REPORT OF THE 12TH PROCUREMENT, INTEGRITY, MANAGEMENT AND OPENNESS [PRIMO] FORUM

Theme: Professionalization of Public Procurement

MAY 17-19, 2016
RADISSON HOTEL ASTANA, KAZAKHSTAN
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BACKGROUND INFORMATION

The 12th Procurement, Integrity, Management and Openness (PRIMO) Forum took place in Astana, Kazakhstan, during the period of 17-19 May 2016. The PRIMO Forum has brought together Public Procurement specialists across Europe and Central Asia with the main objective to share experiences and best practices in public procurement reforms, with special focus on “Professionalization of Procurement Function”.

The procurement function is still not considered a specific profession in most countries and consequently, building procurement professional expertise remains a challenge. The professionalization, nevertheless, plays a critical role in helping governments to sustain the reform and modernization of their public procurement systems. Over three days, the participants from 25 countries were given an opportunity to discuss professionalization of the procurement function; to explore and strengthen networking in this area; as well as to seek active involvement and support of international and bilateral donors to further improve service delivery to citizens through efficient procurement implementation. At the conclusion of the PRIMO Forum, each country presented its achievements in procurement reform over the past year and stated planned actions on procurement reform for the coming year. Learning from their peers, each team formulated and shared an action plan to be monitored by governments, international financial institution (IFIs), and other procurement experts.

The initiation of PRIMO Forum (previously called Public Procurement Knowledge Exchange Forum) by the World Bank in 2005 was an important innovative milestone towards sharing knowledge and experience in public procurement reform. It also provided peer-to-peer capacity building to participating countries. More than a decade since the representatives from Kazakhstan, the Kyrgyz Republic, Tajikistan, and Uzbekistan first met to develop a common platform to learn from one another, this initiative has grown into an annual Platform and has spurred the creation of an influential community of practice spanning more than 24 countries throughout Europe and Central Asia region (ECA) and beyond.

The 2016 PRIMO Forum was hosted by the Public Procurement Department of Kazakhstan upon their request. It was co-sponsored by the World Bank, the Asian Development Bank (ADB) and the Islamic Development Bank (IsDB), with cooperation from the European Bank for Reconstruction and Development (EBRD), the European Investment Bank (EIB), Support for Improvement in Governance and Management (SIGMA), and the Organization for Economic Co-operation and Development (OECD).
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<tr>
<td>8:30 - 9:00 am</td>
<td>Registration</td>
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<tr>
<td>9:00 - 10:30 am</td>
<td><strong>Session 1: Opening Session and Host Presentation</strong>&lt;br&gt;Mrs. Hiba Tahboub, Governance Manager, The World Bank</td>
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<td></td>
<td><strong>Welcoming Remarks</strong>&lt;br&gt;• Mr. Bakhyt Sultanov, Minister of Finance, Republic of Kazakhstan&lt;br&gt;• Mr. Christopher Mark Browne, Chief Procurement Officer, the World Bank&lt;br&gt;• Mr. Ignatius Santoso, Sr. Director, Asian Development Bank&lt;br&gt;• Mr. Issa Ide, Lead Procurement specialist, Project Procurement Division, Operation Policy and Services Department, Islamic Development Bank&lt;br&gt;• (Video clip) Mr. Cyril E Muller, ECA RVP and Mrs. Deborah L. Wetzel (Senior Director-Governance) — The World Bank</td>
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<td><strong>Strengthening of Procurement Professionalization Function in Kazakhstan</strong>&lt;br&gt;Mr. Ruslan Beketaev, Vice-Minister of Finance&lt;br&gt;Mr. Sabit Akhmetov, Head of Public Procurement Department&lt;br&gt;Ministry of Finance, Republic of Kazakhstan</td>
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<td>10:30 - 11:00 am</td>
<td>Coffee Break</td>
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<td>11:00 - 12:30 am</td>
<td><strong>Session 2: Professionalization of the Procurement Function. Co-sponsors perspectives</strong>&lt;br&gt;<strong>Moderator:</strong> Mr. Majed M. El-Bayya, Lead Procurement Specialist, the World Bank</td>
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<td>Time</td>
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<td>12:30 – 1:30 pm</td>
<td><strong>Lunch Break</strong></td>
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<tr>
<td>1:30 am – 3:30 pm</td>
<td><strong>Session 3: Professionalization of Public Procurement — the American and Canadian experiences</strong>&lt;br&gt;Moderator: Mr. Majed M. El-Bayya, Lead Procurement Specialist, the World Bank</td>
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<td>3:30 – 4:00 pm</td>
<td><strong>Coffee Break</strong></td>
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### Procurement Professionalization in the World Bank New Procurement Framework
- **Mr. Christopher Mark Browne**, Chief Procurement Officer, The World Bank

### Features of a Procurement Professionalization System
- **Ms. Hiba Tahboub**, Governance Manager, Public Integrity and Openness, Governance Global Practice, World Bank

### ADB’s Initiatives in Capacity Building for efficient Project Implementation
- **Mr. Ignatius Santoso**, Sr. Director, Asian Development Bank

### Education and Capacity Building of Procurement Officers
- **Mr. Issa Ide**, Lead Procurement specialist, Project Procurement Division, Operation Policy and Services Department, Islamic Development Bank

Followed by a Question and Answer for Session 2

### The $400 billion Question: Building a Common Foundation to Optimize Federal Procurement
- **Dr. Andrei Chursov**<br>Sr. Advisor to the Administrator at the U.S. General Services Administration (GSA), USA

