



GOVERNMENT OF MONTENEGRO
Public Procurement Office

**REPORT ON PUBLIC PROCUREMENT
IN MONTENEGRO FOR 2015**

Podgorica, May 2016

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1. INTRODUCTION

The Public Procurement of Montenegro, pursuant to Article 19 paragraph 1 item 12 in conjunction with Article 118 of the Law on Public Procurement ("Official Gazette" of Montenegro, Nos. 42/11, 57/14 and 28/15), in each calendar year prepare and submit to the Government of Montenegro report on public procurement for the previous year, no later than 31 May of the current year.

Management of this activity is done with the utmost dedication and responsibility, thus achieves its mission in terms of providing the best legal and economic base to support adequate spending of public money, as well as the necessary assistance to clients, providers, civil society and the media and all other interested parties.

The program of work of the Public Procurement was published in January 2015 at <http://www.ujn.gov.me/wp-content/uploads/2015/01/Program2015.pdf>.

The Act stipulates that purchasers submitted to the Public Procurement its annual reports on conducted and concluded public procurement. All the individual reports of contracting authorities / entities bound to adhere Management is published on the website: www.ujn.gov.me, In the section "Pojedninačni reports obligated to apply the Public Procurement Law of 2015".

The Board was submitted individual reports of contracting authorities in written and electronic form. For all the information provided, which are an integral part of these statements, are responsible themselves purchasers, ie. responsible person / authorized person of the client and the Procurement Officer.

Management is further processing of the submitted data compiled by the "Statement of contracted public procurement for 2015".

This document contains two parts. The first part covered the topics: the activities within the competence of the Public Procurement in monitoring implementation of the public procurement system in Montenegro, activities in the EU accession process, the Agreement on Government Procurement (GPA), implementation of the Action Plan for implementation of Strategy public procurement in Montenegro for the period 2011-2015. year and the work program of the Public Procurement for 2015, review of the Strategy for Development of the system javin hanabvki for the period of 2016-2020 and the proposed measures for further improvement of the public procurement system in Montenegro. The second section provides a detailed statistical data for 2015 with brief comments. These parts Report with an introduction, general napomenana, completion, graphs, tables and attachments group whose single unit.

The report for 2015 presents a detailed analysis of the activities of obligors under the Law on Public Procurement arranged by Article 2 of this law, submitted information on the contracts concluded by the contracting authorities after carrying out procurement procedures in the period from 01 January to 31 December 2015.

Contracting authorities are the Public Procurement Office submitted the information that the goods and works are carried out public procurement procedures within the meaning of Article 20, paragraph 1, item 1-8 of the Law on Public Procurement ("Official Gazette of Montenegro" 42/11) for all public procurement procedures implemented and initiated prior to the implementation of the Law on public procurement ("Official Gazette of Montenegro" number 57/14 and 28/15), the estimated value of public procurement, contractual value without the value added tax, the agreed value with the value added tax, the number of submitted bids, the number of rejected bids, number

of bids rejected, number and date of the decision on the best bid, the name of the bidder whose bid is selected, the registration number of the bidder whose bid is selected, the date of the contract, the savings achieved.

For procurement procedures carried out by direct agreement in accordance with the Act and the Regulations form of recorded date and place of the award, object type, subject, contract value of public procurement, the name of the bidder and the amount of total contracted value of public procurement.

All values of contracts are in Euros with VAT included.

When creating reports pPersonal attention is paid to report on the registration procedures of violations of anti-corruption rules and rules of conflict of interest.

It should be noted that in cooperation with the Ministry of Finance and the Public Procurement Office, with the aim of operationalizing efficient control procedures and predictability of public procurement planning, the Ministry of Finance has been receiving and individually considered requirements for public procurement of all spending units. This enabled a better insight and planning necessary or mandatory expenditures, as well as better control of their implementation and not creating outstanding budgetary commitments.

What is unique for the public procurement process for the direct participation of the private sector, who are stakeholders in the outcome of the procurement process. Good procurement system, the participation of these stakeholders is used as part of a control system by establishing a clearly defined, regulated process that allows complaints from the private sector and blagovremeneo decision on their appeals.

Despite all the challenges we face, I believe we can create a sound basis for dynamic economic growth, which is the most effective means to combat the crisis, by unemployment, deficit and debt. Therefore, we will continue to implement the policy of economic freedom which, together with improving the quality of public administration, citizens and businesses create more competition and more chances and opportunities for advancement.

In this context, the Report on Public Procurement in Montenegro is the basis for raising the majveći possible level of transparency of the effectiveness of the public procurement for bidders and contracting authorities, while at the same time represents a significant act to eliminate irregularities.

The aim of this report is that all participants in the procurement process to obtain all necessary information in order to overcome possible problems in the public interest.

All these activities are the result of selfless commitment and dedication of all the employees of this department, why sincerely thank them.

Following the adoption of the Report by the Government of Montenegro, the Public Procurement Office will publish this document on its website.

Director of
Dr Mersad Mujević, sr

2. ACTIVITIES FROM THE JURISDICTION OF THE BOARD

The Public Procurement which was established by the Decree on Organization and Operation of State Administration ("Official Gazette" of Montenegro no. 05/12) of 23 January 2012 and Amendments to the Regulation on Organization and Operation of State Administration ("Official list "of Montenegro 25/12 of 11.05.2012. year). Article 19 of the Law on Public Procurement sets the tasks of the Public Procurement and its jurisdiction.

This authority shall monitor the execution of the public procurement system, harmonization of regulations governing public procurement with the European Union, to prepare technical basis, initiate and participate in the preparation of the public procurement rules.

Administration gives approval to contracting authorities on fulfillment of conditions for conducting certain public procurement, providing advice at the request of the customer, organize and conduct professional development and training of employees and other persons for the performance of public procurement, to organize professional exam for performing tasks in the area of public procurement.

Important jurisdiction of the Board is to establish and maintain public procurement portal, the publication of public procurement plans, tender documents for the implementation of the procedure by the invitation to tender, the decision in the public procurement procedures, public procurement contracts, amendments, or supplement the procurement plan, tender documents, decisions and contracts, and other documents in accordance with this law, shall prepare and submit to the Government an annual report on public procurement, for the previous year.

Then, the Board prepares and publishes list of contracting authorities and bidders list, a unique dictionary of public procurement, promote the implementation of public procurement in electronic form, shall cooperate with international organizations, institutions and experts in the field of public procurement system, issues publications and other technical literature and perform other affairs, in accordance with the law.

By performing duties in accordance with the responsibilities Management influence the creation of conditions for economical, efficient and transparent use of public funds, the creation of competitive and equal conditions for all bidders and contributes to creating a healthy and sustainable economy in Montenegro. Because the state through its agencies, public services and companies have a major impact on overall economic activity can be said, that public procurement is a key instrument for the creation of a market economy in Montenegro. Therefore the role of the Public Procurement to establish functional procurement system and to ensure effective and efficient use of money, particularly important.

The Public Procurement Office is working intensively on further strengthening the negotiating position of Montenegro for full membership in the EU for Chapter 5 - Public Procurement, Negotiation Chapter 22 - Regional policy and coordination of structural instruments Chapter 23 - Judiciary and Fundamental Rights, in accordance with the commitments and action plans for those chapters. Significant activity in this period was led by the Public Procurement Office under the Agreement on Government Procurement called. GPA in the WTO.

The Public Procurement Office through its official website (www.ujn.gov.me) Shall inform the public about all activities implemented through the section "Activities / announcements".

Also on the website of the Board can find all the relevant rules on public procurement, unified public procurement vocabulary (CPV), strategic documents, the practical application of legislation, cooperation with the NGO sector, the activities of the Board in the context of the negotiation chapter 5 - Public procurement, cooperation with the World trade Organisation (WTO) and others.

Also, the Public Procurement timely inform the public about the activities related to the training and examination of professional competence in the field of public procurement on its website, under the section "Training", as well as the results achieved after a written and oral examination.

3. ACTIVITIES OF THE PROCESS OF JOINING EU

In the reporting period were undertaken certain activities to harmonize legislation and regulations with the European Union, as well as the process of acceptance of European standards on work in this field foreseen measures in Chapter 5 - Public Procurement and Chapter 23 - Judiciary and Fundamental Rights.

The Public Procurement Office as part of its responsibility creates the conditions for respect zakaonodavnog framework at all levels, and the purchaser during the reporting period conducted public procurement procedures in full compliance with the principles of transparency, ensuring competition, equality and non-discrimination of bidders and the removal of barriers to free trade.

Management continuously implements specific activities to fulfill the final criteria regarding harmonization of the legal system of public procurement with the *acquis* in all areas with a special focus on power purchases from the utility sector, defense and security, concessions, public - private partnerships.

In this direction were carried out certain measures. Parliament of Montenegro adopted the Law on Amendments ZoJN which ensure efficient procurement of goods, services and works, Ms. special attention was given to patrons who perform the relevant activities in the municipal sector in order to be in a transparent way through the qualification systems create the conditions to contracting authorities carrying out relevant activities elect qualified bidders and may at any time to make the necessary purchases of importance to the continuous and uninterrupted performance of these activities.

Development strategy of the public procurement system for the period of 2016-2020 and the Action Plan for development of public procurement and the updated program of accession of Montenegro for the period 2016-2018 defines the obligations of harmonizing the legal system of public procurement in Montenegro with the EU *acquis* in this area. This document is planned that the Law on Public Procurement adopted in the I / II quarter of 2017, and implements in the third quarter of 2017, a law on public-private partnerships and concessions in the second quarter of 2017 and implements in the third quarter of the same year.

These laws should be harmonized with the Directive 2014/24 / EU in the field of classical sector, Directive 2014/25 / EU in the energy sector, water management, transport and postal services and Directive 23/2014 / EU concessions.

During the reporting period have evolved continuously measures from the Action Plan for Chapter 5:23 relating to public procurement. Taking into account the dynamics of the negotiation process with the EU and the fact that at the end of 2013, opened negotiations for Chapter 5 - Public Procurement, a year to prepare and consider information concerning the fulfillment of the closing benchmarks for closing the negotiations in Chapter 5 - Public Procurement, which was adopted by the Government of Montenegro, in accordance with Resolution No: 08-34 of 18 March 2015 (government web site and the Administration)

In the framework of the negotiating chapters 23 set 45 interim benchmarks, there is a need to revise the action plan for this chapter to measures and activities portrayed fulfillment temporary standards, specify deadlines and funding. In this regard, representatives of the Public Procurement Office participated in the preparation of the Adapted Action Plan for Chapter 23 in the section between the other relates to the field of public procurement, which was also adopted by the Government of Montenegro, in accordance with Resolution No: 08-306 of 26 February 2015.

All the measures referred to in Chapter 23 regarding public procurement were adopted, of which we would like to measure: adopted amendments to the Law, by-laws, legislative improved system of control of public procurement procedures, strengthened nadležnost authority to supervise the implementation of the contracts awarded, enhanced administrative capacity of inspectors for procurement from one to three employees, increased the number of inspections. In accordance with the annual program and plan training for employees in the public procurement process established target groups for training, which includes employees at the local level, the trainings planned intensity, organized professional exam established record-keeping exams passed and made public the list of certified persons on the website of the Board. For all measures are clearly DEFINED impact indicators and results. More information on the website of the Public Procurement Office and the Ministry of Foreign Affairs and European Integration.

Members of the Working Group for Chapter 22 - Regional policy and coordination of structural instruments, representatives of the Public Procurement Office, performed the activities outlined in the framework of the negotiation process and attend seminars and workshops in order to strengthen their capacity to continue the negotiating process in this area in order to strengthen the application of national legislation on public procurement procedures.

Employees Public Procurement Office actively participated in the drafting of the revised Programme of Montenegro's accession to the European Union for the period 2016-2018. year. This document was adopted by the Government of Montenegro on 12 February 2015, Conclusion No. 08-186.

Observed the activity of the Public Procurement which is in cooperation with the Office of the Chief Negotiator for the Accession of Montenegro to the European Union, the EU Delegation to Montenegro, Podgorica British Embassy and the British Council in Montenegro, organized go the public debate on the negotiation chapter 5 - Public procurement in Podgorica on 22.12.2015. year. Participants in the debate agreed that public procurement is a significant part of the market that according to estimates of the European Commission the total value of public procurement in the EU is around 16%, that is an indication that the procurement represent a significant proportion of the total cost of the taxpayers. Therefore, the competitive practice in public procurement key to effective public spending and on a non-discriminatory development of the economy. Competitive and transparent procedures help public entities to procure products, services and works of better quality for a lower price. The use of adequate public procurement procedures and a great competition reduces prices of public contracts. The result is that taxpayers' money is spent efficiently, stimulates economic growth and provide greater competitiveness.

It was stressed that the amendments to the Law on Public Procurement brought significant changes in the public procurement procedures in order to reduce formalism in the procurement procedures, reduce costs of implementation procedures for contracting authorities and bidders, and its faster and more efficient implementation. It points to the good part of the Public Procurement on the meeting agenda of the EU in this area, that the Montenegrin public procurement system in 2016 marks the 15th year that the amendments to the ZoJN which came into force in early May to eliminate a significant number of weaknesses in terms of the effects of which should provide procurement, especially where it concerns:

First institute insufficiently effective mechanisms of preventing corruption in public procurement, recognizing the risks in public procurement in the area of planning, preparation and selection of procurement procedures as well as the risks to the realization of the contract,

2nd absence of appropriate and timely sanctioning violations of the Act,

3rd discrepancy between the law of certain tasks and the capacity of institutions responsible for public procurement policy,

4. Conduct training and professionalization of the way officials who run and work in the public procurement system,

5th better coordination of institutions.

In the debate, it was pointed out that at a time when each country is trying to find a way out of the crisis, to strengthen its economy, and to define procurement as part of the process of strengthening the economy. Implementation of new EU directives into national law of the Member States should implement the directive until April 2016, but that at the same time determine and to those elements of the EU directives that are given as an option, so that their economies do enough to open and attractive for economic operators. The candidate countries and potential candidates have enough time to fully harmonize national legislation with the EU, leading to the prediction that take all the provisions of the Directive favorable to the economy and the country's economy. It is important to emphasize that the education of business entities should be given an important place to training of contracting authorities, in the sense that they encourage joint offer and act as a group of bidders that informal communication market should be good practice, not a way to process upsets appeals.

No procurement procedure which does not have a weak spot, and if spending time on finding vulnerabilities, but not to healthy competition, the question is whether the economy will be strengthened!

More information regarding the negotiations on Montenegro's accession to the European Union can be found at Ministry vanjksih Affairs <http://www.mvpei.gov.me/rubrike/Evropske-integracije/> in the section "EU integration" of the Public Procurement.

The development and improvement of this system, there is considerable scope and support given by the Ministry of Finance, the Secretariat for zakonodavstvo and the Office of the negotiators, we should mention the generous help, SIGMA, European Delegation Podgorica, WB, EBRD and others.

4TH IMPLEMENTATION OF THE ACTION PLAN FOR IMPLEMENTATION OF THE STRATEGY FOR DEVELOPMENT OF PUBLIC PROCUREMENT IN MONTENEGRO FOR THE PERIOD 2011-2015. IN 2015

4.1. Improving the regulatory framework

The legislative framework of the public procurement in Montenegro is based on the Law on Public Procurement and the special law on public-private partnerships and concessions, which is currently under construction. These laws will be fully compliant with the new EU directives.

Public Procurement Law regulates the manner and procedure of procurement of goods, services and works contracts, protection of rights in public procurement procedures and other issues of importance to public procurement.

In order to further harmonization of the legal framework with the EU acquis, the Parliament of Montenegro on 28 December 2014 adopted the Law on Amendments to the Law on Public Procurement, published in the "Official Gazette" of Montenegro no. 57/14 of 26/12/2014. he started with the application of 04.05.2015. , and 03 June 2015. The Parliament of Montenegro adopted the Law on Amendments to the Law on Public Procurement, published in the "Official Gazette" of Montenegro no. 28/15 of 03/06/2015. , entered into the carpet on the eighth day after publication.

Amendments to the Law on Public Procurement had special significance for the improvement of public procurement system in Montenegro, especially in terms of increasing the transparency of public procurement procedures, ensuring the protection of competition and equal treatment of bidders. Additionally, the law complies with EU directives that govern public procurement, which is particularly important bearing in mind the need for Montenegro to be in the area of public procurement set standards that meet the highest European standards which require compliance with certain principles (guidelines), which are in professional bodies and committees in the EU formalized in the form of directives on public procurement and other relevant regulations of the EU.

Hence the adoption of amendments to the Law on Public Procurement made a significant step towards regional harmonization, which is part of global harmonization in the area of public procurement.

Pursuant to the Amendments to the Law on Public Procurement, to create by-laws Ministry of Finance issued a decision No. 01-1413 / 1 from 09.02.2015. The Education Working Group for drafting the by-laws, Rules on forms in the public procurement procedures pursuant to amendments to the Act. For the members of the Working gupe appointed representatives of the Public Procurement, Ministarstrva Finance and the State Commission for Control of Public Procurement. The Working Group began to work immediately after the decision on the establishment and continuous work on this challenging task by the beginning of May 2015, and prepared:

- Rulebook on forms in public procurement procedures ("Off. Gazette of Montenegro", No. 23/15);
- Regulations on methodology of expressing subcriteria offers in procurement procedure ("Off. Gazette of Montenegro", No. 24/15);
- Ordinance amending the Ordinance on the methodology of expressing sub-criteria for selection favorable bid in the public procurement ("Off. Gazette of Montenegro", No. 29/15);
- Rules on detailed criteria for establishing the Committee for opening and evaluation

- offer ("Off. Gazette of Montenegro", No. 24/15) and
- Rules on the methodology of determining the calculation errors on offer in the public procurement ("Off. Gazette of Montenegro", No. 24/15).

To ensure effective implementation of the Law on Public Procurement, the working group has assessed that in the framework of the forms in public procurement procedures to include a specific patterns that are regulated in Articles 28, 38, 49, 62, 98, 103 and 106 of this law, which would by the complexity of the form may be seen as independent entities, ie. Independent regulations.

Rulebook on forms in public procurement procedures ("Official Gazette" of Montenegro, No. 23/15) contains the following forms:

1. Public procurement plan;
2. The decision to initiate the procedure of public procurement;
3. Tender documentation for the open procedure;
4. Tender documents for the first phase of the restricted procedure;
5. Tender documents for the second phase of the restricted procedure;
6. Tender documents for the negotiated procedure with prior publishableIt calls for tender;
7. Tender documents for the negotiated procedure without prior publication of the invitation to tender;
8. Tender documents for procurement procedure competition;
9. Tender documents for the procurement procedure by shopping;
10. The notice advertising the public procurement procedure;
11. The minutes of the public opening of bids / applications;
12. Record of the examination, evaluation and assessment of the proposals;
13. Record of negotiations in negotiated public procurement procedure with prior publication / without prior publication of the invitation to tender
14. Record of the examination and evaluation of applications for establishing qualifications of the candidates in the first phase of the restricted procedure;
15. The decision (ruling) on the best offer;
16. The decision (ruling) to suspend the procurement procedure;
17. The decision (ruling) on the cancellation of public procurement procedure;
18. The form of notices of intent to establish and conduct qualification system.

During 2015 were adopted two regulations relevant to the efficient system of public procurement and to;

1. Rules on the methodology of risk analysis in the exercise of control in public procurement procedures and
2. Rules on the methodology for determining the level of energy efficiency in the procurement process.

Based on the Decision of the Ministry of Finance No. 04-1763 / 14 of 14 March 2014. The working group was formed to determine the risk analysis methodology in the exercise of control, with the aim of pro-activity in the prevention and early detection of acts of corruption and other acts of corruption and the exercise control in accordance with established methodology. For members of the working group appointed by the representatives of the Public Procurement Office, the State Commission for Control of Public Procurement, Inspection Directorate, Ministry of Finance, NGO "Institute Alternative", the Parliament of Montenegro, the Committee on Anti-Corruption, the Directorate for Anti-Corruption initiative.

The Working Group was to develop a methodology for risk analysis in the exercise of control, with the aim of pro-activity in the prevention and early detection of acts of corruption and other acts of corruption and carry out controls in accordance with the established methodology.

In this regard, the Action Plan for Chapter 23 Judiciary and Fundamental Rights in Chapter II fight against corruption, under number 2.1.6, contained the recommendation: "To strengthen the system of control of public procurement and monitoring of the contracts awarded." Specifically, under the number: 2.1.6.3 defined the measures "Monitoring of improving the system of control of public procurement procedures". In preparing the same, it is necessary to establish a methodology of risk analysis in the exercise of control, with the aim of pro-activity in the prevention and early detection of acts of corruption and other acts of corruption and carry out controls in accordance with the established methodology.

Rules on the methodology of risk analysis in the exercise of control in public procurement procedures, has been adopted and published in the "Official Gazette", CG no. 80/15 of 31 December 2015 governing the application of anti-corruption metodologije which the contracting authorities used in the planning and preparation of public procurement, the implementation phase of the procurement procedure, the process of realization of public procurement contracts.

These implementing regulations after revision by the Secretariat for Legislation published in the Official Gazette of Montenegro and started to implement its publication. Regulations of the fully implemented as detailed and elaborate the Law on Public Procurement, in a clear, precise and nedvoslislen way to purchasers achieve greater efficiency in the application of this law.

The Ministry of Economy in 2015, based on Article 21, paragraph 2 of the Law on Efficient Use of Energy ("Official Gazette of Montenegro", number 57/14) adopted the Ordinance on the methodology for determining the level of energy efficiency in the procurement process.

This regulation prescribes the methodology for determining the level of energy efficiency of goods and services and official buildings or parts of buildings for official purposes, upon purchase or lease in the procurement process. In the process of buying or leasing of official buildings or parts of buildings for official purposes are taken into account their energy performance, and energy classes that are determined in accordance with the regulation governing the certification of the energy performance of buildings, and is proved by a certificate on the energy performance and is scored in a manner that the greater the energy efficiency class assigned a higher score. For the procurement of office equipment, household appliances, vehicles in road transport, external lighting purchasers are able to use the scoring methodology that is an integral part of these regulations. The services that are covered by these regulations are consulting services in terms of the law governing public procurement.

The level of energy efficiency in the procurement of goods and services, which is a criterion for selecting the best offer selected the lowest tender price, shall be determined in the technical specification, or as a sub-criterion for evaluation of bids, if the criteria for selecting the best offer, selected the most economically advantageous offer. This regulation came into force on 21 January 2016.

Law on Public Procurement, by-laws, the previous regulations, EU directives and other related regulations were published on the website of the Public Procurement: www.ujn.gov.me, In the section "Regulations".

The PPL does not include concessions and public private partnership is already making a special law on public - private partnerships and concessions in this area. Competent institutions for the adoption of this law the Ministry of Finance and Ministry of Economy.

In the following period in accordance with the Strategy of the Public Procurement System in Montenegro for the period 2016-2020 years, PPCG 2016-2018, expected implementation plan legal alignment in order to ensure full harmonization with the EU Directives in the field of procurement, particularly in the area of concessions.

Creating a new ZoJN planned to I / II quarter of 2017 years and making appropriate bylaws in the course of the new ZoJN, with regular changes during this period. In addition we will have full harmonization with other laws and regulatory acts by the end of 2017 or the analysis of compliance of the new ZoJN and other regulations that are relevant for public procurement.

In addition during 2016 is expected to usaglašavanje the Public Procurement Law in the field of protection of rights of participants in the public procurement and public interest with the Law on Administrative Procedure, which was adopted in December 2014 (., Official Gazette of Montenegro "No. 56 / 2014), whose implementation began in mid-2016.

4.2. Improving the institutional framework

Public procurement include collection activities of contracting authorities for the acquisition of goods, provision of services or works. The objective of legislation in this area is that the service providers, suppliers of goods and contractors provide the possibility of competition in the procurement procedures. Institutions established for this purpose should be to ensure compliance with the legal framework at all levels and ensure effective system of legal protection in public procurement procedures, which, among other things, based on the right of appeal. Contracting authorities are required to service the public procurement procedure carried out in full respect of the principle of transparency.

The work of the state administration, which are indirectly related to public procurement is regulated by the Regulation on the organization and operation of state administrative and financial regulations that accompany these areas.

The main institutions in the public procurement system are: the Ministry of Finance, the Public Procurement, Inspection Directorate, the State Commission for Control of Public Procurement and Concessions Commission.

During the reporting period the Board is actively cooperating with all key institutions in the public procurement system. Close cooperation has been established with the Ministry of Finance, in particular in the drafting of laws and regulations, development of the Strategy for development of public procurement for the period 2016-2020, the implementation of training programs in order to strengthen the administrative capacity, the program of taking professional exam for work in public procurement, providing information on appropriate use of public money with the aim of building a better procurement system as a whole. The same and similar projects were implemented in cooperation with the State Commission for Control of Public Procurement and Administration for Inspection Affairs, and continuity is achieved cooperation between these institutions in the performance of duties within their competence.

