e-Procurement Golden Book of Good Practice

30 January 2014

Kelly Liljemo
kelly.liljemo@pwc.be
e-Procurement Golden Book of Good Practice
What is the EC doing to promote e-Procurement?

Modernisation of legislation

Flanking measures

Spreading good practices

Measuring

Supporting implementation

Leading by example
Where does the Golden Book fit in the puzzle?

- Legislation modernisation proposal
- Flanking measures
- Spreading good practices
- Measuring
- Supporting implementation
- Leading by example
How did we identify the good practices of the Golden Book?

**Task 1. Scoping**

Identification of 20 to 30 platforms to be assessed and Areas to be assessed

**Task 2. Analysis**

In-depth review of 28 platforms

*Test cases and Interviews*
What did we observe in platforms?

*End-user survey*
What do the users value and how well do the platforms meet their expectations?

**Task 3. Reporting**

e-Procurement Golden Book of Good Practices

Findings

Practices
We have tested 28 e-Procurement platforms in 18 countries
We have surveyed 936 platform users from 25 different countries. A majority of the respondents are SMEs
...and they have confirmed our findings

Platforms are not aligned with users’ expectations

(1) Valued functionality not implemented (well) by the platforms e.g. Interface, search results.

(2) Implemented functionality not valued by users e.g. Security.
The e-Procurement Golden Book of Good Practice

Some Examples
The e-Procurement Golden Book includes 24 practices to help implementing or improving e-Procurement platforms.
These practices were rated against the business objectives defined by eTEG

- Improves SME accessibility
- Ensure legal certainty and confidence
- Facilitates cross-border bidding
- Improves transparency and accountability
- Improves usability and efficiency
- Facilitates change management
Some examples of good practices

**Practice 24.**
Platforms use standard specifications to structure their data and to promote interoperability

**Practice 2.**
Economic operators and contracting authorities benefit from affordable training plans

**Practice 21.**
Platforms clearly indicate all costs related to the use of the platform

**Practice 5.**
Economic operators can register on the platform without having to provide country-specific information
21. Platforms clearly indicate all costs related to the use of the platform

**Summary**

Platforms that apply this practice provide an overview of all the costs related to the use of the platform in a freely accessible webpage or document.

This way, it is possible for economic operators and contracting authorities to identify upfront all the costs linked to the use of the platform.

**Do’s**

- Give clear information about costs per transaction
- Minimize the registration costs for economic operators, free is preferable

**Don’ts**

- Don’t add timestamps as hidden extra charge for economic operators
- Don’t add a hidden additional charge per additional user of the same organisation accessing the platform
- Don’t require economic operators to provide attestations, certified translations or other documents that may bring costs for them when registering with the platform

**This practice has been observed in**

- **9 countries**
- **18**

- **10 platforms**
- **28**

- Centralised public platform
- Non centralised public platform
- Private platform

See anecdote
21. Platforms clearly indicate all costs related to the use of the platform

**Summary**

Platforms that apply this practice provide an overview of all the costs related to the use of the platform in a freely accessible webpage or document. This way, it is possible for economic operators and contracting authorities to identify upfront all the costs linked to the use of the platform.

**Do's**

- Give clear information about costs per transaction
- Minimize the registration costs for economic operators, free is preferable

**Don'ts**

- Don't add timestamps as hidden extra charge for economic operators
- Don't add a hidden additional charge per additional user of the same organisation accessing the platform
- Don't require economic operators to provide attestations, certified translations or other documents that may bring costs for them when registering with the platform

**This practice has been observed in**

- 9 countries
- 10 platforms

**This practice concerns**

- Centralised public platform
- Non centralised public platform
- Private platform
21. Platforms clearly indicate all costs related to the use of the platform

**Summary**

Platforms that apply this practice provide an overview of all the costs related to the use of the platform in a freely accessible webpage or document.

This way, it is possible for economic operators and contracting authorities to identify upfront all the costs linked to the use of the platform.

**Do’s**

- Give clear information about costs per transaction
- Minimize the registration costs for economic operators, free is preferable

**Don’ts**

- Don’t add timestamps as hidden extra charge for economic operators
- Don’t add a hidden additional charge per additional user of the same organisation accessing the platform
- Don’t require economic operators to provide attestations, certified translations or other documents that may bring costs for them when registering with the platform

**This practice has been observed in**

- **9 countries**
- **10 platforms**

- Centralised public platform
- Non centralised public platform
- Private platform

**Rating**

- Enhance accessibility for SMEs
- Ensure legal certainty & confidence
- Facilitate cross-border tendering
- Promote transparency & accountability
- Improve usability & efficiency
- Support change management

Rating: 3,6
21. Platforms clearly indicate all costs related to the use of the platform

**Do’s**
- Give clear information about costs per transaction
- Minimize the registration costs for economic operators

**Don’ts**
- Don’t add timestamps as hidden extra charge for economic operators
- Don’t require economic operators to provide attestations, certified translations or other documents that may bring costs for them when registering with the platform

**Summary**
Platforms that apply this practice provide an overview of all the costs related to the use of the platform in a freely accessible webpage or document. This way, it is possible for economic operators and contracting authorities to identify upfront all the costs linked to the use of the platform.