### Professionalization of Public Procurement, A Canadian Perspective
- **Mr. Francois Emond**, Executive Director Canadian Public Procurement Council, Canada
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<td>4:00-5:00 pm</td>
<td><strong>Session 4: Country Presentation and Discussion</strong></td>
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<td><strong>Moderator:</strong> Mr. Knut J. Leipold, Lead Procurement Specialist, the World Bank</td>
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<td><strong>Panelists:</strong> Turkey, Romania, Croatia, FYR Macedonia, Kosovo</td>
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<td>Followed by a Question and Answer Session</td>
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<td>5:00 pm</td>
<td><strong>End of Day-- Closing Remarks</strong></td>
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<td>7:00 pm</td>
<td><strong>Dinner-hosted by the Cosponsors at «Satti» restaurant</strong></td>
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<td><strong>MAY 18, WEDNESDAY (DAY 2)</strong></td>
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<tr>
<td>9:00 - 10:30 am</td>
<td><strong>Session 5: Certification and Licensing of Procurement Officers</strong></td>
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<td><strong>Moderator:</strong> Mr. Issa Ide, IsDB</td>
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<td><strong>Certification and Licensing of Procurement Officers</strong></td>
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<td><strong>Mr. David Gragan,</strong> Chairman of the Universal Public Procurement Certification Council and Sr. Procurement Executive at the Consumer Financial Protection Bureau, USA (By Video Conference)</td>
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<td><strong>Mr. Francois Emond,</strong> Executive Director Canadian Public Procurement Council, Canada</td>
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<td><strong>Ms. Kathleen Muretti,</strong> Manager of Fleet, Procurement, Waste &amp; Recycling for the City of Airdrie, Alberta. Chair, National Council Public Procurement &amp; Contracting, Canada (By Video Conference)</td>
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<td><strong>Dr. Andrei Chursov,</strong> Sr. Advisor to the Administrator at the U.S. General Services Administration (GSA), USA</td>
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<td><strong>Procurement specialists from Kazakhstan</strong></td>
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<td>Followed by a Question and Answer Session</td>
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<td>10:30 - 11:00 am</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 am – 12:30 pm</td>
<td>Session 6: Education and Capacity Building of Procurement Officers</td>
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<td>Model Training Strategy for the Professionalization / Capacity Building of the Procurement Workforce</td>
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<td>Public Procurement Management, the 4 Pillars</td>
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<td>Professionalization and Capacity Building: two paths, two approaches</td>
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<td>Procurement Distance Learning Modules. Kyrgyz Republic Experience</td>
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<td>12:30 – 2:00 pm</td>
<td>Lunch Break</td>
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<td>2:00 - 3:00 pm</td>
<td>Session 7: Country Presentation and Discussion</td>
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Panelists: Belarus, Tajikistan, Uzbekistan, Turkmenistan, Serbia, Russia

Moderator: Mr. Ahmed Merzouk, Lead Procurement Specialist, the World Bank

Followed by a Question and Answer Session

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<th>Time</th>
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<tr>
<td>3:00 – 3:30 pm</td>
<td>Coffee Break</td>
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<tr>
<td>3:30 – 5:00 pm</td>
<td>Session 8: Country Presentation and Discussion</td>
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<td>Panelists: Moldova, Georgia, Slovenia</td>
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<td>Moderator: Mr. M. Shahadat Russell, Procurement Specialist, ADB</td>
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<td>Followed by a Question and Answer Session</td>
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<tr>
<td>5:00 pm</td>
<td>End of Day -- Closing Remarks</td>
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<td>7:00 pm</td>
<td>Dinner-hosted by the Government-Public Procurement Department at «Ak Tilek» restaurant</td>
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**MAY 19, THURSDAY (DAY 3)**

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<tr>
<th>Time</th>
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<tr>
<td>9:00 – 10:30 am</td>
<td>Session 9: What need to be done?</td>
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<td>Moderator: Majed M. ElBayya, WB</td>
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<td>Four/five groups. Each group will work on an area on procurement professionalization and come up with proposal on what need to be done to advance the agenda forward</td>
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<td>All participants and sponsors and speakers</td>
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<td>10:30 – 11:00 am</td>
<td>Coffee Break</td>
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<tr>
<td>11:00 – 12:30 am</td>
<td>Session 10: Country Presentation and Discussion</td>
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<td>Moderator: Mr. Issa Ide, IsDB</td>
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**Panelists:** Ukraine, Bosnia and Herzegovina, Armenia, Albania, Montenegro
Followed by a Question and Answer Session

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<th>Time</th>
<th>Session Content</th>
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<tr>
<td>12:30 – 1:30 pm</td>
<td>Lunch Break</td>
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<tr>
<td>1:30 – 3:00 pm</td>
<td>Session 11: The way Forward on Procurement Professionalization</td>
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<td>Moderator: Ms. Hiba Tahboub, the World Bank</td>
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<td>Groups from session 9 to report on actions to be taken to forward the agenda on procurement professionalization.</td>
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<td>All participants and sponsors and speakers</td>
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<td>3:00 - 3:30 pm</td>
<td>Coffee Break</td>
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<tr>
<td>3:30 – 4:30 pm</td>
<td>Session 12: Conclusion and Next Steps</td>
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<td>Moderator: Majed M. ElBayya, the World Bank</td>
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<td>Discussion of Country Working Plans—Success Stories and Regional Action Plans</td>
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<td>All Participating Countries</td>
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<td>Round table discussion of country action plans for next 12 months and report on their achievement for the last 12 months.</td>
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<td>4:30-5:00</td>
<td>Next Forum</td>
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<td>Announcement of Host, location, theme, date, and sponsors of next PRIMO</td>
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<td>Host and the co-sponsors close the Forum</td>
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<tr>
<td>5:30 pm</td>
<td>Own Arrangement</td>
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KEY INTERVENTIONS AND DISCUSSIONS