The bodies of state administration that are indirectly related to public procurement are: the State Audit Institution, the Agency for prevention of corruption, the Administrative Court, Magistrate's Court, the Police, the Judicial Council and the Supreme State Prosecutor's Office.

Reference to the administrative capacity of the Public Procurement as a key institution in the public procurement system of Montenegro, one can conclude that did not have the necessary human and technical capacities that are necessary for the performance of the authority. That is from the Board indicated in the previous period. Therefore, in 2015, made adopted a new Ordinance on the internal organization and (the Cabinet meeting of 10.22.2015. Year), which has increased the number of systematized working with 18 on 20th

Through the Human Resources Administration for the purposes of the Public Procurement Office conducted two (2) Public ads that were completed in IQ 2016. Pursuant to the obligation defined by the Law on Civil Servants ("Off. Gazette of Montenegro" no. 39/11, 66/12 and 34/14), during the reporting period adopted the establishment plan for 2016 of the Public Procurement, which was published on the website of the public procurement www.ujn.gov.me.

In order to develop the public procurement system in Montenegro, in the coming period is planned strengthening of administrative capacity, the development and establishment of electronic public procurement, strengthening the monitoring of the public procurement system, raising public awareness through education and training, improvement of efficiency assessment of the procurement process, the risk of irregularities and factors that reduce the competitiveness and efficiency of public procurement.

To these priorities effectively implemented the Public Procurement Office is necessary to provide an increase in the number of employees as well as improve the technical capacity. Resources Management which has remained insufficient to effectively meet the above-defined priorities in the coming period. One of the increase of employees being covered by the new Ordinance and the rest filling and strengthening the administrative capacity of the new regulations in accordance with the schedule set out in the Programme of Montenegro's accession to the European Union 2016-2018 (PPCG). The PPCG annually to changes in the framework of the development of the EU (new package has 1,779 Celeks), Therefore for Chapter 5 Public procurement is carried out in this planning period for strategic framework (Status and plans), the legal framework in terms of legislative (status and program alignment with the EU acquis) and the strengthening of administrative capacity. The goal is to be in this area service providers, suppliers of goods and contractors provide the possibility of competition in public tenders in Member States of the European Union. In this way it comes to boosting economic growth and efficiency, but also give full meaning to the single market of the European Union.

4.3. Other activities to strengthen the public procurement system in Montenegro

Strategy development of public procurement in Montenegro for the period 2011-2015. , defines the steps of the Public Procurement for 2015 by segments: monitoring of public procurement procedures, raising awareness through education and training at all levels, development of cooperation with the NGO sector, the development and strengthening of electronic communication in public procurement, with guidelines for developing an action plan for the development and implementation of e-procurement, the extent of the savings, continuous reporting on public procurement, strengthening of cooperation with the organs and institutions of Montenegro, cooperation with international institutions and study experiences, strengthen environmental and social aspects of public procurement, the development of equal opportunities, strengthening organizational and administrative capacity.

Activities related to the updating of the list of public procurement officers and lists of contracting authorities, keeping the website of public procurement (Public Procurement Portal), maintenance of the Forum on the system of public procurement, signing agreements on cooperation with other state institutions, development of a manual on procedures and make a decision, the implementation of the campaign about raising awareness - transparency in public procurement, the selection of agencies for public relations (design campaigns, campaigning) were implemented in 2015 in accordance with the established measures of the Action plan of the Strategy for this period.

4.4. Monitoring of public procurement procedures

The Public Procurement Office monitors the implementation of the Act in order to monitor the efficiency of the national public procurement system, the success of the application of public policy: laws, regulations, strategies and action plans.

Closer to the jurisdiction of the Board is regulated by the Law on Public Procurement in Article 19 Under this provision, the Board is monitoring documents (plans, tender documents, decisions and agreements, or their amendments and / or supplements) that were submitted to this body for publication on the Public Procurement Portal. In case they are not in accordance with the law, the Management Board informs the customer that within three days the perceived irregularities. If the client does not remove the irregularity within this time, the Board will act in the client publish the text submitted and notify the inspector of public procurement ".

Annual Work Plan of the Public Procurement includes monitoring of monitoring the implementation of the Law on Public Procurement and regulations. Management continuously monitors and analyzes monitoring results, gives certain opinions and recommendations for elimination of gaps in monitoring and propose amendments to the Act and regulations.

With Employees of the body are in constant electronic and telephone communication in order to remove the irregularities and day to provide more than 100 tips, starting with the publication of procurement plans, tender documentation, to a contract.

Often there are situations when the commission for opening and evaluation of bids the customer in a dilemma as to assess the correctness received bids and pay the Administration for advice in written and oral communication.

Providing advice Management causing an increase in the legality and certainty of public procurement procedures. Special is important to help the body at the beginning of that. during the launching of the public procurement. During this period, the contracting authority must remove all doubts and dilemmas, thereby providing timely elimination of irregularities that may be essential.

Wrong set procedure increases the possibility of appeal, and appeals caused delays in the process and ultimately can jeopardize the regularity of the total procurement procedure.

Management through a special report to collect and analyze information on anti-corruption policy and policy conflicts of interest in public procurement and prijedlaže measures for improvement.

This institution aims to monitor public procurement system raised to a higher level with the aim of better applications and better normativizacije proposed solutions.

4.5. Improved help desk center

Employees of the Department for monitoring the implementation of regulations and monitoring in public procurement of the Public Procurement transmit messages and provide legal assistance that is. information to all participants in the proceedings made manifest procurement, clients, providers, stakeholders and the general public in the area of public procurement in order that all interested parties have certain benefits, thereby affecting the strengthening of the public procurement system. Strengthening earlier established a help desk center influenced the strengthening of the realization of the public procurement and the practical application of laws and regulations.

During 2015, were held over 300 meetings, in which in some cases led special official notes, and on that occasion recorded difficulties in the application of the Act, on the basis of which they submitted certain opinions and recommendations to remedy identified deficiencies.

Management continuously provides advice, at the request of the contracting authority and other stakeholders, by telephone and by e-mail.

4.6. The publication on the Public Procurement Portal

The Public Procurement Office with the support of the IPA 2007 project created a web portal of public procurement, which contains all the information on implemented tender procedures, as well as information about the plans of public procurement with the obligation of the publication of concluded contracts. Portal is tailored to the Law on Amendments to the Law on Public Procurement, as well as accompanying secondary legislation.

Users, providers and clients is available comprehensive searches by different criteria in order to raise transparency. This activity is carried out annually. Number of portal for procurement varies on a daily basis in the range from 2000 to 2100 visit.

Department for monitoring of public procurement procedures and electronic public procurement management in communication with clients during the conduct of the publication follows the realization of the public procurement system, harmonization of regulations governing public procurement with the European Union and provides advice on request of the customer and the bidder, all in accordance with competences of the public procurement.

In this way, the impact on increasing the transparency of the public procurement process, which is achieved by establishing and maintaining the Public Procurement Portal, as well as the daily updating of the website of the Public Procurement www.ujn.gov.me With all the details regarding the public procurement system in Montenegro. On the website of the Public Procurement published all the information useful to the contracting authorities and for tenderers.

Visitors have the opportunity to meet with all the regulations in the area of public procurement, instructions and obligations of contracting authorities arising under the Act, the opinions on the application of certain provisions of the Act and other regulations on public procurement, organizing and implementing training in the field of public procurement, various reports, as well as with the European legislation in this area.

Law on Amendments to the Law on Public Procurement Article 7 provides that transparency procedures provided by the publication:

- procurement plan,
- tender documents,
- decisions on qualification of candidates,

- a decision on the best offer,
- decision to suspend the procurement procedure,
- Decision on annulment of the public procurement procedure,
- public procurement contracts,
- changes or additions to the plan, the tender documents, decisions and agreements.

Portal of public procurement has contributed to enhancing transparency and competition in the public procurement market, primarily due to greater availability of relevant information in this field and allows all interested parties to monitor the public procurement procedures. Thus, as users of the Portal appear and journalists, experts, embassies of foreign countries, various non-governmental organizations and business associations. All this practice increases the control of the regularity of public procurement procedures, and Portal unique instrument for finding the required information.

Before the publication of the above mentioned documents to the Portal, employees of the Department shall ensure that the document contains some irregularities that may discriminate against bidders and restrict competition (the funds provided by the contracting entities, the time limits provided by law, the regularity of the invitation to tender, etc.).

In the period from May to December 2015 to the new Public Procurement Portal was published:

- 2201 tender documentation, with accompanying explanations, modifications, amendments, decisions and contracts,
- 36 decisions and the corresponding contracts for the negotiated procedure without prior publication of the invitation to tender and
- 7 decisions and the corresponding contracts related to the framework agreements concluded before the adoption of amendments to the Law on Public Procurement.

In parallel with the new portal department officials are keeping the old portal of public procurement.

In the period from January to December 2015 was published 11,882 documents, of which:

- 1046 Plans for procurement,
- 1078 Calls to tender in the open procedure,
- 1739 Invitation to Tender by shopping,
- 1 Call the negotiated procedure with prior publication of the invitation to tender,
- 2 competition,
- 3790 decision on the best bid and
- 3546 public procurement contracts.

Department for monitoring of public procurement procedures and electronic public procurement management continuous improvement, ensure that the portal becomes a very effective tool to check and control the regularity of public procurement procedures.

When one considers the number of published documents, came to the number of 85 documents per day over which the Department for monitoring of public procurement procedures and electronic public procurement management, which has three employees, performed monitoring and ensure compliance with the conditions specified by the regulations on public procurement.

Number of public procurement notices advertised on the portal significantly increased since the beginning of his work, which has significantly increased transparency of public procurement in

Montenegro, considering that in one place can find all relevant information related to the procurement procedure and that this information comes quickly and free of charge.

Advertising and publication of information on all relevant activities in the field of public procurement is carried out on the website of the Public Procurement daily, thereby continuously conducting campaigns on raising public awareness of transparency in public procurement. Management is also in direct communication with the clients point to the importance of respecting the principle of transparency of public procurement. In the reporting period, employeesThe Board visited the municipality in Montenegro and companies whose founders, schools, healthcare facilities and other in order to raise awareness and increase transparency in public procurement.

4.7. Planning public procurement and contract management

Public Procurement Law stipulates the obligation of the customer to bring the procurement plan to the same publication on the Public Procurement Portal by 31 January of the current year for which the law applies. Law do not require preparation and publication of plans to purchase to which this law is not applicable (exemption from the public procurement).

Required elements of the plan are as follows: data about the purchaser, the name and the subject of public procurement, the estimated value of procurement for each subject of public procurement, the position of budget or financial plan to which the planned funds for public procurement.

Form procurement plan established by the Ministry of Finance special act, ie. secondary legislation prescribed by the standard form of public procurement plan. Purchaser in the form lists the sources of financing, as well as the chance to be together with other contracting authority to implement public procurement procedure (Article 32 and 33 ZoJN).

The approval for the procurement plan of budget users in Montenegro, except for the Parliament of Montenegro and the bodies of judicial authority, granted by the Ministry, with the approval of the procurement plan bodies of local self-government by the local governments. Public procurement plan brings the authorized person or body managing the client. Contains the amount of the planned procurement of goods, works and services, the matters of procurement and overall planned value.

Contracting authorities to the Public Procurement procurement plan submitted in electronic form via the application software made by this body for publication, as well as in writing.

Purchaser may mijenajati and amended procurement plan five days before the start of public procurement procedure, except in the case of budget revision. This is a novelty compared to the previous legal solution within 15 days, on the ground that five days is sufficient to document made available to the entire interested public.

The law is not precisely defined what is considered by changing the procurement plan, practice shows that purchasers usually change the plan as a result of changes to the estimated value of public procurement, amendments to the subject of procurement, planning of the new public procurement.

Contracting authorities were given greater freedom to change the procurement plan within the limits of approved special-purpose funds, as public procurement plan does not modify the conditions of the finance plan or budget.

This enables clients to modify procurement plan even when in certain positions have sufficient earmarked funds for a purchase, for which he created the need and previously could not enter into

a procurement plan, if it has the financial means and resources available in the financial plan the client. The legal possibility of amendments to the public procurement plan has provided clients the flexibility to the extent that allow systemic regulations in the area of the budget system and public enterprises.

In this regard, the Public Procurement Law does not address issues of financial discipline for the second system regulations in this area.

During 2015, Management has published a total of 514 procurement plans, 535 update the procurement plan.

A total of 134 contracting authorities not drafted and submitted public procurement plan this authority for publication.

In Appendix 1, which is an integral part of the report provides an overview of the client who did not submit the procurement plan, in Annex 2 are listed purchasers who published more than four changes to the procurement plan, noting that the Act is not limited number of amendments (changes) to the procurement plan. Annex 3 provides an overview of the customer which is planned and contracted value is significantly different.

Procurement plans and changes to plans announced by the Public Procurement at the address: Public Procurement Portal, ujn@ujn.gov.me.

Public Procurement Law regulates the authority and subject to inspection in relation to the conclusion of public contracts, in Article 147 and 148 paragraph 1 item 14 of this Law. For this area the competent authority is the Directorate of Inspection and all actions taken and activities are part of the report of the body and are available on their website.

4.8. Central authorities for public procurement

Development strategy of the public procurement system for the period of 2011-2015. The envisaged establishment of a central authority for public procurement in Montenegro. This form of organization of public procurement is carried out in the event that the contracting authority transferred the authority for public procurement procedures to the central authority, which conducts public procurement procedures for the needs of those contracting authorities (in specific subjects of public procurement, for example, procurement of fuel, office supplies, official vehicles, etc.), in order to rationalize the cost of the procurement procedure.

In accordance with the Strategy, Law on Public Procurement provides for the possibility of implementation of the public procurement procedure by another customer, as well as power to the Government or competent authority of local governments may provide that certain procurement for the needs of the state administration and public services, or the body of the local government, combined exerted a certain contracting authority as a central body for public procurement.

Therefore, the contracting authority may simultaneously with the decision on conducting the public procurement procedure to authorize another contracting authority, with the consent of that client, in his name and on his behalf conduct public procurement procedure or undertake certain actions in the process. This created the possibility entrusting the performance of activities implementation of public procurement procedures to another contracting authority in order to improve the public procurement system, to achieve the highest possible level of savings in the spending of public funds.

In this period there implemented activity centralization of public procurement, in terms of establishing a special body for the procurement of certain goods and services, but they are implemented in accordance with the legal ruling stipulated in Article 32 and 33 ZoJN. During the iRADA analysis of the effects of the introduction of a central body for public procurement in Montenegro.

In accordance with past practice, in Montenegro applies polucentralizovani public procurement system, in the sense that in some areas made the integration of public procurement of goods, works and services in order to concentrated more sources of supply in one or more contracting authorities within the state and local centers, while eliminating the need for individual procurement authority in the composition. When preparing and publishing lists of contracting authorities in 2015. Management informed poedinini contracting authority that they comply with the Regulation on the organization and functioning of public administration and the Law on Local Self-Government, consolidate purchases.

So Capital Podgorica, in addition to procurement of goods, works and services for their needs through planning and implementation of public procurement procedures for the institutions founded, namely: Information System Centre, PI "City Theatre", PI Children's Alliance, JU KIC "Budo Tomovic", JU KIC "Malesia" - Tuzi, JU KIC "Zeta" - Golubovci, PI Museums and galleries, PI Public Library "Radosav Ljumović" Institution for accommodation, rehabilitation and re-socialization of psychoactive substances, JU Day care center for children and youth with disabilities.

Similarly, the organized procurement and in other municipalities in Montenegro.

State agencies and public institutions founded by the State in accordance with Article 33 of the Law on Public Procurement, as well as in accordance with the Regulation on the organization and functioning of public administration carried out the centralization of purchases, ie. consolidate procurement of goods, works and services for their needs and the needs of the body composed, among which we recommend:

- The General Secretariat of the Government of Montenegro and bodies composed of State Protocol, the Council for membership in NATO, the Office for Cooperation with NGOs, Office for Combating Human Trafficking, Office of the representative of Montenegro before the European Court of Human Rights, Office of the Prime Minister (Bureau for communication with citizens), Cabinet Deputy Prime Minister for political system, internal and foreign policy, Office of the Deputy Prime Minister for economic policy and financial system, Office of the Deputy Prime Minister for European integration, Office of the Deputy Prime Minister for regional development, Office of the Minister without portfolio, Sectors, services, departments and airline-service) ;
- The Ministry of Economy and authorities within the Directorate for Development of Small and Medium Enterprises;
- The Ministry of Finance and bodies composed of: Tax Administration, Customs Administration, the Gaming, Real Estate Administration, the Commission for the control of state aid, the Council for the improvement of business environment, regulatory and structural reforms;
- The Ministry of Science and Innovative Entrepreneurial Center "TEHNOPOLIS" doo;
- Ministry of Sustainable Development and Tourism and Directorate of Public Works, the State Commission for the technical inspection of the highway Bar - Boljare;
- Ministry of Agriculture and Rural Development and Forest Administration, Water Administration, Tobacco Agency, Paying Agency;
- Ministry of Justice and Department of execution of criminal sanctions - PSEA;
- The Ministry of Education and the Institute for textbooks and teaching aids;

- The Ministry of Labour and Social Welfare and Directorate for Refugees, the Centre for asylum seekers);
- The Ministry of Transport and Maritime Affairs and Port of Kotor, Maritime Safety bar, Directorate of Transport, Directorate of Railways;
- The Ministry of Interior (Police);
- The Ministry of Foreign Affairs and European Integration and Management of the Diaspora);
- The Parliament of Montenegro and Cetinje Parliamentary Forum;
- The Judicial Council of Montenegro and Basic Court in Podgorica, Basic Court in Niksic, Basic Court in Herceg Novi, the Basic Court in Ulcinj, Basic Court in Kotor, Basic Court in Bar Basic Court in Cetinje, Basic court in Kolasin, the Basic Court in Danilovgrad Basic Court in Berane Basic court in Bijelo Polje, Basic court in Pljevlja, the Basic court in Blue, Basic court in Rozaje Basic court in Zabljak, the Commercial court in Podgorica, the Commercial court in Bijelo Polje, High court in Podgorica, the High court in Bijelo Polje, the Supreme court of Montenegro, the Appellate court of Montenegro, Administrative court of Montenegro, the Secretariat of the judicial council, Magistrate's court in Bijelo Polje (the municipality of Bijelo Polje, Andrijevisa, Berane, Gusinje, Zabljak, Kolasin, Mojkovac, Jedinstvo, Plav, Pljevlja and Rozaje) court for misdemeanors in Budva (the municipality of Budva, Bar, Kotor, Tivat, Herceg Novi and Ulcinj), Magistrate's court in Podgorica (the capital city of Podgorica, capital Cetinje and municipalities Danilovgrad, Niksic, Pluzine and Savnik), the High court of offenses - Podgorica), The Supreme Public Prosecutor's Office Prosecutors Council University of Montenegro (Information System Centre, Faculty of Architecture, Faculty of Biotechnology, Faculty of Economics, Faculty of Electrical Engineering, Faculty of Political Sciences, Faculty of Pharmacy, Faculty of Civil Engineering, Faculty of Mechanical Engineering, Faculty of Medicine, Metallurgy and Technology, Faculty of Law, Faculty of Science, University Library, Institute of foreign languages, Academy of Music, Faculty of Fine Arts, Faculty of Dramatic Arts, Faculty of Arts, Faculty of Maritime Studies, Faculty of tourism and Hotel Management, Faculty of applied physiotherapy Department of the maintenance facilities of the University, Institute of marine Biology, Institute of History, Faculty of sport and physical Education, Rector's Office, University of Montenegro.

More detailed information can be found at: www.ujn.gov.me, Section "List of contracting authorities".

A number of contracting authorities in accordance with Article 32 of the Law on Public Procurement undertook to make in the name and on behalf of other contracting authorities conducting public procurement procedures, of which especially emphasize:

- Health Insurance Fund of Montenegro for the purchase of medical supplies and equipment for the needs of health facilities (health centers, hospitals and Clinical Centre of Montenegro);
- The Public Procurement Office for the needs of the State Commission for Control of Public Procurement, the Supreme Public Prosecutor's Office, the Agency for Protection of Competition and others.

4.9. Cooperation with bodies and institutions of Montenegro

Management, in accordance with the program commitment to implement public procurement system seeks to strengthen cooperation with numerous institutions of importance for the public procurement system, including certain government bodies and companies established by the state as well as non-governmental sector, but during 2015 signed a significant number of cooperation agreements, means with the Administration for Inspection Affairs and the Agency for protection of competition.

Improved cooperation with the entities with which the previously signed agreement.

4.10. Strengthening cooperation with the NGO sector

Cooperation between NGOs and state authorities is regulated by the Strategy for Cooperation between the Government of Montenegro and non-governmental organizations and the Action Plan, the Law on State Administration ("Official Gazette of Montenegro", 38/03 and "Official Gazette of Montenegro", no. 22/08 and 42/11), the Regulation on the procedure for cooperation between the state administration and non-governmental organizations (., Official Gazette of Montenegro „ No.7 / 12), the Regulation on the procedure for conducting public hearings in preparation of the Act ("Official Gazette of Montenegro „, no. 12/12). The government has established two separate bodies to strengthen cooperation with NGOs: Office for Cooperation with NGOs and the Council for Cooperation between the Government and non-governmental organizations.

According to the program of work of the Public Procurement in 2015, provides for the cooperation of the Board with the NGO sector on the basis of the projected cooperation in the form of a memorandum - cooperation agreements, in order to exchange experiences, practices and practical examples with institutions in the region, organizing specialized training workshops the staff of the public procurement. Cooperation with the NGO sector, is also ensured through meetings and public debates (seminars, round tables, workshops, panel discussions), written and electronic komunikacijom- submitting proposals, suggestions, comments, etc. Participation in working groups and other bodies established by the national body provided for by the Regulation on the procedure for achieving cooperation between state administration and NGOs. Monitoring - monitoring the success of the application of public policy: laws, regulations, strategies, action plans and others. followed by a working group obrazovane by the body, for now at least represented forms of cooperation with the NGO sector.

NGOs participated in the preparation and promotion of the Law on Amendments to the Law on Public Procurement, by-laws and strategic documents in public procurement. During this period, a significant contribution of NGOs in the drafting of the Rules for the methodology of risk analysis in the exercise of control with the aim of pro-activity in the prevention and early detection of acts of corruption and other acts of corruption in public procurement procedures.

Moreover, in the reporting period in accordance with the above acts has been called for non-governmental organizations for the nomination of candidates for members of the Working Group for writing a draft Strategy for the Development of the public procurement for the period 2016-2020 with the Action Plan for implementation of the Strategy for development of public procurement period 2016-2020 on the website of the public procurement Office and the Ministry of finance, link:

http://www.mf.gov.me/rubrike/Saradnja_sa_NVO/148082/Javni-poziv-nevladinim-organizacijama.html.

It is also the sieve link published lthe same NGO candidates proposed for members of the Working Group for drafting the Draft Strategy for development of public procurement for the period 2016-2020 with the Action Plan for implementation of the Strategy for development of public procurement for the period 2016-2020 and the decision on the selection of candidates for the development of this strategy.

In accordance with the implementation of the Action Plan Strategy for the development of non-governmental organizations, the Public Procurement Office issued a 22.10. 2015 years new

Ordinance on Organization and the Public Procurement Office, which is entered in the job description for the officer in charge of cooperation with NGOs.

The Public Procurement Office has prepared a report on cooperation between state authorities and the NGO sector and the same was published on INTERTEL station of the Board.

4.11. Production of publications and other professional literature in the field of public procurement

The Public Procurement Office in cooperation with SIGMA in 2015 prepared and issued a manual "Selected judgments of the Court of Justice of the European Union on public procurement", the Montenegrin version, in order to help officials involved in public procurement procedures to efficiently, economically and effectively carry out this process.

The manual contains important decisions of the Court of Justice of the European Union (EUSR) in nine different areas and gives a concrete contribution to a better understanding of new and challenging matter of public procurement, a special contribution to the practical application of the concept of public procurement in the business practices of the European Union, with connections to the Montenegrin legal system.

The overall objective of the publication is to raise public awareness about the importance of proper implementation of public procurement procedures, aid officials involved in their own procurement procedures in a manner that efficiently, economically and effectively carry out procurement, taking into account the commercial aspects and actions in the context of our Montenegrin legal framework. This guide can be used by bidders to be informed of the national public procurement procedures and participated in the same.

