender results	Yes			
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			
If no, debriefing organized for unsuccessful bidders	N/A			
Model contracts with standard clauses used when awarding a contract	Yes			
Yes				
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	Yes	<b>73</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	Yes			
Timeframe for delivery renegotiated	No			
Financial aspects renegotiated	no			
Specific procedures to follow for contract variations (once contract is signed)	Yes			
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No			
Publish post-award variations	No			
Purchasing entity can unilaterally modify contract during implementation phase	No			
Specific procedures for the acceptance of the completion of works	Yes			
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			

QUESTION	TUNISIA		TURKEY	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>54</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		Yes	
Forms of performance guarantee	Performance bond		Performance bond	
Timeframe for purchasing entity to return performance guarantee	Yes		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>51</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	No		N/A	
Time for supplier to actually receive payment (calendar days)	Between 91 and 180		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	Yes		Yes	
Interests and/or penalties automatically paid without a supplier's request	Yes		No	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No	No
Process to complain same for actual and prospective bidders	Yes	Yes
Complaining party has to prove damage in order to file a complaint	Yes	Yes
Cost to file a complaint before the first-tier review body (USD)*	No cost	No cost
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	N/A
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	No	Yes
If the procurement process is suspended, bidders are notified	N/A	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes	Yes
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	N/A
Time for first-tier review body to render a decision (calendar days)	7	10
Legal time limit for first-tier review body to render decision	Yes	Yes
Remedies legally granted by the first-tier review body:	-	Modification; overturn
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	7	10
Cost to appeal the decision before the second-tier review body (USD)*	No cost	4,812
Filing of complaint leads to suspension	Yes	Yes
Time for the second-tier review body to render a decision (calendar days)	28	20
Legal time limit for second-tier review body to render decision	Yes	Yes
Remedies legally granted by the second-tier review body:	-	Modification; overturn
Second-tier review body decisions are published:	Online	Online
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	No
Standstill period after contract award to allow filing of complaints	Yes	Yes
Standstill time period (calendar days)	7	10
Standstill period mandated in the legal framework	Yes	Yes
Standstill period set out in the notice of intention to award	No	No

	UGANDA		UKRAINE	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$660	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$3,560
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>68</b>	No	<b>70</b>
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		Yes	
Accessibility of tender documents for free	No		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes	Yes		
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	<b>67</b>	No	<b>59</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	No electronic means available		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee		--	
Choice for bidders on form of bid security instruments	No		No	
Timeframe for return of bid security instrument	Yes		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes	<b>71</b>	Yes	<b>86</b>
Electronic opening of bids	Never		Always	
If never, entities allowed to attend the opening session	Bid opening session is public		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>64</b>	No	<b>70</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		Yes	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Neither legal framework nor procurement contract	

QUESTION	UGANDA		UKRAINE	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>50</b>
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Performance bond			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>30</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	30			
Time to process payment starts from supplier's submission of invoice	No			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Independent review body and court
Choice of the authority before which filing a complaint	No	Yes
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	No	No
Process to complain same for actual and prospective bidders	Yes	Yes
Complaining party has to prove damage in order to file a complaint	No	Yes
Cost to file a complaint before the first-tier review body (USD)*	1,898	1,473
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A	No
If yes, timeframe (calendar days)	N/A	N/A
Filing of complaint leads to suspension	Yes	Yes
If the procurement process is suspended, bidders are notified	Yes	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	No	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	N/A	No
Time for first-tier review body to render a decision (calendar days)	21	30
Legal time limit for first-tier review body to render decision	Yes	Yes
Remedies legally granted by the first-tier review body:	-	Modification; overturn
First-tier review body decisions are published:	Procuring entity's bulletin board	Online
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	14	30
Cost to appeal the decision before the second-tier review body (USD)*	No cost	142
Filing of complaint leads to suspension	Yes	Upon request
Time for the second-tier review body to render a decision (calendar days)	29	50
Legal time limit for second-tier review body to render decision	Yes	Yes
Remedies legally granted by the second-tier review body:	Overturn	Compensation; overturn
Second-tier review body decisions are published:	Online and on the procuring entity's bulletin board	Online
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	No
Standstill period after contract award to allow filing of complaints	Yes	Yes
Standstill time period (calendar days)	14	10
Standstill period mandated in the legal framework	Yes	Yes
Standstill period set out in the notice of intention to award	Yes	No

	UNITED ARAB EMIRATES		UNITED KINGDOM		
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$43,480	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$42,690	
<b>PLC</b>					
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>					
Consultation between procuring entity and private sector for needs assessment	No		45	No	66
Internal market analysis guidelines during market research phase	No			No	
Open tendering as the default method of procurement	Yes			Yes	
Procurement portal(s) dedicated to public procurement	Yes			Yes	
Materials publicly accessible online	Laws, Calls for tender, Award notice			Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:					
Technical and financial qualifications that bidders must meet	Yes			Yes	
Grounds for exclusion of bidders	Yes			Yes	
Amount of bid security, if any	Yes			N/A	
Form(s) of bid security, if any	Yes			N/A	
Criteria against which bids will be evaluated	Yes			Yes	
Method used to assess bids	Yes			Yes	
Main terms and conditions of the contract	Yes			Yes	
Payment schedule under the procurement contract	No			Yes	
Accessibility of tender documents for free	No			Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes		
Timeframe for procuring entity to address bidders' questions	No		Yes		
Answers provided by procuring entity made available to all interested bidders	No		Yes		
<b>Bid submission score</b>					
Bidders required to register on a government registry of suppliers	Yes		65	No	50
Foreign firms eligible to submit bids	Yes			Yes	
Minimum time period for bid submission	Yes			No	
Methods for bid submission	Email/Electronic procurement platform			Email/Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security			No bid security requirement	
Amount of bid security instrument	Other			N/A	
Forms of bid security	Bank guarantee			N/A	
Choice for bidders on form of bid security instruments	No			N/A	
Timeframe for return of bid security instrument	Yes			N/A	
<b>Bid opening, evaluation and award score</b>					
Bid opening session takes place immediately (precise time of bid submission deadline)	No		50	No	64
Electronic opening of bids	Sometimes			Sometimes	
If never, entities allowed to attend the opening session	N/A			N/A	
If always/sometimes, minutes of the opening session	Sent electronically to all bidders			Requested by the bidder	
Evaluation criteria	Price and other qualitative elements			Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes			Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes			Yes	
If no, debriefing organized for unsuccessful bidders	N/A			N/A	
Model contracts with standard clauses used when awarding a contract	No			Yes	
<b>Content and management of procurement contract score</b>					
Winning bidder can sign the procurement contract through an online platform	No		73	Yes	59
Once the procurement contract is awarded and before it is signed:					
Price renegotiated	No			No	
Timeframe for delivery renegotiated	No			No	
Financial aspects renegotiated	No			No	
Specific procedures to follow for contract variations (once contract is signed)	Yes			No	
Purchasing entity has the obligation to:					
Inform the other bidders of the post-award contract variations	No			No	
Publish post-award variations	No			No	
Purchasing entity can unilaterally modify contract during implementation phase	No			No	
Specific procedures for the acceptance of the completion of works	Yes			No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract			Procurement contract	

QUESTION	UNITED ARAB EMIRATES		UNITED KINGDOM	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>14</b>	Yes	<b>34</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		No	
Forms of performance guarantee	Performance bond		Performance bond	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	No		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No	No	No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>67</b>	No	<b>50</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		30	
Time to process payment starts from supplier's submission of invoice	N/A		No	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 0 and 30	
Interests and/or penalties payable in case of payment delays*	No		N/A	
Interests and/or penalties automatically paid without a supplier's request	N/A		N/A	

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	No second-tier for pre-award	Other
Choice of the authority before which filing a complaint	No	No
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complain	Yes	No
Process to complain same for actual and prospective bidders	N/A	Yes
Complaining party has to prove damage in order to file a complaint	No	No
Cost to file a complaint before the first-tier review body (USD)*	No cost	220
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes	Yes
If yes, timeframe (calendar days)	Simultaneously	Simultaneously
Filing of complaint leads to suspension	No	Upon request
If the procurement process is suspended, bidders are notified	N/A	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents	A response to the complaint and copies of relevant documents
Time for first-tier review body to render a decision (calendar days)	No data	60
Legal time limit for first-tier review body to render decision	No	No
Remedies legally granted by the first-tier review body:	-	Fees; overturn
First-tier review body decisions are published:	No	Online and on the official gazette
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	No second-tier	Yes
Time limit to appeal (calendar days)	No second-tier	21
Cost to appeal the decision before the second-tier review body (USD)*	No second-tier	2,714
Filing of complaint leads to suspension	No second-tier	Upon request
Time for the second-tier review body to render a decision (calendar days)	No second-tier	60
Legal time limit for second-tier review body to render decision	No second-tier	No
Remedies legally granted by the second-tier review body:	No second-tier	Fees; overturn
Second-tier review body decisions are published:	No second-tier	Online and on the official gazette
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	Yes	Yes
Standstill period after contract award to allow filing of complaints	Yes	No
Standstill time period (calendar days)	10	N/A
Standstill period mandated in the legal framework	Yes	N/A
Standstill period set out in the notice of intention to award	No	N/A

	UNITED STATES		URUGUAY	
	OECD HIGH INCOME	GNI PER CAPITA (IN USD) \$55,200	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$16,360
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	Yes, Publicly advertised		No	<b>67</b>
Internal market analysis guidelines during market research phase	Yes		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender, Tender documents, Award notice		Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	Yes		Yes	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		Yes	<b>71</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Email/Electronic procurement platform		Email	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Other		At discretion of procuring entity	
Forms of bid security	Bank guarantee, Insurance guarantee		Cash deposit, Bank guarantee, Insurance guarantee	
Choice for bidders on form of bid security instruments	Yes		Yes	
Timeframe for return of bid security instrument	No		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	<b>64</b>
Electronic opening of bids	Never		Sometimes	
If never, entities allowed to attend the opening session	Other: Interested persons can examine unclassified bids		N/A	
If always/sometimes, minutes of the opening session	N/A		Sent electronically to all bidders	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	<b>64</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		Yes	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

QUESTION	UNITED STATES		URUGUAY	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>54</b>	Yes	<b>54</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	Yes		Yes	
Forms of performance guarantee	Performance bond		Insurance guarantee	
Timeframe for purchasing entity to return performance guarantee	No		No	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	Yes	<b>100</b>	No	<b>37</b>
Legal timeframe for the purchasing entity to process payment	30		No timeframe	
Time to process payment starts from supplier's submission of invoice	Yes		N/A	
Time for supplier to actually receive payment (calendar days)	Between 0 and 30		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	N/A		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Other		Procuring entity and court	
Choice of the authority before which filing a complaint	Yes		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		No	
Process to complain same for actual and prospective bidders	Yes		Yes	
Complaining party has to prove damage in order to file a complaint	Yes		Yes	
Cost to file a complaint before the first-tier review body (USD)*	No cost		6	
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes		N/A	
If yes, timeframe (calendar days)	Simultaneously		N/A	
Filing of complaint leads to suspension	Yes		Yes	
If the procurement process is suspended, bidders are notified	Yes		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents		N/A	
Time for first-tier review body to render a decision (calendar days)	60		60	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; compensation; fees		-	
First-tier review body decisions are published:	Online		Online	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	10		60	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		95	
Filing of complaint leads to suspension	Yes		Upon request	
Time for the second-tier review body to render a decision (calendar days)	No data		720	
Legal time limit for second-tier review body to render decision	No data		Yes	
Remedies legally granted by the second-tier review body:	Modification; compensation; fees; overturn		-	
Second-tier review body decisions are published:	Online		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	UZBEKISTAN		VANUATU	
	EUROPE AND CENTRAL ASIA	GNI PER CAPITA (IN USD) \$2,090	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$3,097
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	42	No	20
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		No	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		N/A	
Form(s) of bid security, if any	Yes		N/A	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	No data		No	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		No data	
Possibility for bidders to ask questions to procuring entity	Yes		No	
Timeframe for procuring entity to address bidders' questions	No	N/A		
Answers provided by procuring entity made available to all interested bidders	No	N/A		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No	65	No	43
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	No electronic means available		Email	
Form of bid instrument to guarantee bidder's offer	Bid security		No bid security requirement	
Amount of bid security instrument	Maximum percentage		N/A	
Forms of bid security	Cash deposit, Bank guarantee		N/A	
Choice for bidders on form of bid security instruments	No		N/A	
Timeframe for return of bid security instrument	Yes		N/A	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	14	No	14
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Tender Board members only	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	No		No data	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		No	
If no, debriefing organized for unsuccessful bidders	No		No	
Model contracts with standard clauses used when awarding a contract	No		No	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	59	No	32
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		Yes	
Financial aspects renegotiated	No		Yes	
Specific procedures to follow for contract variations (once contract is signed)	Yes		No	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		No	
Specific procedures for the termination of the contract established in:	Procurement contract	Procurement contract		

	UZBEKISTAN		VANUATU	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	30	No	0
Amount of performance guarantee is percentage of the contract value:	Yes		N/A	
Choice for suppliers on form of the performance guarantee	Yes		N/A	
Forms of performance guarantee	--		N/A	
Timeframe for purchasing entity to return performance guarantee	No		N/A	
Circumstances where purchasing entity can collect performance guarantee	No		N/A	
Separate entity to oversee decision to withhold the performance guarantee	No		N/A	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	37	No	0
Legal timeframe for the purchasing entity to process payment	No timeframe		No timeframe	
Time to process payment starts from supplier's submission of invoice	N/A		N/A	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		More than 181	
Interests and/or penalties payable in case of payment delays*	Yes		No	
Interests and/or penalties automatically paid without a supplier's request	No		N/A	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		No	
Description of complaints mechanism	Independent review body and court		Procuring entity and court	
Choice of the authority before which filing a complaint	No		No	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complaint	Yes		Yes	
Process to complain same for actual and prospective bidders	N/A		N/A	
Complaining party has to prove damage in order to file a complaint	No		No data	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	No		No	
If the procurement process is suspended, bidders are notified	No		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No		No data	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	No		N/A	
Time for first-tier review body to render a decision (calendar days)	23		No data	
Legal time limit for first-tier review body to render decision	Yes		No	
Remedies legally granted by the first-tier review body:	-		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		No	
Time limit to appeal (calendar days)	30		No data	
Cost to appeal the decision before the second-tier review body (USD)*	1% of claim*		Court fees	
Filing of complaint leads to suspension	No		No	
Time for the second-tier review body to render a decision (calendar days)	30		No data	
Legal time limit for second-tier review body to render decision	Yes		No	
Remedies legally granted by the second-tier review body:	-		-	
Second-tier review body decisions are published:	No		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		Yes	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	VENEZUELA, RB		VIETNAM	
	LATIN AMERICA AND CARIBBEAN	GNI PER CAPITA (IN USD) \$12,820	EAST ASIA AND PACIFIC	GNI PER CAPITA (IN USD) \$1,890
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Answers</b>	
	<b>Score</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		Yes	
Materials publicly accessible online	Laws, Calls for tender		Procurement plans, Laws, Calls for tender, Tender documents, Award notice	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No		No	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes		Yes	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		Yes	
Methods for bid submission	Email		Electronic procurement platform	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	--		Cash deposit, Bank guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	No		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No		No	
Electronic opening of bids	Never		Sometimes	
If never, entities allowed to attend the opening session	Bid opening session is public		N/A	
If always/sometimes, minutes of the opening session	N/A		Published online	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	Yes		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	Yes		No	
Specific procedures for the acceptance of the completion of works	Yes		Yes	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Legal framework and procurement contract	

	VENEZUELA, RB		VIETNAM	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	50	Yes	58
Amount of performance guarantee is percentage of the contract value:	Yes			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	--			
Timeframe for purchasing entity to return performance guarantee	Yes			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	42	No	37
Legal timeframe for the purchasing entity to process payment	10			
Time to process payment starts from supplier's submission of invoice	Yes			
Time for supplier to actually receive payment (calendar days)	Between 91 and 180			
Interests and/or penalties payable in case of payment delays*	No			
Interests and/or penalties automatically paid without a supplier's request	N/A			

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	Yes		Yes	
Description of complaints mechanism	Procuring entity and court		Other	
Choice of the authority before which filing a complaint	Yes		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No		Yes	
Process to complain same for actual and prospective bidders	Yes		N/A	
Complaining party has to prove damage in order to file a complaint	No		No	
Cost to file a complaint before the first-tier review body (USD)*	No cost		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	N/A		N/A	
If yes, timeframe (calendar days)	N/A		N/A	
Filing of complaint leads to suspension	Upon request		No	
If the procurement process is suspended, bidders are notified	Yes		N/A	
Complaint reviewed by same people whose action is challenged (at procuring entity)	Yes		Yes	
Mandatory training programs on complaints resolution for agents reviewing complaints	No		No	
Procuring entity required to provide first-tier review body with:	N/A		N/A	
Time for first-tier review body to render a decision (calendar days)	35		No data	
Legal time limit for first-tier review body to render decision	Yes		Yes	
Remedies legally granted by the first-tier review body:	Modification; overturn		-	
First-tier review body decisions are published:	No		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes		Yes	
Time limit to appeal (calendar days)	180		7	
Cost to appeal the decision before the second-tier review body (USD)*	No cost		No cost	
Filing of complaint leads to suspension	Upon request		Upon request	
Time for the second-tier review body to render a decision (calendar days)	720		42	
Legal time limit for second-tier review body to render decision	Yes		Yes	
Remedies legally granted by the second-tier review body:	Damages; compensation; fees; overturn		-	
Second-tier review body decisions are published:	Online		No	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	Yes		No	
Standstill period after contract award to allow filing of complaints	No		No	
Standstill time period (calendar days)	N/A		N/A	
Standstill period mandated in the legal framework	N/A		N/A	
Standstill period set out in the notice of intention to award	N/A		N/A	

	WEST BANK AND GAZA		YEMEN, REP.	
	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$1,735	MIDDLE EAST AND NORTH AFRICA	GNI PER CAPITA (IN USD) \$1,381
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>	<b>Score</b>	<b>Answers</b>	<b>Score</b>
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No	<b>38</b>	No	<b>54</b>
Internal market analysis guidelines during market research phase	No		No	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	No		Yes	
Materials publicly accessible online	Laws, Calls for tender		Laws, Calls for tender	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		Yes	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	No		Yes	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	No data		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes	Yes		
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	Yes	<b>48</b>	No	<b>73</b>
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	No		Yes	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security		Bid security	
Amount of bid security instrument	Maximum percentage		Maximum percentage	
Forms of bid security	Bank guarantee		Bank guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	No		Yes	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	No	<b>43</b>	No	<b>57</b>
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bidders or their representatives		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	No		Yes	
If no, debriefing organized for unsuccessful bidders	No		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No	<b>68</b>	No	<b>73</b>
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	Yes		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	No		Yes	
Specific procedures for the termination of the contract established in:	Procurement contract	Legal framework and procurement contract		