Session 1: Opening Session and Host Presentation

Mr. Bakhyt Sultanov, Minister of Finance of Republic of Kazakhstan

Key findings and conclusions:
- The history of public procurement system in Kazakhstan begun its development in 1998 when the first Special Law on Public Procurement was adopted;
- From 2016 a new law on public procurement has entered into force in Kazakhstan. The development of this law has covered the best international practices and experience, such as institutional rounds; model law; Agreement of the Eurasian Economic Forum; WTO requirements; OECD standards, and etc.
- PP procedures have been transformed into an electronic format, and today, Kazakhstan can share its experience. Many things in the PP area depend upon professionalism of specialists and experts and exchange of views and approaches within this forum will give a new impulse to development of the public procurement system

Mr. Christopher Mark Browne, Chief Procurement Officer, the World Bank (“WB”)

Key findings and conclusions:
- In the view of Mr. Brow the best of procurement profession brings:
  i) a problem-solving – meeting the real need, working with citizens, helping ministers to deliver their programs and results;
  ii) managing risks – getting ready to fix problems by thinking about the risks then we help to get things done as quickly and efficiently as possible;
  iii) commercial edge – basically getting a good/real deal over the long term;
  iv) incentivizing performance – motivating suppliers, bidders, contractors and the team to do a great job and deliver what is needed;
  v) focusing on results – making sure that the tax payers and the ministers get what they need and that the public get the services that they require;
- The World Ban strategic procurement is about managing risk; thinking about the need and what has to be achieved; assessing the market to determine who is going to meet that need; the capacity; and designing the procurement approach to get the best results;
- A new procurement framework is about to be launched by the WB on the 1st of July, puts a strategic procurement at the heart of its approach. To make that happen the WB needs procurement professionals that can think about the problems and can think about different options for achieving it; can analyze what are the best ways of working and justify the right approach;
- The WB is moving away from the system of rigid rules to approach when it is about justifying approach based on operating context recognizing that the all countries and all markets are different.
- Professionalizing procurement is particularly important for the WB because it needs procurement professionals who can analyze problems; develop strategies to solve those problems; think about different options and justify the right approach;
- Good projects do not happen without a good procurement. Good projects that are of great value mean happy citizens, engaged ministers and better development results for everyone and that is what the WB hopes to achieve.
Mr. Ignatius Santoso, Sr. Director, Asian Development Bank (“ADB”)

Key findings and conclusions:
- PP not only ensures a smooth contract award and implementation, but also a healthy market where the business communities can play and eventually grow.
- PP in many countries achieved a significant level of development based on the national best practices. Continuation of these achievements, now become a key issue in many countries;
- ADB is relying on your procurement skills for smooth implementation of its projects;
- Continuous improvement of procurement skills is a priority for ADB. That explains, why majority of its programs are under loan or grants have built in a component for capacity building. This approach is very efficient for specific projects.

Mr. Issa Ide, Lead Procurement Specialist, Project Procurement Division, Operation Policy and Services Department, Islamic Development Bank (“IsDB”)

Key findings and conclusions:
- Procurement is at the core of everything we do. Without it, the resources at the disposal of countries would be just that - resources and nothing more. It is procurement that transforms these resources in whatever form it comes - into products, outputs and outcomes. Without insisting on resources wasted with corruption, reaching enormous scales and not properly using resources allocating to the beneficiaries, to projects, can sometimes be worse than the problems that are meant to be solved (quality, delivery on time, meeting of a particular purpose);
- Professionalization is fundamental possible cure when it comes to designing a project, going through the approval stages or when struggling to push them through implementation stages;
- Professionalization is also a major step to ensure that the function is recognized globally in a consistent manner. It goes beyond certification or accreditation, it would better pave the way for the officers to be more appreciative and valued, empower even more, and of course, paid better.

Mr. Cyril E Muller, World Bank Vice President for Europe and Central Asia (WB)

Key findings and conclusions:
- Kazakhstan has stated several times its intention, as well as demonstrated its commitments to improve transparency and accountability. In recent years, it has introduced a succession of fundamental reforms to improve public financial management in the country. These efforts have resulted in the sound legislative framework for public procurement and financial management;
- The organization of the 12th Forum in Astana is a strong sign of the commitment of 25 participating countries to maintain this network and learning platform. The forum has reached a new level of maturity and enabled the key public procurement stakeholders to freely exchange their knowledge and experience and to foster efficient and sustained regional and global cooperation in public procurement;
- Interactions with the countries in our regions increase awareness of the importance of professionalizing public procurement. This can play a critical role in helping governments to sustain a reform and modernization of their public procurement systems;
- Ensured fair and transparent public procurement processes can lead to more efficient government expenditures, quality and timely service delivery.
“Strengthening of Procurement Professionalization Function in Kazakhstan” by Mr. Sabit Akhmetov, Head of Public Procurement Department

Key findings and conclusions:

- The legal framework in the area of public procurement consists of: i) the Law on Public Procurement (adopted on the 4th of Dec. 2015), and ii) by-laws and regulations of the Republic of Kazakhstan;
- There are two authorized agencies that responsible for policy development and control, namely, these are the Ministry of Finance of the Republic of Kazakhstan and the Financial Control Committee under the Ministry of Finance;
- The law and new rules adopted, the government was able to introduce a new platform of public procurement available online since 1 January 2016;
- The government developed a new software which allowed to minimize the costs spent on technical support; enhance its functioning; increased speed of working and resolved technical issues. The new platform of public procurement has transformed all procurement procedures – planning; procurement; contract; implementation and payment into electronic format.

