From the Technical Secretariat

A new Annual Conference of the Inter-American Network on Government Procurement, a new opportunity to observe what is happening in the region in the field of public procurement, to catch up on the latest trends, to show the achievements of each country to the present colleagues, to meet some new faces (every year there are new faces), to reflect, to ask for help, to offer support to share.

The INGP approaches its tenth birthday in better shape than ever. With institutional partners committed to support the transformation of public administration in Latin America and the Caribbean, from the place from which the impacts have been felt more intensely and progress is more visible: government purchases.

With a business plan full of initiatives that cover relevant aspects such as research, training, information, funding or cooperation. But above all, with some members over 2011 have shown on numerous occasions the affection they have for their network or the value they attach to the activities carried out therein. No matter if the need for dedication was filling a form, participation in a conference call to support a colleague or intervention as a speaker in an activity organized by a member of the Network. They were always there.

“The INGP have the luxury of having among its members some countries that are among the global benchmarks for public procurement, but also includes many countries that still have unfinished business in the modernization of public procurement.”

The Santo Domingo Annual Conference presents an excellent opportunity to initiate a reflection about the network that we want to build for years to come. Outside the continent our colleagues from other countries and international organizations observed with envy the level of organization and interaction that we have in this region through the INGP. Far from getting lost in complacency, this should help us think about how we can continue designing the INGP to keep it at the international forefront.

The INGP have the luxury of having among its members some countries that are among the global benchmarks for public procurement, but also includes many countries that still have unfinished business in the modernization of public procurement. So far, the Network has shared a lot of information and to exchanged knowledge. Has the time come to share and also develop solutions together?

These and other considerations, we will have the opportunity to make together at the Seventh Annual INGP Conference, which will allow us to enjoy the renowned hospitality of our Dominican brothers. It’s time to share!

The newsletter is a publication of the INGP, through its technical secretariat with the support of the OAS, IDB, IDRC, and CIDA.

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<td>Helena Fonseca</td>
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The INGP sincerely appreciates the kind collaboration of the different persons and institutions that contributed in this issue.
Upcoming Activities
Click on the activity of your choice

INGP

2011 Leadership Award Nomination "Joseph François Robert Marcello" It is already available the link to nominate your candidates to leader in public procurement for the 2010 to 2011 year period. **Deadline: October 6, 2011.**

To vote, go to the following link with your username and password: www.ricg-profiles.info/. **More...**

INGP Annual Conference. Organized by the INGP and the Directorate General of Public Procurement of the Dominican Republic. The Annual Conference is the highest instance of dialogue, exchange, organization and management of the INGP and has become the most important technical forum for disseminating advances in the development of government procurement in the Americas. The objectives of the event are as follows:

- Disseminate the latest advances and present the best practices in the modernization of public procurement.
- Contribute to professional development and capacity development of members of the INGP.
- Promote dialogue and exchange of experiences and cooperation among leaders of public procurement in the region.

Date and place: October 18th, 19th and 20th, 2011, Santo Domingo, Dominican Republic. **More...**

Publication of the working documents of the Thematic Task Groups (TTGs) within the framework of Component I of the ICT4GP. It seeks to generate inputs so that member countries have the relevant knowledge and lessons learned from the implementation of reforms in other countries in the region. October 2011.

Next training on management of the Website www.ricg.org for local administrators of the member countries is available through the Technical Secretariat of the OAS. October, 2011.

Visit of Jorge Luis Gonzalez, Director of the INCOP - Ecuador, at the IDB office in Washington DC. The representative of Ecuador will give a lecture on "Sustainability of the reforms in public procurement", as one of the prizes awarded for being the winner of the Leadership Award "Joseph François Robert Marcello" in public procurement in 2010. Date and place: October 3rd, 2011, Washington DC. **More...**

Countries

International Seminar on Government Procurement: Organized by the Secretariat of Logistics and Information Technology-SLTI-the Ministry of Planning and SEBRAE. The seminar’s objective is to create the conditions for increasing participation of the MIPES in the public procurement in Brazil, and to publicize and clarify the procedures and requirements of large buyers and their public procurement processes for goods and services. Participation of public and private sector. Date and place: November 23rd and 24th, 2011, Sao Paulo, Brazil. **More...**