	WEST BANK AND GAZA		YEMEN, REP.	
QUESTION	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>34</b>	Yes	<b>74</b>
Amount of performance guarantee is percentage of the contract value:	Yes		Yes	
Choice for suppliers on form of the performance guarantee	No		Yes	
Forms of performance guarantee	Performance bond		Certified check	
Timeframe for purchasing entity to return performance guarantee	No		Yes	
Circumstances where purchasing entity can collect performance guarantee	Yes		Yes	
Separate entity to oversee decision to withhold the performance guarantee	No		No	
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>15</b>	No	<b>57</b>
Legal timeframe for the purchasing entity to process payment	No timeframe		90	
Time to process payment starts from supplier's submission of invoice	N/A		Yes	
Time for supplier to actually receive payment (calendar days)	Between 31 and 90		Between 31 and 90	
Interests and/or penalties payable in case of payment delays*	No		Yes	
Interests and/or penalties automatically paid without a supplier's request	N/A		No	

<b>COMPLAINTS</b>				
QUESTION	Answers		Answers	
<b>Structure of the complaints mechanism</b>				
Legal framework on complaints mechanism	No		Yes	
Description of complaints mechanism	No pre-award		Other	
Choice of the authority before which filing a complaint	No		Yes	
<b>First-tier review</b>				
During pre-award stage, only actual bidders have standing to complain	No pre-award		Yes	
Process to complain same for actual and prospective bidders	No pre-award		N/A	
Complaining party has to prove damage in order to file a complaint	No pre-award		No	
Cost to file a complaint before the first-tier review body (USD)*	No pre-award		No cost	
Notification to the procuring entity if complaint filed before a court or an independent review body	No pre-award		N/A	
If yes, timeframe (calendar days)	No pre-award		N/A	
Filing of complaint leads to suspension	No pre-award		Yes	
If the procurement process is suspended, bidders are notified	No pre-award		Yes	
Complaint reviewed by same people whose action is challenged (at procuring entity)	No pre-award		No	
Mandatory training programs on complaints resolution for agents reviewing complaints	No pre-award		No	
Procuring entity required to provide first-tier review body with:	No pre-award		N/A	
Time for first-tier review body to render a decision (calendar days)	No pre-award		14	
Legal time limit for first-tier review body to render decision	No pre-award		Yes	
Remedies legally granted by the first-tier review body:	No pre-award		Modification; overturn	
First-tier review body decisions are published:	No pre-award		No	
<b>Second-tier review</b>				
Legal framework stipulates conditions to appeal first-tier review body's decisions	No pre-award		Yes	
Time limit to appeal (calendar days)	No pre-award		10	
Cost to appeal the decision before the second-tier review body (USD)*	No pre-award		No cost	
Filing of complaint leads to suspension	No pre-award		No	
Time for the second-tier review body to render a decision (calendar days)	No pre-award		30	
Legal time limit for second-tier review body to render decision	No pre-award		Yes	
Remedies legally granted by the second-tier review body:	No pre-award		Overturn	
Second-tier review body decisions are published:	No pre-award		Online	
<b>Post-award complaints</b>				
Process to complain same than for pre-award complaints	No		Yes	
Standstill period after contract award to allow filing of complaints	No		Yes	
Standstill time period (calendar days)	N/A		10	
Standstill period mandated in the legal framework	N/A		Yes	
Standstill period set out in the notice of intention to award	N/A		Yes	

	ZAMBIA		ZIMBABWE	
	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$1,760	SUB-SAHARAN AFRICA	GNI PER CAPITA (IN USD) \$860
<b>PLC</b>				
<b>QUESTION</b>	<b>Answers</b>		<b>Score</b>	
<b>Needs assessment, call for tender, and bid preparation score</b>				
Consultation between procuring entity and private sector for needs assessment	No		No	
Internal market analysis guidelines during market research phase	Yes		Yes	
Open tendering as the default method of procurement	Yes		Yes	
Procurement portal(s) dedicated to public procurement	Yes		No	
Materials publicly accessible online	Procurement plans, Laws		Laws	
Elements included in the tender notice and/or tender documents:				
Technical and financial qualifications that bidders must meet	Yes		Yes	
Grounds for exclusion of bidders	Yes		Yes	
Amount of bid security, if any	Yes		No	
Form(s) of bid security, if any	Yes		Yes	
Criteria against which bids will be evaluated	Yes		Yes	
Method used to assess bids	Yes		Yes	
Main terms and conditions of the contract	Yes		Yes	
Payment schedule under the procurement contract	Yes		No	
Accessibility of tender documents for free	No		No	
Possibility for bidders to ask questions to procuring entity	Yes		Yes	
Timeframe for procuring entity to address bidders' questions	Yes		Yes	
Answers provided by procuring entity made available to all interested bidders	Yes		Yes	
<b>Bid submission score</b>				
Bidders required to register on a government registry of suppliers	No		No	
Foreign firms eligible to submit bids	Yes		Yes	
Minimum time period for bid submission	Yes		No	
Methods for bid submission	No electronic means available		No electronic means available	
Form of bid instrument to guarantee bidder's offer	Bid security, Bid declaration		Bid security	
Amount of bid security instrument	At discretion of procuring entity		At discretion of procuring entity	
Forms of bid security	Cash deposit, Bank guarantee, Insurance guarantee		Cash deposit, Bank guarantee	
Choice for bidders on form of bid security instruments	No		Yes	
Timeframe for return of bid security instrument	Yes		No	
<b>Bid opening, evaluation and award score</b>				
Bid opening session takes place immediately (precise time of bid submission deadline)	Yes		No	
Electronic opening of bids	Never		Never	
If never, entities allowed to attend the opening session	Bid opening session is public		Bidders or their representatives	
If always/sometimes, minutes of the opening session	N/A		N/A	
Evaluation criteria	Price and other qualitative elements		Price and other qualitative elements	
Unsuccessful bidders individually notified of tender results	Yes		Yes	
Unsuccessful bidders can obtain feedback on reasons for not winning	Yes		Yes	
If no, debriefing organized for unsuccessful bidders	N/A		N/A	
Model contracts with standard clauses used when awarding a contract	Yes		Yes	
<b>Content and management of procurement contract score</b>				
Winning bidder can sign the procurement contract through an online platform	No		No	
Once the procurement contract is awarded and before it is signed:				
Price renegotiated	No		No	
Timeframe for delivery renegotiated	No		No	
Financial aspects renegotiated	No		No	
Specific procedures to follow for contract variations (once contract is signed)	Yes		Yes	
Purchasing entity has the obligation to:				
Inform the other bidders of the post-award contract variations	No		No	
Publish post-award variations	No		No	
Purchasing entity can unilaterally modify contract during implementation phase	No		No	
Specific procedures for the acceptance of the completion of works	Yes		No	
Specific procedures for the termination of the contract established in:	Legal framework and procurement contract		Procurement contract	

QUESTION	ZAMBIA		ZIMBABWE	
	Answers	Score	Answers	Score
<b>Performance guarantee score</b>				
Supplier required to provide performance guarantee deposit	Yes	<b>46</b>	Yes	<b>82</b>
Amount of performance guarantee is percentage of the contract value:	Fixed amount; percentage of the contract			
Choice for suppliers on form of the performance guarantee	No			
Forms of performance guarantee	Certified check, Performance bond, Insurance guarantee, Letter of credit			
Timeframe for purchasing entity to return performance guarantee	No			
Circumstances where purchasing entity can collect performance guarantee	Yes			
Separate entity to oversee decision to withhold the performance guarantee	No			
<b>Payment of suppliers score</b>				
Supplier can request a payment online through an online platform	No	<b>37</b>	No	<b>7</b>
Legal timeframe for the purchasing entity to process payment	No timeframe			
Time to process payment starts from supplier's submission of invoice	N/A			
Time for supplier to actually receive payment (calendar days)	Between 31 and 90			
Interests and/or penalties payable in case of payment delays*	Yes			
Interests and/or penalties automatically paid without a supplier's request	No			

<b>COMPLAINTS</b>		
QUESTION	Answers	Answers
<b>Structure of the complaints mechanism</b>		
Legal framework on complaints mechanism	Yes	Yes
Description of complaints mechanism	Other	Other
Choice of the authority before which filing a complaint	Yes	Yes
<b>First-tier review</b>		
During pre-award stage, only actual bidders have standing to complaint	Yes	No
Process to complain same for actual and prospective bidders	N/A	Yes
Complaining party has to prove damage in order to file a complaint	Yes	No
Cost to file a complaint before the first-tier review body (USD)*	168	Court fees
Notification to the procuring entity if complaint filed before a court or an independent review body	Yes	No
If yes, timeframe (calendar days)	Simultaneously	N/A
Filing of complaint leads to suspension	Yes	Yes
If the procurement process is suspended, bidders are notified	No	Yes
Complaint reviewed by same people whose action is challenged (at procuring entity)	N/A	N/A
Mandatory training programs on complaints resolution for agents reviewing complaints	No	No
Procuring entity required to provide first-tier review body with:	A response to the complaint and copies of relevant documents	No
Time for first-tier review body to render a decision (calendar days)	7	180
Legal time limit for first-tier review body to render decision	Yes	No
Remedies legally granted by the first-tier review body:	Damages; compensation; fees; overturn	Damages; compensation; overturn
First-tier review body decisions are published:	No	No
<b>Second-tier review</b>		
Legal framework stipulates conditions to appeal first-tier review body's decisions	Yes	Yes
Time limit to appeal (calendar days)	14	21
Cost to appeal the decision before the second-tier review body (USD)*	17	10
Filing of complaint leads to suspension	Yes	Yes
Time for the second-tier review body to render a decision (calendar days)	8	180
Legal time limit for second-tier review body to render decision	Yes	No
Remedies legally granted by the second-tier review body:	Damages; compensation	Overturn
Second-tier review body decisions are published:	No	No
<b>Post-award complaints</b>		
Process to complain same than for pre-award complaints	No	Yes
Standstill period after contract award to allow filing of complaints	Yes	No
Standstill time period (calendar days)	14	N/A
Standstill period mandated in the legal framework	Yes	N/A
Standstill period set out in the notice of intention to award	Yes	N/A



# Notes

- 1 Uyarra (2016, 11); Edquist and others 2015; Preuss 2009; Brammer and Walker 2011.
- 2 Ackah and others 2014.
- 3 Auriol, Flochel, and Straub 2011.
- 4 Yakovlev and others 2015.
- 5 <http://doingbusiness.org>.
- 6 <http://bpp.worldbank.org/~media/WBG/BPP/Documents/Reports/BenchmarkingPPP2017Fullreport.pdf?la=en>
- 7 <http://bpp.worldbank.org/reports>.
- 8 <http://bpp.worldbank.org/reports>.
- 9 Please refer to appendix A for a list of areas measured and scored.
- 10 Please refer to the acknowledgments section for more information.
- 11 <http://bpp.worldbank.org>.
- 12 Please refer to Appendix B. for a list of cities considered for the analysis
- 13 [https://ec.europa.eu/growth/single-market/public-procurement/e-procurement\\_en](https://ec.europa.eu/growth/single-market/public-procurement/e-procurement_en).
- 14 World Bank Group 2015.
- 15 <http://www.igi-global.com/chapter/benefits-barriers-electronic-public-procurement/69591>.
- 16 [https://ec.europa.eu/growth/single-market/public-procurement/e-procurement\\_en](https://ec.europa.eu/growth/single-market/public-procurement/e-procurement_en).
- 17 [http://ec.europa.eu/internal\\_market/publicprocurement/docs/eprocurement/conferences/speeches/robert-hunja\\_en.pdf](http://ec.europa.eu/internal_market/publicprocurement/docs/eprocurement/conferences/speeches/robert-hunja_en.pdf).
- 18 World Bank 2006.
- 19 <https://www.pps.go.kr/eng/jsp/koneps/achievements.eng>.
- 20 [http://ec.europa.eu/internal\\_market/publicprocurement/docs/eprocurement/conferences/speeches/robert-hunja\\_en.pdf](http://ec.europa.eu/internal_market/publicprocurement/docs/eprocurement/conferences/speeches/robert-hunja_en.pdf).
- 21 “Measuring Performance in Public Procurement in Turkey”. Presentation by the Turkish Public Procurement Authority. See also EBRD 2015.
- 22 <http://ccaharyana.gov.in/e-procurement.htm>.
- 23 Lewis-Faupel and others 2016; Shingal 2015.
- 24 OECD, Guidelines for Fighting Bid Rigging in Public Procurement: Helping Governments to Obtain Best Value for Money, <http://www.oecd.org/competition/cartels/42851044.pdf>.
- 25 Bwalya 2013.
- 26 Commonwealth Procurement Rule 7.7.
- 27 Commonwealth Procurement Rule 7.8.
- 28 Article 18 of the Public Procurement Law 419-3 of 13 July 2012.
- 29 Article 2.2.1.1.7.1 of Decree 1082 of 2015.
- 30 Article 12.1 of the Law of Georgia on State Procurement.
- 31 Transparency International 2014.
- 32 Transparency International 2014.
- 33 <http://www.gp-digital.org/wp-content/uploads/pubs/Benefits-of-transparency-in-PP-for-SMEs.pdf>.
- 34 <http://www.oecd.org/gov/ethics/Corruption-in-Public-Procurement-Brochure.pdf>.
- 35 <http://www.oecd.org/gov/ethics/Corruption-in-Public-Procurement-Brochure.pdf>.
- 36 <http://etenders.gov.ie/Media/Default/SiteContent/LegislationGuides/16.%20Public%20Procurement%20Checklist%20-%202004%2003%2014.pdf>.
- 37 <http://www.open-contracting.org/why-open-contracting/>.
- 38 Article 58(2) of the Law on Public Procurement (No. 9643).
- 39 [https://ec.europa.eu/growth/single-market/public-procurement/e-procurement\\_en](https://ec.europa.eu/growth/single-market/public-procurement/e-procurement_en).
- 40 <https://www.cips.org/Documents/Knowledge/Procurement-Topics-and-Skills/5-Strategy-and-Policy/Procurement-Policy-Development/POP-eProcurement.pdf>.
- 41 [https://www.transparency.org/whatwedo/publication/curbing\\_corruption\\_in\\_public\\_procurement\\_a\\_practical\\_guide](https://www.transparency.org/whatwedo/publication/curbing_corruption_in_public_procurement_a_practical_guide)
- 42 Commonwealth Procurement Rule 7.15.
- 43 Open contracting portal (Portal de Contrataciones Abiertas): <http://www.contratosabiertos.cdmx.gob.mx/contratos>.
- 44 Moldova Open Contracting Data Portal <http://opencontracting.date.gov.md/>.
- 45 Prozorro <https://prozorro.gov.ua/en/>.
- 46 UN Capital Development Fund 2016. Economies
- 47 UN Procurement Capacity Development Centre 2016.
- 48 Varinac and Ninić 2014, 51–52.
- 49 <https://www.cvmena.org/economies/maghreb/public-procurement-reform-morocco>.
- 50 Abeillé, de Mariz, and Ménard 2014.
- 51 [http://www.newvision.co.ug/new\\_vision/news/1315030/public-procurement-disposal-public-assets-athourity](http://www.newvision.co.ug/new_vision/news/1315030/public-procurement-disposal-public-assets-athourity).
- 52 UNCITRAL Model Law on Public Procurement (2011), <http://www.uncitral.org/pdf/english/texts/procurem/ml-procurement-2011/2011-Model-Law-on-Public-Procurement-e.pdf>.

- 53 Pursuant to FAR Part 28.101-2(b).
- 54 Article 58(3) of the Directive 2014/24/EU on public procurement.
- 55 Connell 2014, 7.
- 56 EC 2010.
- 57 Article 39 of the Law on Public Financial Management and Accountability (Law No. 03/L-048) states that: «The CFO of a budget organization shall be responsible for ensuring that every valid invoice and demand for payment for goods, services and/or works supplied to the budget organization is paid within thirty (30) calendar days after the budget organization receives such an invoice or demand for payment.»
- 58 Schooner 2002.
- 59 Gordon 2013.
- 60 Schooner (2001, 627, 681).
- 61 Gordon 2006.
- 62 Section 55.1 of the Revised Implementing Rules and Regulations of Republic Act (IRR) 9184, September 2003, amended in August 2009.
- 63 Article 152-1-3 of the Implementing Regulations.
- 64 Gordon 2006.
- 65 See, for example, the WTO Revised Agreement on Government Procurement 2012. Article XVIII on Domestic Review Procedures, paragraphs 4 and 5, states that: “4. Each Party shall establish or designate at least one impartial administrative or judicial authority that is independent of its procuring entities to receive and review a challenge by a supplier arising in the context of a covered procurement. 5. Where a body other than an authority referred to in paragraph 4 initially reviews a challenge, the Party shall ensure that the supplier may appeal the initial decision to an impartial administrative or judicial authority that is independent of the procuring entity whose procurement is the subject of the challenge.”
- 66 No data are available for Fiji, Madagascar, or Papua New Guinea.
- 67 One quetzal equals approximately US\$0.13 as of October 2016.
- 68 Article 2 of the Law No. 23,898 of September 29, 1990 on National Court Fees.
- 69 Article 42 (1) a) of the Act XCIII on Duties of 1990.
- 70 B200,000 equals approximately US\$5,709 as of October 2016.
- 71 OECD 2007.
- 72 Gordon 2006.