The manual is processed nine themes relevant to public procurement, relating to the material scope, Scope - the term "body governed by public law", "Internal" procurements, Selection of undertaking - the basis for exclusion, Choice of business entity - qualifications, award of contracts, technical specifications, contract amendments and legal drugs.

In 2015, made and printed Report on contractual public nabavkamza 2014 and Commentary on the Law on Public Procurement in Montenegro.

In this period were not provided budget funds for the development of new manuals that accompany changes in the legislation on public procurement. In addition to the manuals related to the implementation of the Law on Public Procurement, good practices Management conducts activity on the provision of financial resources in order to undertake further activities related to the issuance of manuals, flyers, newsletters on the strengthening of the world in the field "that corruption harms the public procurement process" and making guidelines on the method of reporting irregularities in public procurement procedures.

On the website of the Government of Montenegro, Ministry of Finance, the Public Procurement Office, the State Commission for Supervision of, Inspection Directorate, the Administrative Court released all significant information regarding the public procurement system.

4.12. Updating the list of public procurement officers

In accordance with the application of amendments to the Law on Public Procurement of the submitted solutions relevant institutions to appoint new public procurement officials, updated the list of public procurement officers.

During 2015, the address of the Public Procurement Office received more than 150 decision issued by the competent authorities relating to the appointment of public procurement.

The records of public procurement officers led by groups of contracting authorities to State bodies, organizations and services, Public services founded by Country, Bodies of local self-government and Public services - local self-government and administrative bodies. The list is also registered a total 586 public procurement officials.

In addition to the publication of persons appointed for conducting public procurement, the Public Procurement Office publishes a list of officials who have passed the examination for work on public procurement, as well as other relevant information available on the web page of the Public Procurement Office.

4.13. Updating the list of contracting authorities

In accordance with competences regulated by the Law Management has prepared and published a list of contracting authorities for the year 2015 on its internet website: www.ujn.gov.me. On the list of 648 taxpayers was recorded gupisanih by the seat of the customer, by municipalities. List contains the name of the institution, contact telephone number and responsible person.

4.14. Ažiriranje list

Law on Public Procurement has certain obligations to the Public Procurement regularly updated list, which is based on excerpts from all decisions on the best offer, the decision to suspend the proceedings and the decision on the annulment proceedings. List is publicly available on the official website in the section "list".

In one place, integrated information on bidders, the name of the bidder / supplier and the responsible person, phone, home number, email address and creation date of the document.

Due to technical inability and lack of administrative capacity in the previous period and extended list and data on the number of registered bidders at the old Public Procurement Portal. The planned new software solution for e-procurement this problem will be overcome.

4.15. Monitoring and reporting on implementation of the Integrity Plan

In accordance with previously adopted Integrity Plan of 2013, drawn up in accordance with its obligations under the provisions of Article 68 of the Law on Civil Servants, the decision number 01-1253 from 28.02.2014. year, the Administration made the Annual Report on the Implementation of Integrity Plan in 2015, for a period of 01.01.2015-31.12.2015. year.

Integrity Plan's internal anti-corruption document which contained a set of measures of legal and practical nature that prevent or eliminate the possibility of the emergence and development of various forms of corruption and unethical behavior in the context of government as a whole, the individual organizational units and individual jobs, and generated as a result of self-exposure of the

authorities risks for the emergence and development of corruption, illegal lobbying and conflicts of interest as well as exposure to ethically and professionally intolerable actions.

Implementation of integrity includes constant monitoring, periodic inspection (control) the risks and updating measures to eliminate, reduce and monitor the possible causes and consequences of corruption and other illegal or unethical conduct.

Plan the integrity of the Annual Report was published on the website of the Public Procurement.

4.16. The realization of the Action Plan for implementation of the Strategy for Development of Public Procurement System for 2011-2015. year

During 2015, in connection with the implementation of the Public Procurement System Development, Coordination Body for monitoring the implementation of the Strategy for development of public procurement 2011-2015. years carried out a number of activities related to legislative and institutional framework, professional training in the field of public procurement, strengthening of administrative capacity at the level of the key institutions in the public procurement system and the level of individual purchasers, strengthening of competition policy in Montenegro, strengthening small and medium enterprises, prevention corruption in the public procurement, development and strengthening of electronic communication in public procurement, and in accordance with the Action plan for the implementation of the Strategy.

All the measures envisaged by the Action Plan are implemented continuously. We emphasize that the measures for the establishment of a central body for public procurement for the needs of the state administration and public services was not implemented in the manner envisaged by the strategy, but this measure is implemented in accordance with the legal solution, as defined in Article 32 and 33 ZoJN.

Also, was not implemented measures related to the printing of various publications and manuals for practical application ZoJN, because the budget for this purpose are not allocated funding.

The level of implemented activities on an annual basis in accordance with the Strategy, Action Plan and Work Program of the Public Procurement are presented in an organized forum on public procurement, which is held annually since 2013, in accordance with established practice.

More detailed information on the work of the Coordinating Body for Monitoring Strategy, held a forum on public procurement and the activities of the Public Procurement Office to implement all the envisaged measures can be found on the website Urpave for procurement.

5. TRAINING IN PUBLIC PROCUREMENT AND STRENGTHENING ADMINISTRATIVE CAPACITY

5.1. The legislative framework for vocational training and training in the field of public procurement

The Public Procurement Office under the Law on Public Procurement organized and conducted by:

- professional education and training of employees and other persons for performance of public procurement;
- organize professional exam for performing tasks in the area of public procurement;
- cooperates with international organizations, institutions and experts in the field of public procurement system;
- issues publications and other technical literature.

To carry out these tasks has professional training and usavršanja, formed a special Department of Vocational Training, training and examination of professional competence in the field of public procurement, with four executors including the head of the department. The department can perform tasks related to:

- participation in the creation of content Training Program - professional development and training in the field of public procurement;
- information gathering and analysis of the need for training, organizing and conducting training of personnel for performance of public procurement in cooperation with the Human Resources,
- preparation of manuals, publications, newsletters, guides and other materials related to training;
- establishing a system of training of trainers in the field of public procurement;
- record-keeping coach, track coaches work in terms of quality of training;
- preparing analyzes and reports on the training and trainers;
- timely disclosure of information concerning training and assistance;
- keeping adequate records of training;
- participation in the creation of tools to assess the need for professional development;
- prepare a plan for implementation of the training provided by the program;
- keeping records of trained clients, providers and other persons;
- providing advisory assistance at the request of contracting authorities and bidders;
- organization and implementation of passing the professional exam for performing tasks in the field of public procurement;
- conferences and round tables, seminars and training courses in this field;
- cooperation with international institutions and experts in the field of public procurement and make proposals for measures for the development and improvement of public procurement system;
- submission of a report within CEFTA, WTO, GATT, the GPA agreement in the part referring to the area of public procurement;
- preparation of annual reports on the status of training with analysis and recommendations for improving the system of training in public procurement;
- participate in the preparation of the annual report on public procurement;
- preparation of data for the report from the jurisdiction of the Department, NGO cooperation;
- keeping a register of public procurement officers who have been issued sretifikati;

- participate in developing the program of work of the Board;
- cooperation with institutions and authorities in Montenegro;
- cooperation with other organizational units and other activities in accordance with the law.

The Procurement Officer may be a person with a university degree who is employed by the client and have passed a professional examination for work in public procurements. Also, at least one third of the members of the Commission for opening and evaluation of bids must have passed the professional exam for work in public procurements.

The Public Procurement Office adopted the program and the manner of professional training and development in the field of public procurement. The said program is determined by way of organizing and conducting professional development and training in the field of public procurement and the manner of issuing and renewing certificates of completion of training in the field of public procurement. This Programme is the basis for the organization of vocational education and training. Programme of professional education and training includes the following topics:

- The public procurement system in Montenegro - principles, legislative and institutional framework in the EU, the powers of the public procurement, planning, public procurement, obliged to apply the exemption from the application of the Act, the use of public procurement portal;
- The importance of professional development and training for civil servants;
- The conflict of interest in public procurement;
- Anti-corruption principles;
- Open Procedure (practical examples);
- Restricted procedure (practical examples);
- The negotiated procedure with and without prior publication of the invitation to tender (practical examples);
- Protecting the rights of bidders;
- Other types of public procurement and procurement of small value (practical examples).

In order to ensure adequate implementation of the law, the Ordinance on the program and manner of taking the professional exam for work in public procurements ("Official Gazette", No.28 / 12). The exam is taken after examination program, which includes:

- 1) arrangement of public procurement law, with emphasis on EU regulations;
- 2) protection of rights in public procurement procedures;
- 3) other regulations, forms, documents and document on public procurement.

The exam is taken before the Commission for taking the professional exam for work in public procurements by decision established by the Director of the Board. The committee consists of the president and two members.

In the framework of the EC IPA Multibeneficiary "Training in the area of public procurement in the Western Balkans and Turkey", Created by a team of certified national trainers for public procurement who are fully familiar with the contents of SIGMA modules, national regulations and skills training methodology and the same conduct training in Montenegro.

5.2. Program and method of professional development and training in the field of public procurement for the period 2015

In accordance with specified special program of professional training and development are included in the workshop organized in 2015 in order to prepare the face for the professional exam for work in public procurements.

The Public Procurement Office has organized training in:

- Budva training was held March 17 and 18 2015 years which was attended by 119 public procurement officers, 119 officers were made certificates;
- In Podgorica for the Agency for Electronic Communications and Postal Services, a training was held 15 May 2015 years registrvovano 10 officer, 10 employees were made certificates;
- In Podgorica for the Transport Directorate, training was held 18 May 2015 been registered are 21 officers, 21 officers have been carried out certificates;
- In Podgorica for the power utility EPCG, a training was held 19 May 2015 have been registered 9 officers, 9 officers were made certificates;
- In Herceg Novi training was held 28 May 2015 been registered the 37 officers, made the 10 certificates;
- In Niksic for the Electric Power Industry of Montenegro, training was held 5 June 2015 and 4 officers, 4 trust the certificate;
- In Niksic training was held on 19 June 2015 and 77 officers, were issued 63 certificates;
- In Podgorica in Montenegro Airlines, a training was held on 29 July 2015 years was registered on 12 officers, 11 officers have been carried out certificates;
- In Podgorica for the Directorate of Public Works, a training was held on 30 July 2015 years was registered on 29 officers, 27 officers have been carried out certificates;
- In Berane for schools, training was held 18 September 2015 been registered the 44 officers, 30 officers have been carried out certificates;
- In Berane for schools, training was held 21 September 2015 been registered the 35 officers, 27 officers have been carried out certificates;
- In Berane for schools, training was held 23 September 2015 been registered the 73 officers, 62 officers have been carried out certificates;
- Budva in Budva Riviera training was held 00:25 September 2015 been registered the 19 officers, 19 officers have been carried out certificates;
- In Podgorica was held training for Plantations 7:16 October 2015 been registered the 39 officers, 39 officers have been carried out certificates;
- In Podgorica, a training was held 16 November 2015 years was registered on 24 officers, 24 officers have been carried out certificates;

The program of professional training and training is intended primarily to public procurement officers, as well as preparation for the professional exam for work in public procurement and the introduction to the paper adopted amendments to the Law on Public Procurement ("Off. Gazette of Montenegro", No: 57 / 14 and 28/15), whose application began on 4 May 2015, and adopted bylaws: Rules on detailed criteria for the establishment of the Commission for opening and evaluation ("Off. Gazette of Montenegro", No: 24/15); Rules on the methodology of determining the calculation errors on offer in the public procurement procedures ("Off. Gazette of Montenegro", No: 24/15), Regulations on methodology of expressing subcriteria offer in the public procurement ("Off. Gazette of Montenegro", no: 24/15 and 29/15); Rules on overgrown in the public procurement procedures ("Off. Gazette of Montenegro", No: 23/15 and 31/15); Rulebook on keeping and content of records on violation of anti-corruption rules ("Off. Gazette of Montenegro", No: 24/15 and 56/15).

In the reporting period from January to December 2015, a total of 475 issued a certificate of completion of a program of professional training and development, in order to further passing the professional exam for work in public procurements.

Designated special program of professional training and training covered the following topics:

- The public procurement system in Montenegro - principles, legislative and institutional framework in the EU, the powers of the public procurement, planning, public procurement, obliged to apply the exemption from the application of Public Procurement Law, the use of public procurement portal;
- The importance of professional development and training for civil servants;
- The conflict of interest in public procurement;
- Anti-corruption principles;
- Open Procedure (practical examples);
- Restricted procedure (practical examples);
- The negotiated procedure with and without prior publication of the invitation to tender (practical examples);
- Protecting the rights of bidders;
- Other types of public procurement procedures and connection with the supply of small value (practical examples).

The Public Procurement Office, in collaboration with the Network for Affirmation of NGO Sector, 17 April, 27 April and 13 May 2015, held a panel discussion dedicated to the Amendments to the Law on Public Procurement.

The forum was organized in Bijelo Polje, Bar and Niksic, in which participated representatives of enforcers of the Law on Public Procurement, bidders participating in public procurement procedures, which are from the northern Montenegrin municipalities. The forum was attended by about 220 participants.

Key speakers were the representatives of the Public Procurement Office, member of the State Commission for Control of Public Procurement and Monitoring Programme Director of MANS. After the introductory words of exhibitors, followed by a discussion in which the participants stands showed great interest in the new amendments to the Law on Public Procurement, a shared and lessons learned through previous practice. The organization stands supported by the European Commission and the British Embassy in Podgorica.

In Podgorica, Berane and Budva, on 14, 18, 21 and 23 September 2015, the Public Procurement Office in cooperation with the Ministry of Education of Montenegro organized a one-day training for public procurement officials of educational institutions, dorms in Montenegro with a view to more effective implementation of the Law on public Procurement in the education system. The trainings were organized by regions in Montenegro.

For educational institutions, students' homes from the southern region, the municipality of Ulcinj, Bar, Budva, Kotor, Tivat and Herceg Novi accurately reflects the training in Budva on 14 September 2015.

Then in Berane, the building of the Municipality of Berane, accurately reflects the training on day 18 and 21 September 2015 for the institution of the northern region: the Municipality of Berane, Jedinstvo, Rozaje, Plav, Gusinje, Zabljak and Kolasin, Berane and Pluzine, Savnik, Mojkovac, Bijelo Polje, Pljevlja and Andrijevica.

For educational institutions, students' homes in central region, capital of Podgorica, capital Cetinje, and the Municipality of Niksic and Danilovgrad, held a training day, September 23, 2015 in Podgorica, the old building of the Montenegrin Government.

In these terms the regions have been trained a total of 170 employees. They are representatives of the Public Procurement Office and the Ministry of Education met with the Public Procurement Law and secondary legislation, the most important amendments.

Special attention is the consecration of specific public procurement in the education system, where trainees amounted interesting practices, specificity faced and dynamic discussion of coach training focused on the consistent implementation of the Law on Public Procurement in the procurement of goods, works and services.

The Public Procurement in line with the professional training and development training participants will award certificates of attendance of training as a condition for the professional exam in the field of public procurement.

On the training were representatives of the Public Procurement Office and the Ministry of Education.

The Public Procurement Office during 2015 continually organized training professional training and development in cooperation with the mission of Sigma / OECD.

In Podgorica, organized by the Public Procurement Administration and SIGMA 12/11/2015. at the Hotel "Ramada" workshop was held on the theme "The importance and role of the Monitoring of the Public Procurement". The intent of the workshop is to create a better knowledge and understanding of the monitoring of public procurement, what is it and how it can do. There are a whole range of aspects to be covered, since the monitoring of public procurement serves a number of different purposes:

- evidentiary basis for informed regulation, planning and execution of public procurement,
- assistance in meeting the requirements for formal reporting,
- means for providing overall transparency of public policy and its implementation, especially the use of public funds,
- Support for identification and identification of specific problems and for information measures that may be needed to ensure the integrity of the public procurement process in general and in specific cases.

The workshop considered various purposes, to look into issues such as:

- What is the purpose and content monitoring of public procurement?
- As the monitoring of public procurement associated with related public policies, practices and institutions?
- As currently seems monitoring of public procurement in Montenegro?
- As the monitoring can be done and how practice could be used?
- What conclusions can be drawn for the future development of the monitoring of public procurement?

The presentation by UzJN and discussion with the participants prepared by representatives of the Public Procurement, as well as representatives of SIGMA, the Office of the Public Procurement Polish, consultants from SIGMA, the project coordinator, TI Slovenian, Slovak, as well as a representative of the NGO IA.

The workshop was intended for representatives of public procurement institutions, contracting authorities, economic operators and other parties who have an interest in monitoring public procurement. The workshop was a good opportunity to create a better knowledge and understanding of the monitoring of public procurement, what is it and how it can be done. It can be concluded that

monitoring serves a number of purposes, including: a proven basis for informed regulation, planning and execution of public procurement, assistance in meeting the requirements for formal reporting, the means for providing the general transparency of public policy and its implementation, especially the use of public funds, support for identification and identification of specific problems and for information measures that may be needed to ensure the integrity of the public procurement process in general and in specific cases.

5.3. Organizing the program of taking professional exam for work in public procurement

In accordance with Article 60 of the Law on Public Procurement ("Official Gazette" No. 57/14 and 28/15), Procurement officers and employees of the competent authority and the commission in charge of the control of public procurement procedures carried out administrative and related professional activities are required to have passed the professional exam for work in public procurements. The certification exam may be taken by other persons, in accordance with this Law. The right to acquire the professional exam after professional training and development. Professional training and development in the field of public procurement is carried out on the basis of a program of professional training and development. Professional training and development organized and conducted by the competent authority - the Public Procurement Office.

In order to ensure adequate implementation of the new legal solution, 05.06. In 2012, the Ordinance on the program and manner of taking the professional exam for work in public procurements ("Off. Gazette of Montenegro", no. 28/12). For the first time in Montenegro is determined by the program and manner of taking the professional exam for work in public procurements.

The exam is taken after examination program, which includes:

- 1) arrangement of public procurement law, with reference to the regulations of the European Union;
- 2) protection of rights in public procurement procedures;
- 3) other regulations, forms, documents and document on public procurement.

Also, under Article 3 of the Regulations on the program and manner of taking the professional exam for work in public procurements ("Off. Gazette of Montenegro" No. 28/12), it was found that the test is taken before the Commission for taking the professional exam for performing the public procurement solution that formed the head of an agency in charge of public procurement. The committee consists of the president and two members. Professional and administrative activities for the Commission carries out the Secretary determines that the decision to establish the Commission.

The process of certification of public procurement officers is a very important process which is not only important from a legal, but also the financial aspect, bearing in mind that using public money.

The Public Procurement Office in the course of 2015, organized five deadlines for the professional exam for work in public procurements. The certification exam is made up of written and oral part and 91 persons successfully passed the exam to work on public procurement, where the laying of the same application submitted and approached 176 persons.

The records of professional examination held for work on public procurement in 2015			
Test dates	Venue	Date of event	

		literate	oral	Number of persons who have passed the professional exam
I	Podgorica	26.03.2015.	29.04.2015.	42
II	Podgorica	19.06.2015.	23.07.2015.	10
III	Podgorica	04.09.2015.	01.10.2015.	13
IV and V	Podgorica	28/10/2015. 09/12/2015.	24.12.2015.	26
TOTAL				91

The total number of officials who have passed the professional exam in the field of public procurement in the period since the adoption of the Ordinance on the program and manner of taking the professional exam for work in public procurements ("Official Gazette of Montenegro", no. 28/12) until the end of 2015 amounts to 338th

5.4. Organize other workshops, conferences and seminars

Representatives of the Public Procurement Office took part in the following seminars:

- "In order to improve the control functions of the Assembly", on 27.02.2015, in Podgorica, organized by the Institute Alternative;
- Institute Alternative organized a PR center of the day 17.04.2015, the panel discussion, "The Ethics of MPs - from standards to practice";
- CDNGO organized a "fair corporate social responsibility and social entrepreneurship" on 24.04.2015 in Atlas Capital Center in Podgorica;
- "Strengthening management capacity in the field of state aid", organized by the Ministry of Finance of the day 05/06/2015 at Podgorica.
- Dan Chamber of Commerce of Montenegro was held at Villa Gorica day 21.04.2015 year.
- The meeting of the Ethics Committee dana19.05.2015 in Podgorica;
- CRNVO held a seminar for Chapter 23 where we are with the reforms and to ensure progress in the Ramada 09.06.2015 years;
- Fair was held at the invitation of the NGO TASKO office in Podgorica 10.16.2015 year
- Association of Youth with Disabilities of Montenegro organized a PR center conference on „ Ojačajmo capacities to reinforce changes "on 12.01.2015 year.
- Held the IX National Anti-Corruption Conference organized by MANS 9 and 12.10.2015, at the Hotel Ramada „ , , in Podgorica.

Representatives of the Public Procurement Office, took an active part in the presentation of achievements in the field of public procurement policy in Montenegro, and on the topic "The supervision and monitoring of procurement - means the effective implementation of the project".

This year the host of "Platform" is the State Procurement Agency of Georgia. The main objective of the Forum is to provide opportunities for public procurement institutions from the participating countries to exchange experiences and practices in public procurement reforms, with a special focus on oversight and monitoring. In addition, it was a good opportunity for participants to explore and strengthen the ways and means of regional cooperation in this area and to seek the active

participation of international and bilateral donors in the Government's efforts to further improve monitoring and transparency, ekomičnost and efficiency as aspects of public spending.

The Montenegrin side on this occasion prepared and presented a report on the achievements of the "Action Plan for 2014" agreed during last year's Forum in Istanbul, as well as the presentation of legislative reforms in the field of public procurement in the light of the latest amendments to the Law on Public Procurement. The said forum was used for bilateral meetings with the most responsible persons from WB, EBRD and SIGMA with the aim of future project activities, and obtaining grants to our country, especially with the help of World Bank help in meeting the closing benchmarks in the process of accession to full EU membership. On the sidelines of the Forum meetings were held with representatives of Georgia, Russia, Bosnia and Herzegovina, Serbia, Kosovo, Macedonia and Croatia.

Representatives of the Public Procurement days 27 and 28 November 2015, participated in the regional conference "How to effective control of expediency of public procurement", which is part of the project to the effective mechanisms of public procurement in the two countries (potential) candidates for EU membership. The project is funded by the EU through the Instrument for Pre-Accession Assistance (IPA) Civil Society Facility.

6TH PREVENTING CORRUPTION IN THE PUBLIC PROCUREMENT SYSTEM

The Public Procurement Office under the general recognized the need to improve coordination among institutions dealing with preventive anti-corruption activities continuously inform the representatives of the EU with the objectives of improving coordination between the preventive authority relating to: an agreement on concrete measures to strengthen the visibility and perpoznatljivosti anti-corruption prevention efforts, development strategic approach that raises the profile of coordination in the field of prevention of corruption at a higher institutional level, a preliminary review of the factual situation in the field of collection, analysis and sharing of data among authorities for the prevention, examining a series of conclusions and recommendations for further improvement of coordination measures.

Corruption is the first association that occurs in the majority of citizens, regardless of how many were sent to public financial management or governance mechanisms the state or local government, when the importance of public procurement in Montenegro. However, the idea of establishing public procurement system is completely the opposite. The public procurement system should ensure effective prevention of corruption and to allow her easier sanctions if it does occur.

Corruption in public procurement has a drug, but its application is complicated and requires the activity of a large number of actors and constant adjustment. It is not a once and for all given recipe which one applied gives lasting effects. However, elements of the solutions are relatively constant.

ON WHAT WE DO

TRANSPARENCY - The word transparency already sounds like a mantra in the debate on corruption. However, free access to information of a better mechanism for fighting corruption in public procurement, and in general, there is, and if there would have to be based on publicly available information. Successful implementation of the Law on Free Access to Information of Public Importance is one of the best achievements of the transition that the citizens of Montenegro can be proud of.

Public Procurement Portal is an excellent source of information for the control of legality and efficiency of the implemented public procurement. However, much more light should be thrown on the stage of determining the need for certain goods, works and services and public procurement planning on which there is not enough information. Public procurement plans lacking explanations which are necessary for their understanding.

Still more difficult of control over the planning of public procurement is to monitor implementation of the contract. This is particularly difficult in large infrastructure projects where no established serious control system (internal and external), for example, difficult to determine whether the embedded material which is listed in the offer or perhaps a cheaper and less quality. To monitor a large number of purchases are necessary and expertise that the average citizen or control institutions do not possess. In addition to the lack of transparency in some stages of planning and implementation of public procurement is an important issue and the timeliness of disclosure. Many documents from which can be seen negligent or illegal actions are made public only when it is difficult to make restitution which discourages stakeholder of intervention.