Others

V Competitiveness Forum of the Americas: most important event in the hemisphere to discuss innovative ways to improve competitiveness. On the agenda of the Forum it was given place to the issue of Government Procurement in which will be presented the study (Working Paper TTG) "Reforms in public procurement mechanisms and MSMEs" by its author Jose Saavedra. In the panel will participate Miguel Porrua, Miguel Villegas and Eric Hazim. **More...**

To register for the upcoming events please **contact us**
The Oracle of Procurement

Interview with Eric O. Hazim
General Director of Public Procurement -DGCP- of the Dominican Republic

How did you get to the position of Director General of Public Procurement of the Dominican Republic? This process started with the approval of Law No. 340-06 in August 2006. It immediately began in the State a process of forming its organizational scheme, which was formally resolved with then decree No. 73-07, on February, 26th, 2007 where I was appointed as Director General of Public Procurement. But for this to happen, we had been working as President of the Commission on Government Procurement which had as its mission to be the governing body in this subject till the approval of Law No. 340-06, on August 18th of that year.

As Director General of Public Procurement of the Dominican Republic, what challenges concern you more when it comes to short-term analysis? And in the medium term?

Lograr la aplicación de la ley de compras y contrataciones públicas, y con ello la garantía de que se cumpla con los pilares del Sistema, es decir, la transparencia, eficacia, eficiencia, igualdad de condiciones y competitividad entre los proveedores, y contar con la herramienta electrónica que permita viabilizar todo esto. Asimismo, comprometer a la sociedad y al Estado dominicano, para que sirva como ente vigilante del cumplimiento del Sistema.

To successfully implement the procurement law, and there by ensure that they comply with the pillars of the system, i.e., transparency, effectiveness, efficiency, and equal competition among suppliers, and have the viable electronic tool to allow this. Also, engaging society and the Dominican State to serve as a watchdog agency of the system compliance.

Ensure training and that trained personnel are able to remain in their positions so to count on the technicians with the competency.

What have been the greatest achievements that you have had since you work as of Director General of Public Procurement of the Dominican Republic

The 2010-2011 Management for the General Directorate of Public Procurement has been one of the most important in all aspects and has allowed us to position it within the government scheme as a strategic line of government so that since 4 years of our formal origin as institution, we have a space in the public administration in accordance with our Role of the Governing Body of the Purchasing and Procurement System.

Within these achievements I can mention:

- Operational Plan 2011, approved by the Ministry of Finance.
- Development of quarterly and monthly reporting as part of the creation of a culture of managing for results.
- Preparation, presentation and socialization of the 80% of the Internal Procedures Manuals of the Directorate.
- Incorporation of 80% of the staff to the Public Administration System
- 1st. Place of the performance ranking of the Directorates of Civil Service Law No. 48-07, and 6th. Place among all state institutions 2011, taking into consideration that it is a universe of more than 300 institutions, we are well positioned.
- Development of ongoing training sessions to reinforce and prepare the staff of the institution. More than fifty (50) Courses, among these, advanced English, Conflict Management, Team Work, Advanced Excel, Effective Management, RRRH Management, Project Management, Public Speaking, Graduate Archive, and so on.

“1st. Place of the performance ranking of the Directorates of Civil Service Law No. 48-07, and 6th. Place among all state institutions 2011, taking into consideration that it is a universe of more than 300 institutions, we are well positioned”

La institución ha firmado los siguientes acuerdos Interinstitucionales para el afianzamiento de su Rol Como Órgano Rector de Compras y Contrataciones, los mismos fueron con instituciones del Estado como de la Sociedad Civil y Donantes, citamos:

The institution has signed the following inter-institutional agreements so to strengthen its role as the governing body of Purchases and Contracts. These agreements were done with state institutions and the civil society and donors, so to mention:

- Dominican Association of University Presidents. (ADRU).
- National Commission of Ethics and Combating Corruption (CNECC).
- Dominican Municipal League.
- Santiago City hall.
- United States Agency for International Cooperation (USAID).
- Technological Institute of the Americas (ITLA).
- Technological University of Santiago (UTESA).
- Accounts Chamber of the Dominican Republic.