# References

- Abeillé, Bernard, Christine Léon de Mariz, and Claude Ménard. 2014. *Public Procurement Reforms in Africa: Challenges in Institutions and Governance*. Oxford University Press.
- Ackah, David, M. R. Agboyi, L. Adu-Gyamfi, and P. Enu. 2014. Competitive Tendering, An Effective Tool in Ensuring Value for Money in Public Sector Procurement: A Case Study at “Ahanta West District Assembly,” a District in the Western Part of Ghana.” *Global Journal of Management Studies and Researches* 1 (4): 186–201.
- Auriol, Emmanuelle, T. Flochel, and S. Straub. 2011. “Public Procurement and Rent-Seeking: The Case of Paraguay.” TSE Working Paper 11-224, Toulouse School of Economics, February 18, 2011, revised March 2015.
- Auriol, Emmanuelle, Thomas Flochel, and Stéphane Straub. 2011. “Public Procurement and Rent-Seeking: The Case of Paraguay.” CEPR Discussion Paper No. DP8282, Center for Economic and Policy Research, Washington, DC.
- Brammer, S., and H. Walker. 2011. “Sustainable Procurement in the Public Sector: An International Comparative Study.” *International Journal of Operations & Production Management* 31 (4): 452–76.
- Bwalya, Kelvin Joseph. 2013. *Technology Development and Platform Enhancements for Successful Global E-Government Design*.
- [https://books.google.com/books?id=5-uWBQAQBAJ&printsec=frontcover&source=gs\\_atb#v=onepage&q=award&f=false](https://books.google.com/books?id=5-uWBQAQBAJ&printsec=frontcover&source=gs_atb#v=onepage&q=award&f=false).
- Connell, William. 2014. “The Economic Impact of Late Payments.” Economic Papers 531, European Commission, Brussels. [http://ec.europa.eu/economy\\_finance/publications/economic\\_paper/2014/pdf/ecp531\\_en.pdf](http://ec.europa.eu/economy_finance/publications/economic_paper/2014/pdf/ecp531_en.pdf), 10/19/2016.
- EBRD (European Bank for Reconstruction and Development). 2015. “Are You Ready for E-Procurement? Guide to Electronic Procurement Reform.” EBRD, London.
- EC (European Commission). 2010. “Evaluation of SMEs’ Access to Public Procurement Markets in the EU.” Report coordinated by DG Enterprise and Industry. Final Report submitted by GHK and Technopolis.
- Edquist, C., N. S. Vonortas, J. M. Zabala-Iturriagoitia, and J. Edler, eds. 2015. *Public Procurement for Innovation*. Edward Elgar Publishing.
- Gordon, Daniel. 2006. “Constructing a Bid Protest Process: Choices Every Procurement Challenge System Must Make.” *Public Contract Law Journal* 35 (3).
- . 2013. “Bid Protests: The Costs are Real, But the Benefits Outweigh Them.” GWU Legal Studies Research Paper No. 2013-41, GWU Law School Public Law Research Paper No. 2013-41, George Washington University, Washington, DC.
- Lewis-Faupel, Sean, Yusuf Negggers, Benjamin A. Olken and Rohini Pande. 2016. “Can Electronic Procurement Improve Infrastructure Provision? Evidence from Public Works in India and Indonesia.” *American Economic Journal: Economic Policy*, 8(3): 258-83.
- OECD (Organisation for Economic Co-operation and Development). 2007. “Public Procurement Review and Remedies Systems in the European Union.” SIGMA Papers No. 41, OECD Publishing, Paris.
- Popescu, A., M. Onofrei, and C. Kelley. 2016. “An Overview of European Good Practices in Public Procurement.” *Eastern Journal of European Studies* 7 (1): 81–91.
- Preuss, Lutz. 2009. “Addressing Sustainable Development through Public Procurement: The Case of Local Government.” *Supply Chain Management: An International Journal* 14 (3): 213–23.
- Schooner, Steven L. 2001. “Fear of Oversight: The Fundamental Failure of Businesslike Government.” *American University Law Review* 50 (3): 627–723.
- . 2002. “Desiderata: Objectives for a System of Government Contract Law.” *Public Procurement Law Review* 11 (103).
- Shingal, Anirudh. 2015. “Internationalisation of Government Procurement Regulation: The Case of India.” Research Paper No. RSCAS 2015/86, Robert Schuman Centre for Advanced Studies, European University Institute.
- Transparency International. 2014. “The Role of Technology in Reducing Corruption in Public Procurement.” [http://www.transparency.org/files/content/corruptionqas/The\\_role\\_of\\_technology\\_in\\_reducing\\_corruption\\_in\\_public\\_procurement\\_2014.pdf](http://www.transparency.org/files/content/corruptionqas/The_role_of_technology_in_reducing_corruption_in_public_procurement_2014.pdf).

Turkey's Public Procurement Authority. "Measuring Performance in Public Procurement in Turkey." World Bank. <http://www.worldbank.org/content/dam/Worldbank/Event/ECA/public-procurement-forum10-eca/TURKEY%20-%20PRESENTATION%20ENGLISHM.pptx>

UN (United Nations) Capital Development Fund. 2016. "Procurement for Local Development, A Guide to Best Practice in Local Government Procurement in Least Developed Economies." [http://www.unctd.org/sites/default/files/Documents/procurement\\_2.pdf](http://www.unctd.org/sites/default/files/Documents/procurement_2.pdf), 10/19/2016.

UN (United Nations) Procurement Capacity Development Centre. 2016. "Risk Mitigation in Public Procurement." Discussion Note. [http://unpcdc.org/media/401926/risk\\_management\\_in\\_public\\_procurement\\_final\\_2012.pdf](http://unpcdc.org/media/401926/risk_management_in_public_procurement_final_2012.pdf), 10/20/2016.

Uyarra, E. 2016. "The Impact of Public Procurement of Innovation." In *Handbook of Innovation Policy Impact*, edited by J. Edler, P. Cunningham, A. Goh, and P. Shapira, 355–81. Cheltenham, U.K. and Northampton, MA: Edward Elgar.

Varinac, Saša, and Ivan Ninić. 2014. Public Procurement Corruption Map in the Republic of Serbia. OSCE (Organization for Security and Cooperation in Europe Mission to Serbia), Belgrade. <http://www.osce.org/serbia/126843?download=true>.

World Bank. 2006. "Electronic Government Procurement (e-GP): Opportunities and Challenges." World Bank, Washington, DC.

----- . 2017. *Doing Business 2017: Equal Opportunity for All*. World Bank, Washington, DC

World Bank Group. 2017. "Benchmarking Public-Private Partnerships Procurement 2017". World Bank, Washington DC.

Yakovlev, Andrei, Andrey Tkachenko, Olga Demidova, and Olga Balaeva. 2015. "The Impacts of Different Regulatory Regimes on the Effectiveness of Public Procurement." *International Journal of Public Administration* 38 (11): 796–814.



# Contributors

## AFGHANISTAN

**Mohamamad Zobair Karnailzadah**,  
NATIONAL PROCUREMENT AUTHORITY

**Nazruddin Ayoobi**, NATIONAL  
PROCUREMENT AUTHORITY

**Wahidullah Abaseen Alokozay**,  
AFGHANISTAN INVESTMENT SUPPORT  
AGENCY (AISA)

## ALBANIA

**Anisa Kuqi**, BOGA & ASSOCIATES

**Cankja Klodiana**, PROCONSULTING  
ALBANIA

**Dritan Naksi**

**Elira Hroni**, KALO & ASSOCIATES

**Erion Lena**, LLF LEGAL & TAX

**Erlir Puto**, PUTO, TOPI & PARTNERS

**Evis Jani**, GJIKA & ASSOCIATES

**Jonida Skendaj**, BOGA & ASSOCIATES

**Krisela Qirushi**, GJIKA & ASSOCIATES

**Kristaq Profkola**

**Xhoana Icka Ristani**, PUBLIC  
PROCUREMENT AGENCY

## ALGERIA

**Adnane Bouchaib**, BOUCHAIB LAW FIRM

**Amine Bensiam**, CMS-BUREAU FRANCIS  
LEFEBVRE

**Amine SATOR**, CMS-BUREAU FRANCIS  
LEFEBVRE

**Fawzia Kettou Bellabas**, CABINET OKBA  
LEMDJED BELLABAS

**Hadj Salah**, CABINET HADJ-SALAH

**Nijma KEBAILI**, DS AVOCATS

**Okba Lemdjed Bellabas**, CABINET OKBA  
LEMDJED BELLABAS

**Vincent Lunel**, DS AVOCATS

**Yahia Amnache**, CABINET BOZETINE-  
AMNACHE-HALLAL

## ANGOLA

**António Vicente Marques**, AVM  
ADVOGADOS

**Duarte Campos**, PLMJ - SOCIEDADE DE  
ADVOGADOS, RL

**Joana Marques dos Reis**, PLMJ -  
SOCIEDADE DE ADVOGADOS, RL

**Luis Borba Rodrigue**, FATIMA FREITAS  
ADVOGADOS

**Luís Filipe Carvalho**, ADCA – CARVALHO &  
ASSOCIADOS (SU), LDA.

**Raquel Dias**, PLMJ - SOCIEDADE DE  
ADVOGADOS, RL

AURECON ANGOLA

## ANTIGUA AND BARBUDA

**Natasha Gomes-George**, MINISTRY OF  
TRADE, COMMERCE AND INDUSTRY -  
PRICES & CONSUMER AFFAIRS DIVISION

**Sean Cenac**, MINISTRY OF FINANCE |  
TENDERS BOARD

## ARGENTINA

**Damian Navarro**, RICHARDS, CARDINAL,  
TUTZER, ZABALA & ZAEFFERER

**Diego Andrés Alonso**, ESTUDIO BULLO-  
TASSI- ESTEBENET- LIPERA- TORASSA  
ABOGADOS

**Eliana Hougassian**, MARVAL O'FARRELL  
MAIRAL

**Enrique Veramendi**, MARVAL O'FARRELL  
MAIRAL

**Federico Godoy**, BERETTA GODOY

**Germán Emanuele**, NGO- PODER  
CIUDADANO

**Hector A. Mairal**, MARVAL O'FARRELL  
MAIRAL

**Jorge Muratorio**, ESTUDIO O'FARRELL

**Juan Antonio Stupenengo**, ESTUDIO  
BECCAR VARELA

**Juan Cruz Azzarri**, PEREZ ALATI,  
GRONDONA, BENITES, ARNTSEN &  
MARTINEZ DE HOZ (JR)

**Julio Cesar Fonrouge**, JP O'FARRELL

**Leopoldo Emilio Eduardo Silva Rossi**,  
M&M BOMCHIL

**Lorena Schiariti**, MARVAL O'FARRELL  
MAIRAL

**María Emilia Berazategui**, NGO- PODER  
CIUDADANO

**María Ines Corrá**, M&M BOMCHIL

**Mariana Rosa Basualdo**, MINISTERIO DE  
HACIENDA Y FINANZAS PÚBLICAS

**Noelia Reyes**, ESTUDIO BULLO- TASSI-  
ESTEBENET- LIPERA- TORASSA ABOGADOS

**Pablo Rueda**, PEREZ ALATI, GRONDONA,  
BENITES, ARNTSEN & MARTINEZ DE HOZ  
(JR)

**Sol Czerwonko**, PEREZ ALATI, GRONDONA,  
BENITES, ARNTSEN & MARTINEZ DE HOZ  
(JR)

## ARMENIA

GOVERNMENT OF THE REPUBLIC OF  
ARMENIA

PROCUREMENT SUPPORT CENTER - SNCO

**Alexander Astvatsatryan**

**Arman Petrosyan**, INVESTING PROJECTS  
IMPLEMENTATION UNIT BUILDING UP OF  
YEREVAN-CNCO

**Artak Chobanyan**, EUROPEAN BANK FOR  
RECONSTRUCTION AND DEVELOPMENT

**Nora Martirosyan**, INVESTING PROJECTS  
IMPLEMENTATION UNIT BUILDING UP OF  
YEREVAN-CNCO

**Roman Hambardzumyan**

**Sona Martirosyan**, KPMG ARMENIA CJSC

**Tigran Gasparyan**, KPMG ARMENIA CJSC

## AUSTRALIA

**Christopher Saxon**, BAKER & MCKENZIE

**Eve Elias**, ACALIA PROCUREMENT & SCM  
SERVICES

**Jacob George**

**Marko Misko**, CLAYTON UTZ

**Owen Hayford**, CLAYTON UTZ

**Phill Scott**, LOCAL GOVERNMENT  
PROCUREMENT

**Sergio Capelli**, CLAYTON UTZ

**Stuart Cosgriff**, CLAYTON UTZ

**AUSTRIA**

FEDERAL CHANCELLERY - REPUBLIC OF AUSTRIA BUNDESKANZLERAMT-VERFASSUNGSDIENST

Annemarie Mille, AUSTRIAN FEDERAL ECONOMIC CHAMBERS

Bernt Elsner, CMS REICH-ROHRWIG HAINZ

Dana Mitea, FEDERAL PROCUREMENT AGENCY - BUNDESBESCHAFFUNG GMBH

Florian Kromer, CMS REICH-ROHRWIG HAINZ

Johannes Stalzer, SCHOENHERR ATTORNEYS AT LAW

Marlene Wimmer, CMS REICH-ROHRWIG HAINZ

Stephan Schmalzl, GRAF & PITKOWITZ

**AZERBAIJAN**

Anar Karimov, EKVITA

Gumru Mehdiyeva, BAKU LAW CENTRE

Ilgar Mehti, EKVITA

Jahangir Gafarov, BAKER & MCKENZIE

Kamil Valiyev, BAKER & MCKENZIE

Leyla Safarova, BM MORRISON PARTNERS

Ophelia Abdullayeva, DENTONS

Parvin Anvarli, EKVITA

Turkan Mustafayeva, BAKU LAW CENTRE

**BAHRAIN**

Balall Maqbool

Hisham Quraan, ASAR – AL RUWAYEH & PARTNERS

Lulwa Alzain

Mohamed Toorani

Noor Buhusayen

Qays H. Zu'bi, ZU'BI & PARTNERS ATTORNEYS & LEGAL CONSULTANTS

Rana Al Alawi, ZU'BI & PARTNERS ATTORNEYS & LEGAL CONSULTANTS

Steven Brown, ASAR – AL RUWAYEH & PARTNERS

**BANGLADESH**

A.S.A. Bari, A.S & ASSOCIATES

Adnan Karim, A.KARIM & CO.

Arif Imtiaz, OGR LEGAL

Faria Huq, A.S & ASSOCIATES

Ferdausur Rahman, A.S & ASSOCIATES

Junayed Ahmed Chowdhury, VERTEX CHAMBERS

Md. Arif, MINISTRY OF HEALTH & FAMILY WELFARE

Osman Goni, OGR LEGAL

Sayeed Abdullah Al-Mamun, A.S & ASSOCIATES

Sumaiya Ifrit Binte Ahmed, VERTEX CHAMBERS

Syedul Tanvir Hoque Priyam, VERTEX CHAMBERS

**BARBADOS**

CENTRAL PURCHASING DEPARTMENT, MINISTRY OF FINANCE

Yoshodra Rampersaud, DELANY LAW

**BELARUS**

- Ogarkova, STEPANOVSKI, PAPAKUL & PARTNERS

Alexander Filipishin, SBH LAW OFFICE

Alexander Liessem, BNT ATTORNEYS-AT-LAW

Aliaksandr Danilevich, DANILEVICH & VOLOZHINETS

Ivan Martynov, SBH LAW OFFICE

Ivan Stankevich, ERNST & YOUNG LLC - BELARUS

Maria Golovko, ARZINGER & PARTNERS

Maxim Shapelevich, STEPANOVSKI, PAPAKUL & PARTNERS

Pavel Zhukovsky

Timour Sysouev, SBH LAW OFFICES

Uladzimir Kavalkin, SYMPA

Valeria Kazlovich, BNT ATTORNEYS-AT-LAW

Vitaly Tvardovski, SBH LAW OFFICE

Yulia Amelchenia

Yuri Krivorotko

**BELGIUM**

Aurélien Vandeburie, LIEDEKERKE WOLTERS WAELEBROECK KIRKPATRICK

Frank Judo, LIEDEKERKE WOLTERS WAELEBROECK KIRKPATRICK

Helga Van Peer, ALLEN & OVERY LLP

Patrick Thiel, EQUAL PARTNERS

Valentijn De Boe, ALLEN & OVERY LLP

**BELIZE**

Alvan Haynes, BELIZE WATER SERVICES LIMITED (BWS)

Artemio Osorio, MINISTRY OF FINANCE

Sanjay Keshwani, BELIZE WATER SERVICES LIMITED (BWS)

Tania Moody, BARROW & WILLIAMS LLP

Arthur A. Balle, SCPA B&B CONSEILS ET ASSOCIÉS

Maximin Cakpo-Assogba, CABINET CAKPO ASSOGBA

Timothée Yabit, SCPA B&B CONSEILS ET ASSOCIÉS

**BHUTAN**

Leki Tshering

Yeshey Penjor, GREEN PUBLIC PROCUREMENT IN BHUTAN PROJECT

**BOLIVIA**

Carolina Aguirre, BUFETE AGUIRRE SOC.CIV.

Carolina Ayala Rojas, GOBIERNO MUNICIPAL DE COCHABAMBA

Rodrigo Galindo Garrett, MEDINA & GALINDO ABOGADOS SRL

Sergio Antelo Callisperis, QUINTANILLA, SORIA & NISHIZAWA SOC. CIV.

**BOSNIA AND HERZEGOVINA**

JKP VODOVOD I KANALIZACIJA DOO TUZLA

Aida Serifovic

Alma Kaloper

Bojan Macura, MINISTRY OF FINANCE OF SERBIAN REPUBLIC OF BOSNIA - MINISTARSTVO FINANCIJA REPUBLIKE SRPSKE

Bojan Macura, MINISTRY OF FINANCE OF THE REPUBLIKA SRPSKA

Brankica Šarić

Ervin Kresevljakovic

Ivana Grgić

Josip Jakovac, PUBLIC PROCUREMENT AGENCY - BOSNIA HERZEGOVINA

László Velikovszki, COMMUNAUSTRADING EUROPE LTD.