Session 2: Professionalization of the Procurement Function. Co-sponsors perspectives

Procurement Professionalization in the World Bank New Procurement Framework” by Mr. Christopher Mark Browne, Chief Procurement Officer, The World Bank

Key findings and conclusions:

- The World Bank is multilateral Development Bank, which means that it works in different parts of the World;
- Most Government’s represented in the WB;
- To make any agreements or changes to the procurement system of the WB – all participating countries need to agree (25 board members representing 172 countries to agree on the right way the procurement system should work);
- The WB funds over 1800 investment projects and as of now procurement projects occurring in 172 countries;
- Annual procurement’s circa US$15 to $20 Billion;
- New modernized Procurement Framework based on feedback from 5000 people around the World. The WB intends to launch the new Procurement Framework on the 1st of July 2016 that will set a new standard for the procurement globally.
- The core principles are: value for money; economy – allows to include issues of sustainability; integrity – managing fraud and corruption; taking procurement approach that fits for purpose – ability to adopt to different situations, complexes and risks; efficiency; transparency – open information and data to public; fairness – equal opportunities to everyone. These are core principles rather than extensive rules.

“Features of a Procurement Professionalization System” by Ms. Hiba Tahboub, Governance Manager, Public Integrity and Openness, Governance Global Practice, World Bank

Key findings and conclusions:

- Definition of professionalization – is an occupation that transforms itself into a true profession. There are several key elements to this transformation: acceptable qualifications; minimum standards; code of conduct; and a professional body/association that oversees the members of the profession.
There are two main basic fields of training: i) procurement legal compliance, and ii) procurement technical knowledge – both of them are very important. Every procurement specialist needs to know about the legal basis in which he/she operates and operating procedures; ethics; code of conduct; contract management.

“ADB’s Initiatives in Capacity Building for efficient Project Implementation” by Mr. Ignatius Santoso, Sr. Director, Asian Development Bank
Key findings and conclusions:
• ADB is an international development finance institution, which provides loans, grants, and experience to its developing member countries in order to help them alleviating poverty and create a world in which everyone can share the benefits of growth;
• ADB has 67 members; 48 regional members; 19 non-regional members and 3105 employees. The HQ of ADB is located in Manila;
• The main instruments of ADB are: loans and grants; technical assistance; co-financing operation and private sector operations;
• The ADB’s strategic approach towards capacity building: i) project interventions; ii) support through technical assistance programs and iii) common initiative with MDBs.

“Education and Capacity Building of Procurement Officers” by Mr. Issa Ide, Lead Procurement specialist, Project Procurement Division, Operation Policy and Services Department, Islamic Development Bank
Key findings and conclusions:
• The key challenges that impact procurement: transparency; compliance; ethics, equality, efficiency;
• Professionalism means different things to different people, and there are various definitions to it. However, the broader common underline - consensus of the “norms”, which may apply to being and behaving as a professional within personal, organizational and broader political conditions’.

Session 3: Professionalization of Public Procurement - the American and Canadian experiences

The $400 billion Question: Building a Common Foundation to Optimize Federal Procurement” by Dr. Andrei Chursov, Sr. Advisor to the Administrator at the U.S. General Services Administration (GSA), USA
Key findings and conclusions:
• There are three branches that play distinct roles in the area of US acquisition management, namely: the Government Accountability Office, which provides auditing and evaluation services for the U.S; and the U.S. Congress which plays two important roles – systemic reviews and review of protests;
• GAO’s Procurement Law Division - makes decisions regarding bid protests, if a party believes that a government agency violated procurement laws and regulations;
• Office of Federal Procurement Policy is responsible for the overall policy setting. GSA plays three key roles, including a strong focus on acquisitions;
• Overall, acquisition activity is under a lot of scrutiny in terms of systemic issues (e.g. GAO), as well as specific transactions, IGs and the Court of Federal Claims;
• Three key drivers of declining spend volumes: i) gradual unwinding of support in the aftermath of the 2008 financial crisis; ii) budgetary pressures; and iii) drive to deliver on organizational goals via
internal capabilities, grants and other means. Some of the major areas include facilities and construction, professional services and technology;

- Federal acquisition work aims to advance a range of priorities;
- Professionalization of the acquisition function is a challenge, since requirements continue to evolve and become more complex. The function is not only about acquiring goods and services, but also about addressing diverse objectives, such as engaging small businesses, advancing new technologies, and supporting overall program management/outcomes;
- One example: GSA recently invited to compete for an opportunity to provide technology services. Instead of delivering paper proposals, companies had to submit code. So, acquisition professionals had to adjust practices to accommodate;
- Complexity of modern gov’t procurements requires holistic approaches to workforce professionalization. An approach to help consider the multitude of factors and impacts – takes a government-wide systemic view of providing support, guidance and developmental opportunities for individual members of the acquisition workforce. Zero-in on the competency model;
- There is a clear recognition that there should be multiple paths to success, opportunities for continued education and development through industry interactions and certifications;
- Professionalization requires access to systems and consistency of information. The world of acquisitions changes rapidly and it is important to ensure access, not only to the same body of core knowledge, but also to the same operational inputs;
- Professionalization of the acquisition workforce is a system that centers on clear paths to professional growth. However, to function effectively the system of professionalization relies on supporting mechanisms from education, to systems, to community.