**Vendor Registration:** In the 2010-2011 Management, the increase in the registration of suppliers of the State increased from approximately 7000.00 to 16429.00 State providers in August 2011, within a total of 68% of MYPIMES.

**Training:** The work of making known the regulations relating to the Public Procurement focuses on two activities: the theoretical aspects and the procedural issues presented in seminars on the law 340-08, its amends and regulations, and the practical aspects addressed in regular trainings on procurement subsystem SIGEF, having till now 2.148 public employees sensitized on the issue of SIGEF, and a total of 1.933 employees sensitized in the legal framework.

"... The INGP is a means to support each of the member countries, it has become an excellent mechanism to promote, increase and strengthen exchanges designed to disseminate and implement the best procurement practices in the Americas"

**Compliance with our Operating Plan DGCP 2011. The following accomplishments were achieved:**

- Preparation and enactment of the Methodology to prepare annual plans and programs Purchase and Procurement of Goods and Services by Contracting Entities dated June Eighth (8) Two Thousand Eleven (2011), with this it is fulfilled our role of standardization in the State.
- Developing an information page of the CMPD, www.dgcp.gov.do to distinguish it from the National Portal and develop the institutional image.
- Design of the Conceptual Model for the Development of the New Dominican Shopping Portal with transactional features, with the support from the World Bank and USAID.
- Beginning of the self-assessment process of the National Procurement System under the OECD-DAC methodology, supported by the IDB and being the first in the country.
- Participation in the Participatory Anticorruption Initiative (IPAC) as a focal point of Table 1 for Purchasing and Public Procurement and Table 5, of Infrastructure. This process is an exercise in which it is involved all sectors of civil society, donors and public sector in order to minimize the perception within the society of State corruption.

**Could you make a major review of recent developments in your country for State purchases?**

1. Creation of a structure that meets the mission of the institution.
2. Implementation of the State Register of Suppliers.
3. Design and Implementation of Procedures Manuals for each type of procurement and contracting process, thus achieving the standardization of the statewide system.
4. Design and implementation of the standard documents for the execution of each stage of the procedures.
5. Methodology design for the preparation of the Annual Purchasing and Contracting Plans.
6. Beginning of the First Self-evaluation of the National Procurement System using the OECD-DAC methodology, which will serve as a lever for the plan of improvement 2012-2015.
7. Start of the project for the Development of a new electronic platform (portal Transactional) for full compliance of our legal framework and implementation of best practices.

**What countries of the region or outside have set a benchmark for the promotion of the public procurement from the DGCP?**

We have shared experiences with the Directorate General of Purchases of Panama, on the progress made in its Panama Purchase Portal, in Chile with its Portal Chile Purchase, in Peru with its State Procurement Office Supervisor (OSCE), equally, we have seen the progress of National Public Procurement Institute of Ecuador (INCOOP), which is an example in its short time on the progress that can be achieved in the public administration.
How do you believe that the integration of DR-CAFTA affects the public procurement of the Dominican Republic?

It affects positively, every time that allows more competitive processes that are at the forefront with the best international practices, which creates more business opportunities for our national suppliers. It also allows the growth and development of our national companies, so that the law No. 340-06, and its amended law No. 449-06, are in harmony with the provisions of Chapter IX, on government procurement of DR-CAFTA.

“...To host this important event has become for us a big challenge, especially because we want to project the country in international fora, especially in the areas of public procurement. Our greatest motivation is to promote a dialogue between government officials of the highest technical level...”

How do you perceive and value the role of INGP in relation to other countries?

The role of the Inter-American Network on Government Procurement (INGP) is very important, especially in its main purpose to promote the exchange of experiences among member countries, and global knowledge of the subject of public procurement.

Using the INGP forums it is achieved the discussion of issues of common concern in the region, and put into context the progress of each region and how they can forge bonds of cooperation and technical assistance, so I think that INGP is a mean of support to each of the member countries, because it has become an excellent mechanism to promote, increase and strengthen exchanges designed to disseminate and implement best procurement practices in the Americas.

What impact do you think the Seventh Annual Conference of the INGP will have in the process of modernization of public procurement in the Dominican Republic?

This with the vision of empowering all public, private and civil society that public procurement in the Dominican Republic must consider with a strategic vision of the Dominican State to promote economic and social development through the efficient public expenditure on purchases of goods, services and works contracts.