**Mubera Kadrić**, CHAMBER OF ECONOMY OF SARAJEVO CANTON

**Sanja Cubela**, PUBLIC PROCUREMENT AGENCY - BOSNIA HERZEGOVINA

**Saša Stojaković**, AGRICULTURE PROJECTS COORDINATION UNIT (APCU) -- MINISTRY OF AGRICULTURE, FORESTRY AND WATER MANAGEMENT OF REPUBLIC OF SRPSKA

## **BOTSWANA**

**Anisa Nabee**, COLLINS NEWMAN & CO

**Dichaba Molobe**, BUSINESS BOTSWANA

**Jeffrey Bookbinder**, BOOKBINDER BUSINESS LAW

**Jeffrey Bookbinder**, BOOKBINDER BUSINESS LAW

**Kay Tembo**

**Neill Armstrong**, COLLINS NEWMAN & CO

**Shingane Bobeng**

## **BRAZIL**

**Ana Carvalho**, TOZZINI FREIRE ADVOGADOS

**Ana Hohmann**, JUSTINO DE OLIVEIRA ADVOGADOS

**Ana Sammarco**, MATTOS FILHO, VEIGA FILHO, MARREY JR. E QUIROGA ADVOGADOS

**Beatriz Ponzoni**, CASTRO, BARROS, SOBRAL & GOMES ADVOGADOS

**Cesar Pereira**, JUSTEN, PEREIRA, OLIVEIRA & TALAMIN

**Claudia Bonelli**, TOZZINI FREIRE ADVOGADOS

**Daniel Alvarenga**, NORONHA ADVOGADOS

**David Norgren**, OLIVERIO ADVOGADOS

**Diogo Ribeiro**, JUSTEN, PEREIRA, OLIVEIRA & TALAMIN

**Eduardo Grebler**, GREBLER ADVOGADOS

**Guilherme Jappe**, EMBASSY OF BRAZIL IN WASHINGTON DC

**Gustavo Justino De Oliveira**, JUSTINO DE OLIVEIRA ADVOGADOS

**Helena Spieler**, CASTRO, BARROS, SOBRAL & GOMES ADVOGADOS

**Helois Amaral**

**Henrique Frizzo**, TRENCH, ROSSI E WATANABE

**Isabella Vosgerau**, JUSTEN, PEREIRA, OLIVEIRA & TALAMIN

**João Otávio Olivério**, OLIVERIO ADVOGADOS

**Jose Paulo Lago Alves Pequeno**, NORONHA ADVOGADOS

**Julia Melo Ribeiro**, ROLIM, VIOTTI & LEITE CAMPOS

**Luis Gustavo Miranda**, ROLIM, VIOTTI & LEITE CAMPOS

**Maria Di Salvo**, MATTOS FILHO, VEIGA FILHO, MARREY JR. E QUIROGA ADVOGADOS

**Maria João Rolim**, ROLIM, VIOTTI & LEITE CAMPOS

**Paulo Teixeira Fernandes**, ROLIM, VIOTTI & LEITE CAMPOS

**Pedro Oliveira**, TRENCH, ROSSI E WATANABE

**Pedro Silveira Campos Soares**, GREBLER ADVOGADOS

**Raul Santos Neto**, MATTOS FILHO, VEIGA FILHO, MARREY JR. E QUIROGA ADVOGADOS

**Roberto Rodrigues**

**Rodrigo Azevedo**, RODRIGO AZEVEDO ADVOCACIA & CONSULTORIA JURÍDICA

**Rosalea Folgosi**, MATTOS FILHO, VEIGA FILHO, MARREY JR. E QUIROGA ADVOGADOS

**Thales Tebet**

**Tiago Gomes**, CASTRO, BARROS, SOBRAL & GOMES ADVOGADOS

## **BULGARIA**

**Elena Apostolova**, KAMBOUROV AND PARTNERS, ATTORNEYS AT LAW

**Irena Georgieva**, SCHOENHERR ATTORNEYS

**Ivan Koleliev**, ENGCONSULTPROJECT LTD.

**Maria Pashalieva**, PENKOV, MARKOV & PARTNERS

**Mihail Vishanin**, BOYANOV & CO LAW FIRM

**Milena Gaidarska**, PENKOV, MARKOV & PARTNERS

**Nikolay Vasilchev**, KAMBOUROV AND PARTNERS, ATTORNEYS AT LAW

**Radost Georgieva**, PENKOV, MARKOV & PARTNERS

**Raina Dimitrova**, BOYANOV & CO LAW FIRM

## **BURKINA FASO**

**Gaston Yameogo**, REGULATORY AUTHORITY FOR PUBLIC PROCUREMENT, BURKINA FASO

**Joel Paul Gomgnimbou Adoube**, PROCUREMENT SOLUTIONS-BURKINA

**Kam Guy Herve R.**, SCPA KAM & SOME

**Mamadou S. Traoré**, CABINET MAMADOU S. TRAORÉ

**Pascaline Sobgo**, CABINET PASCALINE SOBGO

**Samuel Ibrahim Guitanga**, SCPA KAM & SOME

## **BURUNDI**

**Anatole Nahayo**, FACULTÉ DE DROIT DE L'UNIVERSITÉ DU BURUNDI

**Ange-Dorine Irakoze**, RUBEYA & CO ADVOCATES

**Antoine Nzobandora**, NZOBANDORA LAW FIRM

**Edouard Nzigamasabo**, AUTORITÉ DE RÉGULATION DES MARCHÉS PUBLICS/ARMP

**Emmanuel Burakuvye**, BNM & CO. ADVOCATES

**Theodore Bahori**

## **CABO VERDE**

ADVOGADOS & JURISCONSULTOS

**António Gonçalves**, CV LEXIS ADVOGADOS

**Carla Soares de Sousa**, ARAP - AUTORIDADE REGULADORA DAS AQUISIÇÕES PÚBLICAS

**Cristino Sanches**

**Julio Fortes**, ARAP - AUTORIDADE REGULADORA DAS AQUISIÇÕES PÚBLICAS

**Karine Monteiro**, AGENCIA DE REGULAÇÃO ECONOMICA

**Mario Jorge De Menezes**, MLA - MENEZES, LEITE & ASSOCIADOS - SOCIEDADE DE ADVOGADOS, RL

**Sandra Lima**

## **CAMBODIA**

KOL PREAP

**CAMEROON**

Anoumbuandem Benvolio Lekunze,  
OMEGA LAW FIRM

Barthelemy Teubou, AGENCE DE  
RÉGULATION DES MARCHÉS PUBLICS -  
CAMEROON

Bérenger Yves Meuke, BERENGER MUEKE

Jean Aime Kounga, THE ABENG LAW FIRM

Jean Marie Ngaketcha, AGENCE DE  
RÉGULATION DES MARCHÉS PUBLICS -  
CAMEROON

Mungu Mirabel, THE ABENG LAW FIRM

Mustapha Lo, PROCUREMENT  
CONSULTING GROUP (PCG)

Nicaise Ibohn, THE ABENG LAW FIRM

Queenta Asibong, THE ABENG LAW FIRM

Roland Abeng, THE ABENG LAW FIRM

Stanley Abane, THE ABENG LAW FIRM

**CANADA**

BLAKE, CASSELS & GRAYDON LLP  
(TORONTO)

Betina Kalaja

Brenda C. Swick, DICKINSON WRIGHT LLP

Kathleen Muretti, CANADIAN PUBLIC  
PROCUREMENT COUNCIL

Paul M. Lalonde, DENTONS CANADA LLP

Rachel Pilc, DICKINSON WRIGHT LLP

**CENTRAL AFRICAN REPUBLIC**

Alain Pagou, SWEDISH CENTRAL AFRICAN  
CHAMBER OF COMMERCE

Joshua Ako, SWEDISH CENTRAL AFRICAN  
CHAMBER OF COMMERCE

**CHAD**

AUBAINE GRAPHIC

Lydia Rasoanirina, JOHN W. FFOOKS & CO

**CHILE**

ERNST & YOUNG

MORALES & BESA

Alejandro Alvarez, BOFILL MIR & ALVAREZ  
JANA ABOGADOS

Andres Jana, BOFILL MIR & ALVAREZ JANA  
ABOGADOS

Beatriz von Loebenstein, CAREY Y CÍA LTDA

Claudia Ortíz, CHILECOMPRA

David Cademartori, BARROS & ERRÁZURIZ  
ABOGADOS

Dora Ruiz, CHILECOMPRA

Ignacio E. Arteaga, ARTAGA GORZIGLIA

Jocelyn Alarcón, CHILECOMPRA

Jorge Martin, CLARO Y CIA

José Sánchez, CLARO Y CIA

Karina Henríquez, CLARO Y CIA

Marcos Rios, CAREY Y CÍA LTDA

Matias Vergara, CAREY Y CÍA LTDA

Octavio Bofill, BOFILL MIR & ALVAREZ  
JANA ABOGADOS

Pablo Mir, BOFILL MIR & ALVAREZ JANA  
ABOGADOS

Patricia Millaquen, CHILECOMPRA

Ricardo Miranda, CHILECOMPRA

Rolando Guzmán, CHILECOMPRA

Sara Alvarez, CHILECOMPRA

Trinidad Inostroza, CHILECOMPRA

William Vergara, CHILECOMPRA

**CHINA**

Brenda Horrigan, HERBERT SMITH  
FREEHILLS LLP

Carrie Yang, CLYDE & CO LLP

Lisa Li, CLYDE & CO LLP

Nanda Lau, HERBERT SMITH FREEHILLS  
LLP

Patrick Han, HERBERT SMITH FREEHILLS  
LLP

Ping Wang, SCHOOL OF LAW, UNIVERSITY  
OF NOTTINGHAM

Sun Yanhong

Weidong Wang, GRANDALL LAW FIRM

Yan Li

**COLOMBIA**

Alessia Abello, POSSE HERRERA RUIZ

Andrés Hidalgo, LLOREDA CAMACHO & CO.

Camilo Gutierrez, COLOMBIA COMPRA  
EFICIENTE

Carlos Carvajal, LLOREDA CAMACHO & CO.

Carolina Posada, POSSE HERRERA RUIZ

César Barrero Berardinelli, PHILIPPI,  
PRIETOCARRIZOSA, FERRERO DU & URÍA

Cristina Camacho Gandini,  
PROCURADURÍA GENERAL DE LA NACIÓN

Felipe Piquero, ESGUERRA ASESORES  
JURÍDICOS

Juliana Camacho, BRIGARD & URRUTIA

Luis Antonio Suárez, PROCURADURÍA  
GENERAL DE LA NACIÓN

Marcela C. Blanco, DIAZ REUS ATTORNEYS

Marcela Riascos, COLOMBIA COMPRA  
EFICIENTE

Maria Luisa Porto Fox, BRIGARD &  
URRUTIA

María Margarita Zuleta, COLOMBIA  
COMPRA EFICIENTE

Maria Rocío Vargas, PHILIPPI,  
PRIETOCARRIZOSA, FERRERO DU & URÍA

Martha Lucía Ramírez Sandoval,  
PROCURADURÍA GENERAL DE LA NACIÓN

Roberto Camacho, PHILIPPI,  
PRIETOCARRIZOSA, FERRERO DU & URÍA

Rodolfo Gutierrez, BRIGARD & URRUTIA

Samuel Cano, LLOREDA CAMACHO & CO.