“Professionalization of Public Procurement, A Canadian Perspective” by Mr. Francois Emond, Executive Director Canadian Public Procurement Council, Canada

Key findings and conclusions:
- Public procurement in Canada is active in all levels: federal, provincial, municipal, crown corporations, education, and health;
- PP in Canada is unique and governed by openness; fairness and transparency. Many public agencies have a structured procurement department. Canada recognizes the importance of the professional at the Federal level. The government clearly distinct from the procurement and materials management. It is demonstrated through existence of trade agreements and mechanisms for dispute and litigation;
- At the federal level, the Office of the Procurement Ombudsman promotes fairness, openness and transparency in federal government. The Office focuses on three key elements: education, facilitation and investigation;
- Canadian government faces challenge of raising the profile of the profession within the organization, in the workforce in general and in the younger generation.
- Professional designations specific to public procurement do exist in Canada, namely they are: i) Certified Public Procurement Buyer (CPPB); ii) Certified Public Procurement Officer (CPPO).
Session 4: Country Presentation and Discussion (Turkey, Romania, Croatia, FYR Macedonia, and Kosovo)

Turkey:
Key findings and conclusions:
- Professionalization of procurement function is necessary to achieve efficiency, effectiveness and value for money;
- Regulatory framework on public procurement is changing quickly, therefore sustainable and continuous delivery of procurement training is vital;
- Online training material and guidance should be available to handle professionalization of large number of procurement officials.

Romania:
Key findings and conclusions:
- The National Agency for Public Procurement – regulating (legislative function) body, providing advisory and operational support, ex-ante (tender documentation and tenders’ evaluation process) and ex-post verifications, monitoring and international representation;
- The National Council for Solving Complaints – non-judiciary, administrative first instance solving complaints lodged against public procurement procedures;
- The Romanian Agency for Digital Agenda (Ministry for Communication) – operator of the Electronic System for Public Procurement (ESPP);
- Courts of Appeal – second instance for solving complaints;
- The National Public Procurement Strategy provides a comprehensive roadmap for the reforms in public procurement and enables the Government of Romania, through Ministry of Public Finance - National Agency for Public Procurement to initiate and perform sequential and sustained measures for bringing in good governance and strengthening the procurement systems;
- The reform of the Romanian Public Procurement System engages the Government of Romania and all relevant stakeholders with the scope of driving improvements in the public procurement which are included in the Public Procurement Strategy as well as building on existing strengths and eliminating identified shortcomings, including risk areas for corruption and conflict of interest and move procurement policy and practice to a strategic approach. The exercise of PP Strategy elaboration involved an assessment of existing procurement structures, policies, procedures and skills. Following the assessment process, appropriate procurement policy, procedures and practices were identified, which are expected to lead to (best) value for money outcomes over time.

Croatia
Key findings and conclusions:
- Procurement Law prescribes the schedule for the introduction of mandatory submission of tenders electronically;
- State Office held a series of workshops for potential bidders and users of central procurement, with more than 180 participants. It was demonstrated by the method of preparation and electronic submission of tenders;
- Indirectly affects the education and tenderers and other contracting authorities.
Macedonia:  
Key findings and conclusions:
- Major change was the separation of the Public Procurement Council from Public Procurement Bureau; and
- Introducing of mandatory usage of e-procurement procedures through the ESPP from 2016
- Development of the Electronic Public Procurement System
- Major redesign and reengineering of the application, introducing novel technology
- Implementation of innovative “cloud” solution for the whole platform and data
- Delivery of specialized trainings for CAs and EOs

Kosovo:  
Key findings and conclusions:
- Goals: to assign a special module for e-procurement and training for interest groups including businesses, NGOs, civil society, media, etc. in order to have an education all participants in public procurement as a precondition for success and sustainability PP;
- PPRC is intended that during 2016 to finish basic training cycle for 2 officers per each budgetary authority in the Republic of Kosovo,
- During 2017 out intention is to continue the training of officers remain of budgetary agencies, approximately 500.

Session 5: Certification and Licensing of Procurement Officers

“Certification and Licensing of Procurement Officers” by Mr. David Gragan, Chairman of the Universal Public Procurement Certification Council and Sr. Procurement Executive at the Consumer Financial Protection Bureau, USA (Video Conference)

Key findings and conclusions:
- The procurement functioning should be recognized as a profession and not as a job;
- There are many different ways of defining a profession, such as a recognized body of knowledge; professional education and training; a certification program; code of ethics (extraordinary important when we are entrusted with the public money); professional journal (helps to develop a dialogue), and professional associations;
- The certification increases professionalism in the field of practice by: identifying a body of knowledge; establishing a specific level of knowledge and experience. With the regards to body of knowledge;
- The U.S. has conducted a survey and was able to identify the following domain areas: procurement administration; sourcing; negotiation; contract administration; supply managements and strategic procurement planning. When it comes to testing and certification;
- The Universal Public Procurement Certification Council applies a single computer-based assessment based on UPCC Body of Knowledge, which contains approximately 190 multiple-choice questions;
- The testing time is about 3.5 hours and the questions are developed by the current subject matter experts and further validated by a competent third party. The UPPCC is looking for the right people who are solution driven, relationship oriented, and team players.
- The public/government needs procurement specialists who have a passion for service, possess project management skills and ready to embrace risks.
• The body of knowledge is a continuous process, which gets updated every five years. Within these five years period, the procurement specialists have to continuously working in conferences, associations, trainings, and all of these things have to be documented and submitted to the UPPCC’s staff. The UPPCC evaluate these documents and provide points.

Mr. Francois Emond, Executive Director from Canadian Public Procurement Council (Canada)
• It is very important to make a procurement job real for people. It is very easy to have a perception that the procurement job is a simply administrative one and that it only involves processing of paper work;
• However, we have to find ways to make the job real and making sure that we giving time for the people and buyers to go and see what they are doing, especially when buyers are acquiring goods and equipment. Having them to go and to see what the end result will be – is the key;
• The other thing we need to tight it up to certification process. The fact that if we are requiring professions to move towards getting professional designation is, probably, the good way to ensure that we have a good retention of people. This increases our chances to have the right personal at the right place.