To host this important event has become for us a big challenge, especially because we want to project the country in international fora, especially in the areas of public procurement.

Our greatest motivation is to promote a dialogue between government officials of the highest technical level in relation to the law No. 340-06, in addition to publicize the progress and practical improvements in the implementation of policies and modernization programs of the public procurement systems in the Americas.

Another goal that we want to achieve with this conference is to contribute to professional development and institutional capacity development of those responsible for the operational areas of procurement and contracting in the Dominican State, as well as potential bidders and suppliers of the State, and thus improve government procurement practices.

With this great event we close the "Year of Transparency and Institutional strengthening", declared by Presidential decree.
The Expert’s Corner

Carlos Petrella
Faculty researcher and advisor in institutional transformation and human reengineering. Former Coordinator of RICG.

Computer Engineer from the Universidad Mayor de la República (Uruguay) and has a master’s in education from Catholic University of Montevideo. Lecturer and researcher of UdelaR in cultural and technological processes related to conservation and innovation in large organizations. He has tutored numerous theses in their field.

Consultant with over 20 years of experience in all phases of organizational development in large public and private organizations, with extensive knowledge of organizational culture, communication and change. He has directed and coordinated for over 15 years multidisciplinary teams of innovative ventures development in professional and academic environments. Formulation of policies and strategies for a sustainable development of ventures including creation of scientific knowledge and innovative sustainable development projects.

NEW FORMS OF WEB EXCHANGE AS THE GREAT CHALLENGE FOR PROCUREMENT

Internet and Web have opened a wide spectrum of possibilities for people to find each other using the Internet globally. Thus, local services already do not have the technological limitations of scope imposed from other communication media, nor the constraints generated by restrictive State regulations.

Among the challenges are, in a place certainly not less important, the procurement made by State agencies. Also in this area it has been launched many innovative initiatives, usually in the hands of the Purchase Portals of national governments, counting in many cases with the input from the INGP acting as a forum for exchange.

The great debate is over how to make these initiatives better and more sustainable, especially important is to recognize what are the new procurement systems that will have more opportunities to become good articulators with private agents, for governments to buy best products with more reasonable prices.

The needs of recruitment present major institutional, strategic and operating challenges, mainly from the third millennium. Many problems can not be solved by insisting on traditional methods of recruitment. Internet creates new opportunities to approach buyers and sellers with greater transparency.

It has been placed great emphasis on new forms of recruitment that are being experienced in recent decades. Indeed, it is important to create new mechanisms of catalog purchase or conduction of auctions. Without a doubt, the new technological tools enhance the hiring forms and make them more flexible and faster.

However, we believe that it should be placed an emphasis on analyzing the problems of communication in general and specifically in virtual environments, that generated from the Internet and Web boom, placing special attention to the problem of institutional communication developed during the hiring process of new goods or services.

Even in simplified exchange contexts such as State contracts, in which there are very specific restrictive regulations, it can be generated exchanges in which the demands and the offers are not clear. This requires new models of communication coordination, in which the traditional text, is not the only form of exchange.

Also - to complicate the challenges - with the possibility that the Internet generates from the virtuality of the exchanges, breaks in previously known processes can be generated, especially for agents who were more used to face-exchanges, in which the partners could correct on the fly any misunderstandings.

These circumstances alter the rules with which we communicate. They even have their impact on some very specific rules related to the requirements specification processes, proposals presentations and technical and economic evaluation of these in the context of State contracts.

Uribarri argues that the integration of the computer, telecommunications and the audio-visual systems have become “the

1 Uribarri, Rasis El Uso de Internet y La Teoría de la Comunicación, Universidad del Zulia, Venezuela.

cornerstone of a new revolution, called the knowledge revolution, because it is generating changes in the conventional paradigms of teaching and learning, working and communication ".

The systems must begin to include discussion lists, electronic conferences and virtual rooms for conversation or sharing forums as well as teleconferences and electronic journals, along with simple and inexpensive information dissemination systems, which otherwise are available individually.

"...It has been placed great emphasis on new forms of recruitment that are being experienced in recent decades. Indeed, it is important to create new mechanisms of catalog purchase or conduction of auctions"

It should be kept in mind that the new technologies enable time experimentation and a different space from the one in which we have been living so far. It breaks the linear narrative of our experience and moves the exchange models to spaces that are already not identified with specific physical locations or predefined steps process.