Santiago Ospina, COLOMBIA COMPRA  
EFICIENTE

Ximena Zuleta, CARDENAS & CARDENAS  
ABOGADOS

**COMOROS**

Mizelli Ali Marianne

**CONGO, DEM. REP.**

Désiré Kalulika, AUTORITÉ DE RÉGULATION  
DES MARCHÉS PUBLICS DE LA RD-CONGO

Magloire Ngunza Benga Saka

Michel Ngongo, DIRECTION GENERALE DE  
CONTROLE DE MARCHES PUBLICS

Nicaise Chikuru Munyogwarha, CABINET  
CHIKURU & ASSOCIÉS

Paola Mangombe, AUTORITÉ DE  
RÉGULATION DES MARCHÉS PUBLICS DE LA  
RD-CONGO

Patrick Mukamba, AUTORITÉ DE  
RÉGULATION DES MARCHÉS PUBLICS DE LA  
RD-CONGO

Tayani Mbuy-Mbiye

**CONGO, REP.**

Claudia Randrianavory, JOHN W. FFOOKS  
& CO. - CONGO



**Claudia Randrianavory**, JOHN W. FFOOKS & CO. - CONGO

**Richard Glass**, JOHN W. FFOOKS & CO. - CONGO

### **COSTA RICA**

**Abril Villegas Pérez**, OLLER ABOGADOS

**Adrián Leitón**

**Alfonso Liao**, FACIO & CAÑAS

**Ana Marcela Palma Segura**, SUPERINTENDENCIA DE TELECOMUNICACIONES DE COSTA RICA

**Carlos Gallegos**, EY

**Ignacio Javier Pérez Rubio**, PWC

**Jose Andrés Prado Murillo**, OLLER ABOGADOS

**Oscar Ugarte Medina**, COSTA RICA ELECTRICITY INSTITUTE (ICE)

**Roberto Esquivel Cerdas**, OLLER ABOGADOS

**Sergio Solera**, FACIO & CAÑAS

**Sylvia Elena Aguilar**, CEGESTI

### **CÔTE D'IVOIRE**

**Ake Adiko**

**Bi Tizié Ferdinand IRIE**, FOND INTERPROFESSIONNEL POUR LA RECHERCHE ET LE CONSEIL AGRICOLE (FIRCA)

**Dapa Donacien Kouakou**, BUREAU D'EXPERTISE DES MARCHÉS PUBLICS (BEMP CONSULTING)

**Hermann Guy Richard Toualy**, BUREAU DE COORDINATION DES PROGRAMMES EMPLOI (BCP-EMPLOI)

**Koffi Anderson Kouassi**, DIRECTION DES MARCHÉS PUBLICS - SOUS-DIRECTION DE LA RÉGLEMENTATION ET DES ETUDES

**Samassa Issiaka**, DIRECTION DES MARCHÉS PUBLICS - SOUS-DIRECTION DES PROCÉDURES ET OPÉRATIONS

**Soumahoro Kouity**, MINISTÈRE DE L'ÉCONOMIE ET DES FINANCES

**Yao Konan Florent**, DIRECTION DES MARCHÉS PUBLICS - SOUS-DIRECTION DES PROCÉDURES ET OPÉRATIONS

### **CROATIA**

**Biljana Lerman**, LERMAN J.D.O.O.

**Daniela Banković**

**Hrvoje Zgombic**, PRICEWATERHOUSECOOPERS

**Ivan Matić**, KALLAY & PARTNERI LTD.

**Ivan Ribičić**, CROATIAN MOTORWAYS LTD

**Ivan Šprajc**

**Ivna Medić**, KALLAY & PARTNERI LTD.

**Jelena Festini**

**Katarina Depope Radman**

**Manuela Licul Martinčić**, CROATIAN ASSOCIATION OF PUBLIC PROCUREMENT SPECIALISTS AND TRAINERS JAV.NA

**Marijana Šperanda**

**Marko Kallay**, KALLAY & PARTNERI LTD.

**Mate Ugrina**

**Mirjana Čusek Slunjski**

**Munir Podumljak**, PARTNERSHIP FOR SOCIAL DEVELOPMENT

**Vedran Plasaj**, KALLAY & PARTNERI LTD.

**Vice Mandarić**, SCHÖNHERR RECHTSANWÄLTE

### **CYPRUS**

**Alexia Kountouri**, TASSOS PAPADOPOULOS & ASSOCIATES LLC

**Philippos Katranis**, TREASURY OF THE REPUBLIC OF CYPRUS

**Sophocles Ioulianou**, TENDER REVIEW AUTHORITY

### **CZECH REPUBLIC**

ALLEN & OVERY (CZECH REPUBLIC) LLP, ORGANIZAČNÍ SLOŽKA

MINISTRY OF REGIONAL DEVELOPMENT CZECH REPUBLIC

**Adéla Havlová**, HAVEL, HOLÁSEK & PARTNERS S.R.O., ADVOKÁTNÍ KANCELÁŘ

**Ondrej Hartman**, ERNST & YOUNG, S.R.O.

### **DENMARK**

**Alexandra Huber**, LEAD ADVOKATPARTNERSELSKAB

**Andreas Christensen**, HORTEN

**Andreas Estrup Ippolito**, KAMMERADVOKATEN / POUL SCHMITH LAW FIRM

**Erik Kjær-Hansen**, GORRISSSEN FEDERSPIEL

**Fie Roed**, KROMANN REUMERT

**Inger Loft**, LEAD ADVOKATPARTNERSELSKAB

**Jens Munk Plum**, KROMANN REUMERT

**Julia Lisa Feuerhake**, LEAD ADVOKATPARTNERSELSKAB

**Maria Flyvholm Jakobsen**, THE MUNICIPALITY OF FURESØ

**Steen Jensen**, STEENJENSEN.COM APS

### **DJIBOUTI**

**Ayman Said**, AYMAN SAID LAW FIRM

**Zahra Omar Ahmed**, CHAMBER OF COMMERCE, DJIBOUTI

### **DOMINICA**

**Anthony Le Blanc**

**Claxton Joseph**, GOVERNMENT OF DOMINICA

**Magnus Williams**

**Oscar Seaman**, GOVERNMENT OF DOMINICA

### **DOMINICAN REPUBLIC**

**Ariel Jaquez**, RUSSIN, VECCHI & HEREDIA BONETTI

**Harje Kjellberg**, RUSSIN, VECCHI & HEREDIA BONETTI

**Jose Maldonado**, RUSSIN, VECCHI & HEREDIA BONETTI

**Laura Bobea**, MEDINA GARRIGO ABOGADOS

**Leandro Corral**, ESTRELLA & TUPETE

**Manuel Silverio**, OMG

**Marcos Peña**, JIMENEZ CRUZ PEÑA

**María Esther Fernández**, RUSSIN, VECCHI & HEREDIA BONETTI

**Marielle Garrigo**, MEDINA GARRIGO ABOGADOS

**Melissa Marrero**, JIMENEZ CRUZ PEÑA

**Yulianna Ramón Martínez**, OMG

### **ECUADOR**

**Alberto Vivanco**, GONZALEZ PEÑAHERRERA & ASOCIADOS

**Daniel López**, CORPORACION LEGAL CL ECUADOR

**Ignacio Del Hierro**, BARRERA, ANDRADE CEVALLOS & ABOGADOS

**Ismael Guillén Izuma**, TRACK GLOBAL SOLUTIONS, S.L.

**Maria Arcos**, BARRERA, ANDRADE CEVALLOS & ABOGADOS

**Patrick Barrera**, BARRERA, ANDRADE CEVALLOS & ABOGADOS

**Santiago Palacios**, CORRAL ROSALES CARMIGNIANI PÉREZ

#### EGYPT, ARAB REP.

**Ahmed Haggag**, SHARKAWY & SARHAN

**Esrá Abdelmoniem**, SHARKAWY & SARHAN

**Mahmoud Hany**, SHARKAWY & SARHAN

**Muhammad El-Haggan**, HEGAZY & ASSOCIATES

**Shaimaa Solaiman**, CHALLENGE LAW FIRM

**Walid Hegazy**, HEGAZY & ASSOCIATES

#### EL SALVADOR

**Enrique Lopez Perla**, LOPEZ Y HENRIQUEZ, ABOGADOS Y CONSULTORES

**Fernando Velasco**, VALDÉS, SUÁREZ & VELASCO, LTDA.

**Jasmin Arteaga**

**Manuel Rodriguez-Joachin**

#### EQUATORIAL GUINEA

**Dulmila Bisila Córdoba Belope**, L&S ABOGADOS

**Estela Mercedes Nse Mansogo**, CENTURION LLP

**Luiz Manuel da Silva Oliveira**, MIRANDA & ASSOCIADOS

**Marta López-Pena González**, L&S ABOGADOS

**Raquel Serón Calvo**, L&S ABOGADOS

#### ERITREA

**Luwam Dirar**

#### ESTONIA

**Arne Ots**, RAIDLA ELLEX ADVOKAADIBÜROO OÜ

**Heivo Murdmets**, REPUBLIC OF ESTONIA LAND BOARD

**Kadri Matteus**, COBALT

**Karin Henno**, PWC, ESTONIA

**Katrin Alliksaar**, DELOITTE ADVISORY AS

**Kristiina Kaarna**, DELOITTE ADVISORY AS

**Kristina Laarmaa**, VARUL

**Mart Parind**, COBALT

**Merit Lind**, DELOITTE ADVISORY AS

**Raino Paron**, RAIDLA ELLEX ADVOKAADIBÜROO OÜ

**Rauno Klemm**, RAIDLA ELLEX ADVOKAADIBÜROO OÜ

**Svetlana Majerovitš**, DELOITTE ADVISORY AS

**Taivo Ruus**, ADVOKAADIBÜROO TRINITI

#### ETHIOPIA

**TESHOME GABRE-MARIAM BOKAN LAW OFFICE**

**TESHOME GABRE-MARIAM BOKAN LAW OFFICE**

**Anteneh Mulat**

**Biniam Gebrehiwot**

**Deborah Haddis Berhanu**, MESFIN TAFESS AND ASSOCIATES LAW OFFICE

**Mengistu Worku Mengesha**, WORKU, MENGISTU AND ASSOCIATES LEGAL FIRM

**Mesfin Tafesse Habtegiorgis**, MESFIN TAFESS AND ASSOCIATES LAW OFFICE

**Rediet Alemu**

**Simon Eyob**

**Tariku Abza**

#### FIJI

**Corinne Yee**

**Shaun Goldfinch**

**Siosua Utoikamanu**, THE UNIVERSITY OF THE SOUTH PACIFIC

#### FINLAND

**PROCUREMENT CENTRE OF THE CITY OF HELSINKI**

**Hannu Koivurinta**, MINISTRY OF FINANCE

**Kirsi-Maria Halonen**, UNIVERSITY OF LAPLAND

**Kristiina Hirva**, ASIANAJOTOIMISTO DLA PIPER FINLAND OY

**Mika Oinonen**, LEXIA ATTORNEYS LTD

**Pilvi Takala**, PTC SERVICES OY

**Sami Rautiainen**, ATTORNEYS-AT-LAW MÄKITALO RANTANEN

**Timo Kivistö**, TIMO KIVISTO CONSULTING OY

**Tuija Kaijalainen**, ASIANAJOTOIMISTO DLA PIPER FINLAND OY

**Vesa Leino**, THE MINISTRY FOR FOREIGN AFFAIRS OF FINLAND

#### FRANCE

**Guylain Clamour**

**Julien Saint**, CURRIE & BROWN\_FRANCE

**Olivier Cuenot**

**Olivier Fraissinet**, EFS- ETABLISSEMENT FRANCAIS DU SANG

**Olivier Laffite**, TAYLOR WESSING

**Pierre Bourdon**, UNIVERSITÉ PARIS 1 PANTHÉON-SORBONNE

**Stephane De Navacelle**, NAVACELLE LAW

**Sylvain Boueyre**, NAVACELLE LAW

#### GABON

**Bastide Ngonga**, AGENCE DE RÉGULATION DES MARCHÉS PUBLICS - GABON

**Franck K. A. Johnson**, EXPERTS ASSOCIÉS AFRIQUE

**Loïc Apanga**

#### GEORGIA

**STATE AUDIT OFFICE OF GEORGIA**

**Ana Chania**, STATE PROCUREMENT AGENCY OF GEORGIA

**Davit Jaiani**, GEORGIAN LAWYERS FOR INDEPENDENT PROFESSION

**Dimitri Gulisashvili**, STATE PROCUREMENT AGENCY OF GEORGIA

**George Chukhua**, STATE PROCUREMENT AGENCY OF GEORGIA

**Ketevan Buadze**, GEORGIAN LAWYERS FOR INDEPENDENT PROFESSION

**Lasha Tordia**, STATE AUDIT OFFICE OF GEORGIA

**Mariam Antia**, MGALOBLSHVILI KIPIANI DZIDZIGURI (MKD) LAW FIRM

**Mikheil Kukava**, TRANSPARENCY INTERNATIONAL GEORGIA



**Niko Gigolashvili**, NATIONAL CENTER FOR TEACHER PROFESSIONAL DEVELOPMENT

**Nikoloz Shekiladze**, FREMA PARTNERS

**Nutsa Tokhadze**, TRANSPARENCY INTERNATIONAL GEORGIA

**Otar Kikvadze**, CAUCASIAN INSTITUTE FOR ECONOMIC AND SOCIAL RESEARCH

**Shalva Julakidze**

**Shota Getia**, CAUCASIAN INSTITUTE FOR ECONOMIC AND SOCIAL RESEARCH

**Sophiko Berishvili**, STATE PROCUREMENT AGENCY OF GEORGIA

**Tamara Tkeshelashvili**, MGALOBLISHVILI KIPIANI DZIDZIGURI (MKD) LAW FIRM

## GERMANY

**Carsten Eichler**, EVERSHEDS DEUTSCHLAND LLP

**Christian Scherer-Leydecker**, CMS HASCHE SIGLE PARTNERSCHAFT VON RECHTSANWÄLTEN UND STEUERBERATERN MBB

**Christiane Freytag**, GLEISS LUTZ

**Jan Helge Mey**, CMS HASCHE SIGLE PARTNERSCHAFT VON RECHTSANWÄLTEN UND STEUERBERATERN MBB

**Lars Petersen**, WHITE & CASE LLP

**Marc Gabriel**, BAKER & MCKENZIE

**Norbert Wimmer**, WHITE & CASE LLP

**Peter Braun**, DENTONS

**Verena Bärenbrinker**, BAKER & MCKENZIE

## GHANA

**Dina Dzeha**

**Godfrey Ewool**

**Harriet Owusuwaa Brown**, GHANA PUBLIC PROCUREMENT AUTHORITY

**Innocent Senyo Kwasi Acquah**, SCHOOL OF BUSINESS, UNIVERSITY OF CAPE COAST

**Kwadwo Osei-Asante**

**Macauley Amankwa**

**Nilakantha Bhoi**

**Yaw Nsiah**, PRO-KYO SERVICES LTD.

## GREECE

**Angeliki Poloupoulo**, KARATZAS & PARTNERS

**Despina Ayfadi**, TSIBANOULIS & PARTNERS LAW FIRM

**Elena Asteriou**, CHRISTOS ROVLIAS LAW OFFICE

**Epameinondas Stylopoulos**, STYLOPOULOS & ASSOCIATES

**Evangelia Kyttari**, TSIBANOULIS & PARTNERS

**George Dellis**, DELLIS & PARTNERS

**Ioanna Michalopoulou**, MICHALOPOULOU & ASSOCIATES

**Ioli Chatziantoniou**, MICHALOPOULOU & ASSOCIATES

**Maria Mouzaki**, KARAGEORGIU & ASSOCIATES LAW FIRM

**Nadia Sakellariou**, DELLIS & PARTNERS

**Nikolaos Kondylis**, KARAGEORGIU & ASSOCIATES LAW FIRM

**Sofia Chatzigiannidou**, ZEPOS & YANNOPOULOS LAW FIRM

**Sofia Georgiadi**, STYLOPOULOS & ASSOCIATES

**Stavros Karageorgiou**, KARAGEORGIU & ASSOCIATES

**Thomas Rozis**, ZEPOS & YANNOPOULOS LAW FIRM

## GRENADA

**Carlyle Glean**, GLEAN'S CONSTRUCTION AND ENGINEERING CO. LTD.

## GUATEMALA

**Carlos Roberto Ortega Aycinena**

**Guadalupe Garcia Prado**, ACCION CIUDADANA

**Juan Carlos Foncea Ferraté**

**Rafael Briz**

## GUINEA

**Emmanuel Kpana Bamba**, LIGUE GUINÉENNE DES DROITS DE L'HOMME (LIGUIDHO)

**Fathimata Kouyaté**, ACGPMP

**Lancine Camara**, CA & KO CONSULTING

**Mohamed Sidiki Sylla**, SYLLA & PARTNERS

**Pierre Kodjo Avode**, SYLLA & PARTNERS

**Sadan Madigbè Kaba**, SYLLA & PARTNERS

## GUINEA-BISSAU

**Antoine Vandamme**, LD I INTERNATIONAL NV

**Ismael Medina**, GB LEGAL

## GUYANA

**Roy Parahoo**

## HAITI

**Claudie Marsan**, EXPERTS SERVICES JURIDIQUES

**Dalberg Claude**, COMMISSION NATIONALE DES MARCHES PUBLICS

**Michelle Bien-Aime**, CABINET LISSADE

**Salim Succar**, CABINET LISSADE

**Yves Marthone**, GENINOV

## HONDURAS

**Heidi Luna Duarte**, GARCÍA & BODÁN

**Roberto Zacarias**, ZACARIAS & ASOCIADOS

**Vanessa Oqueli De Riera**, GARCÍA & BODÁN

## HONG KONG SAR, CHINA

**Doris Chan**, TRADE AND INDUSTRY DEPARTMENT

**Frank Lui**, FINANCIAL SERVICES AND THE TREASURY BUREAU

**Holden Slutsky**, PACIFIC CHAMBERS \*

**Thomas Chan**, DE SPEVILLE & ASSOCIATES

**Vashi Chandiramani**, EXCELLENCE INTERNATIONAL

## HUNGARY

**PUBLIC PROCUREMENT AUTHORITY TENDER-ÉRTESÍTŐ KFT**

**Agnes Szent Ivany**, EVERSHEDS

**Andrea Egertz**, KOVÁCS RÉTI SZEGHEŐ ATTORNEYS AT LAW

**Mariann Miskovics**, EVERSHEDS

## ICELAND

**Baldvin Björn Haraldsson**, BBA LEGAL

**Hróbjartur Jónatansson**, JONATANSSON & CO LEGAL SERVICES

Páll Rúnar M. Kristjánsson, REYKJAVIK LEGAL

Stefán Reykjálín, BBA LEGAL

Tomas Þórhallsson, BBA LEGAL

## INDIA

PUBLIC PROCUREMENT GROUP

Abhaya Agarwal, ERNST & YOUNG INDIA

Ajit Kumar Mishra, DFCCIL, MINISTRY OF RAILWAY, GOVERNMENT OF INDIA

Akash Gupta, EIL

Anindita Saha, RAJINDER NARAIN & CO.

Jot Prakash Kaur, TRANSPARENCY INTERNATIONAL INDIA

Madhu Sudan Sharma, CUTS INTERNATIONAL

Nilakantha Bhoi

Pradyuman Sewar, RAJINDER NARAIN & CO.

Punitha Carlin

Rahul Jain, EIL

Ravi Nath, RAJINDER NARAIN & CO.

Sanjay Aggarwal, MINISTRY OF FINANCE, PUBLIC PROCUREMENT DIVISION

Sanjay Kumar, DFCCIL, MINISTRY OF RAILWAY, GOVERNMENT OF INDIA

Satya Verma

Satyam Shivam Sundaram, ERNST & YOUNG INDIA

Saurabh Babulkar, SETH DUA & ASSOCIATES

Shri Tejendra Mohan Bhasin, CENTRAL VIGILANCE COMMISSION

Sukrit Seth, SETH DUA & ASSOCIATES

Syed Tabish

Uttam Gajjar

Vallabh Agheda

Vasanth Rajasekaran, SETH DUA & ASSOCIATES

## INDONESIA

Afriyan Rachmad, ROOSDIONO & PARTNERS (A MEMBER OF ZICO|LAW)

Evi Pasaribu, ROOSDIONO & PARTNERS (A MEMBER OF ZICO|LAW)

Gabriella Sirait, MOCHTAR KARUWIN KOMAR

I Gusti Agung Putra Trisnajaya, MAKARIM & TAIRA S.

Kenneth Barden

Michal Wasserbauer, PT CEKINDO BISNIS GRUP

Pandu Biasramadhan, PT CEKINDO BISNIS GRUP

Rahayu Ningsih Hoed, MAKARIM & TAIRA S.

Reza Syarief, MOCHTAR KARUWIN KOMAR

Shamim Razavi, NORTON ROSE FULBRIGHT

Sianti Candra, ROOSDIONO & PARTNERS (A MEMBER OF ZICO|LAW)

Willy Wibowo, MAKARIM & TAIRA S.

## IRAN, ISLAMIC REP.

Ali Etefagh, ETTEFAGH & CO.

Ali Hatami, HATAMI & ASSOCIATES

Arash Izadi, IZADI LAW FIRM

Ehsan Hosseinzadeh, EDUCATED LAWYERS

Encyeh Seyed Sadr, BAYAN EMROOZ INTERNATIONAL LAW FIRM

Esmail Karimian, ESK LAW FIRM

Iman Mohammadian, BAYAN EMROOZ INTERNATIONAL LAW FIRM

M. Saleh Jaber, ESK LAW FIRM

Manijeh Hashemian, HATAMI & ASSOCIATES

Mohammad Rahmani, BAYAN EMROOZ INTERNATIONAL LAW FIRM

Saide Ghasemi Moghaddam, HATAMI & ASSOCIATES

Zivar Davashi, HATAMI & ASSOCIATES

## IRAQ

Ahmed Jabbar

Ammar Naji, TWO RIVERS CONFLUENT LAW BUREAU

Bangeen Nuri Yaba, NURI YABA LAW OFFICE

Hayder Feely

Muqdad Aljuboori, UNITED LAWYERS FIRM

Ryan Osborne, NURI YABA LAW OFFICE

## IRELAND

Aaron Boyle, ARTHUR COX

Alma Kelly, ARTHUR COX

Anna-Marie Curran, A&L GOODBODY

Jenny Mellerick, MCCANN FITZGERALD

Jessica Egan, A&L GOODBODY

Orlaith Sheehy, MCCANN FITZGERALD

Peter Curran, EVERSHEDES

Peter Woods, ARTHUR COX

## ISRAEL

Alon Peled, GORNITZKY & CO.

Ariel Ben Hur, EFRATI GALILI & CO

Chaim Friedland, GORNITZKY & CO.

Dubi Gross, GORNITZKY & CO.

Ezra Baris, YEHUDA RAVEH & CO

Omer Dekel

Yehuda Raveh, YEHUDA RAVEH & CO

## ITALY

Andrea Grappelli, NUNZIANTE MAGRONE

Angela Russo, CONSIP

Arcangelo Pecchia, MACCHI DI CELLERE GANGEMI

Chiara Lombardi, MACCHI DI CELLERE GANGEMI

Chiara Reali, CUGIA CUOMO & ASSOCIATI

Fatima Mertad, IBL CONSULTING LAW FIRM

Francesco Gardenal, I-FABER S.P.A.

Giannalberto Mazzei, MACCHI DI CELLERE GANGEMI

Luca Mastrogregori, CONSIP

Luigi Donato, BANCA D'ITALIA

Mario Di Carlo, RISTUCCIA TUFARELLI E ASSOCIATI

Michela Cocchi, LADY LAWYER FOUNDATION

Nicoletta Parisi, A.N.A.C. - ITALIAN NATIONAL ANTI-CORRUPTION AUTHORITY

Rosaria Arancio, MACCHI DI CELLERE GANGEMI

## JAMAICA

Cecile Maragh

Howard Harris, FOGA DALEY

Maurice Barrett, OFFICE OF THE CONTRACTOR GENERAL



Nicole Foga, FOGA DALEY  
Shyvonne Osborne Perry, FOGA DALEY  
Suzette Livermore East, JAMAICA SOCIAL INVESTMENT FUND

## JAPAN

Junko Suetomi, BAKER & MCKENZIE  
Takamatsu Kaoru, HAYABUSA ASUKA LAW OFFICES

## JORDAN

Abdelrahman Marar, INTERNATIONAL CONSOLIDATED FOR LEGAL CONSULTATIONS

Arianna Barilaro, EREIFEJ & PARTNERS INTERNATIONAL LAW FIRM

Assad Jamokha

Bashar Amosh, ALI SHARIF ZU'BI ADVOCATES & LEGAL CONSULTANTS

Enad Khirfan, ALI SHARIF ZU'BI ADVOCATES & LEGAL CONSULTANTS

George Hazboun, INTERNATIONAL CONSOLIDATED FOR LEGAL CONSULTATIONS

Haytham Ereifej, EREIFEJ & PARTNERS INTERNATIONAL LAW FIRM

Jumana Telfah, EVERSHEDES

Lana Habash, EVERSHEDES

Osama Al Husami, OSAMA SUKKARI & ASSOCIATES

Reem Hazboun, INTERNATIONAL CONSOLIDATED FOR LEGAL CONSULTATIONS

## KAZAKHSTAN

Arman Berdalın, SAYAT ZHOLSHY & PARTNERS

Borys Lobovyk, ERNST & YOUNG KAZAKHSTAN LLP

Curtis Masters, BAKER & MCKENZIE - CIS LIMITED IN THE REPUBLIC OF KAZAKHSTAN

Dina Bayadilova, BAKER & MCKENZIE - CIS LIMITED IN THE REPUBLIC OF KAZAKHSTAN

Dinara Tanasheva, ERNST & YOUNG KAZAKHSTAN LLP

Erlan Dosymbekov, ERNST & YOUNG KAZAKHSTAN LLP

Kuben Abzhanov, BAKER & MCKENZIE - CIS LIMITED IN THE REPUBLIC OF KAZAKHSTAN

Nurgul Abdreyeva, BAKER & MCKENZIE - CIS LIMITED IN THE REPUBLIC OF KAZAKHSTAN

Robert Manson, ASTANA LAW PARTNERS

Roman Butenko, BAKER & MCKENZIE - CIS LIMITED IN THE REPUBLIC OF KAZAKHSTAN

Sabit Akhmetov

Samat Karmys, ERNST & YOUNG KAZAKHSTAN LLP

Tatyana Geints, ERNST & YOUNG KAZAKHSTAN LLP

Yerbolat Yerkebulanov, GRATA LAW FIRM, KAZAKHSTAN

Zhibek Balabekova, GRATA LAW FIRM, KAZAKHSTAN

## KENYA

Aleem Tharani, ANJARWALLA & KHANNA

Andrew Ashene

Atiq Anjarwalla, ANJARWALLA & KHANNA

Benjamin Musau, B M MUSAU & CO., ADVOCATES

Edwin Baru, ANJARWALLA & KHANNA

Isaac Kuloba, KENYA SCHOOL OF LAW

Janet Wesonga, JHPIEGO

Karim Lalji, ANJARWALLA & KHANNA

Mohammad Walid Abdool, ANJARWALLA & KHANNA

Muthomi Thiankolu, MUTHOMI & KARANJA

Mwaniki Gachoka, MWANIKI GACHOKA & CO ADVOCATES

Rosemary Kinanu Gituma

Vincent Mamboleo

## KIRIBATI

PACIFIC COMMUNITY

Toromon Metutera, KIRIBATI NATIONAL AUDIT OFFICE

## KOREA, REP.

Chanmo Choi, PUBLIC PROCUREMENT SERVICE

Dae-In Kim, EWHA WOMANS UNIVERSITY / GWU LAW

Junsok Yang, CATHOLIC UNIVERSITY OF KOREA

Sang Hyun Lee, SOONGSIL UNIVERSITY

WonCheon Lee, PUBLIC PROCUREMENT SERVICE OF KOREA

## KOSOVO

Arton Citaku

Flamur Abdullah, BOGA & ASSOCIATES

Genc Boga, BOGA & ASSOCIATES

Ilaz Duli, BALKAN INSTITUTE FOR PROCUREMENT

Jonida Skendaj, BOGA & ASSOCIATES

## KUWAIT

Adel Abdulhadi, AL OULA LAW (ADEL ABDULHADI & PARTNERS)