GOOD MANAGEMENT FUNDS - Good management of public funds implies transparent management, but also something else. First of all, the use of resources in the public interest and to promote the public good. This would mean for example. that the public utility company does not obtain professional literature in the value of 80,000 euros if its debts account for over 2/3 of the

total capital. This means that development strategies and business plans of public companies must comply with the more general strategies for the fulfillment of which are the responsibility of the ministry, the government or the local government. A handful of strategies that few returned after the adoption was to check what they should do in the coming period or to assess the extent and quality of their implementation is also contrary to the principles of good governance. Ultimately, making all of these documents came at a price, regardless of whether the source of funding was the budget or donations. Only on the basis of clear development plans and strategies it is possible to evaluate whether the funds for procurement of well-managed.

Protection of the principles of good governance should be concerned with established control mechanisms, both internal and external.

The establishment of good governance in public procurement will be supported by the introduction of professional officers for public procurement by the contracting authorities who are publicizing procurement. In addition to the expertise of the Institute has the potential to bring more integrity in public procurement procedures as it would in the case of improper and illegal conduct they are most exposed to sanctions. However, these officers should be adequately rewarded for the responsibility they assume. Otherwise, the place of public procurement officers will not be attractive to people who have the knowledge and skills to conduct business in accordance with the highest standards. For these officials is necessary to ensure continuous training and professional support to public procurement continually advance. In addition to superior reference in the regulations, it is necessary to provide training in the field of application of modern technologies, as well as in the area of standards of integrity and ethics.

TURNING BUSINESS SECTOR - The deliberations of corruption in the public sector can not be ignored role of the business sector. That the public sector could have been corrupted there must be another side regardless of whether the initiative comes from the public sector or private. In Montenegro there is still no serious efforts of the business sector to corruption in public procurement is reduced. Moreover, companies are reluctant to pay for the protection of rights in public procurement procedures. The reasons for this are manifold. Companies avoid it in any way, even indirectly, be linked to corruption, if for no other reason, then because of poor marketing. However, in theory, is one of the most common models of corruption and cartel organizing and arranging several bidders who ejected from the competition all other bidders, ensuring that always some participants in the cartel a job. Performance may vary, of rotating winners Affairs to mutual sharing of money or recruiting members of the cartel as subcontractors in the implementation of work.

To make the leap from the "vicious circle of corruption" efforts must be made by the business sector and to clearly express the intent, and then to demonstrate a higher level of integrity in public procurement. The business sector will be easier to make this step forward in a kind of coalition that would allow that initiative does not identify with one or several companies that could bear the negative consequences of such action.

EMPOWERMENT internal and external control mechanisms - Internal audit of contracting authorities should be encouraged to do their jobs efficiently labor-legal protection and adequate income, but also responsible in case of failure. It is necessary to introduce a clear system of accountability for other bodies that have jurisdiction controls the legality of operations such as administrative and supervisory boards of public companies.

Fighting corruption in public procurement would certainly contribute to strengthening the role of representative bodies in the control of the public companies. Reports on implementation of public procurement should be discussed in the committees and in plenary sessions especially local parliaments.

This segment includes the ongoing construction of institutions, primarily control. However, when you say this is not referring to the often extinguishing the existing and creation of new institutions. On the contrary, it is necessary to improve the existing institutions and provide them with the necessary resources for development.

PROTECTION "whistleblowers" - An important part of the anti-corruption system consists of whistleblowers. These are people who are willing to publicly point out the corruption to protect the public interest, at the risk of losing a job or a law that had been used, but often their own security. Protecting whistleblowers state protects itself. In the United States, for example, whistleblowers receive multimillion compensation if the court prove their claims.

THE ROLE OF CIVIL SOCIETY - Civil society transferred the control of public finances and methods, knowledge and skills normally inherent civil sector: open dialogue on important topics, drafting policy papers and model regulations, and their support of the institutions and the public and acting in coalitions that im the one hand provides protection from prosecution, but on the other side stronger advocacy position. However, among civil society organizations active in the control of public spending or quite a concrete public procurement conspicuously missing chambers and professional associations. The inclusion of these actors in the control of public procurement in the sectors which deal would bring new quality and provide for deeper insights and, more importantly, the continuity of the civilian monitoring of public procurement in these sectors that professional anti-corruption organizations find it difficult to provide on its own.

Activities of the Department for monitoring of public procurement procedures and electronic public procurement management

Department for monitoring of public procurement procedures and management of electronic public procurement in the context of their daily activities followed the achievement of the public procurement system, harmonization of regulations governing public procurement with the European Union and provided advice at the request of the customer and suppliers, all in accordance with the responsibilities public procurement Office, which are certain Article 19 of the Law on public procurement.

Priority activity of the Department is to ensure and increase the transparency of public procurement achieved by establishing and maintaining the Public Procurement Portal, which is located on the web at <http://portal.ujn.gov.me>, as well as the daily updating of the website of the Public Procurement www.ujn.gov.me with all the necessary information related to the public procurement system in Montenegro.

On the website of the Public Procurement published all the information useful to the contracting authorities and for tenderers. Visitors also have the opportunity to meet with all the regulations in the area of public procurement, instructions and obligations of contracting authorities arising under the Act, the opinions on the application of certain provisions of the Act and other regulations on public procurement, organizing and implementing training in the field of public procurement, various reports, as well as with the European legislation in this area.

Public Procurement Portal is now safe to say, has become a unique place in Montenegro where they meet the demand of the Montenegrin public sector (contracting) and what the market has to offer (the bidders).

Increased transparency and free competition in the public procurement market, primarily is achieved thanks to the increased availability of relevant information in this area, it automatically

expands the scope of potential participants in the procurement process. In contrast to previous practice, which allowed the exchange of information on public procurement only between contracting authorities and bidders Public Procurement Portal is enabled and other interested parties to monitor the public procurement procedures. Thus, as users of the Portal appear and journalists, experts, embassies of foreign countries, various non-governmental organizations and business associations. All this practice increases the control of the regularity of public procurement procedures, a portal becomes a unique tool for finding the required information.

Department for monitoring of public procurement procedures and electronic public procurement management constantly improving, ensures that the portal becomes a very effective tool to check and control the regularity of public procurement procedures.

In accordance with the Law on Public Procurement and defined role of the Public Procurement and related to the monitoring and advisory services, professional services of the Board, in constant electronic and telephone communication, the daily working towards the elimination of the identified irregularities in the publication:

- Public Procurement Plan,
- It calls for an open procedure,
- Call for pre-qualification in the first phase of the restricted procedure,
- Calls to a negotiated procedure with prior publication of the invitation to tender,
- Calls for proposals for consulting services,
- The invitation to tender by competition,
- Request for bids by shopping,
- The decision on the best offer,
- The decision to suspend the procurement procedure,
- Posts contract.

Law on Public Procurement, clearly defined rules that define corrupt practices or conflicts of interest. Article 15 of the Law on Public Procurement is defined by the anti-corruption policy, while members of the 16:17 of the same Act defines conflict of interest with the contracting authority and the bidders.

Guided by Article 15 paragraph 4, of the Law on Public Procurement, Ministry of Finance established the "Rules on keeping and content of records on violation of anti-corruption rules," which can be found on the website of the Public Procurement Act, which entered into force on 01.01.2012. year. Regulations contains method of keeping records, the contents of the records, report on actual corrupt practices, as well as patterns for an official note and record the data on violation of anti-corruption rules. Contracting authorities are obliged to twice a year, to 31 June and 31 December of the current year, submit to the Public Procurement report, based on which UzJN constitutes the annual report.

Pursuant to the obligation, this service is delivered semi-annual reports on the implementation of measures for which it is the Public Procurement Office under the Action Plan for implementation of the strategy for the fight against corruption, a report on corruption and report on information campaigns to combat corruption.

During 2015, pursuant to a legal obligation made the Statement of Integrity Plan of the Public Procurement.

The current legal framework in the public procurement system is based on the Public Procurement Law which was adopted 2014/15. year, and the subordinate legislation - Regulation on the methodology for expressing criteria in the appropriate number of points, manner and procedure for

evaluating and comparing tenders and the Ordinance on the form and standard forms and forms that are an integral part of the Rules. In addition to this Law as a *lex specialis* in this field, also apply to the Law on Administrative Procedure and the Law on Budget. Public Procurement Law, provided that conformity with Directive 2004/17 / EC of the European Parliament and of the Council of 31 March 2004 coordinating the procurement procedures of entities operating in the water, energy, transport and postal services; Directive 2004/18 / EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public works contracts, public procurement contracts and public services; Commission Directive 2005/51 / EC of 7 September 2005 amending Annex XX to Directive 2004/17 / EC and Annex VIII of Directive 2004/18 / EC of the European Parliament and the Council on public procurement; Directive 2007/66 / EC of the European Parliament and of the Council of 11 December 2007 laying *mijenjuju* Council Directives 89/665 // EEC and 92/13 / EEC with regard to improving the effectiveness of review procedures concerning the award of public contracts; Articles 2, 12 and 13 of Directive 2009/81 / EC of the European Parliament and of the Council of 13 July 2009 on the coordination of procedures for the procurement of certain works contracts, supply contracts and service contracts in the fields of defense and security arrangements reached purchasers and amending Directive 2004/17 / EC and 2004/18 / EC.

Existing ZoJN remarkable aspect is dedicated to anti-corruption policy and the policy of preventing conflicts of interest in a way that is a conflict of interest in public procurement procedure recognized as a potential source of corruption, as the most dangerous opponent of the key goals of public procurement, which is mainly reduces the level of prevention, and the recognition of high-risk cases and circumstances are considered illegal whatever the cost, and the elimination of the monitoring and the real risks occur during the procedure. Accordingly, if the existing legislation in this regard assessed as very advanced and at the level of the highest international standards, draft legislation is in the process made further improvements in terms of integrity identify potential cases of conflict of interest on the contracting authorities and bidders and ways of their prevention and removal, as well as predictions of concrete laid consequences in the event that the public procurement procedure is done under a conflict of interest. It is of particular importance specifying conflict of interest on the basis of direct or indirect preparation of tender documents, which is especially noticeable in the case of the previous development of technical documentation for the works, as in the case of previous expert advice and technical assistance.

Completed and adopted methodology for determining risk analysis in public procurement.

Increasing the legality and certainty of public procurement procedures has caused the law establishing the mandatory monitoring of the Public Procurement in relation to the total flow of procedures for procurement, particularly with regard to launching a public procurement procedure, which is essential because in this way ensure the timely removal irregularities which, in the case of an appeal, causing delays in the process, and ultimately can jeopardize the regularity of the total public procurement procedure, so in that sense preventive role of the public procurement Office in cooperation with the competent inspection should these risks completely eliminated or reduced to sporadic cases in which the deficiencies or irregularities can not be established without the complete analysis of the essence of the problem.

In addition to the legally established jurisdiction UzJN is your attitude towards this "scourge" expressed through AP Implementation Strategy for the development of public procurement in Montenegro for the period 2011-2015, the report on the work of the Coordinating Body for the implementation of the AP submitted to the Government for adoption every 3- 4 months .

In addition to these activities UzJN turn its attention to raising public awareness through education and training at all levels as one of the measures resulting in an effective, efficient and

transparent spending of public funds. This question is very important especially in view of the total amount of funds spent in this area, ranging between 15-16% of GDP. The specific purpose of this activity is to identify the communication objectives and tasks of awareness campaigns. The purpose is to disseminate information on the reforms in the field of public procurement in order to improve public understanding of the benefits of an efficient public procurement system in Montenegro.

Awareness-raising campaign includes setting communication goals and objectives to guide activities. Management has established cooperation with all media houses to promote the importance of public procurement. This cooperation took place through often, and almost a month, hosting representatives of the institutions directly involved in the procurement process in the broadcasting programs. In order to raise public awareness, through music videos in the public service of Montenegro presented the activities of the Board and the Commission.

Communication mode:

- preparing comments on public procurement regulations (in cooperation with the Commission), brochures,
- publications and other technical literature, as well as documents for the practical application of these regulations (brochures with all the public procurement regulations - regulations are available in English, text of the commentary, manuals for practical application of the public procurement rules, brochures that corruption corrupts processes public procurement and practical guidance on how to report irregularities in public procurement bulletins on the work in the bulletin of the Ministry of finance)
- transmit messages in a concrete way and simple language, making a connection between:
 - activities undertaken in this direction and benefits that all participants will have of it,
 - provision of legal assistance, ie. information to all participants, interested parties and the general public in the area of public procurement (improving help desk center)
 - Creation of special funds for the transfer of information such as video clips, press releases, etc., which are intended to spread through the media, as well as the production of promotional material, literature and presentation, in order to ensure the relevance, value and vision of further development of the public procurement system in Montenegro.

Corruption and organized crime are one of the biggest threats to the rule of law and the development of modern democratic society. Montenegro is committed to developing and improving the legal framework, institutions and capacities, cooperate with the countries of the region and international organizations, as well as using all available capacities in the fight against corruption and organized crime. There is a need for further development of a strategic approach in the fight against the most serious forms of crime and continuing the fight against corruption and organized crime.

When it comes to the fight against corruption, according to current regulations, the Board is primarily concerned with preventive actions. In order to increase the availability of the Management Board of the citizens, open the phone line through which citizens can turn to an authorized officer to report corruption, to obtain information and legal advice. The law contains anti-corruption rules in the provisions of Article 15 and the conflict of interest in Article 16-18. These solutions correspond to solutions containing the directive. And the anti-corruption and conflict of interest requests usually go in the direction that some procurement officers and members of the tender committee can adjust tender documents for predefined, preferred bidder or to open the bids received

before the official opening approaches offer after the tender announcement and thus learn and prepare potential favored bidder. In this case, the official shall disciplinary and criminally liable. Such action, on which the notice Administration receives in the application process or if aware of the irregularity, ex officio, initiated appropriate proceedings, primarily the State Audit Institution, if a violation of the principles of public procurement. Also, the Board can respond to the prosecutor's office or police Upravui.

Active legitimisana persons may obtain protection rights to the existence of acts of corruption and conflict of interest in the appeal proceedings before the Commission. The text of the Act highlighted the preventive function of the Board, as well as through repressive powers for imposing sanctions for minor offenses and the inspection body. Also, the telephone, the Administration had paid the face with charges of conflict of interest in different administrative areas, so that were sent to the institutions responsible for providing advice and treatment in these areas.

In the future, within the system of training and the provision of advisory and consulting services, we will pay special attention to specific training on how to eliminate the conflict of interest and possible anti-corruption action this is particularly reflected in cooperation with the Commission to prevent conflicts of interest by signing a Memorandum of sradnji.

Public procurement is important for gaining the trust of taxpayers that the government effectively managed procurement, ie budget resources.

Taking into account that the principle of transparency implies the principle of the public, its fulfillment is possible through the legislative and institutional framework of the public procurement and other laws and programs in other areas which contribute to the implementation of the principle of transparency.

Public sector management is critical to achieving macroeconomic stability (which significantly influence public procurement) and high economic growth rates, while the transparency in relation to the public one of the key elements of the sector. In this way, well-informed public to participate in strengthening the credibility of države. Transparentnost is not an end in itself, it is a mechanism that is used to achieve some other goal, above all, transparency is a means, not an end, and the purpose of the funds must be Mjet to that it may be effectively applied.

The transparency of the public procurement system can be viewed through:

legislation - Public Procurement Law and Implementing regulations defined through two Rules, the Rules on forms in public procurement procedures and the Regulations on methodology of expressing subcriteria into an appropriate number of points, the method of evaluation and comparison of bids.

Under the principle of transparency, we mean the use of procedures which bidders and purchasers or even the public at large to ensure that the affairs of state of water in an impartial and transparent manner, which means that stakeholders clearly know the rules applicable during procurement, as well as information on individual procurement opportunities, ... as reflected in practice - in many ways.

We publish all laws, regulations, ordinances and rules which define our procurement process (Portal), announce a public procurement plan-what we want to buy-and all have access to. Clearly we express in every procurement any public invitation to bidders will be evaluated. We inform all unsuccessful bidders as well as representatives of the public of this information, which is a provider of a job and for that offer. Neuspješene inform bidders and explain to them that they respected all

the rules and regulations. We allow the appeal where an independent third party or lawyers unsuccessful bidders may inspect all records of the customer ie. officers who carried out the procedure, believing that in this way we contribute to the bidder as the best čuvalac public procurement system can defend their interest and thus also improve the public interest.

However it is important to note that in the private sector transparency is rarely considered and little valued "numerous laws designed to ensure transparency, rationality and responsibility in decision-making and a law on administrative procedures and laws on freedom of information, apply to state bodies and not to the private sector".

Therefore, transparency is often in conflict with what is considered commercial practice. However, we believe that transparency is worthwhile when it comes to spending public funds, deeply believing that transparency helps to ensure the integrity of that again promote competition.

UzJN actively implements and other material terms that may affect the proper respect for the principles of public procurement above all.

- *Law on Free Access to Information,*
- *Budget Law,*
- *The Law on State Audit Institution,*
- *Of the Competition Law and the Regulation on the definition of the relevant market and the Regulation on the types of exemptions*
- *Law on Internal Trade,*
- *Law on Foreign Trade,*
- *The Law on Enterprises,*
- *Law on Foreign Investments,*
- *The law on the recognition of foreign qualifications for regulated professions,*
- *et al*

During 2015, the Board has not received any reports of corruption, but had two (2) applications for possible conflict of interest, which was forwarded to the inspection of procurement for further action.

In accordance with the Rules on the content of records on violation of anti-corruption rules the Administration has delivered a total of 420 reports of violations of anti-corruption rules in which there were no cases of violation of the same, as he had an application for a possible conflict of interest that was forwarded to inspection by the Public Procurement for further action. It is also the above report is made to information which has been forwarded to the Administration for Inspection Affairs for further processing.

When it comes to corruption, public procurement have been identified as an area of particular risk of corruption, and in this connection the representative of the Public Procurement Office - Department of General Affairs and Finance appointed a member of the working group for drafting the document Operativnig to prevent corruption in the fields of particular risk, which is the Annex of the Action plan for chapter 23 - Judiciary and fundamental rights. Although the field of public procurement in detail treated through negotiation chapter 5, but also through the AP 23, Operational document contains measures in this field, given that public procurement is defined as an area of particular risk Strategy for Combating Corruption and Organized Crime (2010-2014). Measures that are represented in this area are concerned with the improvement of the normative framework, but also to strengthen administrative capacity for the implementation of regulations and providing technical conditions for the establishment of an efficient and transparent electronic public procurement system. According to the last report on the implementation of AP for fight against

corruption and crime orgnaizovanog (2013-2014), 5 measures in the area of public procurement is implemented (71.43%), two measures are partially implemented (28.57%), while measures which are assessed as there was no unrealized.

The Public Procurement Office in order to strengthen anti-corruption measures initiated and signed a cooperation agreement with state institutions: the State Audit Institution, the Directorate of Inspection, the State Commission for Control of Public Procurement, the Agency for Anti-Corruption, the Ministry of Internal Affairs, the Agency for Protection of Competition.

The agreement on cooperation was signed with the University of Donja Gorica, Faculty of Law, University of the Mediterranean and the Institute of Certified Accountants of Montenegro with the aim of preventive action and information about the steps in the public procurement procedures that can lead to corruptive practices and to strengthen anti-corruption measures.

The Public Procurement Office in this direction in 2015 in cooperation with Komisijoom to prevent conflicts of interest held a series of training seminars on conflict of interest in public procurement procedures in Kotor on 12 February 2015, 24 February 2015, in Budva, 21 April in Danilovgrad, on 22 July in Pljevlja, on 26 August in Andrijevica and 18 November in Herceg Novi.

7. DEVELOPMENT AND STRENGTHENING OF ELECTRONIC COMMUNICATIONS IN PUBLIC PROCUREMENT

Electronic procurement is a procurement system that facilitates opportunities resulting from information and communication technology to increase the efficiency of the procurement process. Public procurement is potentially and practically-intensive function information. It must be supported by information and communication technologies and reliable databases. The electronic procurement system can offer a number of advantages compared to the normal paperwork based on the procurement system. The main advantages are easy and cost effective access to information procurement. Electronic procurement is an innovation to support information and communication technology in Montenegro, which increases the efficiency and effectiveness of public procurement.

The main strategic aim of the introduction of electronic public procurement in Montenegro is, first of all, increase the transparency and efficiency of public procurement, then the contribution to the fight against corruption and other irregularities that occur in this area, as well as the establishment of a unified public procurement system, thanks to the unification and standardization of procedures. IPA project which should result in the implementation of e-procurement will be a major contribution to achieving this goal in the next few years. It will significantly improve and introduce new features to the existing Montenegrin portal of public procurement, for whose formation and maintenance charge UzJN, which represents a successful platform for electronic advertising tenders and documents related to the procurement procedure.

The Public Procurement Office during 2015 worked on drafting the action document for the project introducing electronic public procurement system's asteroid belt. As a financial agreement between the Government of Montenegro and the European Commission on the annual national program of the CEF for Montenegro for 2014, for actions to be implemented by indirect management model, signed on 10/12/2015. year. By signing the agreement created the preconditions for initiating activities related to the project itself. In 2016, the expected launch of the tender procedure and the start of the project.

The transparency of procedures for the award of contracts has been improved by publishing tender documentation on the Public Procurement Portal, which also led to a reduction of litigation costs for bidders, as is not required redemption documentation itself, greater competition and better control, better communication between stakeholders, reliable statistics, to increase awareness of the importance of procurement, as well as general creating a better environment for public procurement.

As part of the effort that Montenegro makes in the process of approaching the EU, and the implementation of a complete electronic public procurement system which is based on the use of electronic means of communication in public procurement procedures and the introduction of electronic tools in The various stages of the procurement process. Portal of public procurement represents a good starting point in this way. Portal Of course, as a web-based software, electronic advertising requires constant improvement both in software and in hardware terms. Budget funds which owns Public Procurement Office have proved to be insufficient in terms of monitoring and the introduction of computer paper.

Also, bearing in mind the fulfillment of defined benchmarks for closing Chapter V - procurement, as well as tracking trends related to procurement, it is necessary to increase administrative capacity in the Department for monitoring of public procurement procedures and electronic public procurement management. Special attention should be given to training existing staff and hiring additional qualified personnel who can respond to the challenges of the accession process.

Law on Public Procurement of Montenegro, members 114-116, provide for the implementation of public procurement in electronic form, which created the basic conditions for the application of electronic means in public procurement, which is equated with the approach based on paper documents. This decision was made at a time when the strength of the EU Directive 2004/18, which indicates that this solution only partially meets the requirements imposed by the directive.

Montenegrin ZoJN, although providing an adequate level of compliance with the EU acquis, during the strategy period will go towards further harmonization and with the new EU directives on public procurement, Directive 2014/24 and 2014/25.

At this point, the information technology (IT) system which was introduced in 2012 and revised in 2013, allows continuous monitoring procedures, the basic indicators, the annual collection of data and the improved transparency of traditional public procurement procedures. From the day of introduction, until today, the number of users of the portal constantly growing, as shown by data from the report on public procurement for 2015. In fact, in 2012, the portal has registered a total of 2,198 users, 3,748 users in 2013, 2014 the number of users crossed the 5,100 to 5,470 in 2015.

The current electronic public procurement system in Montenegro enables e-notification, or electronic publication of tender documents, containing an invitation to tender, as well as the publication of all other public procurement notices which carries a statutory obligation to publish. These include: public procurement plans, a decision on the best bid, the decision on suspension or cancellation of public procurement and public contracts.

The functions of the current system of e-procurement include: managing users, ie. registration, and management of the same; management of information, ie. free creation, verification, publication of notices and reports on information in the pre-defined limits. It takes a pass on the full e-procurement and framework agreements should be used more systematically.

The requirements for e-procurement are on display at the new EU directives on public procurement, which provide for the gradual introduction of e-procurement, with e-publishing, e-tender documents and e-submission of bids required elements for all patrons, while the level of obligation the application of e-tender evaluation and e-contract award leaves to estimate the EU member states. However, given the complexity of the application of the above elements, particularly in view of the technical and functional aspects, EU Member States are allowed a longer period of compliance with the directives of the ordinary, but no longer than 54 months, except in the case of bodies for centralized procurement. Also, the new directive, as opposed to the old, require mandatory introduction of legal provisions for the application of certain techniques of e-procurement by the Member States (e-auctions, dynamic purchasing systems and e-catalogs), where the contracting authorities are free to decide whether to apply them.

Electronic procurement includes 8 stages:

- The procedure prior to the award of public procurement
e-publications; e-tender documents; E-submission of tenders; e-Review and Evaluation; e-award public procurement;
- The procedure after the award of public procurement
e-Order; e-invoicing and e-payments.

Obviously, the use of electronic means for the implementation of the various steps in the procurement process will also help in the generation of data that must be used to improve the function of monitoring and reporting.