This qualitative change in communication often leads to loss of physical landmarks of interpersonal relationships, as we knew about twenty years ago. It also produces alterations in the handling of the classic paper files, that prisoners in its holder, could only be on one side at a time.

It seems that a new theory of human communication should consider the participation of new cyber components in the exchanges that not only act as passive support for storage and retrieval of messages, but that is also able to provide additional semantic components to facilitate such exchanges.

But for this evolution is not alienating the change should be processed taking into account that it is a process closely linked to social and cultural context in which exchange occurs. It will not be enough to have new communication channels need to integrate the practices of government and its officials.

Culturally it is being shifted the paradigm in the communication human-machine and man-man, which states that it must be reviewed the theoretical historical supports that serve until recently served as the conceptual reference for the interpretation of communication, even in highly structured areas as the State contracts.

Somehow the INGP through its new Web site based on a Web 2.0 platform is generating a beginning of change. On the other hand, the State procurement Web sites of many Latin American countries begin to integrate these new features, although still operating in a shy way, in relation to their potential.

It should be borne in mind that it is in process a paradigm shift in all aspects of human communication and its relationship with machines, in the era of information and knowledge. It is a paradigm shift that will eventually affect the forms of communication of a State with third parties in the process of procurement of goods or services.

"It will not be enough to have new communication channels need to integrate the practices of government and its officials"

Any doubts about the best ways to capitalize new forms of relationships between actors in the context of new virtual media interaction, should not limit our ability to think with an open mind on the best future for the Internet and the Web to be fully used in the State procurement processes.
Government Procurement Solutions

Panama’s Case

PanamaCompra
Simple, efficient and transparent

A year and five months after the launch of the Second Version of PanamaCompra, the Public Procurement Department (CMPD) placed Panama between the leaders of the Latin American Region in terms of modernization of Public Procurement Electronic Systems and represents a great breakthrough on the issue of government transparency, one of the essential pillars that characterizes the administration of President Ricardo Martinelli.

Its more friendly design has allowed increasing the average of proposals received by public act from 3 to 8 proposals, a direct result of the implementation of the receipt of electronic submissions. An interesting statistic that I would like to share is that of the total of 298,665 proposals we have received from the PanamaCompra V2 system, since its launch in April 2010 until September 2011, only 88,664 have been in paper and 210,001 were electronic, demonstrating confidence and trust that users have in the system.

The features incorporated into this new version have allowed giving the State a greater diversity of suppliers, (More than 48,000 suppliers currently registered), what promotes greater competition and transparency in the contracting selection. This has also promoted an increase from 8 to 20 suppliers in average by Framework Convention.

With this new release, suppliers count with a private desk, where they receive business opportunities in the field or categories of interest. Adding to this, there is the opportunity to bid electronically, and they are reported on the results of the public events in which they have participated. Here you can find documents, among which there are, pictures of contributors with all the offerings of their competitors and award decisions or desertion.

The CMPD has integrated the information technology to the new public management, implementing innovative tools that allow you to apply the latest trends in electronic commerce, setting new stages for the electronic public procurement system PanamaCompra, consolidating the creation of a virtual environment that facilitates business processes, the relationships between suppliers and the State and at the same time optimizing the management costs for the benefit of all Panamanians.
The e-GP Map has information on procurement systems from 29 countries of America. An overview reveals that, regardless of their performance or level of services, in 20 countries there are national systems running, not to mention that in some countries there is more than one system, as it is the case of Costa Rica, or the case of federal states like Brazil, where there are own systems in some state governments.

The oldest system in Latin America is Compranet, in Mexico, in service since 1996, followed by Comprasnet in Brazil, which was launched in 1997. In the period between 2000 and 2006 it entered into service 11 national systems, being therefore a period of great expansion of e-GP on the continent. Since 2006, the systems have undergone notable changes and improvements, including they have been replaced by new systems or, as it is the case of Ecuador, have incorporated a specialized institution in public procurement.