Amr Attyah

Dolly Sleem, AL OULA LAW (ADEL ABDULHADI & PARTNERS)

Mona A. AlBuraiki, MINISTRY OF FINANCE

Sameh Al Serwi, AL OULA LAW (ADEL ABDULHADI & PARTNERS)

Sanabil Jafar, AL OULA LAW (ADEL ABDULHADI & PARTNERS)

## KYRGYZ REPUBLIC

Aidar Oruzbaev, GRATA LAW FIRM

Aisanat Safarbek Kyzy, GRATA LAW FIRM

Elena Babitskaya, VERITAS

Elena Bit-Avragim, VERITAS

Elvira Maratova, GRATA LAW FIRM

Illarion Ten, COLIBRI LAW FIRM

Iskender Batyrbekov, GRATA LAW FIRM

Kanat Seidaliev, GRATA LAW FIRM

Nurlan Kyshtobaev, GRATA LAW FIRM

Zhanyl Abdrakhmanova, COLIBRI LAW FIRM

## LAO PDR

Aparat Sanpibul, ZICO LAW

Brian Ng, RAJAH & TANN (LAOS) SOLE CO., LTD

David Aristotle, ZICO LAW

Desmond Wee, RAJAH & TANN (LAOS) SOLE CO., LTD

Khamphaeng Phochanthilath, ZICO LAW

Khanti Syackhaphom, RAJAH & TANN (LAOS) SOLE CO., LTD

**Suntisouk Vandala, RAJAH & TANN (LAOS)**  
SOLE CO., LTD

## LATVIA

**Agnese Irmeja, PROCUREMENT**  
MONITORING BUREAU

**Debora Pavila, VILGERTS LAW FIRM**

**Evija Mugina, PROCUREMENT**  
MONITORING BUREAU

**Gints Vilgerts, VILGERTS LAW FIRM**

**Janis Esenvalds, RASA & ESENVALDS**

**Katrine Plavina, VILGERTS LAW FIRM**

**Maris Brizgo, KLAVINS ELLEX**

**Raivo Raudzeps, SORAINEN**

## LEBANON

MINISTRY OF STATE FOR ADMINISTRATIVE  
REFORM

**Abbas Skeine, LEVANT LAW PRACTICE**

**Fadi Nader, LEVANT LAW PRACTICE**

**Hadi Melki, EKP IN ASSOCIATION WITH**  
HOLMAN FENWICK WILLAN LLP

**Jean Baroudi, BAROUDI & ASSOCIATES**

**Lea Ferzli, BAROUDI & ASSOCIATES**

**Lili Khairallah, EKP IN ASSOCIATION WITH**  
HOLMAN FENWICK WILLAN LLP

**Tatiana Kehdy, BAROUDI & ASSOCIATES**

## LESOTHO

**Albertus Kleingeld, WEBBER NEWDIGATE**

**Mina Matla, MAKHETHA DEVELOPMENT**  
CONSULTANTS (MDC)

**Mohlomi Moleko, MOORE ROWLAND**

**Thabang Khabo, SMART BUSINESS**  
SOLUTIONS

## LIBERIA

**James Dorbor Jallah, PUBLIC**  
PROCUREMENT AND CONCESSIONS  
COMMISSION

**Jargbe Roseline Nagbe Kowo, NATIONAL**  
ELECTIONS COMMISSION OF LIBERIA

**Michael Kwabo, PUBLIC PROCUREMENT**  
AND CONCESSIONS COMMISSION

**Tsri Apronti**

## LITHUANIA

TARK GRUNTE SUTKIENE LEGAL

**Andrius Bambalas, FORT LAW FIRM**

**Deividas Soloveičik, GLIMSTEDT**  
BERNOTAS & PARTNERS

**Dovile Aukstuolyte, MISKINIS & PARTNERS**

**Dovile Kriksciukaite, ERNST & YOUNG,**  
LITHUANIA

**Herkus Gabartas, PWC, LITHUANIA**

**Jurate Misonyte, PWC, LITHUANIA**

**Karolina Keršytė, GLIMSTEDT BERNOTAS &**  
PARTNERS

**Laura Ziferman, VALIŪNAS IR PARTNERIAI**  
ELLEX

**Marius Dobilas, VALIŪNAS IR PARTNERIAI**  
ELLEX

**Marius Juonys, VALIŪNAS IR PARTNERIAI**  
ELLEX

**Matas Malijonis, PWC, LITHUANIA**

**Miglė Dereškevičiūtė, VALIŪNAS IR**  
PARTNERIAI ELLEX

**Tomas Seikalis, THOMAS**

## LUXEMBOURG

**Annick Birgen, MINISTÈRE DE L'ÉCONOMIE**  
(MINISTRY OF ECONOMY)

**Ellen Billot, ELVINGER HOSS PRUSSEN -**  
LUXEMBOURG

**Frank Vansteenkiste, DÉPARTEMENT**  
DE L'AMÉNAGEMENT DU TERRITOIRE  
(DEPARTMENT OF LAND USE PLANNING)

**Nathalie Prüm-Carré, ELVINGER HOSS**  
PRUSSEN - LUXEMBOURG

**Patrick Heuschling, MINISTÈRE DE**  
L'ÉCONOMIE (MINISTRY OF ECONOMY)

**Patrick Wildgen, MINISTÈRE DE**  
L'ÉCONOMIE (MINISTRY OF ECONOMY)

**Pauly Claude**

## MACEDONIA. FYR

**Aneta Mostrova, MOSTROVA LAW FIRM**  
AND PATENT OFFICE

**Biljana Mladenovska Borce Linkinoski,**  
LAWYERS ANTEVSKI

**Biljana Panova Videski, BILJANA**

**Borka Tushevaska Gavrilovikj**

**Dance Cakarovska-Grozdanovska,**  
CAKAROVSKA LAW-OFFICE

**Deljo Kadiev**

**Dragan Dameski, DEBARLIEV, DAMESKI &**  
KELESOSKA

**Ema Dimitrieska, DEBARLIEV, DAMESKI &**  
KELESOSKA

**Jordan Apostolski, APOSTOLOKI LAW**  
OFFICE

**Juliana Mateeva, KPMG DOOEL**

**Maja Simonovska, POLENAK LAW FIRM**

**Nadica Mitreska**

**Sandra Velovska, MINISTRY OF HEALTH OF**  
REPUBLIC OF MACEDONI

**Siana Garbolino, KPMG DOOEL**

**Violeta Shakleva**

**Zlatko Antevski, LAWYERS ANTEVSKI**

## MADAGASCAR

**Adrien Rangira, JOHN W FFOOKS & CO**

**Antsatina Fanomezana Raharomanana,**  
SMR & HR ASSOCIATES SA

**Erick Rabetrano, SMR & HR ASSOCIATES**  
SA

**Guy Randriamampianina**

**Hantamalala Rabarijaona, JOHN W**  
FFOOKS & CO

**Harotsilavo Rakotoson**

**Vannissa Rakotonirina, JOHN W. FFOOKS**  
& CO.

**Yves Ratrimoarivony, MAÎTRE YVES**  
RATRIMOARIVONY

## MALAWI

**Arnold Chirwa, OFFICE OF THE DIRECTOR**  
OF PUBLIC PROCUREMENT

**Joe Cosma, EY**

**Kogan Pillay, SADC PPP NETWORK**

**Mark David Kamputa, MKAKA**  
CONSTRUCTION C LTD

**Shiraz Yusuf, EY**

## MALAYSIA

**Faez Abdul Razak, WONG & PARTNERS**

**Jeff Leong, JEFF LEONG, POON & WONG**

**Mark Lim, WONG & PARTNERS**

**MALDIVES**

Mohamed Shafez Wajeesh, PRAXIS LAW FIRM LLP

**MALI**

A. Vandamme, LD I INTERNATIONAL NV

Amadou Tiéoulé Diarra

Tiéoura Coulibaly, AGETIER – AGENCE D'EXÉCUTION D'INFRASTRUCTURE RURAUX

**MALTA**

Joseph Borg Camilleri

Karl Farrugia, CENTRAL PROCUREMENT AND SUPPLIES UNIT

Ray Bartolo, EUROPEAN FUNDS.INFO

**MARSHALL ISLANDS**

Jack S. Chong-Gum, REPUBLIC OF THE MARSHALL ISLANDS PORTS AUTHORITY (RMIPA)

Melvin Dacillo, MINISTRY OF PUBLIC WORKS

Waylon Muller, MINISTRY OF TRANSPORTATION AND COMMUNICATIONS

**MAURITANIA**

Abdellahi Gah, ETUDE GAH

Abdoulaye Sileyé, ETUDE GAH

Aliou Sall, ETUDE ME ALIOU SALL & ASSOCIÉS

Hamath Diop, ETUDE ME ALIOU SALL & ASSOCIÉS

Yahya Badha, CHEIKHANY JULES LAW OFFICE

Amoordon Pooben, MINISTRY OF HEALTH & QUALITY OF LIFE

**MAURITIUS**

Bhavna Ramsurun, BLC CHAMBERS

Christine Korimbocus, BLC CHAMBERS

Fayaz Hajee Abdoula, BLC CHAMBERS

Fazil Hossenkhan, BLC CHAMBERS

Jason Harel, BLC CHAMBERS

Jean-Eric Sauzier, BLC CHAMBERS

Nitish Hurnaum, EVERSHEDES (MAURITIUS) LTD

Rajiv Gujadhur, BLC CHAMBERS

Sandy Chuong, THE CHAMBERS OF GAVIN GLOVER, SC

Sanjeev Kalachand, BASSET CHAMBERS

Shan Sonnagee, BLC CHAMBERS

Valerie Bisasur, BLC CHAMBERS

**MEXICO**

Alberto Holm, NADER HAYAUX GOEBEL

Alejandra Guraieb, IBARRA DEL PASO Y GALLEGO

Alejandro Luna Ramos, SECRETARIA DE LA FUNCION PUBLICA

Alejandro Rojas, NADER HAYAUX GOEBEL

Andrea Guzman, CANNIZZO, ORTÍZ Y ASOCIADOS, S.C.

Daniel Sanchez, WHITE & CASE S.C.

David Berezowsky, IBARRA DEL PASO Y GALLEGO

Derek Woodhouse, WOODHOUSE LORENTE LUDLOW SC

Edgard Padilla Guzman, P & A LEGAL SERVICES

Eduardo Bravo, WOODHOUSE LORENTE LUDLOW SC

Elias Moncada, SANTAMARINA Y STETA, S.C.

Enrique García, CANNIZZO, ORTÍZ Y ASOCIADOS, S.C.

Fernando Castillo Villalpando, NADER HAYAUX GOEBEL

Franco Alberto Del Valle Prado, P & A LEGAL SERVICES

Hugo Lopez Coll, GREENBERG TRAUIG

Jair Vaca, SANTAMARINA Y STETA, S.C.

Jimena De la Vega, WOODHOUSE LORENTE LUDLOW SC

Juan Carlos Zamora Muller, BAKER & MCKENZIE ABOGADOS, S.C.

Juan Francisco Torres Landa, HOGAN LOVELLS BSTL

Julio Zugasti, HOGAN LOVELLS BSTL

Mariano Calderon, SANTAMARINA Y STETA, S.C.

Miguel Angel Vargas Cruz, GRUPO ALIANZA EMPRESARIAL

Sergio Legorreta-Gonzalez, BAKER & MCKENZIE S.C.

Stefano Amato, CANNIZZO, ORTÍZ Y ASOCIADOS, S.C.

Vanessa Franyutti Johnstone, NADER, HAYAUX Y GOEBEL, SC

**MICRONESIA, FED. STS.**

Bruce Howell, FSM NATIONAL GOVERNMENT

Kenneth Barden

**MOLDOVA**

Alexander Turcan, TURCAN CAZAC LAW FIRM

Aliona Melinciuc, PUBLIC PROCUREMENT AGENCY

Ana Galus, TURCAN CAZAC LAW FIRM

Andrei Caciurenco, ACI PARTNERS

Constantin Brănișteru, BRANISTERU, DRON & PARTNERS

Cristina Martin, ACI PARTNERS

Diana Ichim, TURCAN CAZAC LAW FIRM

Gheorghe Ghidora, PUBLIC PROCUREMENT AGENCY

Igor Odobescu, ACI PARTNERS

Ludmila Ciubaciuc, ACI PARTNERS

Octavian Cazac, TURCAN CAZAC LAW FIRM

Petru Vetrici, DAAC AUTO SRL- SKODA IMPORTATOR OFICIAL

Sergiu Harea, CHAMBER OF COMMERCE AND INDUSTRY REPUBLIC OF MOLDOVA

Vadim Vieru, CA VIERU VADIM

Vladimir Palamarciu, TURCAN CAZAC LAW FIRM

**MONGOLIA**

Erdenebold Tumennast, KAIST ITTP

Jae Jeung Rho, KAIST ITTP

Tsegmid Erdenebold, NEW GRATA LAW FIRM

Tuvshinjargal Gantumur, GTS ADVOCATES LLP

Zoljargal Dashnyam, GTS ADVOCATES LLP

**MONTENEGRO**

Anđjela Vucković, HARRISONS SOLICITORS

Dragan Corac, BCD LAW OFFICE

Lana Vukmirović-Mišić, HARRISONS SOLICITORS

Mersad Mujević, PUBLIC PROCUREMENT DIRECTORATE

Mersiha Rastoder

## MOROCCO

Brahim Ahmich

Karim Benhassni, CWA MORROCO

Khnata Saidi, LOCAL GOVERNMENT OF RABAT REGION

Mailis Andrieu, CWA MORROCO

Rym Ghazzali

Salim Ziani, GIDE LOYRETTE NOUEL CASABLANCA

Sanaa Dlimi, GIDE LOYRETTE NOUEL CASABLANCA

Wacef Bentaibi, GIDE LOYRETTE NOUEL CASABLANCA

## MOZAMBIQUE

Bruno Xavier De Pina, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Emmanuel Da Silva, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Jennifer Arnaldo, FERNANDA LOPES & ASSOCIADOS-ADVOGADOS

João Bravo Da Costa, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Joaquim Simango, FERNANDA LOPES & ASSOCIADOS-ADVOGADOS

Joaquim Vilanculos, FERNANDA LOPES & ASSOCIADOS-ADVOGADOS

Luís Sáragga Leal, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Marta Pedro, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Miguel Spínola, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Nilza Guivala, FERNANDA LOPES & ASSOCIADOS-ADVOGADOS

Nuno Morais Sarmento, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Nuno Morgado Pereira, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

Ruben Brigolas, PLMJ LEGAL NETWORK - MOZAMBIQUE DESK

## MYANMAR

Ae'Mon Khinkhin, BAKER MCKENZIE

Lucy Wayne Mbe, LUCY WAYNE & ASSOCIATES, LTD

Nay Chi Min Maung, DFDL

Ross Taylor, BAKER MCKENZIE

Sa Sa Nyunt, BAKER MCKENZIE

Viacheslav Baksheev, DFDL

William Dale Greenlee Jr., DFDL

Win Naing, LUCY WAYNE & ASSOCIATES, LTD

## NAMIBIA

Thabang Clement Phatela

Ulrich Etzold, ETZOLD-DUVENHAGE

Willard Mugadza, AFRICA INSTITUTE FOR FIGHTING CORRUPTION PUBLIC PROCUREMENT

## NEPAL

Phanidra Dahal, PUBLIC PROCUREMENT MONITORING OFFICE

Saroj Ghimire, PRADHAN, GHAMIRE & ASSOCIATES

## NETHERLANDS

Dominique Coumans, ALLEN & OVERY LLP

Floris den Boer, PIANOO

Jacobien Muntz-Beekhuis, PIANOO

Leon Mensink, ALLEN & OVERY LLP

Marinus Winters, ALLEN & OVERY LLP

S.C. Dijkma LL.M., COMBINED BUSINESS POWER (CBP) B.V.

## NEW ZEALAND

Andrew Beatson, BELL GULLY

Andrew Petersen, BELL GULLY

Brian Clayton, CHAPMAN TRIPP

Catherine Marks, RUSSELL MCVEAGH

Chris Browne, WILSON HARLE

David Chisnall, BELL GULLY

David Clarke, RUSSELL MCVEAGH

David Coull, BELL GULLY

Dean Oppenhuis, BELL GULLY

Garry Downs, BELL GULLY

Garth Sinclair, WEBB HENDERSON

Haydn Wong, BELL GULLY

Hugh Kettle, BELL GULLY

Jane Holland, BELL GULLY

Karen English, MINISTRY OF BUSINESS, INNOVATION AND EMPLOYMENT

Mei Fern Johnson, RUSSELL MCVEAGH

Mike Colson, BELL GULLY

Murray King, BELL GULLY

Nick Crang, DUNCAN COTTERILL

Nikki Pender, FRANKS & OGILVIE

Rachel Paris, BELL GULLY

Simon Watt, BELL GULLY

Stephen Franks, FRANKS & OGILVIE

## NICARAGUA

Carlos Jose Salinas Blandino, SINERGIA VIRTUAL LEGAL OFFICE

Fernando Midence, LEXINCORP

## NIGER

Ali Fatouma, PUBLIC PROCUREMENT REGULATORY AGENCY (ARMP)

Haba Anar Zakara

Maiga Sirfi Ali

Malick Sadelhere

## NIGERIA

GBENGA BIOBAKU & CO.

Awele Ojechi, F.O. AKINRELE & CO.

Franklin Onwuzu, UDO UDOMA & BELO-OSAGIE

Johnson Obanla, LAGOS STATE GOVERNMENT

Mojisola Jawando, UDO UDOMA & BELO-OSAGIE

Nicholas Okafor, UDO UDOMA & BELO-OSAGIE

Nura Jibo, DUE PROCESS & PROJECT MONITORING BUREAU

Olamide Omolaja, UDO UDOMA & BELO-OSAGIE

Pelumi Ladenegan, F.O. AKINRELE & CO.

## NORWAY

Anders Thue, ADVOKATFIRMAET SIMONSEN VOGT WIIG AS

Martin Jonassen, ADVOKATFIRMAET SIMONSEN VOGT WIIG AS

Morten Angel Berg

Tarjei Ytrehus Bjørkly, MOLDE UNIVERSITY COLLEGE

**OMAN**

Farah Ourabah, SALEGAL

Jeffrey V. Rodwell, DUANE MORRIS-OMAN

Mona Taha Amer, RAHIMA AL KHAROUSI & MONA AMER LAWYERS

Raza Elahi, SALEGAL

Sahar Askalan, SALEGAL

Siji Abraham, SALEGAL

**PAKISTAN**

A. Nawaz Osmani, A. NAWAZ OSMANI LAW ASSOCIATES

Abdul Salam

Adeel Nasir Mir

Adnan Bhaimia, ORR, DIGNAM & CO.