Dr. Andrei Chursov, Sr. Advisor to the Administrator at the U.S. General Services Administration (USA)
• It is important to show professionals the opportunities that will allow them to move upward in the rank, as well as examples of how their profession can evolved;
• Discussions over the past days have indicated that there is a good disparity within the U.S. and across country in terms of how we think about certification, education system and it is a great opening for multilateral institutions to possibly offer all of us some sort of frameworks and opportunity to harmonize how country is developing;
• Even the simple task of trying to codify the body of knowledge it is an enlightening exercise in itself.

Session 6: Education and Capacity Building of Procurement Officers
“Eurasian Development Bank as EFSD Manger” by Alexey Cherekaev, Head of EFSD Project Group
Key findings and conclusions:
• Mr. Cherekaev introduced the basic facts about the Eurasian Development Band (EDB);
• Structure: EFSD Council, Council of Experts and EFSD Manager;
• The EDB provides financial credits (only to governments) and investment loans (to govts and companies). The conditions of the loans are similar of those of WB and ADB. Further,
• The EFSD projects are mainly in the areas: road construction; power generation and agriculture.

“Public Procurement Management, the 4 Pillars” by Dr. Gustavo Piga, Professor of Economics, Director of the Tor Vergata-EBRD International Master in Public Procurement Management, University of Rome Tor Vergata, (Italy)
Key findings and conclusions:
• The International Master in Public Procurement Management (IMPPM) is borne out of the experience of the Master in Procurement taught in Italian for 10 years;
• It is a master program with 3 core specializations: private, public and defense procurement. In addition, professor has mentioned about the relevant figures;
The IMPPM has 119 students coming from 31 countries and more than 82 institutions; lecturers teaching over the past academic years coming from more than 30 countries and more than 20 institutions; and the ration of non-Italian lecturers per edition: I Edition 12/35; II Edition 12/34; III Edition 16/28; IV Edition 20/36. Since 2005 the Master introduced 12 modules offered by the School of Economics, Engineering and Law.

“Model Training Strategy for the Professionalization / Capacity Building of the Procurement Workforce” by Mr. Paulo Magina, Head Public Procurement Unit, Public Governance and Territorial Development Directorate, Public Sector Integrity Division, (OECD)

Key findings and conclusions:
- Capacity development is the process by which individuals, organizations, institutions and societies develop abilities to perform functions, solve problems and set and achieve objectives;
- Capacity building is a key pillar for an efficient public procurement system: it affects directly the overall performance of the public procurement system and impact most of the related subjects and principles.
- The developing of appropriate capacity building posing some challenges that include: both short-term and long-term planning and prioritization; coordination of stakeholders and actors across a number of public and private spheres; political will and a national strategy for the necessary gradual change;
- The OECD has suggested a solution to this challenge, which is composed of a series of steps and templates designed to guide the development of a professionalized, capable public procurement workforce.
- The current OECD work on training in Slovakia and Bulgaria. In Slovakia. The OECD is focusing on three components: i) development and implementation of a national e-Procurement strategy; ii) evaluation of training needs and definition of training priorities (training materials and sessions); iii) assessment of the effectiveness and impact of the existing ex-ante control system. Whereas in Bulgaria the focus is directed on: i) assessing training needs and developing a training action plan; ii) developing training materials and carrying out capacity building for trainers and pilot training sessions.

“Procurement Distance Learning Modules. Kyrgyz Republic Experience” by Ms. Zuura Bayamonova, Secretary of State, Ministry of Finance, Kyrgyz Republic.

Key findings and conclusions:
- The Training Center under the Ministry of Finance of Kyrgyz Republic is currently in charge of training in managing public procurement of goods, works and services according to its Statute;
- In 2016, Kyrgyz Republic will launch online/distance learning course on “Introduction to public procurement” and the advanced course on “Managing public procurement of goods, works, and services” (80 hrs).
- In 2017 - introduction of training programs for controlling and inspecting bodies. The online training is designed to cover training needs. It is an introductory course for procuring entities (10 modules).
Session 7: Country Presentation and Discussion (Belarus, Tajikistan, Uzbekistan, Turkmenistan, Serbia, Russia)

Belarus
Key findings and conclusions:
- Results of reformation in the system of public procurement in 2015: all competitive procedures hold in electronic format; all information about the procedure is in public access; information about entry and results of consideration of complaints issued on official web-site.
- Education system on public procurement today includes: short-term extension courses for specialists in the sphere of public procurement hold by institutions of higher education; seminars and trainings hold by educational centers (1-2 days).
- Prospective goals in the sphere of professionalization: increasing quantity of educational seminars and trainings for members of customer committees; prevention of corruption in the sphere of public procurement through verification procedures, requirement for professional training for personnel responsible for public procurement.

Tajikistan
Key findings and conclusions:
- Legal framework consists of the Law on Public Procurement of the Republic of Tajikistan as of 16 April 2012. The law does not prescribe any qualification requirements for procurement specialists; whereas the regulations governing certification of public procurement specialists enshrines the following requirements: higher or secondary education and 2 years of experience.
- Plans and goals of the government include: 1) development and adoption of unified requirements for public procurement specialist; 2) elaboration of educational course on public procurement, and 3) development and implementation of normative framework.

Uzbekistan
Key findings and conclusions:
- Workforce training challenges include: decentralized procurement model - in the Republic of Uzbekistan, each budget-funded organization carries out procurements independently. In this context, the demand for procurement professionals sharply increases;
- Requirements to professionalism - participants of procurements are required to have high level of professionalism. Limited number of trained professionals affects the quality of procurements;
- Lack of professionals - is the main challenge in the government procurement system reform. There is need in well-designed and effectively implemented strategy to address this problem.
- Future plans: i) three-month foundation course; ii) regular professional development courses; iii) mandatory specialized higher education degree.