For the procurement of goods and services, especially those who have some level of standardization, there are two main mechanisms that use the potential of dematerialization process through Internet technology: the reverse electronic auction and catalog purchase (also known as covenants frame). In each case, 6 countries have reported that their respective portal provides those services. 3 of them (Costa Rica, Ecuador and Peru) have reported to have both services in operation. The following table, from the database of e-GP Map, shows that information more broadly:

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Elaborated by:  
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Procurement in the World

The government procurement: an opportunity for the MSMEs

Globalization, the opening of markets and competitive environment have created the need for most Latin American governments to make productive use of its resources, it is in this sense that the promotion of government purchases from local suppliers is applied as a strategic tool that, how it is proven, has a number of benefits associated with workers, employers and the society as a whole.

Participation of MSMEs in the economy

After consulting some statistical institutes in several countries of the region, we found that MSMEs constitute about 95% of the total economic units, representing about 50% of GDP and help to employ more than 60% of the workforce. With this participation in the economy it becomes essential to strengthen MSMEs as part of a strategy to increase levels of productivity and employment generation.

Despite being a majority in number, that does not mean that the MSMEs’ participation in public procurement is necessarily of the same proportions. As described in Table 1 with data surveyed from Latin American countries, the best cases hardly reaches 50%. This is because, in general, the MSMEs carry out their activities by manufacturing or by applying in small industries or handicrafts the various national products, but these products represent a small percentage of the total procurement.

<table>
<thead>
<tr>
<th>Countries</th>
<th>Participation of MSMEs in Public Procurement year (%)</th>
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<tbody>
<tr>
<td></td>
<td>Micro</td>
</tr>
<tr>
<td>BRAZIL</td>
<td>18</td>
</tr>
<tr>
<td>CHILE</td>
<td>15</td>
</tr>
<tr>
<td>ECUADOR</td>
<td>23</td>
</tr>
<tr>
<td>PARAGUAY</td>
<td>14</td>
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<tr>
<td>URUGUAY</td>
<td>14</td>
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</table>

Table No. 1

No single strategy to promote the development of MSMEs, in all cases the supportive measurements reflect the needs, resources and development conditions of each country, being successful to the extent of the authorities’ commitment.

Note: The regulations concerning the promotion of the sector and/or its participation in public procurement is recent in all the mentioned countries, so there are few statistics on the subject and in some cases, these data are confidential.

Within the range of instruments applied, we can group them into two tools-generating chains for MSME development through government procurement:

a. It is a tools-generating chain with an approach that could be called “market”, where the State does not provide direct preferences for MSMEs in their purchases, but does generate tools to encourage their participation. Unique case in Latin America: Chile.

b. Its platform of action is based on the pure application of preferences, being the most widely used incentive tools: preference for the price, market reserve and thresholds. In this trend are countries like Argentina, Brazil, Costa Rica, Ecuador, Mexico, Nicaragua, Paraguay and Uruguay.

Best Practices

It is highlighted as good practices the implementation of various preference mechanisms, training and financial instruments.

Mechanisms of preference

Judging by the rules, all countries recognize the importance of the sector in their economies and try to influence its development and it comes in different countries a preferential treatment for MSMEs when competing with national companies that do not qualify as such.

The mechanisms are consistent for most countries, although some take several years of implementation and others are under the implementation stage, being the most widespread: market reserve, preference for the price; subcontracting, thresholds, supplier development, as are shown in the table below.
It is worth noting almost exclusive enforcement mechanisms in some countries as is the case:

- Inclusive Fairs: it is the particular case of market reserve in Ecuador. It seeks to include small suppliers of standardized goods whose cost does not exceed the basis for the tender offers.
- Smaller size and tiny size: they are also procedures used in Ecuador and designed to and minor purchases.
- In Brazil stands a mechanism authorized by law for the promotion of certain localities suppliers. The argument is: social economic promotion and development at the local and regional levels, efficiency in public policy.
- Improved supply, tool applied in Paraguay, allows that after the opening of the proposes, if there is a technical draw the SME can improve the offer.
- The only case in which public procurement is not used as a tool for the development of the MSMEs is in Chile, but they do create tools to support the formalization of all enterprises and the competence to participate in government procurements of the State.

The Instruments such as the Business Development Area of ChileCompra aim to strengthen the MSMEs' access to public procurement, providing information on business opportunities and training in the use of ICT tools.