Asim Nasim, ORR, DIGNAM & CO.

Ata Ur Rehman, PUNJAB INFORMATION TECHNOLOGY BOARD, GOVERNMENT OF THE PUNJAB

Kashif Mushtaq

Mohammed Maqbool, MAQBOOL HAROON SHAHID SAFDAR & CO.

Mohsin Abbas Syed

Osman Maqbool, MAQBOOL HAROON SHAHID SAFDAR & CO.

Sarosh Hashmat Lodi, NED UNIVERSITY

Shayan Ahmed, LIAQUAT MERCHANT ASSOCIATES - LMA

**PALAU**

Kenneth Barden

**PANAMA**

Annette Bárcenas, ALFARO, FERRER & RAMÍREZ (AFRA)

Claudia Juárez, GALINDO, ARIAS & LÓPEZ

Cristina Elena Thayer Hausz, GALINDO, ARIAS & LÓPEZ

Jenny Cristel Nieto Guerrero, GALINDO, ARIAS & LÓPEZ

Luis H. Moreno IV, ALFARO, FERRER & RAMÍREZ (AFRA)

Sofia Cohen, ARIAS, FABREGA & FABREGA

Vivian Holness, ARIAS, FABREGA & FABREGA

**PAPUA NEW GUINEA**

Steve Patrick, GADENS LAWYERS

**PARAGUAY**

Andrea Ríos, MORENO RUFFINELLI & ASOCIADOS

Georg Daniel Birbaumer Vera, ALTRA LEGAL SERVICES

Jorge Zarate, CONSULTORA CM3

Liliana Moreno Rodriguez Alcalá, MORENO RUFFINELLI & ASOCIADOS

Maria Esmeralda Moreno, MORENO RUFFINELLI & ASOCIADOS

**PERU**

Christian Alván, ALVÁN ABOGADOS S.A.C.

Eric Sotelo, BENAVENTE LEIGH & SOTELO GAMARRA ASSOCIATES LAWYERS

Francisco Mendoza, AVILA & ABOGADOS SAC

Guillermo Zavalaga, NPG ABOGADOS

Ismael Guillén Izuma, TRACK GLOBAL SOLUTIONS, S.L.

Jorge Danos, ESTUDIO ECHECOPAR/BAKER & MACKENZIE

Juan José Cárdenas, REBAZA, ALCÁZAR & DE LAS CASAS

Lucia Avila-Bedregal, AVILA & ABOGADOS SAC

Luwing Peche Loayza, ESTUDIO PECHE ABOGADOS

Maria Varas, ESTUDIO ECHECOPAR/BAKER & MACKENZIE

Mario Camoirano, AVILA & ABOGADOS SAC

Natalia Mori, ESTUDIO ECHECOPAR/BAKER & MACKENZIE

Victor Avila Cabrera, AVILA & ABOGADOS SAC

**PHILIPPINES**

Aida Carpentero, PROCUREMENT SERVICE DEPARTMENT OF EDUCATION

Anthony W. Dee, SYCIP SALAZAR HERNANDEZ & GATMAITAN

Dennis S. Santiago, GOVERNMENT PROCUREMENT POLICY BOARD - TECHNICAL SUPPORT OFFICE

Eric Dykimching, CRUZ MARCELO & TENEFRANCIA

Fernand Joseph Miranda, CRUZ MARCELO & TENEFRANCIA

Israel Helios Inocencio

Lesley Anne L. Claudio, CRUZ MARCELO & TENEFRANCIA

Ma.Patricia B. Paz, SYCIP SALAZAR HERNANDEZ & GATMAITAN

Manuel Manaligod, Jr., CRUZ MARCELO & TENEFRANCIA

Marianne C. Sibulo, SYCIP SALAZAR HERNANDEZ & GATMAITAN

Nestor Raneses, UNIVERSITY OF THE PHILIPPINES

Patricia Lauren D. Zuniga, CFP STRATEGIC ADVISORS

**POLAND**

Aleksandra Wolska, DEPARTAMENT PROMOCJI GOSPODARCZEJ/ECONOMIC PROMOTION DEPARTMENT POLSKA AGENCJA ROZWOJU PRZEDSIĘBIORCZOŚCI/ POLISH AGENCY FOR ENTERPRISE DEVELOPMENT

Aneta Wala, WIERZBOWSKI EVERSHERDS

Maciej Kazimierz Ślificzyk, UNIVERSITY OF WARSAW - SCHOOL OF LAW

Maciej Lubiszewski, UNIVERSITY OF WARMIA AND MAZURY IN OLSZTYN

Magdalena Falkowska, KANCELARIA ADWOKACKA MAGDALENA FALKOWSKA

Mateusz Brzeziński

Mirella Lechna, WARDYNSKI & PARTNERS

Pałysa Małgorzata, DEPARTAMENT PROMOCJI GOSPODARCZEJ/ECONOMIC PROMOTION DEPARTMENT POLSKA AGENCJA ROZWOJU PRZEDSIĘBIORCZOŚCI/ POLISH AGENCY FOR ENTERPRISE DEVELOPMENT

Sebastian Pietrzyk, PIETRZYK WÓJTOWICZ DUBICKI LAW OFFICE

Tomasz Zalewski, WIERZBOWSKI EVERSHERDS

Wojciech Merkwa, JARA DRAPALA & PARTNERS

**PORTUGAL**

Ana Robin De Andrade, MORAIS LEITÃO GALVÃO TELES SOARES DA SILVA & ASSOCIADOS

António Magalhães E Menezes, CMS RUI PENA & ARNAUT

David Coelho, PEDRO RAPOSO & A  
 Diogo Duarte Campos, PLMJ  
 Eduardo Queimado, GÓMEZ-ACEBO & POMBO  
 Gonçalo Guerra Tavares, CMS RUI PENA & ARNAUT  
 Joana Duarte, CEDIPRE - CENTER FOR STUDIES IN PUBLIC LAW AND REGULATION  
 Jorge Pação, CMS RUI PENA & ARNAUT  
 Luís M. S. Oliveira, MIRANDA & ASSOCIATES  
 Luís Verde De Sousa  
 Margarida Olazabal Cabral, MORAIS LEITÃO GALVÃO TELES SOARES DA SILVA & ASSOCIADOS  
 Miguel Navarro de Castro, MIRANDA & ASSOCIATES  
 Paulo Linhares Dias, BPLD & A  
 Pedro Cerqueira Gomes, CERQUEIRA GOMES  
 Pedro Costa Gonçalves, CEDIPRE - CENTER FOR STUDIES IN PUBLIC LAW AND REGULATION  
 Pedro Matias Pereira, TELLES DE ABREU ADOGADOS  
 Pedro Melo, PLMJ  
 Ricardo Ramos de Campos, GÓMEZ-ACEBO & POMBO ABOGADOS - PORTUGAL  
 Rui Mesquita Guimarães, PACHECO DE AMORIM, MIRANDA BLOM & ASSOCIADOS  
 Rui Pena, CMS RUI PENA & ARNAUT

## PUERTO RICO

Alex M. López Pérez, LEGAL AID CLINIC - LAW SCHOOL PONTIFICAL CATHOLIC UNIVERSITY OF PR  
 Herman Colberg, PIETRANTONI MÉNDEZ & ALVAREZ LLC  
 Manuel Rodriguez, PIETRANTONI MÉNDEZ & ALVAREZ LLC  
 Maria C. Cartagena-Cancel, MCCONNELL-VALDÉS

## QATAR

Kirkandrae Durrant, K&L GATES LLP  
 Lama Bakroun, SULTAN AL-ABDULLA & PARTNERS  
 Michael Earley, SULTAN AL-ABDULLA & PARTNERS

Mohamed Fouad, SULTAN AL-ABDULLA & PARTNERS

Pawel Piotrowski, K&L GATES LLP

## ROMANIA

Alexandru Ambrozie, POPOVICI NITU & ASOCIATII

Alexandru Gosa, PELIFILIP SCA

Alina Piuiulet

Alina Solschi, MUŞAT & ASOCIAȚII

Anamaria Matei

Anca Albulescu, BPV GRIGORESCU ŞTEFĂNICĂ

Corina Neaga, ACQ EXPERT SRL

Cristina Georgiana Barticel, PELIFILIP SCA

Diana Gavra, ZAMFIRESCU RACOTI & PARTNERS

Florentin Tuca, TUCA ZBARCEA & ASOCIATII

Ioan Baciuc, RUBIN MEYER DORU & TRANDAFIR LAWYERS PROFESSIONAL CORPORATION, AFFILIATED WITH HERZFELD & RUBIN

Ioana Lazar, ASSOCIATION OF PUBLIC PROCUREMENT EXPERTS IN ROMANIA

Irena Anca Tudorie, S.C.P. POPOVICI NITU STOICA & ASOCIATII

Iuliana Leon, TUCA ZBARCEA & ASOCIATII

Iuliana Leon, TUCA ZBARCEA & ASOCIATII

Iuliana Negoita, ZAMFIRESCU RACOTI & PARTNERS

Mona Musat, MUSAT & ASOCIATII

Monia Dobrescu, MUSAT & ASOCIATII

Ovidiu Slimac, ROMANIAN NATIONAL UNION FOR EXPERTS IN PUBLIC PROCUREMENT PROFESSIONALS

Raluca Mihai, VOICU FILIPESCU ATTORNEYS AT LAW

Ramona Pentilescu, POPOVICI NITU & ASOCIATII

Şerban Pâslaru, TUCA ZBARCEA & ASOCIATII

Stefan Zamfirescu, ZAMFIRESCU RACOTI & PARTNERS

Vlad Mihai Cerceş, TUCA ZBARCEA & ASOCIATII

## RUSSIAN FEDERATION

Albert Eganyan, VEGAS LEX

Anastasia Vasilieva, BEITEN BURKHARDT

Andrey Alexandrovich Ramkin, INSTITUTE OF PUBLIC PROCUREMENT

Evgenia Sergeevna Erokhina, DEPARTMENT OF CONSTRUCTION OF THE CITY OF MOSCOW

Irina Akimova, CAPITAL LEGAL SERVICES

Kamil Karibov, BEITEN BURKHARDT

Laura Brank, DECHERT LLP

Natalia Ovchinnikova, GE CIS

Olga Revzina, HERBERT SMITH

Victoria Romanova, GE CIS

Vladimir Riabov, GST

## RWANDA

Gisèle Gatariki, RWANDA BIOMEDICAL CENTER, MINISTRY OF HEALTH

Hamidu Bicahaga

Jean Claude Kabera, ENSAFRICA

Moses Gatama Kiiza, EQUITY JURIS CHAMBERS

## SAMOA

AH LIKI CONSTRUCTION COMPANY LIMITED

MEREDITH WULF & KERSLAKE LAWYERS (MWK LAWYERS)

PONIFASIO LAWYERS

D. Herman Kruse, KRUSE ENARI & BARLOW

## SAN MARINO

Alessandra Tronconi, KPMG ITALY

## SÃO TOMÉ AND PRÍNCIPE

Luís Borges Rodrigues, GPA LAW

Ricardo Jordao, GPA LAW

## SAUDI ARABIA

Daniel Goodwin, AL TAMIMI & CO

John C. Boehm, FULBRIGHT & JAWORSKI LLP

Lili Khairallah, HOLMAN FENWICK WILLAN LLP

Rahul Goswami, THE LAW FIRM OF HASSAN MAHASSNI



Wissam Hachem, HOLMAN FENWICK  
WILLAN LLP

## SENEGAL

Cheikh Fall, AVOCAT CHEIKHFALL

Lamine Fall

Mamadou Moustapha NDIAYE

Mayacine Tounkara, ETUDE MAITRE  
MAYACINE TOUNKARA & ASSOCIES

Moussa Sarr

Sally Mamadou Thiam, GENI AND KEBE

Seynabou Samb, UNIVERSITY OF  
BORDEAUX

## SERBIA

Dejan Dodić, EDUKOM

Dejan Peric, ISAILOVIC & PARTNERS

Dubravka Kopic, KOSIC

Heinz Derndorfer, TENDER SERVICE  
SERBIA

Igor Isailovic, ISAILOVIC & PARTNERS

Ivana Drobac, CABINET ILIC

Jelena Milic, CABINET ILIC

Jugoslava Vojnovic, PUBLIC  
PROCUREMENT SECTOR OF THE CITY OF  
BELGRADE - GRAD BEOGRAD, GRADSKA  
UPRAVA, SEKRETARIJAT ZA FINANSIJE,  
UPRAVA ZA INVESTICIJE

Maja Stanivuković, UNIVERSITY OF NOVI  
SAD LAW SCHOOL

Milica Radeka Vojvodic, CABINET ILIC

Milkica Trivicevic, CABINET ILIC

Milos Curovic, CABINET ILIC

Nikola Rodic, ISAILOVIC & PARTNERS

Predrag Groza, LAW OFFICE TOMIC  
SINDJELIC GROZA TSG

Ratsko Naumov, REPUBLIC COMMISSION  
FOR PROTECTION OF RIGHTS IN PUBLIC  
PROCUREMENT PROCEDURES

Srdjan Radovanovic, ISAILOVIC &  
PARTNERS

Tamara Curovic, CABINET ILIC

Tatjana Jovanic, UNIVERSITY OF NOVI SAD  
LAW SCHOOL

Violeta Mitrovic, RADOVIĆ & RATKOVIĆ

Vladimir Djelic, CABINET BOŽOVIĆ, ĐELIĆ  
& IVKOVIĆ

Zdenka Zubcic, TENDER SERVICE SERBIA

## SEYCHELLES

Elizabeth Charles

Malcolm Moller, APPLEBY GLOBAL

## SIERRA LEONE

Abu Bakarr Kamara, BUDGET ADVOCACY  
NETWORK

Allieu Moigboi

Edward Koroma Jr., TRANSPARENCY  
INTERNATIONAL

Festus Robin-Taylor, LAWCLA

## SINGAPORE

Kelvin Wong, ALLEN & GLEDHILL LLP

Lynette Lim, ALLEN & GLEDHILL LLP

Vanessa Wang, MINISTRY OF FINANCE

## SLOVAK REPUBLIC

MAPLE & FISH

Bernhard Hager, DVOŘÁK HAGER &  
PARTNERS

Ján Azud, RUŽIČKA CSEKES S. R. O.

Juraj Nemec

Juraj Revicky, TATRA TENDER S. R. O.

Katarina Liebscherová, DVOŘÁK HAGER &  
PARTNERS

Martin Kluch, HAMALA KLUCH VIGLASKY  
LAW FIRM

Matus Grega

Simona Laktisova, DVOŘÁK HAGER &  
PARTNERS

## SLOVENIA

CHAMBER OF COMMERCE AND INDUSTRY  
SLOVENIA

CHAMBER OF COMMERCE AND INDUSTRY  
SLOVENIA

MINISTRY OF PUBLIC ADMINISTRATION -  
PUBLIC PROCUREMENT DIRECTORATE

Anže Pavšek, ODVETNIKI ŠELIH &  
PARTNERJI, O.P., D.O.O.

Borut Smrdel, NATIONAL REVIEW  
COMMISSION FOR REVIEWING PUBLIC  
PROCUREMENT PROCEDURE

Darja Miklavčič, ODVETNIKI ŠELIH &  
PARTNERJI, O.P., D.O.O.

Gregor Simoniti, ODVETNIKI ŠELIH &  
PARTNERJI, O.P., D.O.O.

Ines Rostohar, LAW FIRM MIRO SENICA  
AND ATTORNEYS LTD

Metka Celestina Češnovar, DARS D.D  
MOTORWAY COMPANY

Mia Gostincar, LAW FIRM MIRO SENICA  
AND ATTORNEYS LTD

Mojca Muha, LAW FIRM MIRO SENICA AND  
ATTORNEYS LTD

Ruzica Bevc, COMTRADE D.O.O.

Tadeja Pušnar, NATIONAL REVIEW  
COMMISSION FOR REVIEWING PUBLIC  
PROCUREMENT PROCEDURE

## SOLOMON ISLANDS

Dick Oli

Dulcie Ausuta, TRANSPORT SECTOR  
DEVELOPMENT PROJECT

John Masa

Roy Hall, DISCOUNT AUTO PARTS LTD

## SOUTH AFRICA

Claire Tucker, BOWMAN GILFILLAN INC.

Reshma Maghoo

## SOUTH SUDAN

Akani Samuel, MINISTRY OF FINANCE

Anuol Deng Kuoreng, AWATKEER LAW  
CHAMBERS

Asha Abdel Rahim, UNIVERSITY OF JUBA

Lomeling Edward, INTER LINK INC.

## SPAIN

Alberto Dorrego de Carlos, EVERSHEDES  
MADRID

Alfredo Fernández Rancaño, J&A  
GARRIGUES, S.L.P. — MADRID

Ana Lopez Carrascal, KPMG ESPAÑA

Arrancha Bengoechea, PWC SPAIN

Ignacio San Juan Vilchez, PWC SPAIN

Iñigo Del Guayo Castiella, UNIVERSIDAD DE  
ALMERÍA - DEPARTAMENTO DE DERECHO

Ismael Guillen, TRACK GLOBAL  
SOLUTIONS, S.L.

Jaime Jimenez Ayala

Javier Garcia, UNIVERSITY OF CASTILLA-LA  
MANCHA

Jesus Tovar Horcajo, EVERSHEDES MADRID

Jorge Aguirregomezcorta Oppelt, KPMG ESPAÑA

Jose Miguel Lopez Garcia, PWC SPAIN

Juan Antonio Gallo Sallent, TRIBUNAL CATALA DE CONTRACTES DEL SECTOR PUBLIC

Juan Muguerza Odriozola, J&A GARRIGUES, S.L.P.\_MADRID

Lorenzo Mellado, UNIVERSIDAD DE ALMERÍA - DEPARTAMENTO DE DERECHO

## SRI LANKA

Chaminda Ranasinghe

Christina Van Cuylenburg, TIRUCHELVAM ASSOCIATES

Hasanthie Manukulasooriya, DL & F DE SARAM

Heshika Rupasinghe, TIRUCHELVAM ASSOCIATES

Laila Nasry, TIRUCHELVAM ASSOCIATES

Savantha De Saram, DL & F DE SARAM

## ST. KITTS AND NEVIS

Clement Boone, BOONIE CONSTRUCTION CO

Enoch Smithen, BRIT CONSTRUCTION, INC.

Lavern Queeley

Margaret Foreman, SEATON & FOREMAN

Proben Inniss, INNIS& INNIS LYRS

Rena Warner

## ST. LUCIA

Anthony D. Jean, FISCAL RESEARCH & POLICY- MINISTRY OF FINANCE, ECONOMIC AFFAIRS, PLANNING & SOCIAL SECURITY

Deale Lee, MCNAMARA & CO. CHAMBERS

Egbert Louis, ECMC (ENGINEERING, CONSTRUCTION & MANAGEMENT CONSULTING LTD.