Turkmenistan
Key findings and conclusions:
- The Law “On tenders for goods, works and services for public needs” regulates the relationships emerging when conducting tenders for selection of suppliers (vendors) to deliver goods, works and services for public needs and is aimed at facilitating the development of fair competition;
- The Ministry of Finance of Turkmenistan has a Division for payments and tenders, which organizes and conducts tenders for goods, works and services for public needs;
- The staff of this Division attends trainings on studying national legislation in the area of public
procurement and budget spending. This staff also participates in training courses and workshops organized by the World Bank Group and other financial institutions.

**Serbia**

**Key findings and conclusions:**
- Certification procedure is managed by the Public Procurement Office;
- Requirement for acquiring certificate – “Passed exam”; exams are held 2-3 times a month for 80-120 candidates. Certification may be acquired by a persons employed with a bidder and any other interested person; Written exam: 30 areas, 45 questions on theory and practice, the threshold is min. 75%, questions are prepared by the Public Procurement Office.
- Public Procurement Developing Strategy in the Republic of Serbia for 2014-2018 aims at: continuing certification process; introducing higher level of certification; improving the status of public procurement officers; improving awareness; adopting the Code of Ethics; encouraging the work of professional associations in public procurement.

**Russia**

**Key findings and conclusions:**
- Requirements to educational background of the staff of Contract Service and Contract Manager (Law # 44-FЗ prescribes that staff of the Contract Service and Contract Manager shall have a degree or additional professional education in procurement area; The law also states that a staff of the Contract Service and Contract Manager could be a person with professional education or additional professional education in the area of placing orders for goods, works and services for public and municipal needs);
- Audit of procurement of goods, works and services carried out by auditees to assess the feasibility of planning procurement for public needs, the feasibility and efficiency of said procurement;
- Audit includes compliance with the terms of contracts pertaining to timing, volume, price of contracts, amount and quality of goods, works and services to be procured, as well as procedure of pricing and efficiency of the contract management system;
- The Accounts Chamber of the Russian Federation carries out the following activities: control activity; expert and analytical activity; and information activity.

**Session 8 and 10: Country Presentation and Discussion (Moldova, Georgia, Slovenia, Ukraine, Bosnia and Herzegovina, Armenia, Albania, Montenegro)**

**Moldova**

**Key findings and conclusions:**
- On July 3, 2015 the Law No. 131 regarding public procurement was approved. The law entered into effect on May 1, 2016;
- This law comes to reform the public procurement sector in line with EU Directives. An Action Plan which includes as well a list of commitments, implementation timeline has been developed with the purpose of modernizing and developing further the public procurement system in cooperation with development partners.
- New provisions in the Law No. 131: strict definition of roles of parties involved in the public procurement process; exclusion of conflict of interest in complaints solving by providing for the establishment of a Complaint Agency; provision of a clear mechanism of identifying the needs of contracting authorities, calculating the estimated cost of the public procurement contracts and
planning of procurement activities; involvement of the civil society in the public procurement process.

**Georgia**

**Key findings and conclusions:**
- There are 4436 Contracting Authorities registered in eProcurement platform;
- In 2014 an independent structural unit – Training Center was established at the State Procurement Agency. The mission of the Training Center is to conduct training sessions to procurement specialists operating in public sector organizations and business organizations and carry out workshops;
- Basic Training Course “State Procurement Course” encompasses 40 hours. Trainees are provided with manuals, procurement guidelines, other necessary reading materials and branded memory cards with useful information;
- Training sessions are free of charge;
- The training sessions are provided by highly skilled employees of the State Procurement Agency with teaching experience;
- There are also three specialized programs: 10-day program for municipalities and self-government bodies; 5-week program for central government agencies and other state institutions; 3-day program for business organizations (Suppliers); 2-day program for central government agencies and other state institutions;
- As of May 2016 Training Center provided training sessions to 977 officials operating at state institutions, municipalities, local self-government bodies and business companies overall from Georgia.

**Slovenia**

**Key findings and conclusions:**
- Number of contracting authorities: 3121
- Active contracting authorities: 1977
- Number of PP practitioners: 6500
- Remedies for 2015: lodged complaints – 338, successful complaints -130
- Legal framework on professionalization is unregulated; mandatory certification of practitioners trainings is also unregulated.
- PP practitioners offered many trainings regarding the new provisions, either through the ministry offerings (mostly for contracting authorities) or private education centres (for economic operators and practitioners)
- The Ministry of Public Administration organised seminars all over the country (roadshow), with 1.450 attendees during the vacatio legis. The government estimates: 75% of PP professionals and 25% of all PP practitioners.

**Ukraine**

**Key findings and conclusions:**
- eProcurement system ProZorro developed in a year;
- Prozorro recommended by EBRD as a reform model;
- Ukraine shortlisted in 2 nominations for the World Procurement Award;
- National Council of Reforms recognized PP reform as the most successful one;
- ProZorro is a showcase & learning project of the Open Contracting Partnership
• The advantages of ProZorro system: low initial cost, low implementation and maintenance cost, better services, incl. training & legal support, due to competition among platform providers, higher suppliers competition due to involvement of existing pools of suppliers registered on commercial platforms;
• Professionalization is seen as a step-by-step process: basic competences, intermediate competences, advanced competences.
• There is no specialized training center in Ukraine.