**This can help in:**
- Promoting transparency & accountability

**This practice has been observed in**
- 9 countries
- 10 platforms

**This practice concerns**
- Centralised public platform
- Non centralised public platform
- Private platform

**Rating**
- Enhance accessibility for SMEs
- Ensure legal certainty & confidence
- Facilitate cross-border tendering
- Promote transparency & accountability
- Improve usability & efficiency
- Support change management

**Rating:** 3.8
21. Platforms clearly indicate all costs related to the use of the platform

**Summary**

Platforms that apply this practice provide an overview of all the costs related to the use of the platform in a freely accessible webpage or document. This way, it is possible for economic operators and contracting authorities to identify upfront all the costs linked to the use of the platform.

**Do’s**

- Give clear information about costs per transaction

**Don’ts**

- Don’t add timestamps as hidden extra charge for economic operators
- Don’t add a hidden additional charge per additional user of the same organisation accessing the platform
- Don’t require economic operators to provide attestations, certified translations or other documents that may bring costs for them when registering with the platform

**This practice has been observed in**

- **9 countries**
- **10 platforms**

**Rating**

- Enhance accessibility for SMEs
  - Rating: ★★★★☆
  - Why?
- Ensure legal certainty & confidence
  - Rating: ★★★★★
  - Why?
- Facilitate cross-border tendering
  - Rating: ★★★★★
  - Why?
- Promote transparency & accountability
  - Rating: ★★★★★
  - Why?
- Improve usability & efficiency
  - Rating: ★★★★★
  - Why?
- Support change management
  - Rating: ★★★★★
  - Why?

**Centralised public platform**

**Non centralised public platform**

**Private platform**
21. Platforms clearly indicate all costs related to the use of the platform

Summary

Platforms that apply this practice provide an overview of all the costs related to the use of the platform in a freely accessible webpage or document. This way, it is possible for economic operators and contracting authorities to identify upfront all the costs linked to the use of the platform.

Do’s

Give clear information about costs per transaction

Minimize the registration costs for economic operators, free is preferable

Don’ts

Don’t add timestamps as hidden extra charge for economic operators

Don’t add a hidden additional charge per additional user of the same organisation accessing the platform

Don’t require economic operators to provide attestations, certified translations or other documents that may bring costs for them when registering with the platform

This practice has been observed in

- 9 countries
- 10 platforms

This practice concerns

- Centralised public platform
- Non centralised public platform
- Private platform

Rating

<table>
<thead>
<tr>
<th>Practice</th>
<th>Rating</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance accessibility for SMEs</td>
<td>★★★★★</td>
<td></td>
</tr>
<tr>
<td>Ensure legal certainty &amp; confidence</td>
<td>★★★★★</td>
<td></td>
</tr>
<tr>
<td>Facilitate cross-border bidding</td>
<td>★★★★★</td>
<td></td>
</tr>
<tr>
<td>Promote transparency &amp; accountability</td>
<td>★★★★★</td>
<td></td>
</tr>
<tr>
<td>Improve usability and efficiency</td>
<td>★★★★★</td>
<td></td>
</tr>
<tr>
<td>Support change management</td>
<td>★★★★★</td>
<td></td>
</tr>
</tbody>
</table>

See anecdote

See more
21. Platforms clearly indicate all costs related to the use of the platform

Summary

Platforms that apply this practice provide an overview of all the costs related to the use of the platform in a freely accessible webpage or document. This way, it is possible for economic operators and contracting authorities to identify upfront all the costs linked to the use of the platform.

- What we have found is that some platforms require the purchase of time-stamps to be able to submit a tender. These time-stamps could only be purchased in bundles of 100 and where valid for only one year, which caused economic operators to purchase superfluous time-stamps.

- We have also found that some platforms charge extra for urgent registrations, to send notifications to economic operators or to allow economic operators to search opportunities. This kind of pricing strategy was often paired with a lack of transparency.

- Finally, we have found that some platforms require the purchase of a digital signature to be able to submit tenders or access tender specifications. Moreover, a new digital signature had to be purchased for each additional user of the same organisation accessing the platform. Information on this additional cost was provided exclusively to registered users.