**Training**

In all countries it is recognized the importance of training suppliers both in public procurement regulations as well as in the use of computer systems. Generally, training programs are promoted from the State institution of support to the MSMEs, in partnership with national private or international institutions, business associations or training bodies.

**Financial Instruments**

We want to emphasize that in almost all countries there is legislation aimed at facilitating the access of MSMEs to financial instruments, but it stands out those implemented by Chile, although they had not been created solely for MSMEs they are displayed as a solution of effective implementation. These instruments are the ‘Ordering’ and ‘Confirming’. The first is a financial solution for working capital, which consists of a loan under special conditions guaranteed by the order purchase of a bidding process of public market. The second consists of the assignment of invoices to a financial institution, previous confirmation of payment of the public buyer. Thus the MSMEs anticipate their revenues accessing to greater resources fluidity. One element to consider when trying to apply these financial instruments is the delay in the government payments and thus the conditions in which are given to both the ‘Ordering’ and ‘Confirming’ may be inconvenient or unsustainable for businesses.

**State procurement Pages**

This valuable tool apart from promoting efficiency and transparency, is a powerful communication channel that allows to interact with the provider in the management of online shopping by entering their bids online, track the process making able to consult the comparison table of offers, orders of purchase and other information of interest. It should be noted as a very good practice the use of catalogs, a method that allows the standardization of the information of the calls that are published, giving certainty to suppliers in terms of the characteristics of goods, services or work contracts.

In short, Latin American governments have deepened in recent years the support to the implementation of tools to foster the development of suppliers, promoting a comprehensive policy for MSMEs in order to establish the conditions that contribute to its foundation, development and consolidation, promoting a productive sector that is strategic for its contribution to the generation of added value and the level of well-paid formal employment with the promotion of balanced regional development.

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**News**

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**INGP**

**Assistance to Colombia and Bolivia through Conferences Web**: Organized by the OAS in its role as Technical Secretariat to facilitate the dialogue and the exchange of experiences among member countries INGP. It was supported by Argentina, Chile, Ecuador, El Salvador, Paraguay and Peru. October 2011. [More ...](#)

**Beginning of the Course 'Managing Public Procurement'' in its fourth edition.** Start Date: September 20th, 2011. For more information about registration and schedules please contact: formacion@oas.org or [click here](#).

**Subregional workshop in Southamerica**, organized by the INGP, and the INCOP in Ecuador. The event was attended by approximately 170 people, among whom were purchasing representatives from member countries at the INGP, recognized international experts and officials of agencies supporting the Network, as well as public sector professionals in Ecuador. Date and place: August 4th and 5th, 2011. Quito, Ecuador. [More ...](#)

"**Regional Workshop on sustainable public procurement.**" The event was attended by 38 public officials of the countries involved in implementing the Marrakech Process methodology, among whom were representatives of government procurement at the INGP of 11 Latin American countries as well as officials from government environmental agencies and experts from international bodies. [More ...](#)

**Países**

**Colombia**

**Progress in creating the "National Government Procurement Agency."** On the basis of the National Development Plan 2010 - 2014: "Prosperity for All" the public contract management and the need to establish an institutional framework to strengthen it, is part of the strategic programs for Good Government, therefore, the new Colombian institutions will have an emphasis on "services" to public administration aimed at continuous improvement of contract management and its policy generation.

**Chile**

**III Multilateral Meeting on Government Procurement**, organized by ChileCompra with the support of the INGP. The main objective is to analyze problems in government procurement in order to get ideas or possible solutions for specific challenges. Government officials from the United States and Canada participated in the event, as well as representatives of government procurement offices of some Latin American countries. Date and place: 14, 15 and September 16, 2011, Santiago, Chile. [More ...](#)

**Others**

**Government Procurement Conference in PAN-Commonwealth."Transformation of the CPP: the need of society in Public Procurement"**, organized by the Division of Institutional Development and Government of the Commonwealth Secretariat. The aim of the conference was to provide delegates an opportunity to interact and learn from other networks with common interests in order to maximize the potential of the CPP, as well as to share best practices among professionals and officials from the Commonwealth Secretariat. Date and place: 28 and September 29, 2011, Balaclava, Mauritius.

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