**Bosnia and Herzegovina**

Key findings and conclusions:
• In September 2004, Bosnia and Herzegovina adopted the first Public Procurement Law (PPL) applied on the state level;
• Through analysis, reports, and practical application of the Law, it observed that the existing legislation did not provide best solutions for application in BiH;
• The new PPL establishes a fully decentralised public procurement system, which grants the responsibility for public procurement to contracting authorities;
• The PPL is not applicable on concessions and public private partnership;
• The most important institutional pillars of the public procurement system – the Public Procurement Agency and the Procurement Review Body;
• The training of licensed trainers carried out through two projects of the European Commission.

**Armenia**

Key findings and conclusions:
• In 2000, the Public Procurement Law (PPL), by-laws and institutional arrangements have been developed in cooperation with USAID;
• Between 2004 and 2010 - PPL was revised to incorporate recommendations presented in the assessment reports done by the World Bank and EU SIGMA;
• In 2011, Armenia became a WTO member and signatory of the GPA (1994 version).
• In 2015, Armenia ratified new version of the GPA (2012 version)

Capacity-building:
• In cooperation and with assistance of the international and donor organizations (WB, EBRD, EU SIGMA, USAID/CLDP and ADB), Armenia was able to: conduct needs assessment, develop of training materials, manuals and carry out trainings for the staff of the procuring entities and potential bidders.

E-procurement:
• In 2005 official web site was introduced www.procurement.am.
• ARMEPS system (www.armeps.am) was developed under the WB - financed project.

**Albania**

Key findings and conclusions:
• Establishment of the profession of procurement officials is not yet introduced;
Focus remains on training public service staff engaged in procurement procedures;
According to the PPL, PPA promotes and organizes training of central and local government officials engaged in public procurement activities;
Trainings play an important role in the capacity building of the administration in public procurement;
Procurement as a profession is not recognized within civil service. It is recognized as a function within the organization structures of several contracting authorities (Ministries and other contracting authorities);
There are no university education study programs on procurement;
There is no a licensing system for procurement officials.

Montenegro
Key findings and conclusions:
The Procurement Law defines basic principles of public procurement, and they are, primarily: transparency, competition, non-discrimination, equal treatment as well as principles of cost-effectiveness and efficiency in use of public funds;
An equal treatment of domestic and foreign companies has been ensured, that is, the foreign companies are allowed to participate at public competitions under same conditions which apply for domestic economic operators;
Institutional framework: Ministry of Finance; Public Procurement Administration; Administration for Inspection Affairs; Commission for Concessions and State Commission for Control of Public Procurement Procedures;
Pursuant to the PPL the professional qualifications are verified by a certificate, where upon they are obtained by completing the modules of the educational program, a testing conducted after completion of the training program, a direct checking of previously acquired knowledge through a written test and oral presentations on topics related to knowledge of the PPL and the procedures, legal protection and implementing acts.
Session 9: What need to be done?

During the session 9, the participants were divided into four groups. Each group had a task to prepare a proposal and presentation on a specific area of procurement professionalization, specifically:

- Group 1: Recognition and value added of procurement function;
- Group 2: Incentives, rewards, and measurement;
- Group 3: Capacity building strategy
- Group 4: Certification

**Key outputs of the group 1:**

**Challenges:**
- “everyone can do this” perception; if there is no recognition, then it is relatively easy to put pressure by vested interest groups
- No widely spread graduation in procurement and no “professional” clubs as a result
- Lack or wrong communication focus
- Lack of linking procurement to final results

**Leadership:**
- The decision is dictated by the politician, the leaders have to learn how to tell that it cannot be possible
- Recognize the activities on base of benchmarking

**Measures & Sustainability:**
- The PP function should be recognize by the legislative framework;
- The PP function should have a decent pay, from public service to expert
- Removal of the function from the domain of public service into a separate profession
- Establish an association of specialists of PP and find the donor support community for this association
- Bring certification or licensing into PP, focused on the results

**Key outputs of the group 2:**

- Goal: Public procurement should be carried out only by professionals
- Incentives: remuneration (salary); career development path and social benefits (guarantees)
- Measurement mechanism: staff rotation
- Means: establishment of procurement associations (professional unions) at national and international levels. Introduction of rating system based on the results – award special medals.

**Key outputs of the group 3:**

**Challenges:**
- Clerical function
- Formal approach
- Fear of making mistakes
- Low motivation

**Goals:**
- Get more benefits from PP
- Strategic approach needed
- Supply and demand side
- Status recognition
- Career development path

**Key outputs of the group 4:**

Core Certification for public procurement professionals:
- Lack of consistency across countries in terms of mandates and regularity of training sessions for core public procurement professionals;
- Misalignment of information and training curricula for buyers (procurement authorities) and suppliers (vendors/economic operators);
- Single-source training/certification opportunities via official government entities: it would help to have additional certification options available via professional associations and other groups (need to be careful in terms of designating quality providers)

Advanced certification/continued education:
- No mandates (legislation) to require enhanced procurement certification and continued education (at best falls within broad civil service training);
- Inconsistent approaches to advanced certification and re-certification requirements (e.g. every 3 years, once a year or totally undefined);
- Lack of clarity around levels of certification, alignment with professional qualification requirements for specific positions

Certification for other key stakeholders:
- Often auditors and oversight bodies get trained before core professionals;
- Clear certification requirements for members of procurement appellate bodies (e.g. administrative judges, ombudsmen) are not on the agenda;
- Consultancies and law firms tend to provide outsourcing, advisory and training services with no standard certification for entities or individual practitioners

Certification strategy:
- Step 1: define standards
- Step 2: define body of knowledge
- Step 3: develop delivery means
- Step 4: ensure consistent procurement
SUCCESS STORIES AND REGIONAL ACTION PLANS
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