Preface

Public procurement is the government activity most vulnerable to waste, fraud and corruption due to its complexity, size of financial flows it generates and the close interaction between public and private sectors. To improve efficiency in use of public resources, Governments seek to strengthening the Public Financial Management. Governments therefore intend to adopt the electronic-Government Procurement (e-GP) or e-Procurement to provide a platform for increasing transparency in procurement procedures and practices; improving efficiency in the procurement processes, by minimizing the procurement cycle time, maximizing value for money, and fostering accountability; improving confidentiality, integrity and authenticity of transactions between the procurement entities and the suppliers; and facilitating proper monitoring, reporting and planning of public procurements. Procurement policy regulates the public sector’s interactions with domestic and international markets in ways that directly impact national efficiency and competitiveness.

The governance of procurement is pivotal to public trust in Government and is a barometer for the quality of public administration, making it a priority target for strengthening in Government. Good governance is the most challenging issue in case of traditional procurement environment. Despite having sound procurement legislation in place, monitoring and evaluation in adherence to the principles of procurement as well as ethical and efficient performance of the public entities considering value for money and socio-economic development are mostly compromised. Widespread and effective enforcement of such legislations is hardly possible because of numerous human and bureaucratic factors entrenched traditionally. Efficacy of procurement tools and measures are easily compromised at the implementation level abusing furtively for personal and political gains nurturing the epidemic and pervasive corruptions. Only with the use of innovative approaches may facilitate curbing such undeniable challenges persistent in traditional procurement environment. Transforming the complete procurement processes and practices into electronic environment with adequate tools and measures could facilitate invigorating good governance in the public procurement sector.
Modern e-Procurement is made up of various functions that, as concepts, are largely stand-alone, but need to be integrated in order to serve procurement management of the Government. It should cover end-to-end processes and practices of public procurement, and should be compliant with the public procurement laws, regulations, practices and based on the lessons learned from the international practices. E-Procurement system implemented with clear understanding of the purpose of use help leverage the electronic platform for improving procurement process and practices. Mere use of incomplete functions and processes do not give desired benefits. Following definition provides a comprehensive understanding of the e-Government Procurement (e-GP) System:

An e-GP system is defined as the collaborative use of information and communications technologies by government agencies, bidding community, regulatory, oversight agencies, other supporting service providers, and civil society in conducting ethical procurement activities of the government procurement process cycle for the procurement of goods, works and service, and management of contracts ensuring good governance and value-for-money in public procurement, and contributing to the socioeconomic development of country. (Shakya, 2015, p. 141)

Traditional procurement environment is challenged and prone to numerous compromises with the legislative, procedural, operational and ethical behavioral requirements, which spans the whole life cycle, from the identification of the need to procurement, through supplier selection and contracting, to the delivery of the required goods or services and (where relevant) the underlying policy outcome through to the disposal of the asset(s) or service closure or re-competition exercise. In absence of effective enforcement of procurement acts and regulations, and consistent and mandatory procurement performance monitoring and evaluation, traditional procurement systems cannot be reliable and always remains prone to errors. In traditional procurement, accountability is diluted by the decretory options enjoyed by the authority of the buying organizations, and untraceable activity records of other individuals involved in the procurement process.

E-Procurement is now proving to be the ideal environment for the public procurement in many countries around the world, which facilitates to implement all public procurement governance principles very effectively and seamlessly along the procurement cycle despite e-procurement is still treated just as one of the tools for carrying out only few of the functions of the public procurement cycle. Hence the adaptation of the e-Procurement has become very slow, and benefits reported are questionable.

The topics discussed in the book include different aspects of e-Procurement system implementations, covering the unique compilation of e-GP policy guidance, research
findings to practitioners oriented e-GP implementation case studies from around the world, which provides holistic body of knowledge on e-Government Procurement.

AN OVERVIEW OF CHAPTERS

The first chapter of the book is titled *Digital Governance and e-Government Principles: E-Procurement as Transformative* which introduces the capacity of digital governance to address key aspects of reform of traditional procurement, the growing complexity of government, and the governance challenges of many developing countries. The chapter reviews the problems of traditional procurement, the distinction between simple versus complex procurement, and new modalities, and notes that the prevailing procurement model has been built on a framework designed for simple and manual procurement. The chapter provides e-GP policy guidelines to the public policy makers, and also discusses on the practical lessons of using e-GP System. Additionally, the chapter discusses how e-Government principles applied in e-procurement can play a critical role in resolving some of the challenges in public procurement.

