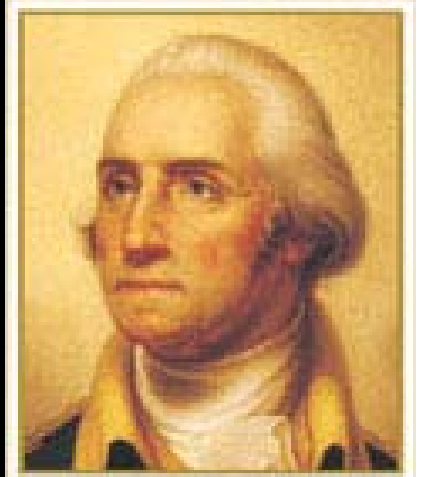


Rapporteur's Reflections



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Procurement Reform

- On-going evolution, ever-changing
 - The Only Constant is CHANGE
 - *Priorities, Needs, Capacity, Markets*
 - Evolving best practices
 - No optimal solution
 - *Unlimited models*
- three now-familiar themes....*

1. Transparency

- Critical to good governance
- **Show money wisely spent**
- Provides certainty for private sector
 - Maximizes competition
 - Increases value for money

2. Corruption Control: Employ third-party oversight

- Enhances transparency
- Fosters credibility
 - at home and abroad
- Permits continuous learning and improvement

3. Capacity Building

- Information is power
 - *share ideas, borrow best practices*
- Infrastructure, information technology
- *Workforce (professional buyers)*

Capacity Building: Human Capital

- Education and experience
- **Independence**
- Incentives (compensation) and disincentives
- **Professional Development**
- Professional standards
 - Performance
 - Ethics

- **Critical Trend:
Economic Crisis**
 - **Legitimate Fear for
impact upon domestic:**
 - **Employment**
 - **Private Sector**
- **Protectionism Concerns?**



Concerns with Protectionism?

(1) limits competition (hence Government likely will pay an inefficient premium for what it buys);

(2) difficult to implement, particularly to the extent that it ignores the realities of the global supply chain;

Concerns with Protectionism?

- (3) spur retaliations, limiting domestic firms' access to foreign markets (which, cumulatively, exceed the domestic market); and
- (4) violates pre-existing international agreements and obligations (and diminishes states' standing as free trade proponents).

- ***Inescapable Trend:***
Globalization

- **Multinational markets**

- **Multinational firms**

- **Global supply chain**

- ***Free flow of***

- ***Capital***

- ***Information***

- ***Technology***

- ***Personnel***



Harmonization of *international procurement norms, best practices*

- **WTO GPA**
- **EU**
- **OECD**
- **UN-UNCITRAL Model Law**
- **World Bank**
 - **Country Procurement Systems**
- **Bilateral, regional agreements**



WTO and GPA

Negotiated Accession

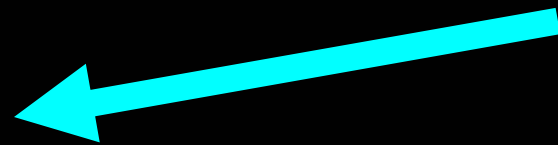
- GPA members want you to pursue accession
- GPA requirements represent not just *minimum standards*, but *(arguably) best practices*
- Determine what works best for YOU

Procurement & Trade Policy

- Prioritize goals

- *Know what YOU want!*

- *Understand long-term trade-offs*



- Involve stakeholders:

- Public (taxpayers)

- Government (buyers)

- Business/ private sector (sellers)

- Make BOTH cases:

- economics (makes business sense)

- public policy (good government)

What is most important to *you*?

Transparency

Integrity/Accountability

Competition

Uniformity

Risk Avoidance

Wealth Distribution (social policy?)

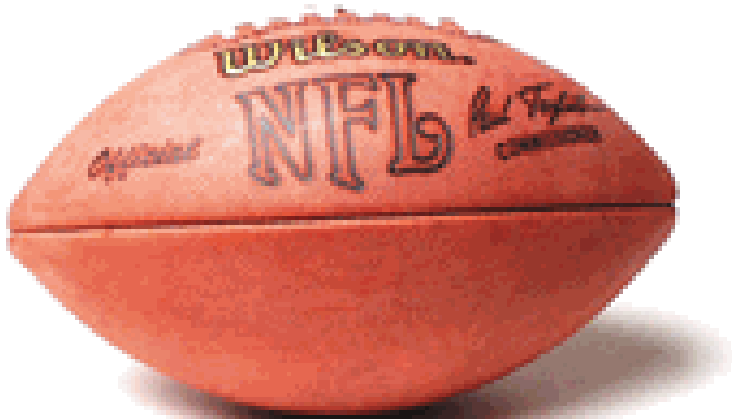
Best value

Efficiency (administrative)

Customer Satisfaction

Public Service Management (& public procurement) Models:

Rules, Principles, Outcomes



v.



Embrace *Change*

- Experiment
 - Learn from mistakes
- Grow, Evolve
- Seek Excellent Outcomes
 - Seek value for your money!
- Celebrate Incremental Improvement

Good Luck!



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