In addition, Directive 2014/55 / EC of 16 April 2014 on electronic invoicing in public procurement also introduces the obligation for Member States to make, publish and apply the provisions necessary for compliance with the obligation of receiving and processing electronic invoices, so that this is one of the directions in which Montenegro, as a candidate country for EU membership, must move.

7.1. Identified shortcomings of the current system

Although there is no legal possibility, the current software solution does not support the submission of bids in electronic form. Therefore, future work on the development of e-procurement should be aimed at achieving a higher level of electronic communications contracting authorities and bidders, in the above sense, and complete relaxation and simplification of implementation procedures for the award of public procurement.

The current system does not support the electronic submission of tenders and requests for qualification, as well as electronic invoicing, so the biggest challenge in the future will be the development and implementation of the above activities.

7.2. The main strategic objectives and results expected to be achieved in the coming period

The introduction of e-procurement in Montenegro is in line with the *acquis* should result in the following improvements:

- Better data management in order to monitor the entire procurement cycle and to make the system more easy to use;
- Increasing the efficiency of the objectives of public procurement, in terms of savings that are achieved as a result of lower prices that are the result of increased competition and administrative cost savings that occur as a result of training procedures. Electronic Procurement reduces the burden of the administration despite the efforts that need to invest in training employees involved in public procurement and modification of internal working methods;
- Improving transparency in the procurement process. The electronic procurement system will allow the publication of data in real time in a format that is easy to apply, providing access to the general public to follow the procurement procedures, as well as the phase after the conclusion of the results of the procedure;
- Improving monitoring of the procurement process and the implementation of targeted actions when problems are identified in the procurement market. This can be achieved only if available structured information, when collected and analyzed. The e-procurement will further expand the capacity for monitoring that are now available, providing the ability to fully monitor the tender, since the publication of the invitation to tender to the implementation of the contract.

By implementing a modern system of e-procurement, CG will respond to the recommendations of the European Commission regarding the capacity for implementation, increase transparency, reduce irregularities while ensuring the implementation of EU regulations concerning public procurement. As a result of the above, the electronic public procurement system will allow:

- To clients in less time preparing and implementing procurement procedures by electronic means;
- Bidders that may participate in public procurement procedures with greater ease and at lower cost;

- State of Montenegro to achieve significant savings, both in terms of costs related to purchased goods, services and works in the course of their life cycle as well as the administrative costs incurred by the purchaser;
- Businesses that are lighter and easier access to procurement markets, thereby attracting broader participation and increasing competition;
- Improving transparency in public procurement procedures, so that the improvement in procedures and practices can be made on the basis of solid evidence and the way to prevent fraudulent activities and corrupt behavior;
- Employees of UzJN to come up with useful statistical and other information relating to public procurement in Montenegro and to prepare statistical and other reports required by the legislation for all public tenders that are being implemented in Montenegro, thus helping them to fulfill their duties relating to monitoring and reporting in public procurement.

UzJN establish e-procurement portal that will particularly include:

- a) Registration of contracting authorities;
- b) Download tender documents and issue notices on contracts;
- c) Tendering procedures;
- d) Receiving a request for clarification by the bidders and management of communications and information online;
- e) Shortlist, bid evaluation and comparison of tenders;
- f) Electronic auctions;
- g) The collection, storage and systematization of information and statistics in the procurement procedure;
- h) Electronic grouping needs of state organs at the central level;
- i) Developing a registry of bidders;
- j) E-catalog;
- k) "Reports of exception" and alert whenever there are some significant deviations from standards and norms;
- l) Comparison of expenditure for procurement items;
- m) Cost analysis;
- n) Management options contracts that allow monitoring of concluded contracts;
- o) E-invoicing and electronic payment, and so on.

Initially e-procurement will be required for procurement contracts above a certain threshold to be determined by the UzJN. After that, it may be required for contracts lower threshold value.

7.3. Methods and major measures to achieve the objectives and planned results, including with major deadlines for achieving

Currently, the main need, in order to permit the fulfillment of the above objectives, the development of electronic infrastructure that will enable the technical management of the procurement process by electronic means. Initial assessment and technical description of a simple system that is used prior to the award of contracts have been developed in the course of 2013. Further expansion in order to provide complete e-procurement, where the combined phases before and after the contract award, will bring additional benefits and increase the economic impact in accordance with the practice at the EU level. Consultations with EU Commission services will be useful in order to ensure compatibility between this system with those of the EU and learn from the experiences of a party to.

In accordance with the recommendations of the expert group for tenders (TEG), a system that will be implemented will ensure application interoperability between the available EU system of e-procurement, and also to ensure that bidders do not encounter any technical obstacles in the process of competition in the different systems. The system should be constructed so as to be readily accepted by the contracting authority and by bidders.

The main activities in this direction will be implemented within the IPA II 2014-2020 "Implementation of e-procurement". The project will focus on the development of a modern system of e-procurement in the classical sector in Montenegro through the following set of activities:

- AP making the practical implementation of e-procurement in Montenegro;
- Development of infrastructure for e-procurement, including delivery and installation of the necessary hardware components and software for the operation and initial maintenance of the new system;
- Providing operational support and services Help-desk in the 12-month pilot phase operation. The development and implementation of training programs for users and system administrators (employees in UzJN, purchasers and providers), as well as the delivery of all necessary training materials;
- Media campaign to raise awareness of the policy and strategies of e-procurement.

The main participants in the development process of e-procurement are MF and UzJN as a key beneficiary and coordinator. This will require additional regulatory and institutional development by other administrative bodies involved in the process.

8TH AGREEMENT ON GOVERNMENT PROCUREMENT (GPA)

Montenegro is of October 2013 began the activities in the process of negotiations on accession to the Agreement on Government Procurement, in accordance with the commitments undertaken by the membership in the World Trade Organization and the policy of an open public procurement markets. In July 2015, handing over the instruments of ratification, Montenegro became a full member of the Agreement and thus fulfilled a very important international obligation.

Thus joining the Agreement on Government Procurement in the WTO, we provide access to the public procurement market of the most developed countries of the world. Namely, Montenegro is the first country which has acceded to this Agreement after its 2014 audit.

Representatives of the Public Procurement and its chief negotiator, took part in the Committee on Government Procurement, the first time as a full member of the GPA Geneva, September 2015.

Symposium on GPA, was the next important activity for the WTO whose participation by representatives of the Public Procurement Office received a call. The theme of the two-day symposium was "The WTO Agreement on Government Procurement: as a pillar of trade and development in the 21st century". Symposium on the Agreement is organized as a forum for participants from selected groups *zamalja*, namely the countries of Central and Eastern Europe, Central Asia and the Caucasus and other WTO members or observers who have recently entered or are actively working on the process of acceding to the GPA. The symposium was opened by Mr. Roberto Azevedo, general director of the World Trade Organization and Mr. John Newhman, chairman of the Committee of the WTO. For representatives of the Management Symposium was an ideal opportunity to exchange experiences, knowledge, opinions and practices with experts from the most developed countries in the field of sustainable public procurement.

Also, the Montenegrin delegation at the request of the EC to the Committee, Mr. Jean-Yves Muylle, Directorate General EC head of the internal market, industry, entrepreneurship and small and medium enterprises and with his associates, on topics that deal with public procurement policy aspect of the GPA.

In Vienna, October 2015. A workshop on "Government procurement and international trade: WTO activities, regional development and political conditions in the countries in transition and development". Representatives of the Public Procurement is also the chief negotiator in the process of joining the Agreement on Government Procurement in the WTO and his associates took part in the three-day workshop on "Government procurement and international trade: WTO activities, regional development and political conditions in the countries in transition and development ". Sami goal of the workshop is to provide a forum for policy-makers in trade and public procurement and Experts to exchange information and initiatives at the national, bilateral, regional and multilateral levels.

The broad objectives of the program are:

- (I) to introduce participants of the workshop to the activities of the WTO, relating to public procurement, in particular concerning the trade, management and economic impact,
- (II) to elaborate on the benefits and challenges related to accession and implementation of the Agreement,
- (III) talk about international and regional standards, and the development trends in the area of public procurement.

In addition to the Montenegrin participants at the workshop were representatives of Serbia, Bosnia and Herzegovina, Afghanistan, Armenia, Russia, Macedonia, Georgia, Ukraine, Moldova, Turkey, Tajikistan, Uzbekistan, Iran and others.

9TH MISSION AND VISION DEVELOPMENT OF PUBLIC PROCUREMENT

In order to further strengthen the public procurement system, fulfilling the closing benchmarks of Chapter 5 - Public procurement in 2015 was made. The development strategy of the public procurement for the period 2016-2020. year, which includes the mission and vision of the development of public procurement system in Montenegro.

Strategy defines the key issues identified by Stranne all key institutions in the public procurement system, same considered and processed during special workshops / trainings organized UzJN or through specially organized public consultations organized UzJN, CCM and non-governmental sectors in which took part more than 300 representatives of purchasers, providers and civil society. In this regard, this strategy was based on a participatory process of all parties involved.

The key objectives of the strategy, thus further development of the public procurement system in Montenegro in the coming period are:

- Improving the system of public procurement through continuous monitoring and implementation of the necessary regulatory changes;
- Gain access to public finance;
- Increase transparency, efficiency and improve the flow of information;
- Monitoring of current trends (green procurement, socially responsible procurement, innovative procurement, e-procurement, support for SMEs, etc.);
- Further development of human capital involved in public procurement;
- Further harmonization in accordance with EU directives.

In the coming period is expected to achieve full compliance with the *acquis* and to provide conditions and capacity building in Montenegro for its implementation at all levels.

In order to monitor the implementation of the said Strategy and of the Action Plan established the Coordination Body, which performs these activities and report to the Government of Montenegro.

Coordination Body is formed decision of the Ministry of Finance No. 07-3437 / 1 of 2.23.2016. year. It has 19 members from various institutions and entities responsible for the implementation of activities envisaged by the Strategy and Action Plan.

All activities of the Coordination Body in accordance with the Rules of Procedure of this body are available on the website of the Public Procurement.

10TH STATISTICAL REPORT ON PUBLIC PROCUREMENT

10.1. Taxpayers of the Law

Law on Public Procurement in Section 2 edited by the mandatory application of state authorities, local governments, utilities and other users of the Budget of Montenegro, or the budget of local government and other public revenues; Companies and legal persons performing activities of public interest in which the state or local government owns more than 50% of the shares or interest in a company or legal person; where more than half the members of the management body of that company or legal entity composed of representatives of state authority or local government units; or where more than half the votes in the governing body of a company or legal person of the representatives of state authority or local government units; If the authority referred to in item 1 of this paragraph shall supervise the work of that company or legal entity; companies, legal entities, entrepreneurs and individuals that are funded with more than 50% from the budget of Montenegro, local governments and other public revenues or assets of the company or legal entity referred to in Section 2 of this paragraph; companies, legal entities and entrepreneurs who conduct activities in the water, energy, transport and postal services in accordance with the provisions of Art. 108 to 113 of this law.

Notwithstanding this law does not apply for diplomatic and consular missions of Montenegro abroad, military and diplomatic representatives and units of the Army of Montenegro in the international forces and peacekeeping missions and other activities abroad, the type of public procurement procedures and the manner of their implementation shall be governed by regulation of the Government of Montenegro.

The Public Procurement Office in cooperation with other institutions in the system prepares and publishes the list of procuring entities, except that a newly established contracting authority must submit an application to the competent authority for recording in the List of contracting authorities, within 30 days from the date of acquiring the properties of the client. List of contracting authorities is updated within three days from the date of filing the application.

In 2015, the 648 contracting authorities had an obligation to apply the Public Procurement Law of which the dominant number of 507 consists of purchasers - state bodies and local self-government, or 78.24% of taxpayers use.

Table 1: Number of covered parties

ordinal number	Group payers	number of taxpayers	The percentage share (%)
1	State authorities, local governments and public services (ZoJN, Article 2, paragraph 1, item 1)	507	78.24
2	Companies that perform activities of public interest (joint stock companies) (ZoJN, Article 2, paragraph 1, item 2)	20	3.09
3	Business organizations founded by state and local governments (ZoJN, Article 2, paragraph 1, item 3)	106	16.36
4	Companies in the utility sector (ZoJN, Article 2, paragraph 1, item 4)	15	2.31
	TOTAL	648	

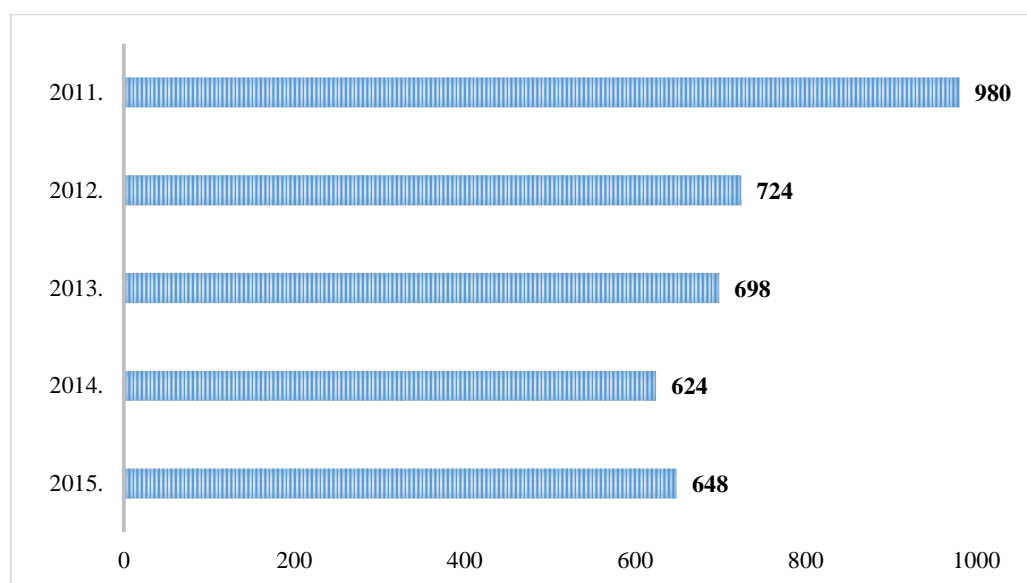
Status obligated to apply is defined by fulfilling the conditions prescribed by law, and not depending on whether it is on the list of taxpayers. Therefore, in the event that a particular state authority, local government or the company is not on the List of contracting authorities, and meets the requirements, be responsible to the Law on Public Procurement. Non-application of this law has the effect of liability regulated by this and other laws.

After examining the lists of contracting authorities noticed a difference in the number observed for the period from 2011 to 2015. So in 2011 the number of registered taxpayers was 980, in 2012 724, in 2013 698, in 2014 621 taxpayers, and in 2015, 648 taxpayers.

From these data we can conclude that there is a tendency of reducing the number of taxpayers from 2011 to 2014. year growth of 3.70% in 2015.

The reasons for reducing the number of taxpayers is reflected by centralizing, consolidating procurement in terms of Article 32 and 33 of the Procurement Law, then the internal organization of the work of state bodies, privatization and bankruptcy. Law on Amendments to the Law on Public Procurement of a number of contracting authorities gained the status of the taxpayer application, therefore, the number of taxpayers increased in 2015. It can be concluded that the number of taxpayers is constantly changing.

Chart 1: The total number of taxpayers for the period 2011-2015.



Law on Public Procurement edited by the exemption from the application in Section 3, Article 111 and Article 116b of this law.

This law does not apply to the award of concessions, and the provision of services or hiring experts (financial, legal and / or technical profession) in the privatization of the economy, the sale and leasing of land, buildings and other immovable and movable property or rights.

Of the total number of obligors under the Law on Public Procurement submitted a total of 586 contracting authorities report on conducted public procurement procedures and concluded contracts, in written or electronic form.

Of the total number of clients registered on the List, report on the public procurement contract for 2015 in written or electronic form is submitted 586 contracting authorities or about 90.43%, while

62 of the contracting authority did not provide the report (Details Appendix 4), has been informed about the Directorate for Inspection Affairs in order to take measures within their jurisdiction.

10.2. The total contracted value of public procurements for 2015

Based on all dostavljnih information from the report of contracting authorities for the period from 01 January to 31 December 2015 are made statistički data that follow.

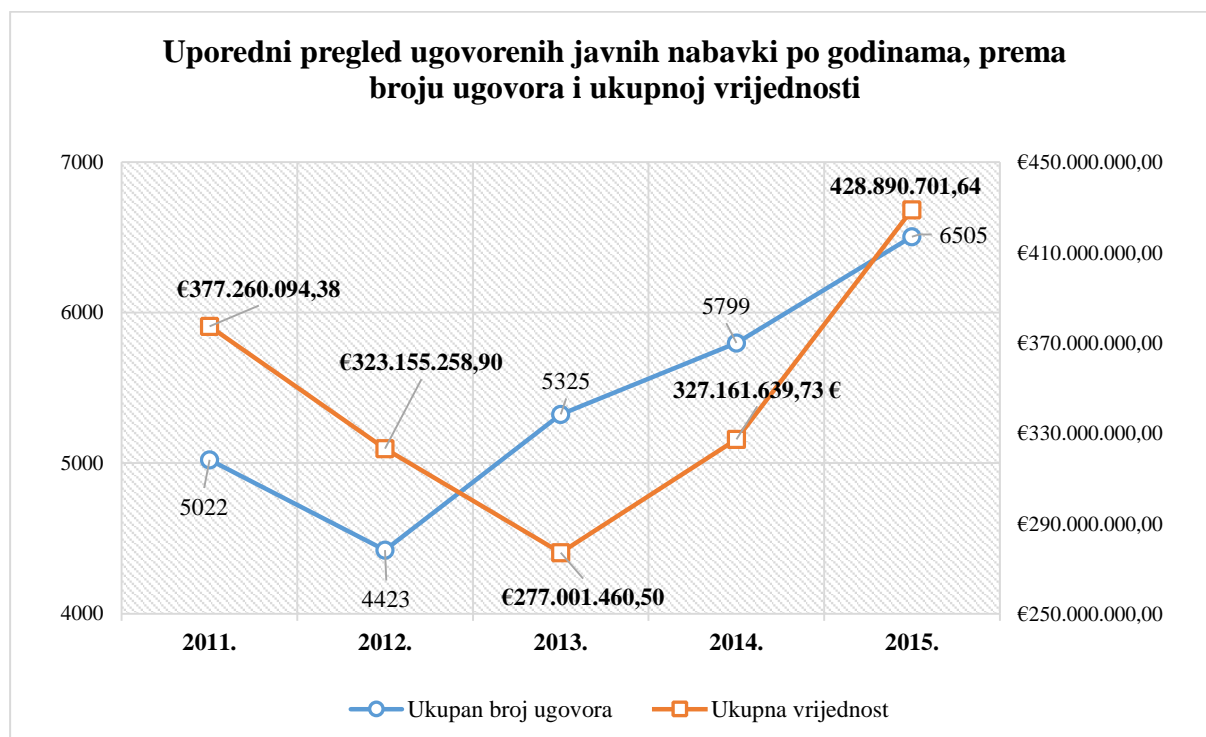
The total contract value of public procurement for 2015 is € 428,890,701.64's.

In Table 2 and Figure 2 gives the total number of contracts and the total contract value with the tendency of the movement for the period from 2011 to 2015.

Table 2: Overview of contracted public procurement by years

		number	
		total Contract number	The total value
years	2011.	5022	€ 377,260,094.38
	2012th	4423	€ 323,155,258.90
	2013.	5325	€ 277,001,460.50
	2014.	5799	€ 327,161,639.73
	2015.	6505	€ 428,890,701.64

Chart 2



The this time it was concluded 6,505 contracts excluding contracts concluded after a public procurement procedure by direct agreement.

If we look at the number of concluded contracts per year, shows a significant increase in the number of contracts compared to the previous period.

It also notes that the number of contracts in 2015 increased by 726 contracts, or for something more than 11.16%, which is about € 101,729,061.91's.

10.3. The share of contracted public procurement in GDP

According to preliminary data in 2015, the GDP of Montenegro is about 3.606 billion.

The part of the total contracted value of public procurement in GDP in 2015, is 11.89%, and the share of public procurement in GDP in Montenegro for the period from 2011 to 2015 ranges from 8.30% in 2013 to 11.89% in 2015.

Dynamics of the share of public procurement in GDP for the period in the almost uniform, with small fluctuations (Table 3).

Table 3: The share of public procurement in the total GDP per year

2011.	2012th	2013.	2014.	2015.
11.43%	9.72%	8.30%	9.62%	11.89%

10.4. The number and value of contracts to the value class

One of the important indicators of the structure is made manifest purchases by type of procedure in which contracting authorities conclude contracts. Of particular importance is to determine what procedures the contracting authorities usually apply, whether it is a transparent or less transparent procedures.

The Law on Public Procurement is regulated by the possibility that the contracting authority to decide whether to use: open procedure, restricted procedure, negotiated procedure with prior publication of the invitation to tender, negotiated procedure without prior publication of the invitation to tender, tender, shopping and direct agreement. Purchaser is used konsultanski service and a framework agreement as to the procedure of entry into force of the Law on Amendments to the Law on Public Procurement, as well as all proceedings instituted before that.

According to this law, the public procurement procedure is determined by the estimated value of a procurement shall be classified into the following thresholds, as follows:

And threshold - for public procurement with an estimated value of up to 5,000 euros, is conducting the procedure of direct agreement;

II threshold - for public procurement whose estimated value is over 5,000 euros to 25,000 euros for the purchase of goods and services, ie over 5,000 Euros to 50,000 Euros for the transfer of the works, the procedure of shopping;

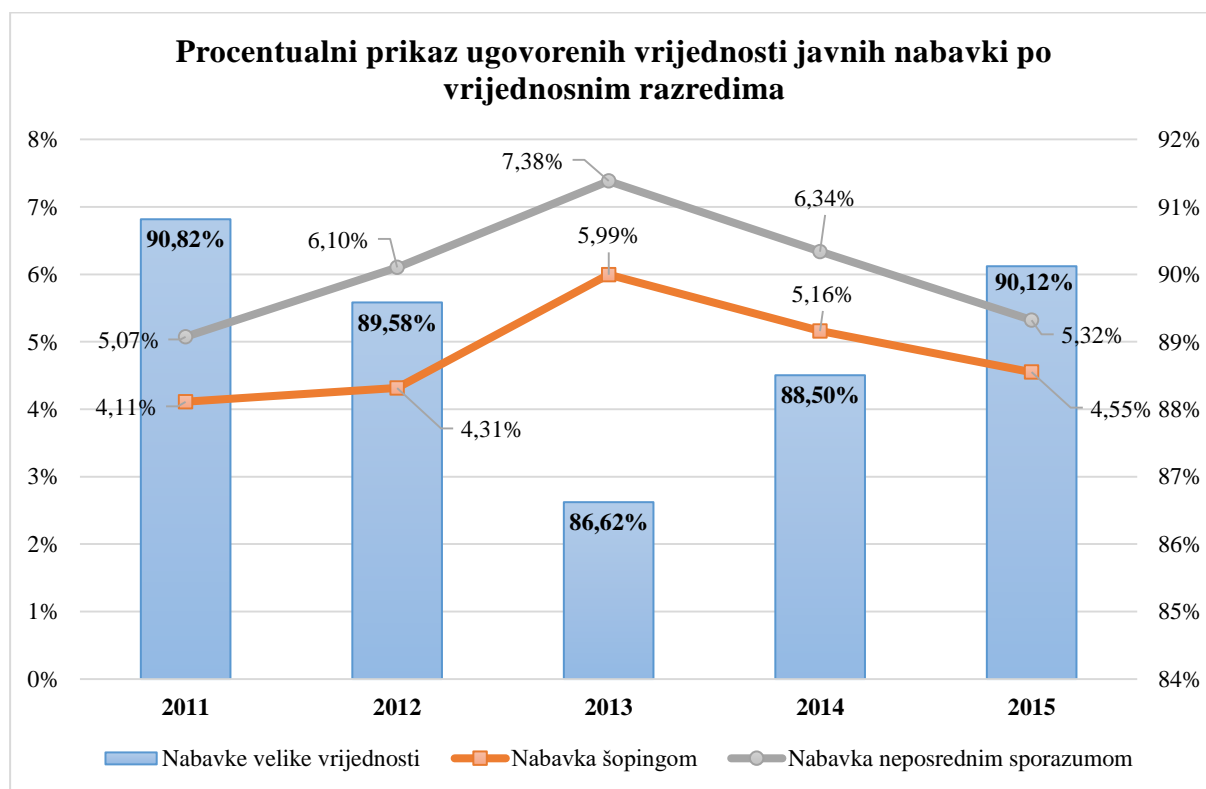
Value Grade - public procurement whose estimated value is over € 25,000 for the purchase of goods and services, or more than 50,000 euros for the transfer of works, carried out the procedures referred to in Article 20 items. 1 to 7 of this Act.