Do’s

- Give clear information about costs per transaction
- Minimize the registration costs for economic operators, free is preferable

Don’ts

- Don’t add timestamps as hidden extra charge for economic operators
- Don’t add a hidden additional charge per additional user of the same organisation accessing the platform
- Don’t require economic operators to provide attestations, certified translations or other

This practice has been observed in

- **9 countries**

- **10 platforms**

- Centralised public platform
- Non centralised public platform
- Private platform

Rating

- Enhance accessibility for SMEs
- Ensure legal certainty & confidence
- Facilitate cross-border bidding
- Promote transparency & accountability
- Improve usability and efficiency
- Support change management

- **3,8**
5. Economic operators can register on the platform without having to provide country-specific information

Summary

Platforms that apply this practice make country specific information optional in the registration process. Platforms also simplify the registration step by requesting information that economic operators can provide without consulting third parties, such as Certification Authorities, chambers of commerce or other business organisations.

This way, it is possible to avoid foreign economic operators being prevented from registering.

Do’s

- Clearly indicate which fields are mandatory, and which are not
- Protect user data according to EU personal data protection Directives
- Simplify the registration process by reducing the number of mandatory fields and the number of steps required to complete the registration

Don’ts

- Don’t require a digital certificate to register on the platform
- Don’t require individuals representing economic operators to provide evidence of their relationship to the economic operator (during the registration process)
- Don’t require a full extract from the business register to register on the platform

This practice has been observed in

- 9 countries
- 11 platforms

Related practice

Practice 6. Economic operators complete their registration on a platform by clicking an activation link sent by email.
2. Economic operators and contracting authorities benefit from affordable training plans

**Summary**

Platforms that apply this practice entice economic operators and contracting authorities to use e-Procurement. The training courses for economic operators may be delivered by the platforms, contracting authorities or other organisations such as chambers of commerce. The platforms should also be as user-friendly as possible to minimise the need for training.

This way, economic operators and contracting authorities are educated on the use of electronic procurement platforms and can learn more quickly about the benefits of using e-Procurement platforms.

---

**Do’s**

- Make the courses affordable
- Make the platform as user-friendly as possible to minimise the need for training
- Host joint sessions between economic operators and contracting authorities
- Make the courses hands-on
- Include information about the EU legal Procurement framework and national framework in the courses
- Offer the courses online

**Don’ts**

- Don’t make the courses a selling pitch

---

**Rating**

- Enhance accessibility for SMEs: ★★★★★★
- Ensure legal certainty & confidence: ★★★★★★
- Facilitate cross-border bidding: ★★★★★★
- Promote transparency & accountability: ★★★★★★
- Improve usability and efficiency: ★★★★★★
- Support change management: ★★★★★★

**This practice has been observed in**

- 11 countries
- 14 platforms

---

**Related practice**

Practice 3. Platforms have communication plans in place to promote the use of e-Procurement
24. Platforms use standard specifications to structure their data and to promote interoperability

Summary

Platforms that apply this practice implement specifications such as those of CEN BII and PEPPOL.

This way, it is possible for platforms to benefit from increased interoperability by adopting the specifications of CEN/BII and the building blocks and specifications developed by the PEPPOL project. The recommendations of CEN's e-Procurement workshop help platforms to establish interoperability agreements at organisational and semantic levels. The specifications of PEPPOL are complementary and support interoperability at the technical level.

Do's

Consider implementing the specifications developed by CEN/BII and the services from PEPPOL.

Include a link to e-Certis so that economic operators are able to identify which documents and certificates they need to submit, and to help contracting authorities establish what documents they need to request.

Don’ts

Don’t implement ad hoc, proprietary specifications which are not intended to promote interoperability across borders.

Don’t use specifications that are not intended to promote interoperability.

Why?

Enhance accessibility for SMEs

Ensure legal certainty & confidence

Facilitate cross-border bidding

Promote transparency & accountability

Improve usability and efficiency

Support change management

This practice has been observed in

Centralised public platform

Non centralised public platform

Private platform

Related practice

Economic operators have the freedom to choose the platform of their preference without being locked in by the choice of the contracting authority.
How can the e-Procurement Golden Book be useful for you?
How can the Golden Book be useful for you?

**Learn Good practices**

> Consult the catalogue of good practices online  
  [http://goo.gl/HblP5n](http://goo.gl/HblP5n)

> Download the full catalogue  
  [http://goo.gl/YNcyul](http://goo.gl/YNcyul)

**Assess your platform**

1. Fill in a self-assessment survey online  
   [http://goo.gl/1olvl](http://goo.gl/1olvl)
2. Receive a self-assessment report
3. Discuss the assessment results with us

**Share With the community**

- [eProcGoldenBook@be.pwc.com](mailto:eProcGoldenBook@be.pwc.com)
- [@eProcGoldenBook](https://twitter.com/eProcGoldenBook)
- [linkedin.com/eProcGoldenBook](https://linkedin.com/eProcGoldenBook)
Together we can make e-Procurement happen