The second chapter explains the critical success factors and implementation of e-procurement systems; the barriers to e-procurement implementation; the perspectives on electronic public procurement; the Interpretive Structural Modeling (ISM), Structural Equation Modeling (SEM), and e-procurement; the prospect of Green Public Procurement (GPP); the importance of Public Procurement for Innovation (PPI); and the intermediation of PPI. E-procurement, GPP, and PPI expand the aspects of enterprise resource planning systems, sustainability, and innovation, allowing the automation of internal business processes and providing the procurement-related platforms that support automation at a global level.

Corruption in government agencies and institutions is a serious problem in many countries in the world, especially in under-developed and developing countries. The third chapter unveils the e-Government principles in anti-corruption framework for the use in the public procurement sector. The chapter shows how the use of Information and Communication Technologies (ICTs) can play a role in the economic, technological and social progression of a country. The chapter discusses the application of e-government principles to mitigate corruption. Finally, the authors present an evidence-based e-government anti-corruption framework.

The fourth chapter starts the presentation of research findings and country and region specific case studies in using e-GP system. The chapter analyzes the importance of communication and collaboration in case of using e-GP system through an example of United States federal procurement processes. The chapter also provides
a Collaborative Government Model which takes a holistic and strategic approach to collaboration.

The fifth chapter provides a case study on the Digital transformation of the public procurement sector in Portugal. Despite the willingness of many governments and public institutions, the results do not always tally with the original objectives. In the case of public procurement in Portugal, it could be said that digital transformation experience had an unexpected success in the European context, through a business model that is still quite unique in Europe.

The sixth chapter discusses the development of the Turkish e-Procurement system, its approach to implementation, and the requirement of right policy choices for the success of introducing innovative systems.

The Georgian public procurement system has undergone significant Public Financial Management reforms over the last few years. Through the introduction of electronic procurement platform, the Georgian procurement system has become considerably more transparent and nondiscriminatory, encouraging free and fair competition and minimizing the risk of corruption. Experience of the Georgian e-Procurement System could be one of the motivating factors for the countries working towards public procurement reform. The seventh chapter is dedicated presenting the unique success story of the Georgian e-GP system (Ge-GP).

Chapter 8 focuses on the evolution of the Chilean public procurement system, lessons learned and challenges, and the conditions to make it a complete electronic procurement process. ChileCompra (CC) is the procurement authority of Chile. ChileCompra is currently a strong system, with high levels of transparency and efficiency. ChileCompra is now facing second generation challenges, like the strengthening of the public procurement role in the socio economic national development.

Chapter 9 explores the topic of electronic government procurement (e-GP) in Latin America and the Caribbean (LAC), the factors that affected the development of such systems, how they evolved differently across the region and the challenges going forward. The information included in this chapter will provide valuable insight on how e-GP implementation has been a key element in public procurement reform in LAC as well as important lessons from the region. The findings will be useful for stakeholders with an interest in public procurement modernization and reform including: policy makers, heads of procurement, academics, civil society and international development organizations.

Chapter 10 focuses the e-Procurement case of India and highlights that public procurement in any country acts as a barometer of public confidence in fairness and transparency of public institutions. A number of cases related to corruption in public procurement have been highlighted by media on regular basis. These incidents raise questions regarding robustness of the procurement framework in vogue in the country. The chapter covers the importance of public procurement, difference
between public and corporate procurement, overview of procurement framework of India, and e-GP initiatives by the Government of India and status thereof.

Chapter 11 seeks to evaluate the validity of these forecasts through the development of a structural model of the ‘e-procurement effect’ using the case of India. The chapter presents the evaluation of e-procurement implementation and operation from an eighteen-month study of e-procurement deployment across nine Indian public sector organizations. The chapter explores five key themes in e-procurement, namely system specification, implementation management, changes to organizational characteristics, changes in total acquisition costs, and changes to governance structures.

Chapter 12 reviews the existing literature and reports on e-procurement benefits experience of a large Australian municipal council and shares the lessons learned from the experience of the council.

Chapter 13 analyzes the reform of public procurement systems in Russia and Ukraine in the context of electronization, as well as a comparative analysis of the effectiveness of such reforms. The chapter sets a goal to determine the prospects of expanding the scope of e-procurement based on the analysis of the implementation of the reform of public procurement systems effects in Russia and Ukraine.

The book as a whole discusses on the premise of achieving significant outcomes from the e-Procurement platform embracing it as the mainstream procurement platform applying e-government principles that enhances good governance through sustainable tools and measures of digital governance adequately implemented.

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**REFERENCES**