For procurement whose estimated value is within the first and second threshold value can be implemented and procedures referred to in Article 20 items. 1-7 hereof.

Table 4: Summary contract value to grades

	Thresholds	Contract number	The contract value
2011.	Purchases of great value	2554	€ 342,613,920.35
	Supply shopping	3475	€ 15,507,728.70
	Direct agreements	57963	€ 19,138,445.33
2012th	Purchases of great value	2694	€ 289,492,670.54
	Supply shopping	1729	€ 13,941,245.77
	Direct agreements	54370	€ 19,721,342.59
2013.	Purchases of great value	2995	€ 239,944,977.82
	Supply shopping	2330	€ 16,605,717.42
	Direct agreements	64579	€ 20,450,765.26
2014.	Purchases of great value	3028	€ 289,550,682.40
	Supply shopping	2771	€ 16,882,918.81
	Direct agreements	70659	€ 20,728,038.52
2015.	Purchases of great value	3361	€ 386,535,629.10
	Supply shopping	3144	€ 19,533,017.98
	Direct agreements	79303	€ 22,822,054.56

Chart 3



The share of purchases of small value for the first and second threshold (shopping method and direct agreement), in 2015, amounted to 9.88%. The total amount of the agreed purchase annually decrease in the share of purchases of small value, compared to 2014 when their share was 11.50%.

With the introduction of legal obligations that the tender documentation for the procurement of low value by shopping on the Portal must generally increase the transparency of public procurement procedures, thereby reducing the different motives of the contracting authority that the procurement share below the threshold for procurement by direct agreement to avoid the publication of public procurement.

Table 5: Only the share of purchases large and small values by years

		number	
		Purchases of great value	Purchases of small value
years	2011.	90.82%	9.18%
	2012th	89.58%	10.41%
	2013.	86.62%	13.38%
	2014.	88.50%	11.50%
	2015.	90.12%	9.88%

10.5. Procurement by the type of tender subject

Law on Public Procurement, the members 34, 35 and 36, are governed by the type of the object of public procurement, procurement of goods, procurement of works and supply of services. According to the types of cases procurement in 2015 in the total number of published contract goods participate in the total amount from € 235,104,724.35, services učestujutotaling€ 66,636,351.43, and the work involvedtotaling € 127,149,625.86.

Table 6: Procurement contracts by type of tender subject

	Type of tender subject	The contract value
2011.	goods	€ 163,251,429.97
	service	€ 67,354,998.00
	Papers	€ 111,999,105.61
2012th	goods	€ 200,282,733.26
	service	€ 45,513,712.68
	Papers	€ 77,358,812.96
2013.	goods	€ 170,009,348.69
	service	€ 44,992,600.27
	Papers	€ 61,999,511.54
2014.	goods	€ 215,182,613.49
	service	€ 51,359,874.35
	Papers	€ 60,619,151.89
2015.	goods	€ 235,104,724.35

	service	€ 66,636,351.43
	Papers	€ 127,149,625.86

When observing the subject of procurement and contract values, 54.82% refers to the goods, 29.65% at work, and the share of services is 15.54%.

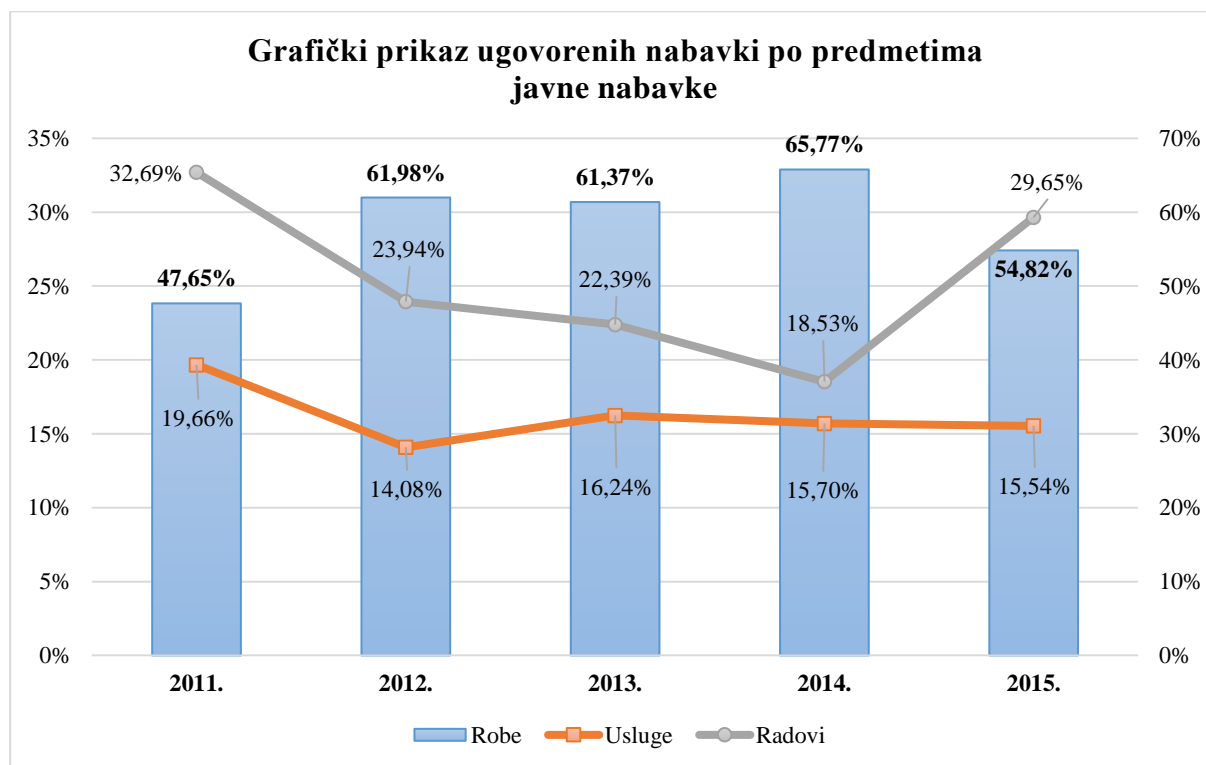
Table 7: Comparative annual review "percentage" value of public procurement by subjects of public procurement

		subject		
		goods	service	Papers
years	2011.	47.65%	19.66%	32.69%
	2012t h	61.98%	14.08%	23.94%
	2013.	61.37%	16.24%	22.39%
	2014.	65.77%	15.70%	18.53%
	2015.	54.82%	15.54%	29.65%

Comparing the value of public procurement by subjects and for years it is evident that the contract value of public procurement of goods available in 2011, and in 2014 the largest.

Purchases of goods had growth in 2012 and has retained an approximate value for 2013 and 2014, and in 2015, the total contract value fell by 10.95% compared to 2014.

Chart 4



The contract value for services is approximately the same as a percentage of the total contracted public procurement for 2013, 2014 and 2015.

The notional value of purchases for the work tends to decrease from 2011 to 2014 and a mild increase in 2015 by about 11.12%, compared to 2014.

10.6. Procurement above the EU thresholds per procurement matters

In 2015, completed a total of 296 contracts for goods, works and services beyond the threshold of the EU. The notional value of these purchases amounted to € 236,710,902.38, or 55.19% of the total contracted public procurement for 2015. Table 8 presents the contractual procurement above the EU thresholds the case of procurement for the period from 2011 to 2015.

Table 8: The total number and value of procedures above the EU thresholds

years	The subject of procurement	Contract number	Estimated value	The contract value
2011	goods	88	€ 78,602,658.02	€ 64,594,303.84
	service	49	€ 32,529,508.62	€ 30,478,296.58
	Papers	2	€ 14,000,000.00	€ 12,347,368.33
2012	goods	47	€ 27,912,428.71	€ 24,652,910.60
	service	25	€ 11,692,922.23	€ 11,313,679.19
	Papers	2	€ 18,360,000.00	€ 17,161,221.96
2013	goods	118	€ 85,694,996.34	€ 67,419,648.68
	service	28	€ 11,508,434.00	€ 10,870,579.16
	Papers	-	-	-
2014	goods	140	€ 164,302,147.02	€ 153,371,640.36
	service	43	€ 10,670,981.90	€ 10,390,126.98
	Papers	-	-	-
2015	goods	211	€ 174,047,016.82	€ 169,329,843.03
	service	79	€ 25,084,728.14	€ 25,083,713.64
	Papers	6	€ 48,000,000.00	€ 42,297,345.71

Note: Threshold values for 2014 and 2015: € 134,000.00 for goods and services and € 5,186,000.00 for work.

10.7. Procurement by the type of procedure

Law on Public Procurement in Article 20 are governed by the type of public procurement procedures that may apply purchasers in order to conclude a contract for the procurement of goods, works and services. Contracting authorities are obliged in the public procurement provide an economical and rational use of public sredstava, take measures to ensure fair competition, transparency of the process to all bidders in all phases of the procurement procedure have equal treatment.

Therefore, the most important indicator of the agreed purchase at one time, the structure of public procurement by the type of procedure followed by the contracting authorities conclude contracts. In addition, most primary importance is the participation of public procurement procedures to ensure the greatest transparency, which conditions and respect for the principle of ensuring competition and equality of bidders.

In this connection, the structure of public procurement according to the type of public procurement is an important indicator of respect for the principles of public procurement and the proper application of the Law on Public Procurement.

The table and graph below, provides an overview of the contract through the subject of public procurement, the types of procurement procedures, as well as a percentage of the contractual value by type of procedure, in order to observe the structure of public procurement for 2015.

The contracting authorities in the reporting period, apply the following procedures: open procedure (83.19%), a framework agreement after completing open procedure (4.66%), shopping (4.55%), direct agreement (5.32%), the negotiated procedure without prior publication of a contract notice (1.86%), consulting services (0.14%), negotiated procedure with prior publication of the invitation to tender (0.14%), restricted procedure (0.12%) and competition (0.01%).

Table 9: Number of contracts by type of procedure and dodgy procurement with estimated and contracted value

Rules - Form A (large acquisitions)	Type of procedure	Type of case	Contract number	Estimated value	The contract value
	Open procedure	goods	1817	€ 211,690,954.83	€ 198,165,062.51
		service	777	€ 41,846,636.60	€ 38,726,567.05
		works	347	€ 139,836,263.55	€ 119,915,114.83
	restricted procedure	goods	6	€ 220,095.25	€ 218,349.18
		service	7	€ 283,300.00	€ 275,960.26
		works	0	€ 0.00	€ 0.00
	Negotiated procedure with prior publication of the invitation to tender	goods	3	€ 494,000.00	€ 492,210.36
		service	3	€ 92,000.00	€ 86,884.96
		works	0	€ 0.00	€ 0.00
	The negotiated procedure without prior publication of the invitation to tender	goods	47	€ 3,212,553.83	€ 3,124,378.74
		service	60	€ 3,817,459.58	€ 3,150,764.13
		works	24	€ 1,742,095.95	€ 1,717,184.23
	The Framework agreement	goods	145	€ 16,476,554.02	€ 13,703,348.37
		service	109	€ 5,971,720.34	€ 5,943,478.26
		works	4	€ 352,873.33	€ 347,842.70
	consulting services	goods	0	€ 0.00	€ 0.00
		service	6	€ 715,000.00	€ 620,870.00
		works	0	€ 0.00	€ 0.00
	competition	goods	0	€ 0.00	€ 0.00
		service	6	€ 49,826.52	€ 47,613.52
		works	0	€ 0.00	€ 0.00
	TOTAL:		3361	€ 426,801,333.80	€ 386,535,629.10
Rules - Form B	Type of procedure	Type of case	Contract number	Estimated value	The contract value
	Low value - Shopping	goods	1727	€ 10,766,514.10	€ 9,391,301.81
		service	1169	€ 7,732,162.33	€ 6,691,789.00
		works	248	€ 3,870,012.48	€ 3,449,927.17
	TOTAL:		3144	€ 22,368,688.91	€ 19,533,017.98
Rules - Form C	Type of procedure	Type of case	Contract number		The contract value
	direct agreement	goods	45748		€ 10,010,073.38
		service	32245		€ 11,092,424.25

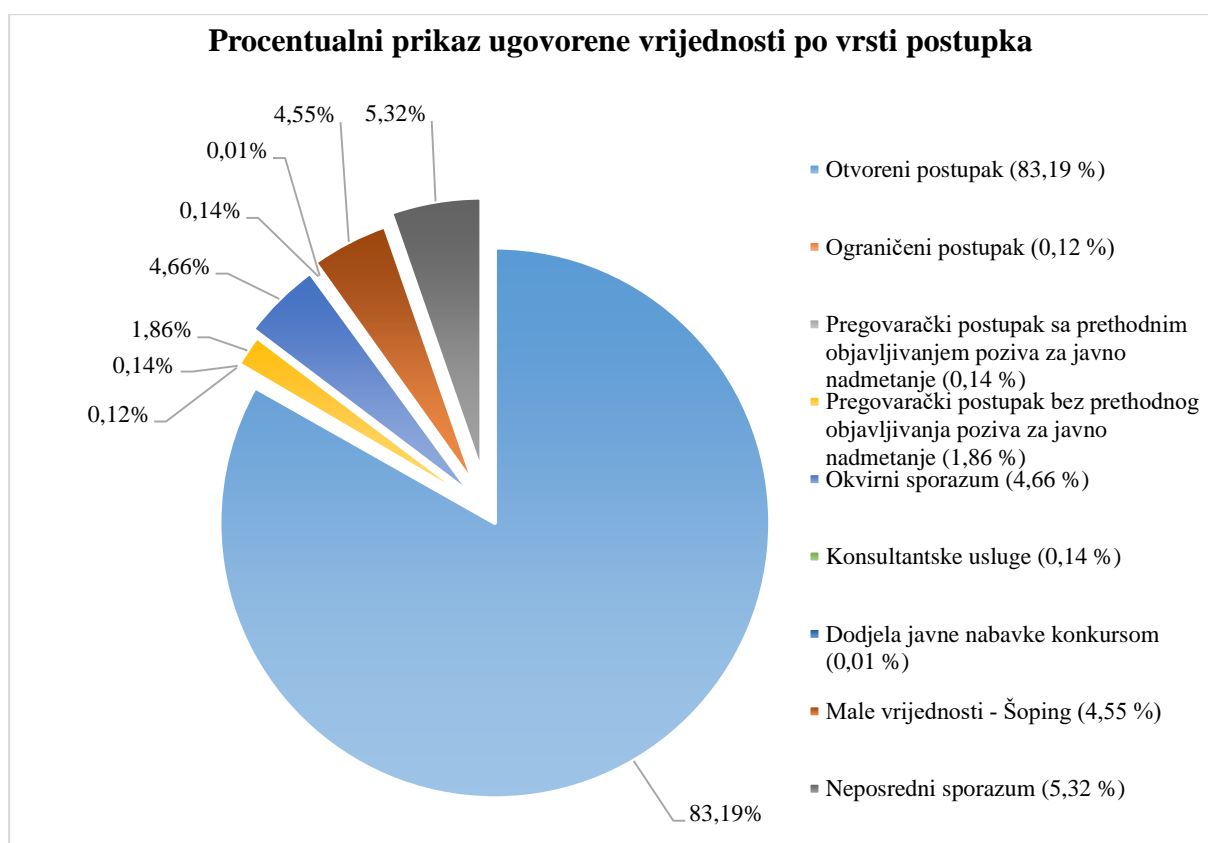
	works	1310	€ 1,719,556.93
TOTAL:		79303	€ 22,822,054.56

In 2015, the participation of transparent and competitive procurement procedures amounts to 92.81%.

Representation less transparent process, ie. the negotiated procedure without prior publication of a contract notice is 1.86%. Note that the client is obliged to choose the best offer and contract after a public procurement procedure published on the Public Procurement Portal. In this way, each bidder and other interested person has the ability to protect the rights of the public procurement procedure.

This low percentage of participation of the negotiated procedure without prior publication of the invitation to tender is the result of a restrictive approach to the Public Procurement Office when considering the application for the issuance of prior approval, as well as raising public awareness of purchasers, providers and citizens that the open procedure provides the best value for money.

Figure 5



The share of public procurement by direct agreement in the total contracted value in 2015 amounted to 5.32%. In order to more fully informed, in the attached report provides an overview of contracted public procurement by contracting authorities with the largest contracted value of procurement by direct agreement.

The table below provides a number of contracts and the contract value, individual participation procedures in the total amount of contracted purchases, expressed the appropriate percentage per year, for the period from 2011 to 2015.

Table 10: Percentage expressed by type of operation (including the negotiating process), in relation to the total number of bids and the amount of financial obuhvećeni

Type of procedure	years	Contract number	contracts %	The contract value	contracted vrojnost%
Open procedure	2011	2373	92.91	€ 324,902,467.81	86.12
	2012	2465	91.50	€ 274,991,512.15	85.10
	2013	2747	91.72	€ 225,015,448.49	81.23
	2014	2679	88.47	€ 266,980,332.79	81.67
	2015	2941	87.50	€ 356,806,744.39	92.31
restricted procedure	2011	3	0.12	€ 335,265.00	0.09
	2012	2	0.07	€ 70,000.00	0.02
	2013	2	0.07	€ 60,889.17	0.02
	2014	1	0.03	€ 6497.40	0.002
	2015	13	0.39	€ 494,309.44	0.13
Negotiated procedure with prior publication of the invitation to tender	2011	3	0.12	€ 57,312.00	0.02
	2012	4	0.15	€ 365,285.56	0.11
	2013	6	0.20	€ 145,251.72	0.05
	2014	-	-	-	-
	2015	6	0.18	€ 579,095.32	0.15
The negotiated procedure without prior publication of the invitation to tender	2011	135	5.29	€ 13,463,058.74	3.57
	2012	147	5.46	€ 10,346,106.32	3.20
	2013	161	5.38	€ 9,019,939.24	3.26
	2014	140	4.62	€ 8,701,088.52	2.66
	2015	131	3.90	€ 7,992,327.10	2.07
The Framework agreement	2011	38	1.49	€ 3,201,748.80	0.85
	2012	68	2.52	€ 3,263,183.51	1.01
	2013	71	2.37	€ 5,503,789.20	1.99
	2014	198	6.54	€ 13,580,826.69	4.15
	2015	258	7.68	€ 19,994,669.33	5.17
consulting services	2011	-	-	-	-
	2012	7	0.26	€ 453,210.00	0.14
	2013	8	0.27	€ 199,660.00	0.07
	2014	6	0.20	€ 239,820.00	0.14
	2015	6	0.18	€ 620,870.00	0.16
competition	2011	2	0.08	€ 654,068.00	0.17
	2012	1	0.04	€ 3400.00	0.01
	2013	-	-	-	-
	2014	4	0.13	€ 42,117.00	0.01
	2015	6	0.18	€ 47,613.52	0.01

10.8. The Framework agreement

The Framework Agreement is the Law on Public Procurement in Montenegro was introduced in 2006. The amendments to the Law on Public Procurement from 2014, and subordinate legislation whose implementation started in May 2015, the use of this instrument accurately and is better equipped in terms of compliance with European Union directives.

Therefore, further development of public procurement in Montenegro emerged the need of a new planning framework agreement, considering the fact that this instrument proved to be a good tool for the customer because it provides significant advantages over conventional public procurement

procedures and used to a significant extent in practice countries, as well the European Union. This is particularly important in terms of economy and efficiency of spending public the means.

The specificity of the framework agreements is that after the completion of an open, restricted or negotiated procedure rule out, after which it can be concluded several agreements that the agreement can take several years and can be concluded by several contracting with several bidders, one client and more vendors, one the customer with the one bidder and several contracting with one bidder.

Indicative spozum not typical obligatory legal agreement, on the basis of the same no obligation execution of public procurement, but liability shall be incurred by concluding individual public procurement contract on the basis of previously concluded Framework Agreement.

Framework Agreement allows the purchaser to not take a final commitment, but defines frameworks need, and the final obligation Purchaser assumes when it is certain, after the conclusion of individual contracts. Purchaser in this way quickly meet their needs than that each year, just at the moment when the need is clearly defined starts and implements a public procurement procedure.

The advantage of the framework agreement provides for the possibility of re-achieving competition among bidders with which it concluded a framework agreement, providing new opportunities to bidders at the stage of concluding individual contracts provide a more competitive bid than before concluding a framework agreement. For the customer it is an advantage because it can achieve favorable contracts than before concluding a framework agreement establishing competition among bidders without re-implementation of the new process and public disclosure, as well as the possibility of addressing another bidder if the first bidder is unable to satisfy a given need at a given time , creating safety and increased certainty of execution of the contract.

In Montenegro, the framework agreement is often concluded individual contracting authorities to procure the services of repairs and service provider of mobile telephony and fixed telephony, leased goods, food, fuel, heating oil, medical devices, medical disposables for the laboratory and more.

In the period up to May 2015, the Management Board received a total of 84 requests for obtaining a previous consent in connection with the conclusion of the framework agreement estimated total inhe value of 5,636,382.66 euros. In the opinion of the expert services of the Board in accordance with the Law of the applications received 81 requests met the requirements of the total estimated value of € 5,496,382.66, and three were rejected.

Contracting authorities have usually opted to run the open procedure, with the possibility of concluding a framework agreement when the subject of the contract are daily services or consumer goods, continuous repair or maintenance works and when the conclusion of identical contracts reduce procurement costs.

Table 11: Comparison of implementation of the framework agreement for 2014 and 2015

2014				2015			
Type of case	Contract number	Estimated value	The contract value	Type of case	Contract number	Estimated value	The contract value
goods	114	€ 13,044,461.10	€ 10,181,449.43	goods	145	€ 16,476,554.02	€ 13,703,348.37
service	82	€ 3,297,001.79	€ 3,155,565.26	service	109	€ 5,971,720.34	€ 5,943,478.26
Papers	2	€ 248,813.33	€ 243,812.00	Papers	4	€ 352,873.33	€ 347,842.70

In 2015 it was concluded 258 contracts on the basis of previously concluded Framework Agreement for goods, services and works worth 19,994,669.33 euros.

Participation Framework Agreement in 2015 has increased by 32.10% compared to 2014 for a total contracted value and 23.26% in relation to the number of contracts awarded.

After examining the further procedures for the first quarter of 2016, a trend of growth in implementation of the framework agreement.

Law on Amendments to the Law on public procurement in relation to the previous period is governed by the contracting authority is under no obligation to obtain prior approval by the Public Procurement Office before starting the open or restricted procedure with the possibility of concluding a framework agreement. The amendments to the Act is governed by the obligations of the contracting authority in the case if it intends to conclude a framework agreement shall in the invitation to tender stating: to conclude a framework agreement and the duration of the framework agreement; the number of suppliers with which it intends to conclude a framework agreement; elements of the framework agreement which can not be changed; variable elements of the framework agreement; way of concluding the public procurement contract on the basis of the concluded framework agreement.

The Act provided for the variable elements of the framework agreement: the amount of goods and services or scope of works that are the subject of procurement for the duration of the framework agreement on an annual basis; schedule of delivery of goods, performance of services or works that are the subject of procurement; the place of delivery of goods, performance of services or works that are the subject of procurement; the price of goods, services or works that are the subject of procurement. It is important to point out that a framework agreement is not implemented in such a way as to prevent, restrict or distort competition.

In Article 26a of this law is regulated by one of the ways in which concludes a public procurement contract on the basis of the concluded framework agreement for all or part of the procurement subject, which is significantly more accurate and wider governed question the conclusion of the contract on the basis of the framework agreement.

Law on Amendments to the Law on Public Procurement, which provides facilitated application of the framework agreement and its use as a contracting authority is under no obligation to acquire the prior consent of the Public Procurement Office, given the possibility that the purchaser in advance defines the changing and unchanging elements of the Framework Agreement, to advance the way in which will conclude individual contracts. As an important advantage for the customer is the possibility of concluding a framework agreement with a smaller number of bidders than the number who predicted the tender documents in the case to get a smaller number of eligible proposals, which affects the growth performance in any public procurement procedure.

The Public Procurement Office during 2015 through training and seminars is a way of using a framework agreement with the aim of implementing the integrated procurement especially at the local level in order to encourage the integration of contracts awarded under framework agreements. In this way, it has an effect on the growth of the application of the framework agreement in the practice of certain contracting authorities who started the application.

Certain items of procurement are suitable for this procurement instrument such as the procurement of air tickets and hotel accommodation for business trips that would overcome certain problems faced by the contracting authorities in the implementation of public procurement and technical

evaluation of the tenders, which are often determined is that of formal and not substantial best, which indicates the State Audit institutions is.