Embert St. Juste, FISCAL RESEARCH & POLICY- MINISTRY OF FINANCE, ECONOMIC AFFAIRS, PLANNING & SOCIAL SECURITY

Tessa Cindy Felician

## SUDAN

Abdulla Bashir Alataya, MAHMOUD ELSHEIKH OMER & ASSOCIATES - ADVOCATES

Asma Ali, MAHMOUD ELSHEIKH OMER & ASSOCIATES - ADVOCATES

Malaz Osman, AZTAN LAW FIRM

Nour Eldin Mohamed Idris, MAHMOUD ELSHEIKH OMER & ASSOCIATES - ADVOCATES

Sara Abbas, MAHMOUD ELSHEIKH OMER & ASSOCIATES - ADVOCATES

Sayab Mohamed Osman Swar, MAHMOUD ELSHEIKH OMER & ASSOCIATES - ADVOCATES

Tarig Mahmoud Elsheikh Omer, MAHMOUD ELSHEIKH OMER & ASSOCIATES - ADVOCATES

Tayeb Hassabo, AZTAN LAW FIRM

## SURINAME

Ravindra Patandin

## SWAZILAND

Abhijit Ghose

Gigi Reid, GIGI A. REID ATTORNEYS

Mthobisi Dlamini, GIGI A. REID ATTORNEYS

Sikelela Shabhangu

Tengana Lukhde, GIGI A. REID ATTORNEYS

Thandeka Fakudze, GIGI A. REID ATTORNEYS

## SWEDEN

NATIONAL AGENCY FOR PUBLIC PROCUREMENT

SWEDISH TRANSPORT ADMINISTRATION

SWEDISH TRANSPORT ADMINISTRATION

Anton Johansson, HANNES SNELLMAN ATTORNEYS LTD

Dick Moberg, SWEDISH COMPETITION AUTHORITY

Erik Sigfridsson, HAMILTON ADVOKATBYRÅ

Fredrik Linder, HAMILTON ADVOKATBYRÅ

Göran Johansson, EVERSHEDS SWEDEN

Heidi Marks

Joakim Laver, HANNES SNELLMAN ATTORNEYS LTD

Mia Hodgson, SWEDISH COMPETITION AUTHORITY

Mikael Dubois, HAMILTON ADVOKATBYRÅ

## SWITZERLAND

Bernhard Lauterburg, PRAGER DREIFUSS LTD

Elisabeth Lang

Gema Olivar Pascual, PWC SWITZERLAND

Marc Steiner, TRIBUNAL ADMINISTRATIF FEDERAL

Matthias Hauser, ANWALTSKANZLEI MATTHIAS HAUSER

Peter Galli, ADVOKATURBÜRO DR. PETER GALLI

Philipp do Canto, PUBLIC SECTOR LAW

Philipp E. Zurkinden, PRAGER DREIFUSS LTD

PHILIPP ZURKIDNEN, PRAGER DREIFUSS LTD

Rita Trier-Samozzi, DEPARTEMENT FEDERAL DES AFFAIRES ETRANGERES

## TAIWAN, CHINA

Anthony Hsieh, TSAR & TSAI LAW FIRM

C.F. Tsai, DEEP & FAR ATTORNEYS-AT-LAW

Chung-Teh Lee, LEE, TSAI AND PARTNERS, ATTORNEYS-AT-LAW

David Lee, LIN & PARTNERS, ATTORNEYS-AT-LAW

Elizabeth Pai, LEE, TSAI AND PARTNERS, ATTORNEYS-AT-LAW

Eugenia Chuang, TSAR & TSAI LAW FIRM

Leonard Chen, TSAR & TSAI LAW FIRM

Luke Hung, LEE, TSAI AND PARTNERS, ATTORNEYS-AT-LAW

Ming-Yen Lin, DEEP & FAR ATTORNEYS-AT-LAW

## TAJIKISTAN

Ravshan Karimov, AGENCY ON STATE PROCUREMENT OF GOODS, WORKS AND SERVICES UNDER THE GOVERNMENT OF THE REPUBLIC OF TAJIKISTAN

Shirinbek Milikbekov, COLIBRI LAW

Zhanyl Abdrakhmanova, COLIBRI LAW

## TANZANIA

Ellis Biryawaho, TANZANIA PORTS AUTHORITY

Ellis Biryawaho, TANZANIA PORTS AUTHORITY



**Emmanuel Malignaya**

**Fadhili Chitanda**

**Thomas Sipemba**, EAST AFRICAN LAW CHAMBERS

#### THAILAND

THAI INSTITUTE OF DIRECTORS - PROJECT COORDINATOR OF THAILAND'S PRIVATE SECTOR COLLECTIVE ACTION COALITION AGAINST CORRUPTION (CAC)

TILLEKE GIBBONS INTERNATIONAL LTD.— THAILAND

**Picharn Sukparangsee**, BANGKOK GLOBAL LAW OFFICES LIMITED

#### THE BAHAMAS

**Genae Nottage**, PETER D. MAYNARD COUNSEL & ATTORNEYS

**Keresa Hall**, MINISTRY OF FINANCE

**Tonya Ferguson**, MINISTRY OF FINANCE

#### THE GAMBIA

**Amie N.D. Bensouda**, AMIE BENSOU DA & CO.

**Aziz Bensouda**, AMIE BENSOU DA & CO

**Fanna Secka**, ECOWAN GAMBIA PROJECT

**Lalo Danso**, GAMBIA PUBLIC PROCUREMENT AUTHORITY (GPPA)

**Olivia Mutambo**, AMIE BENSOU DA & CO

#### TIMOR-LESTE

**Claudio Boavida Fernandes**, ABREU E C&C ADVOGADOS TIMOR-LESTE

**Joao Galamba de Oliveira**, ABREU E C&C ADVOGADOS TIMOR-LESTE

#### TOGO

**Alexis Coffi Aquereburu**, AQUEREBURU & PARTNERS

**Edem Zotchi**, SCP MARTIAL AKAKPO & ASSOCIES

**Essi D. Sonia Sossoe**, AQUEREBURU & PARTNERS

**Martial Akakpo**, SCP MARTIAL AKAKPO & ASSOCIES

**Yaovi Montcho**, MARTIAL AKAKPO ET ASSOCIÉS

#### TRINIDAD AND TOBAGO

**Farai Hove Masaisai**, HOVE AND ASSOCIATES

**Jenepha Khan**, MINISTRY OF FINANCE CENTRAL TENDERS BOARD

**Vaughn Rondon**, THE SPORTS COMPANY OF TRINIDAD AND TOBAGO

#### TUNISIA

FERCHIOU ET ASSOCIES

**Ahmed Kallel**, KAMMOUN & KALLEL

**Donia Hedda Ellouze**, CABINET MAITRE DONIA HEDDA ELLOUZE

**Elyes Chafter**, CHAFTER RAOUADI LAW FIRM

**Fares El Heni**, EVERSHEDES

**Habiba Raouadi**, CHAFTER RAOUADI LAW FIRM

**Latifa Tarchi**

**Maher Fkih**, UNION TUNISIENNE DE L'INDUSTRIE, DU COMMERCE ET DE L'AGRICULTURE (UTICA)

**Meriem Belajouza Felli**, CABINET MAITRE DONIA HEDDA ELLOUZE

**Mohamed Kammoun**, KAMMOUN & KALLEL

**Molka Ellouze**, CABINET MAITRE DONIA HEDDA ELLOUZE

**Wajdi Hamza**, HAMZA WAJDI AVOCATS

**Yasmine Ben Cheikh**, CABINET MAITRE DONIA HEDDA ELLOUZE

**Zine El Abidine Chafter**, CHAFTER RAOUADI LAW FIRM

#### TURKEY

**Arzum Gunalcin**, GUNALCIN

**Aslı Budak**, HERGÜNER BILGEN ÖZEKE ATTORNEY PARTNERSHIP

**Baran Alpturk**, HERGÜNER BILGEN ÖZEKE ATTORNEY PARTNERSHIP

**Elif Tolunay**, PEKIN & PEKIN

**Fatos Otcuoglu**, PEKIN & BAYAR LAW FIRM

**Hakan Durusel**, PEKIN & PEKIN

**Inci Özyörük Güney**

**Mehtap Yıldırım Öztürk**, ÇAKMAK LAW FIRM

**Muhammet Yiğit**, BENER LAW FIRM

**N. Fulya Kazbay**, KAZBAY LAW FIRM

**Nazlı Başak Ayık**, ÇAKMAK LAW FIRM

**Omer Gumusel**, PEKIN & BAYAR LAW FIRM

**Onur Kordel**, BENER LAW FIRM

**Özlem Kızıl Voyvoda**, ÇAKMAK LAW FIRM

**Safa Mustafa Durakoğlu**, ÇAKMAK LAW FIRM

**Selin Erten**, ÇAKMAK LAW FIRM

**Sinan Sunay**, PEKIN & PEKIN

**Ümit Herguner**, HERGÜNER BILGEN ÖZEKE ATTORNEY PARTNERSHIP

**Zeynep Çakmak**, ÇAKMAK LAW FIRM

#### UGANDA

**Abraham Nkata**, PEARL CONSULT LTD

**Brian Kalule**, AF MPANGA ADVOCATES

**Charles Kallu Kalumiya**, KAMPALA ASSOCIATED ADVOCATES

**Charlie Kalinzi**, KYAMBOGO UNIVERSITY SCHOOL OF MANAGEMENT & ENTREPRENEURSHIP

**Edwin Muhumuza**, PUBLIC PROCUREMENT DISPOSAL OF PUBLIC ASSETS AUTHORITY (PPDA)

**John Saturday**, PUBLIC PROCUREMENT DISPOSAL OF PUBLIC ASSETS AUTHORITY (PPDA)

**Sarah Olive Ogwal**

**Victor Ojok Ogwal**

#### UKRAINE

**Alexander I. Borodkin**, VASIL KISIL & PARTNERS

**Alla Kushnirenko**, SAYENKO KHARENKO

**Andriy Grushyn**, OKHRIMCHUK GRUSHYN KHANDURIN LAW FIRM

**Andriy Khandurin**, OKHRIMCHUK GRUSHYN KHANDURIN LAW FIRM

**Anna Ivanchenko**, OKHRIMCHUK GRUSHYN KHANDURIN LAW FIRM

**Bertrand Barrier**, JEANTET UKRAINE

**Denys Okhrimchuk**, OKHRIMCHUK GRUSHYN KHANDURIN LAW FIRM

**Eugene Papanin**, TENDER SERVICE UKRAINE

**Hanna Shtepa**, BAKER & MCKENZIE

**Iryna Khymchak**, REDCLIFFE PARTNERS

**Iulia Sereda**, PETERKA & PARTNERS LLC

**Larysa Syvak-Anina**, BAKER & MCKENZIE

Maria Akulenko, REDCLIFFE PARTNERS  
 Mykola Boichuk, VASIL KISIL & PARTNERS  
 Nazar Chernyavsky, SAYENKO KHARENKO  
 Oleksii Soloviov, JEANTET UKRAINE  
 Olga Belyakova, CMS - UKRAINE  
 Olga Kozachenko, REDCLIFFE PARTNERS  
 Ruslan Ponko, OKHRIMCHUK GRUSHYN  
 KHANDURIN LAW FIRM  
 Sergiy Grysko, REDCLIFFE PARTNERS  
 Serhiy V. Piontkovsky, BAKER & MCKENZIE  
 Svitlana Kheda, SAYENKO KHARENKO  
 Tatiana Bagmet, PETERKA & PARTNERS  
 LLC  
 Tatiana Timchenko, PETERKA & PARTNERS  
 LLC  
 Viktoriia Gladka, ARZINGER

#### UNITED ARAB EMIRATES

MINISTRY OF FINANCE  
 WHITE & CASE - UAE

#### UNITED KINGDOM

Edward Veracruz, MICAH CONSULTING  
 George Brown, REED SMITH  
 Greg Gibson, MILLS & REEVE LLP  
 Helen Prandy, MILLS & REEVE LLP  
 Jane Jenkins, FRESHFIELDS BRUCKHAUS  
 DERINGER LLP - UK  
 Jenny Beresford-Jones, MILLS & REEVE  
 LLP  
 John Chudleigh, EURO-BID WATCH LLP  
 John Houlden, BURGESS SALMON LLP  
 Julie Marshall, MILLS & REEVE LLP  
 Katherine Calder, BERWIN LEIGHTON  
 PAISNER  
 Kuda Kadungure, CONSTRUCTION COST  
 AND CONTRACT ADVISORY LTD  
 Panos Somalis  
 Ron Plascow, MILLS & REEVE LLP  
 Sally Roe, FRESHFIELDS BRUCKHAUS  
 DERINGER LLP - UK

#### UNITED STATES

Frank A. Mayer, III, DINSMORE & SHOHL  
 LLP  
 Grant Schweikert, DINSMORE & SHOHL LLP

Keaston D. Simmons, MANAGEMENT  
 CONCEPTS, INC  
 Major Clark, OFFICE OF ADVOCACY, SBA  
 Ronald Wietecha, US AGENCY FOR  
 INTERNATIONAL DEVELOPMENT  
 Tim Di Giuseppe, TD GOVERNEMENT  
 SOLUTIONS, LLC

#### URUGUAY

UNIDAD DE PROYECTOS DE PARTICIPACIÓN  
 PÚBLICO-PRIVADA (UNIT FOR PUBLIC-  
 PRIVATE PARTNERSHIP PROJECTS)  
 Alfonsina Rosa, SANGUINETTI FODERÉ  
 ABOGADOS  
 Diego Gamarra, POSADAS, POSADAS &  
 VECINO  
 Domingo Pereira, BERGSTEIN ABOGADOS  
 Eduardo Ferrari, POSADAS, POSADAS &  
 VECINO  
 Federico Samudio, POSADAS, POSADAS &  
 VECINO  
 Juan Ignacio Torres Negreira, BERGSTEIN  
 ABOGADOS  
 Juan Ignacio Trabaglia, HARGAIN  
 ABOGADOS  
 Maria Victoria Garabato, POSADAS,  
 POSADAS & VECINO  
 Mariana Santo, GUYER & REGULES  
 Mariano Preve Damiani, PREVE  
 ABOGADOS  
 Renato Guerrieri, GUYER & REGULES  
 Tomas Gurmendez, POSADAS, POSADAS &  
 VECINO

#### UZBEKISTAN

Akmal Akbarovich, KRANTAS  
 Akmal Karimov, KRANTAS  
 Elena Şarafutdinova, ELIMA  
 Islam Gulyamov, CENTIL LAW FIRM  
 Kamilla Khamraeva, CENTIL LAW FIRM  
 Khilola Kamilova, LEGES ADVOKAT LAW  
 FIRM  
 Nizomiddin Shakhbutdinov, LEGES  
 ADVOKAT LAW FIRM  
 Şahzodahon IAR Hodžaeva, AVENT  
 ADVOKAT  
 Ulugbek Abdullaev, AVENT ADVOKAT

#### VANUATU

Andrina Komala Lini Thomas, VANUATU  
 INVESTMENT PROMOTION AUTHORITY

#### VENEZUELA, RB

Bianca Maran, ALAN ALDANA &  
 ABOGADOS  
 Hernando Diaz-Candia, WDA LEGAL  
 José Gregorio Torrealba, HOET PELAEZ  
 CASTILLO & DUQUE  
 Maria Eugenia Torres Araujo,  
 UNIVERSIDAD RAFAEL URDANETA  
 Marian Basciani Yanes, DE SOLA PATE &  
 BROWN  
 Pedro Sosa Mendoza, ARAQUEREYNA LAW  
 FIRM  
 Rodrigo Moncho Stefani, ARAQUEREYNA  
 LAW FIRM  
 Thaimy Marquez, DE SOLA PATE & BROWN

#### VIETNAM

VCI LEGAL  
 Dung Pham, EPLEGAL LIMITED  
 Huynh Bui, EPLEGAL LIMITED  
 Nguyen Son  
 Tony Nguyen, EPLEGAL LIMITED

#### WEST BANK AND GAZA

Hiba Hussein, HUSSEINI AND HUSSEINI  
 ATTORNEYS AND COUNSELLORS AT LAW

#### YEMEN, REP.

Abdulmalik Alarashi, HIGH AUTHORITY  
 FOR TENDER CONTROL (HATC)  
 Hani A. Enan  
 Ismail Al-Wazir, HIGH TENDER BOARD  
 Mahmoud Alhusayni, HIGH AUTHORITY  
 FOR TENDER CONTROL (HATC)  
 Mohamed Al-Kohlani, AMRAN ADEN  
 HIGHWAY PROJECT IMPLEMENTATION UNIT  
 Mohammed Mahdi, PUBLIC FINANCE  
 MODERNIZATION PROJECT  
 Yehya Al-Ashwal

#### ZAMBIA

Ethel Kayonde, ZAMBIA PUBLIC  
 PROCUREMENT AUTHORITY



**James Njolomba**, ROYAL ISLAND LIMITED

**Lemmy Nyirenda**, ZAMBIA PUBLIC  
PROCUREMENT AUTHORITY

**Lennox Chilwa**, ZAMBIA PUBLIC  
PROCUREMENT AUTHORITY

**Shem Sikombe**, COPPERBELT UNIVERSITY

## **ZIMBABWE**

**Abel Dzuke**

**Agyver Sawunyama**, HUSSEIN RANHHOD  
& CO.

**Chipo Mafunga**, MAWERESIBANDA  
COMMERCIAL LAWYERS

**Cyprian Chabvepi**, DUBE-BANDA,  
NZARAYAPENGA & PARTNERS

**James Tsabora**, MIDLANDS STATE  
UNIVERSITY

**Micheline Naude**, UNIVERSITY OF  
KWAZULU-NATAL

**Terence Hussein**, HUSSEIN RANHHOD  
& CO.

**Vulindlela B. Sibanda**, MAWERESIBANDA  
COMMERCIAL LAWYERS

**Wellington Musengwa**, MAWERESIBANDA  
COMMERCIAL LAWYERS





## Photo Credits

### Cover

*From top right, clockwise:*

Jonathan Ernst

Kubat Sydykov

Imal Hashemi

Deshan Tennekoon

Arne Hoel

### Back cover

Top: Romel Simon

Bottom: Dana Smillie

### Inside pages

p.4 Boris Balabanov

p.6-7 Olja Latinovic

p.8 Rob Beechey

p.12 A'Melody Lee

p.15 John Hogg

p.17 Gerardo Pesantez

p.18 Dominic Sansoni

p.20 Shynar Jetpissova

p.22 Gerardo Pesantez

p.27 Nonie Reyes

p.42 Allison Kwesell

p.51 Allison Kwesell

p.255 Edwin Huffman