In the future the Public Procurement Office will work on further affirmation and encouragement of the application of the framework agreement in practice because of its numerous advantages.

10.9. Open Procedure

This is a key public procurement procedure that ensures the highest level of transparency and competitiveness procedures, respecting the principles of public procurement and the proper implementation of the Law on Public Procurement. The use of this procedure is growing from year to year.

Table 12

2014				2015			
Type of case	Contract number	Estimated value	The contract value	Type of case	Contract number	Estimated value	The contract value
goods	1666	€ 199,864,927.30	€ 184,006,829.04	goods	1817	€ 211,690,954.83	€ 198,165,062.51
service	733	€ 28,742,054.31	€ 28,075,341.37	service	777	€ 41,846,636.60	€ 38,726,567.05
Papers	280	€ 60,653,158.73	€ 54,898,162.38	Papers	347	€ 139,836,263.55	€ 119,915,114.83

Chart 6

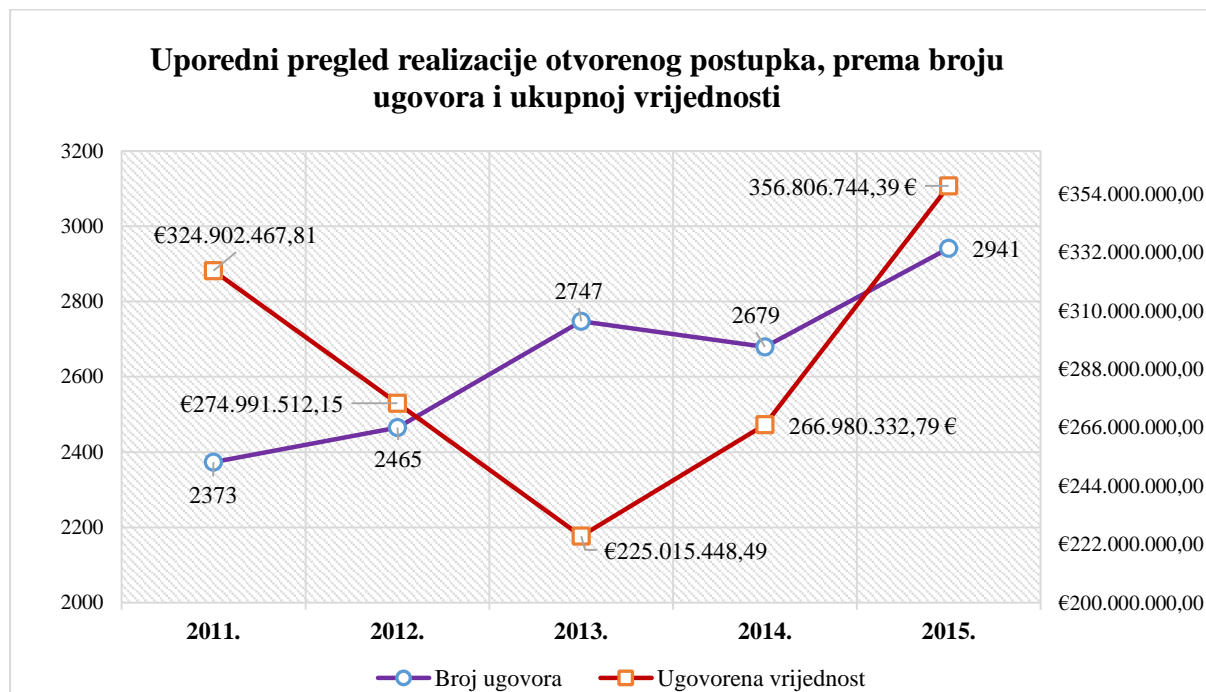


Table 12 presents the use of this procedure in 2014 and 2015, the cases of procurement, contract number, estimated and contracted value, and Figure 6 shows the trend of using this procedure for 2011-2015. year.

10.10. shopping

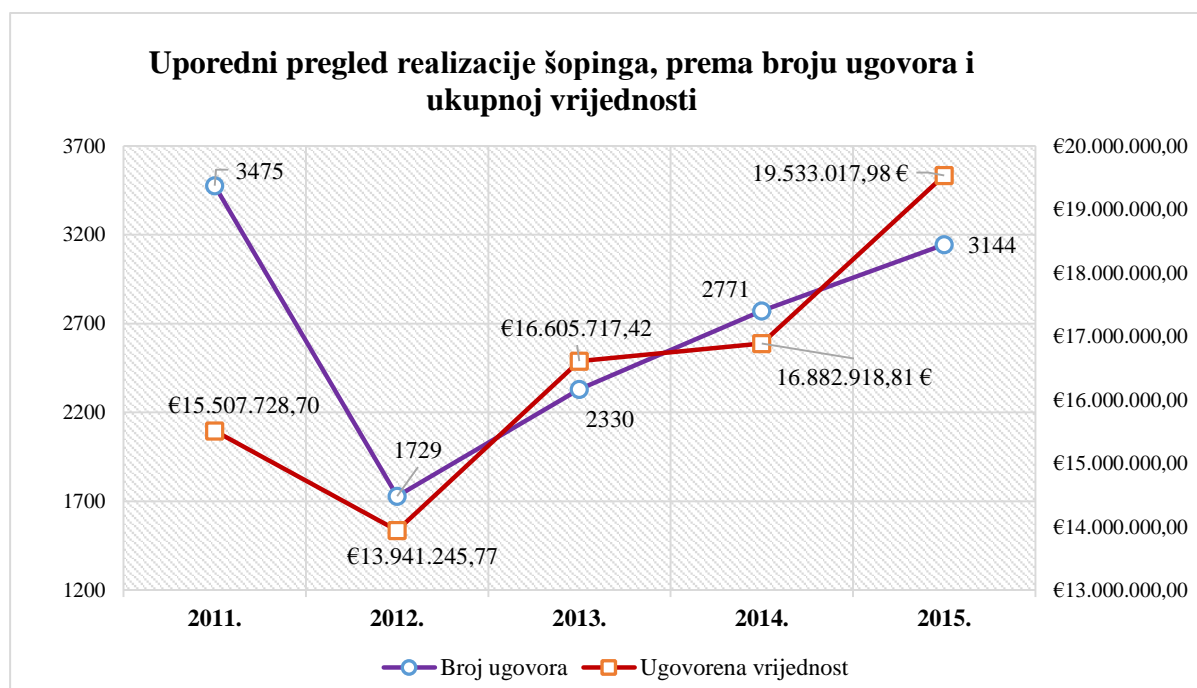
In 2015, amendments to the Law on Public Procurement procurement procedures shopping is significantly altered. Among others, the most significant changes is to increase the transparency of the process, ie. Purchaser is obliged to tender documents for this procedure shall be published on the Public Procurement Portal.

Number of contracts and the contract value upon completion of the procurement process in 2015 has significantly increased compared to the previous period, as evidenced by data from tables and charts that follow.

Table 13: Comparison of the realization of shopping for 2014 and 2015

2014				2015			
Type of case	Contract number	Estimated value	The contract value	Type of case	Contract number	Estimated value	The contract value
goods	1485	€ 10,515,467.16	€ 8,478,532.55	goods	1727	€ 10,766,514.10	€ 9,391,301.81
service	1032	6.942,936,94 €	€ 5,585,544.28	service	1169	€ 7,732,162.33	€ 6,691,789.00
Papers	254	€ 3,125,620.21	€ 2,818,841.98	Papers	248	€ 3,870,012.48	€ 3,449,927.17

Figure 7



It can be concluded that the capacity building and sub-specialization of public procurement officers contributed to increasing the level of performance of procurement by this procedure and its good implementation in practice.

10.11. direct agreement

Law on Public Procurement is regulated procurement procedure by direct agreement and the obligations of the contracting authority that this process regulated by a special act of the announcement on its website. This procedure is used in the case of procurement of the estimated value of up to € 5,000.00. This value is considered as a limit total annual amount that one client may be spent on the purchase of certain items of procurement. Whether the contracting authority that amount exhausted in one or more operations will depend on its specific needs for the subject procurement.

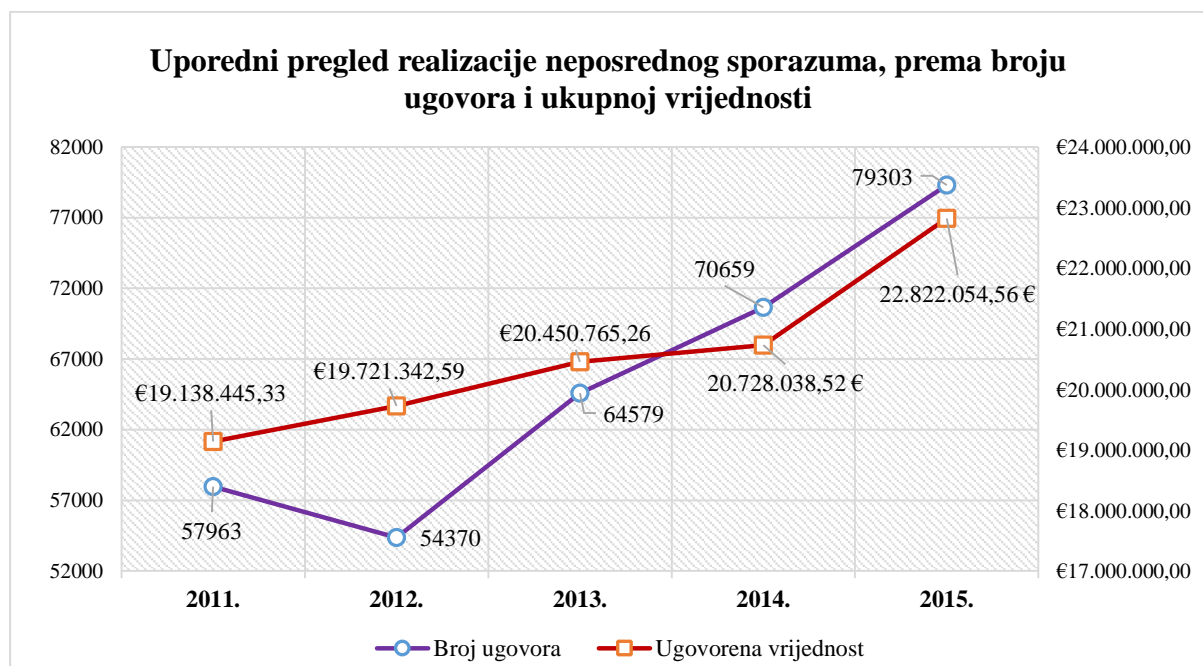
The law also provides for a cumulative limit value that a public entity can annually consume through direct agreement. These restrictions vary depending on the size of the client, or the height of its total annual procurement budget. Section 30 of the Act in this regard stipulates that "The total annual value of public contracts awarded under the direct agreement can not exceed":

- 10% of the executed budget for procurement of the contracting authority in the previous year, when the budget for the procurement of up to EUR 200000;
- 9% of the executed budget for procurement of the contracting authority in the previous year, when the budget for public procurement is 200,000 to 500,000 Euros;
- 8% of the executed budget for procurement of the contracting authority in the previous year, when the budget for public procurement is 500,000 to 800,000 Euros;
- 7% of the executed budget for procurement of the contracting authority in the previous year, when the budget for procurement is over 800,000 EUR.

Purchaser is obliged to abide by the provisions related to the valuation of the contract, including a ban on division of procurement in order to avoid the application of *odgovorajajućeg* procedure defined by law.

Contracted procurement this method has a stable upward trend, depending on how the increase of the total contracted public procurement, as evidenced by the presentation given to the following chart.

Figure 8



Visible is the increase in the number of direct agreement contracts and contracted value in 2015 compared to 2014, but on the other hand noted the decline in the share of total agreed purchase this operation in the 6.34% in 2014, to 5.32% in 2015.

Table 14: Comparison of immediate implementation of the agreement for 2014 and 2015

2014			2015		
Type of case	Contract number	The contract value	Type of case	Contract number	The contract value
goods	39121	€ 9,170,951.55	goods	45748	€ 10,010,073.38
service	30267	€ 10,198,017.48	service	32245	€ 11,092,424.25
Papers	1271	€ 1,359,069.49	Papers	1310	€ 1,719,556.93

10.12. The negotiated procedure without prior publication of the invitation to tender

This procedure The Public Procurement follows with due care because it is a less transparent procedure of public procurement. Contracting authorities before the proceedings, shall obtain prior approval of the fulfillment of conditions by the authority in accordance with Article 31, in conjunction with Article 25 of the Law on Public Procurement. For obtaining prior consent to the request purchasers are required to provide evidence associated with the legal basis and the subject of public procurement.

The Public Procurement Office in 2015 received 145 requests the total estimated value of € 19,883,019,90. Expert Service of the Board, all incoming requests are processed within the prescribed period, of which 101 were adopted requirement estimated € 14,069,434.70, while 44 requests the estimated value of € 5,823,585.20, were rejected.

The table below clearly shows the number of applications that are eligible and the number of refusals.

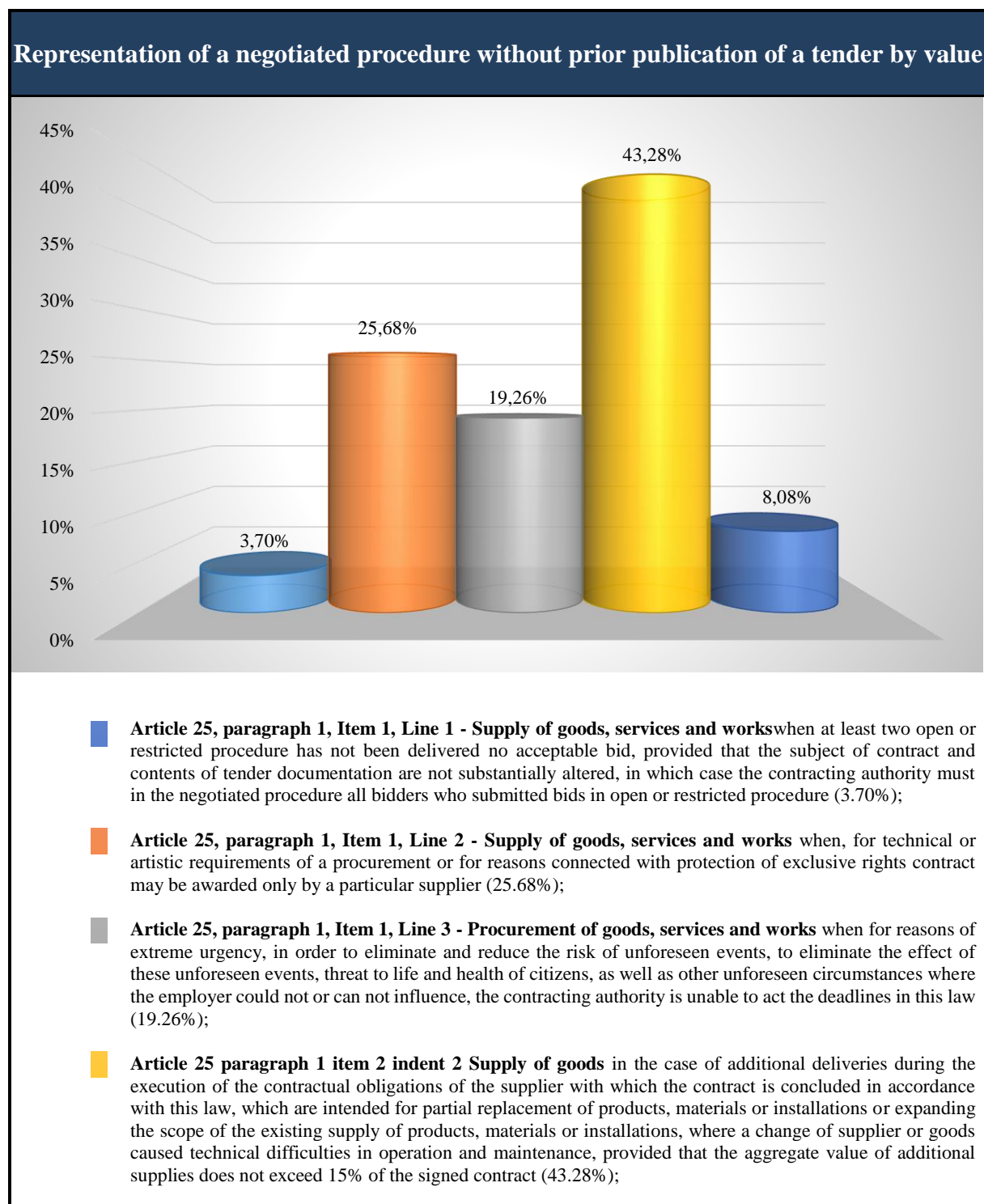
Table 15: Only requests for negotiated procedures

The requirements are fulfilled conditions	101
Requirements that were rejected	44
The total number of submitted requests	145

Based on these data it can be concluded that the Public Procurement Office has delivered a negative opinion for 30.35% of the requests to initiate proceedings without prior publication of the invitation to tender and 69.65% issued a positive opinion on the justification of the application of this procedure, thus adversely opinion makes one third of the total requirement.

If this is added to previously presented data to the negotiated procedure without prior publication of a tender accounts for 1.86% of the total contracted value of public procurement, shows that purchasers are well aware when there are legal grounds to launch this procedure and avoid to pay to the Public procurement for its approval.

Contracting authorities have in the past largely gained knowledge on the application of a negotiated procedure with the help of the Public Procurement (advisory assistance, training, workshops).

Figure 9

Article 25, paragraph 1, item 4 indent 1 -Nabavka service and works contracts not covered by the agreement concluded after the completion of the procurement procedure, and due to unforeseen circumstances, become necessary for the execution of public procurement contracts and technically or economically can not be separated from the original contract without major inconvenience to the customer, provided that contract whose total value can not be higher than 15% of the value of concluded contracts concluded with the bidder whose contract is still in force (8.08%);

Applicability of the Public Procurement Office to assess the fulfillment of conditions is reflected in the fact that the negotiated procedure without prior publication of the invitation to tender is characterized by limited competition and increased risk of consultation between the customer and suppliers, as well as among the bidders. The average number of bids per procedure in these cases is very low, usually one offer, so the representation of this process directly affects the intensity of competition in public procurement.

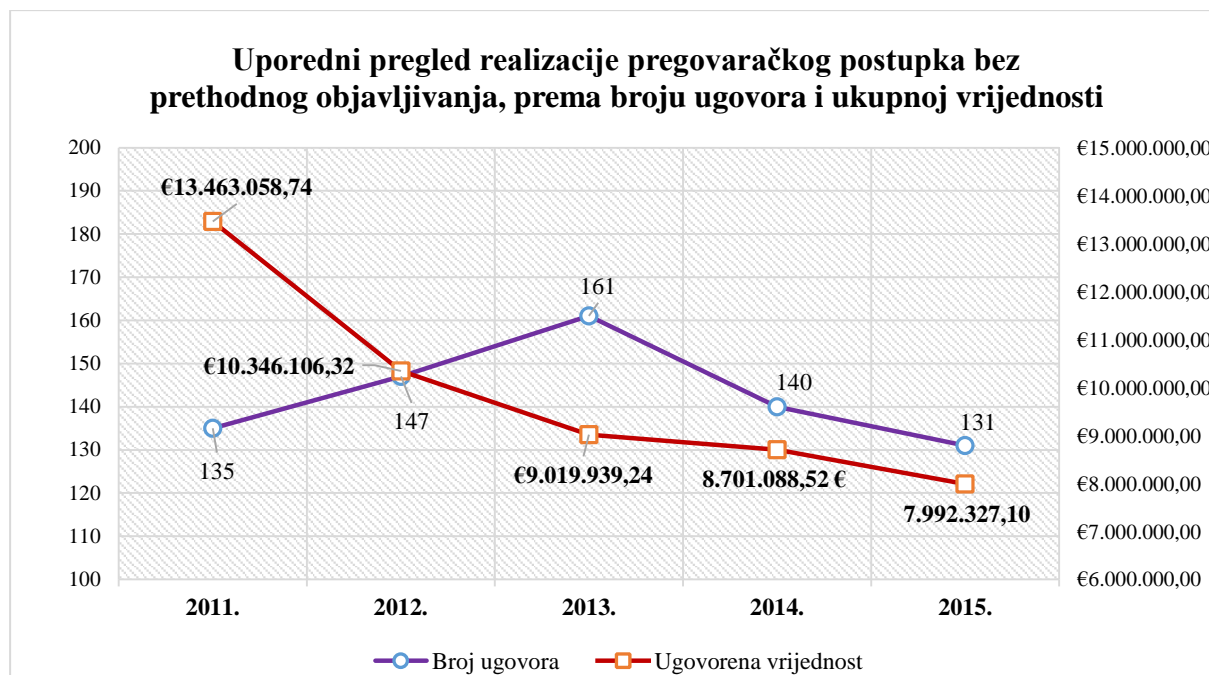
Therefore, this procedure provides for only in exceptional cases in the EU and the environment on the basis of available statistical data (published reports), this percentage is significantly higher than the Montenegrin average, which is currently 1.86%.

graph 9 shows the most common legal basis for the application of the negotiated procedure without prior publication of the invitation to tender, in which the contracting authorities called in 2015. The structure of the representation of a particular legal basis on which the contracting authorities called in the application addressing the Public Procurement Office in terms of the application of the Act is:

- 43.28% for the procurement of goods, Article 25 paragraph 1 item 2 indent 2;
- 25.68% for the procurement of goods, services and works, Article 25, paragraph 1, item 1, item 2;
- 19.26% for the procurement of goods, services and works, Article 25, paragraph 1, item 1, item 3;
- 8.08% for the procurement of services or works, Article 25, paragraph 1, item 4 indent 1;
- 3.70% for the procurement of goods, services and works, Article 25, paragraph 1, item 1 line first

The following chart indicates a decrease in the share of contracted public procurement after conducting a negotiated procedure without prior publication of the invitation to tender, that in 2015 achieved a record high share of the open procedure. The opinions of the Public Procurement had a crucial importance for the growth of the application of the open procedure on account of the negotiation process. Yet the ratio of positive opinions of the Public Procurement compared to negative opinions point to the possibility of review of the law regulated the instrument of indirect control of the implementation of this procedure.

Figure 10



Monitoring the representation of the negotiation process is of particular importance for the further development of the public procurement system in Montenegro. The Public Procurement Office conducted a special monitoring this process by categories of contracting authorities (state authorities, local governments, business organizations), the subject of public procurement (goods, services, works), the legal basis of negotiations (urgency, technical connectivity, etc.) In order to address to good planning, strengthening of administrative capacities can achieve greater benefits for the customer procurement, through the lifetime. "The cost of the life cycle" of the procurement.

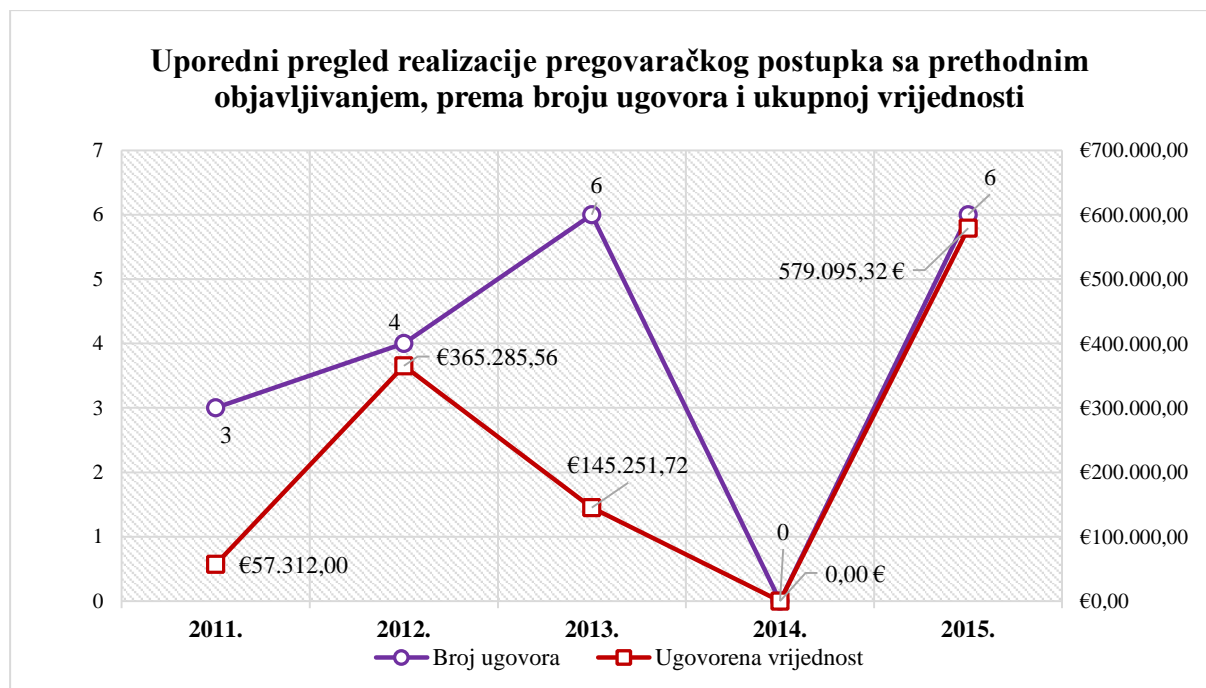
10.13. Negotiated procedure with prior publication of the invitation to tender

In accordance with the Law on Public Procurement, the jurisdiction of the Board is to issue a preliminary opinion on the justifiability of using the negotiated procedure with prior publication of the invitation to tender.

This procedure naručilici rarely used. Thus purchasers realizovali two procedures in 2011, four in 2012, six in 2013, none in 2014 and six in 2015.

Law on Amendments to the Law on Public Procurement in Article 116c, stipulate that the procurement of defense and security are not subject to the provisions of Article 31, in conjunction with Article 24 of this Law. In this way it encourages purchasers of certain other areas of defense and security to actively apply this procedure. Accordingly, it is noticeable use of this procedure in 2015 (Chart 11).

Figure 11



10.14. realized savings

Table 16 below provides a clear view of the number of contracts, the estimated value, contracted value of the savings generated by the type of public procurement procedure that contracting authorities concluded in the reporting period.

The Purchaser may at all stages of the procurement cycle to look at saving steps that should be associated with the life cycle of tender subject. The simplest way of looking at the effects of savings is through the ratio of planned and contracted public procurement procedures implemented in the reporting period (Table 16).

Table 16: realized savings

Type of procedure	Contract number	Estimated value	The contract value	saving
Open procedure	2941	€ 393,373,854.98	€ 356,806,744.39	€ 36,567,110.59
restricted procedure	13	€ 503,395.25	€ 494,309.44	€ 9085.81
Negotiators procedure with prior publication of the invitation to tender	6	€ 586,000.00	€ 579,095.32	€ 6904.68
Negotiators procedure without prior publication of the invitation to tender	131	€ 8,772,109.36	€ 7,992,327.10	€ 779,782.26
The Framework agreement	258	€ 22,801,147.69	€ 19,994,669.33	€ 2,806,478.36
consulting services	6	€ 715,000.00	€ 620,870.00	€ 94,130.00
The allocation of public procurement competition	6	€ 49,826.52	€ 47,613.52	€ 2213.00
Low value - Shopping	3144	€ 22,368,688.91	€ 19,533,017.98	€ 2,835,670.93
TOTAL:	6505	€ 449,170,022.71	€ 406,068,647.08	€ 43,101,375.63

Note: In this view, are not taken into account purchases made with direct agreement.

10:15. The criteria for selecting the best offer

Law on Public Procurement provides for two types of criteria, the criterion of the lowest price and the criterion most economically advantageous tender. The Purchaser's choice, depending on the subject of public procurement. The expertise of persons engaged in public procurement procedure, as well as numerous other factors influence a choice criteria.

In Montenegro, the greater the representation criteria of the lowest offered price, they are talking about statistics in recent years. This has the consequence that purchasers receive the goods, services and works with a lower price, as well as inadequate procurement in terms of performance and quality of the same. This can be concluded that the principle of effective and efficient use of public funds was not fully satisfied, that the customer purchases more expensive in the long term the subject of procurement.

The total cost arising during the use of certain goods or works because of frequent decay, high power consumption and other associated costs throughout the life cycle are much higher than in the case of procurement of quality goods or services. Often there are cases that contracting authorities give up the further use of the procurement, because their use can not meet the needs. Then purchased goods is in the customer warehouses unused or services have not been implemented, which is the final such purchase cleans increased cost for the customer.

Table 17 gives the percentage representation of the relationship criteria used for the selection of the best bid in 2015. The data were obtained from a sample of 2,849 completed procedures, which makes 43.8% of the total number of procedures.

Table 17:Criteria for the selection of offers

The lowest offered price	The most economically advantageous offer
82.7%	17.30%

It is necessary that the contracting authorities in the next period longer apply the criterion most economically advantageous tender. The Public Procurement Office on this continuously indicates clients. He also has a practice of EU countries that criterion most economically advantageous tender more often apply the criteria of the lowest offered price.

To purchasers apply the criterion most economically advantageous tender it is necessary for a comprehensive look at all the costs of procurement, not just the purchase price. Applying this criterion prominent option to look at all the acquisition cost including the cost of purchase, use and disposal of the subject of procurement, not just price. Therefore it is necessary that the customer is represented by the concept of "Life Cycle Cost", which covers the cost of maintenance, servicing and repairs, power consumption, cost of equipment, transport and the cost for its safe disposal in a way that does not have a negative impact on the environment. The contracting authority should review all purchase costs and risks, as well as all possible solutions in order to purchase the most optimal for the client.

10:16. The intensity of competition and the number of procedures with the one bidder

Contracting authorities are obliged to take all measures and actions that will ensure competition among the bidders in accordance with the law. Free movement of goods and services, market competition, unhindered competition, one of the most important factors in the assessment of the efficiency of the public procurement system. Free competition among bidders allow the Purchaser to procure under the best conditions. To this end, should strive ensuring full competition in public procurement procedures. In addition it is essential to respect the principles of public procurement, such as the principle of transparency of public procurement procedures, the principle of ensuring competition and the principle of equality.

What are the effects of respect for these principles in public procurement procedures can be evaluated through the intensity of competition among bidders. The average number of bids per concluded contract is a standard indicator of the intensity of competition in public procurement.

Table 18: The intensity of competition in public procurement procedures

		number
		The average number of bids per tender
years	2011.	4.34
	2012th	4.09
	2013.	3.10
	2014.	3.52
	2015.	2.84

In accordance with the indicators set out in the table above, the average number of bids observed in between 2010 and 2014, is in steady decline, a slight increase in 2014 and fall in 2015 to 2.84 bids per tender.

If we consider the last two years, noted the decline in the average number of bids from 3.52 to 2.84.

10:17. Decision on suspension of the proceedings

The public procurement procedure shall be suspended in the event that it is not no tenders and / or no acceptable bid, the contracting authority before the deadline for submission of bids deemed necessary to substantially change tender documents, and when no longer required for the subject of public procurement and public procurement can not be repeated during budget year.

During 2015, the old and the new portal published the 1732 decision to suspend the procurement procedure.

Of the total number of published decisions to suspend proceedings 681 the decision was published on the old portal, while the new portal published 1040 decision (the decision) to suspend the proceedings and 11 decisions (decision) on the annulment proceedings.

The table below presents the decision to suspend the proceedings for the period 2012-2015 years, noting that it is the decisions of the procedure in general and a specific part of the process, ie. dismissal of the case by the parties.

Table 19: The number of published decisions on the termination of proceedings (as a whole and the parties)

2012th	2013.	2014.	2015.
932	1214	1270	1732

Visible slight increases announced decision to suspend the proceedings (and the whole party) in the reporting period, but it can be concluded that it proportionately increases with the number of running processes.

10:18. Public Procurement Portal

Law on Amendments to the Law on Public Procurement imposes the obligation imposed by the Public Procurement Office to carry out the publication of tender documents for public procurement procedures except direct agreements and other information concerning the procurement procedure (clarification of tender documents, as amended).

Number of posts in the portal significantly increased year by year since the beginning of operation of the portal, which has significantly increased transparency of public procurement. The advantage of this publication is that, what is the one place I can find all the necessary information related to the procurement procedure. The contracting authorities and bidders participating in a number of procedures, thus saving time and money.

The total number of users is divided into two parts. The first part applies to users of the old portal. Namely, to May 4, 2015, all users of the Portal of public procurements were required to register and create your user account (this is referred to the contracting authorities, and the bidders).

Table 20: number Users Public Procurement Portal (old and new portal) for 2015

old portal	The new portal	TOTAL
4822	648	5470

After the start of operation of the new portal, all users, except for the contracting authorities, have the ability to search the entire database of published documents, without prior registration. Obligation user registration is current only for patrons, who as before passing through several mandatory steps. Accordingly, the second part, which refers to the number of users on the new portal has expressed a number of obligors under the Law on Public Procurement in 2015, which was the 648th

Certain legislative changes have caused an obligation of modification of software solutions Public Procurement Portal, as of 04 May 2015, the so-called parallel function. old and new portal. By modifying the software solution, the new portal has introduced a novelty prikazivanja published documents. Table 21 provides an overview of total releases for the last four years.

Table 21: Total releases for the Public Procurement Portal, for the period 2012-2015. year

2012th	2013.	2014.	2015.
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13,791	17553	18,786	20820
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Since May 2015, every document relating to the particular procedure, published in the context of a whole. In this way, the relevant procedure can find the following documents: tender documents, clarification or modification of the tender documents, the decision (ruling) on the selection, suspension or cancellation of a scanned version of the original contract. Sometimes it may happen that the fields for clarification and modification of tender documents there are more documents. Each published document represents a single publication on the new portal. The situation is similar with fields related to the decision (ruling) and agreements, in cases where the purchase is done in lots.

In order to obtain comparative data for monitoring the number of releases from year to year, due to the operation of the old and the new portal, the Board came to the information that was published in 2015 about 20,820 documents.

The total number of 20,820 was obtained by adding the total number of posts in the old portal of 11,888 and 2,233 published units (procedures) on the new portal. As each procedure follows at least four documents (tender documents, amendments, decisions and contract) and you multiply the number of published procedures with the average number of releases in the context of a procedure (four posts) gives the average number of published documents on the new portal for the period 04.05. - 31.12.2015. year of 8932 (2233 x 4).

Number of visits Public Procurement Portal on the rise year after year. About this testifies to the average number of registered visits in 2015 from about 540,000 a year, that is. 45,000 per month.

By increasing the number of releases, published documents and visit the Public Procurement Portal is enabled raising public contracting authorities and bidders who on cheaper, faster and more efficiently, reducing administrativni burden and cost in terms of money and time, as well as raising public awareness of the interested public.

10:19. The value of awarded contracts and participation in the total number of contracts to bidders from Montenegro

In the reporting period, the contracting authorities have concluded a significant number of contracts with suppliers whose headquarters are outside of the state of Montenegro. In order to more fully informed of the European Commission, the Public Procurement follows the conclusion of contracts with suppliers from countries in the EU and outside the EU, as well as with suppliers based in Montenegro (local providers).

In the following tables is given total contracted value of contracts concluded with suppliers outside of Montenegro for the period 2012-2015. year.

Table 22: The total value of contracts awarded to companies outside Montenegro

2012	2013	2014	2015
€ 15,073,729.20	€ 14,742,163.87	€ 52,634,864.39	€ 67,425,635.61

The contract value for the period in a continuous growth. The total value of contracts concluded with suppliers outside of Montenegro is € 67,425,365.61 or 15.72% of the total contracted value in

2015. Compared to the previous year, the contracted value with suppliers outside of Montenegro increased by about 21.94%.

In Annex 7 of this report provides an overview of the contracts concluded with suppliers contracting with the seat outside of Montenegro.

10.20. Procurement contracts within the health institutions

The Public Procurement Office during 2015 followed the achievement of results in public procurement in certain fields, since each area, the contracting authority, the subject of public procurement has its own specialty.

In accordance with the recommendations in the Action Plan Chapter 23 - Judiciary and Fundamental Rights, for anti-corruption, special monitoring of procurement was carried out in the health sector, as one of the more sensitive areas of corruption. Action Plan for Chapter 23 contains measures / activities, indicators of results and impact indicators, which can be traced through the consistent application of the Law on Public Procurement and the regular publication of reports on public procurement in the health sector (2.1.7.11.). For this activity, since July 2013, a working group, which twice a year, prepare a report on the implementation of these measures and submit to the Government of Montenegro for consideration and adoption.

The Public Procurement Office, the State Commission for Control of Public Procurement and Inspection Directorate, each within its jurisdiction, constitutes the individual reports on the procurement of Health and the same form part of annual reports.

Health services in Montenegro (primary, secondary, tertiary level, etc.) Provide 34 public health facilities. Any medical institution during a fiscal or financial year constitutes procurement plan for that period and for the same providing adequate financial resources in order to create conditions for the launch of public procurement procedures, in accordance with the law. Table 23 presents the total value of the items planned procurement of medical institutions in Montenegro in the reporting period.

Table 23: The planned procurement of medical institutions

The subject of procurement	Planned value
goods	€ 86,101,451.35
service	€ 1,856,330.44
Papers	€ 6,263,123.32
TOTAL:	€ 94,220,905.11

During the 2015 health facilities were being driven, conducted procurement procedure the total contracted value of € 65,285,851.24, accounting for 15.22% of the total contracted public procurement in Montenegro in 2015.

During this period have concluded 555 contracts implementing procurement procedures in accordance with Article 20 ZoJN (other than procurement by direct agreement) agreed value of € 62,646,168.59. For implemented procedures shown in Table 24 (Form A and B), arrived the 2267 offer, of which the contracting authorities rejected 39 declined and 289 offer.

Health institutions in 2015 realized 8627 direct agreement, the total contracted value of € 2,639,682.65. The share of direct agreement in the total contracted procurement for health is 4.04%.

An examination of individual procurement plans and reports on completed and contracted public procurement, which are published on the website of the Public Procurement was observed significant difference between the planned and contracted public procurement in the amount of € 28,935,053.87.

This difference arose when planning the procurement of certain medical devices and equipment in situations where the procurement and implemented the Health Insurance Fund of Montenegro. These purchases are included in most plans, health care institutions, as well as in the public procurement plan of the Fund for health insurance.

He also noted the diversity of application of the public procurement procedure by direct agreement, as in the total contracted value and in percentage share. More detailed information can be found at <http://www.ujn.gov.me/pojedinacni-izvjestaji-o-javnim-nabavkama-za-2015-godinu/>.

In Annex 9 presents the total planned and total contracted public PURCHASE by health institutions. Also in Table 24 presents the total number of contracts after public procurement procedures for all health facilities in 2015.

Table 24: The total number of procedures according to the type of procedure

Rules - Form A (Large acquisitions)	Type of procedure	Contract number
	Open procedure	258
	restricted procedure	0
	Negotiated procedure with prior publication of the invitation to tender	1
	The negotiated procedure without prior publication of the invitation to tender	14
	The Framework agreement	37
	consulting services	0
	The allocation of public procurement competition	0
	TOTAL:	310
Rules - form B	Type of procedure	Contract number
	Low value - Shopping	245
Rules - form C	Type of procedure	Contract number
	direct agreement	8627

10:21. Procurement contracts within the framework of local governments (municipalities)

Management during the reporting period, in addition to medical institutions, monitor achievement of results of public procurement at the local level in order to monitor the regional development, in accordance with the recommendations in the Action Plan for Chapter 22 - Regional policy and coordination of structural instruments Chapter 23 - Judiciary and Fundamental Rights.

In Montenegro, organized a total of 25 local governments, of which 21 municipalities, the Capital City of Podgorica, capital Cetinje and city municipalities Golubovci and Tuzi.

An examination of public procurement plans published on the Public Procurement Portal for the procurement of goods, services and works in 2015, these bonds applying the law of the planned € 50,048,588.00.

Table 25 presents the total value of the planned procurement matters at the local level.

Table 25: Planned procurement at the local level

The subject of procurement	Planned value
goods	€ 10,079,108.00
service	€ 7,189,760.00
Papers	€ 32,779,720.00
TOTAL:	€ 50,048,588.00

Of the total planned € 50,048,588.00 these bonds for this period agreed € 16,465,132.82 or 32.90% of the planned value, concluded 390 contracts implementing procurement procedures in accordance with Article 20 ZoJN (other than procurement by direct agreement) agreed value of € 16,645,132.82. For implemented procedures other than direct agreement arrived is 689 offer, of which the contracting authorities rejected 10 and rejected 84 offers. The share of contracted public procurement of local governments in the total contracted public procurement in Montenegro was 3.84% for 2015.

Local governments have reported 3,251 direct agreement, the total contracted value of € 1,980,876.39. The share of direct agreement in the total contracted procurement at the local level is 12.03%. More detailed information can be found at <http://www.ujn.gov.me/pojedinacni-izvjestaji-o-javnim-nabavkama-za-2015-godinu/>.

These bonds have made a visible difference between the planned and contracted public procurement, which amounts to € 33,538,455.18.

Annex 10 presents the total planned and total contracted public PURCHASE at the local level, while Table 26 show the total number of contracts after public procurement procedures.

Table 26: The total number of procedures according to the type of procedure

Rules - Form A (Large acquisitions)	Type of procedure	Contract number
	Open procedure	136
	restricted procedure	0

	Negotiated procedure with prior publication of the invitation to tender	0
	The negotiated procedure without prior publication of the invitation to tender	3
	The Framework agreement	7
	consulting services	0
	The allocation of public procurement competition	0
TOTAL:		146

Rules - form B	Type of procedure	Contract number
	Low value - Shopping	244

Rules - form C	Type of procedure	Contract number
	direct agreement	3251

10.22. Other data on public procurement in the health sector and local governments

In order to more comprehensive consideration of the public procurement system in 2015, the Public Procurement Office has sent a survey (Annex 11), local governments and health institutions at the beginning of May this year, in order to get some answers of particular importance for public procurement, which is the delivery of reports on the public procurement contract for the previous year have not been able to perceive.

Respondents contracting authorities have responded and shared information with the Administration, so that the 25 local governments submitted 16 responses, while 34 of health institutions responded 22nd

After examining the information provided, it was noted the following:

a) Health Facilities:

- The first 88% of the successfully implemented initiated public procurement procedures;
- 2. 12% of initiated proceedings were subject to appeal;
- 3. 15% of the total number of pending appeals initiated;
- 4th 8.5% running dispute before the Administrative Court, the total number of procedures that are subject to appeal;
- 5th the average shelf life of resolving the appeal is 67 days;
- 6th most health institutions had inspections and no penalties imposed;
- 7th 22% health institutions has particular position for public procurement, a small number has a special service for public procurement (this is not legally regulated obligations but is recommended as a good practice);
- 8th Most of these contracting authorities has adopted a procedure for public procurement procedure by direct agreement, but most of them did not published on its website.

b) Local governments:

1. 73% of the successfully implemented initiated public procurement procedures;
2. 9.8% of procedures were the subject of the appeal;
3. 13% of the total number of pending appeals initiated;
4. 5% of the cases initiated before the Administrative Court of the total number of procedures that are subject to appeal;
5. the average shelf life of resolving the appeal is 65 days;
6. all the surveyed local government had done inspection, did not have any sentence imposed;
7. Most local governments have systematically workplace for public procurement officials, but only 20% of municipalities have organized for procurement (this is not legally regulated obligations, but is recommended as a good practice);
8. most municipalities have adopted a procedure for public procurement procedure by direct agreement, while the same in most nejesu posted on the website.

It is noticeable that in health care institutions greater percentage of successfully implemented actions, but also a higher percentage of initiated appeal to the State Commission for Control of public procurement, initiated the lawsuit before the Administrative Court, as well as a longer term resolution of the appeal.

11TH EXECUTIVE SUMMARY

The analysis of data on public procurement in 2015 can be drawn the following conclusions:

- The report was compiled on the basis of individual reports on conducted public procurement procedures and concluded public procurement contracts that are subject to the Public Procurement Law submitted to the Public Procurement, by 28 February of the previous year, in written or electronic form.
- Report includes the data for the period 01 January to 31 December 2015.
- Number obligated to apply the Public Procurement Law is 648;
- The report was submitted a total of 586 purchasers, 62 contracting authorities did not submit a report;
- The Public Procurement all submitted reports published on the website: <http://www.ujn.gov.me/pojedinacni-izvjestaji-o-javnim-nabavkama-za-2015-godinu/>.
- Contract value of public procurement has been expressed in EUR, with VAT charged infection;
- The total contracted value of the contract amounted to € 428,890,701.64;
- According to preliminary data of Monstat, Montenegro GDP for 2015 amounted to 3.606 billion euros;
- The share of contracted public procurement in in GDP was 11.89%;
- It was concluded 6,505 contracts in accordance with Article 20 of the Law on Public Procurement, paragraph 1, item 1-8;
- The total contract value for large purchases is 386,535,629.10 euros, for procurement by shopping € 19,533,017.98, for procurement by direct agreement € 22,822,054.56.
- Participation of transparent procedures in the contractual value amounts to 92.81%.
- For goods contracted € 235,104,724.35, works € 66,636,351.43 to € 127,149,625.86 services.
- The intensity of competition in public procurement procedures was 2.84 bids per procedure;
- Contracting authorities are in 92.7% of public procurement procedures used criterion of the lowest price offered, a 7.3% criterion most economically advantageous tender (data based on a sample of 2,849 procedures);
- There is no preferential treatment for domestic suppliers;
- The differences in a number of contracting authorities between the total estimated value of planned and contracted value of public procurement in 2015; Special attention was given at medical institutions;
- The total contracted public procurement in the context of health care institutions are € 65,285,851.24 or 15.22% of the total contracted public procurement in Montenegro in 2015.

12. ATTACHMENTS

Appendix 1: Contracting authorities who in 2015 have not been compiled and published procurement plan at the Public Procurement Portal

Ordinal number	Name of institution
1	Center for Culture and Sport "Mihailo Lalic" - Andrijevisa
2	JP Radio Andrijevisa
3	Luka Bar ad - Bar
4	Bar navigation ad - Bar
5	Marina Inc. - Bar
6	Primary School "Kekec" - Sutomore, Bar
7	Local public broadcaster "Radio Berane" doo - Berane
8	Parking Service Ltd. - Berane
9	Primary School "Lower Ržanica" - Lower Ržanica, Berane
10	Primary School "Vladislav R. Korac" - Štitari, Berane
11	Tourist Organization - Bijelo Polje
12	JU Ratkovic evening of poetry - Bijelo Polje
13	Primary School "21st May " - Goduša, Bijelo Polje
14	Primary School "9. May " - Bol, Bijelo Polje
15	Primary School "Aleksa Beco Djilas" - Flat River, Bijelo Polje
16	Primary School "Braca Ribar" - Zaton, Bijelo Polje
17	Primary School "Dusan Korac" - Bijelo Polje
18	Primary School "Krsto Radojevic" - Tomaševo, Bijelo Polje
19	Primary School "Milomir Đalović" - Susica, Bijelo Polje
20	Elementary School "Milovan Jelic" - Pavino Polje, Bijelo Polje
21	Primary School "Mladost" - Kanye, Bijelo Polje
22	Primary School "Nedakusi" - Nedakusi, Bijelo Polje
23	Primary School "Pavle Zizic" - Njegnjevo, Bijelo Polje
24	Primary School "Rifat Burdžović Tršo" - Lozna, Bijelo Polje
25	Elementary School "Risto Ratkovic" - Nikoljac, Bijelo Polje
26	Primary School "Shukri Međedović" - Godijevo, Bijelo Polje
27	Primary School "Vladislav Fig. Ribnikar " - Rasovo, Bijelo Polje
28	JU Somo - Bijelo Polje
29	Gymnasium "Miloje Dobrašinić" - Bijelo Polje
30	Secondary Electro - School of Economics - Bijelo Polje
31	JU National Library of Budva
32	Local public broadcaster "Radio TV Budva" doo - Budva
33	JU Day care center for children and youth with special needs and disabilities - Budva
34	Water polo club "Budva Riviera" doo - Budva
35	Budva Holding Ltd. - Budva
36	Company for consulting and engineering BSP - Budva
37	Primary School "Mirko Srzentić" - Petrovac, Budva
38	Sports Centre Ltd. - Cetinje

39	Local public broadcaster RTV doo Cetinje - Cetinje
40	Primary School "Boro Vukmirovic" - Rijeka Crnojevića, Cetinje
41	Primary School "Šunjo Pešikan" - Trešnjevo, Cetinje
42	Secondary vocational school - Cetinje
43	Association for breeding, protection and hunting of wild game and fish doo - Danilovgrad
44	Local public broadcaster "Radio Danilovgrad" - Danilovgrad
45	Tourist organization of Danilovgrad
46	Agency for the management of the city port doo - Herceg Novi
47	The Agency for the Protection and Development Orjena - Herceg Novi
48	Public Service "Radio Herceg Novi" - Herceg Novi
49	Parking Service Ltd. - Herceg Novi
50	Society for the construction of water and sewage infrastructure in Herceg Novi
51	JU Secondary School "Ivan Goran Kovacic" - Herceg Novi
52	Faculty of Applied Physiotherapy - Igalo, Herceg Novi
53	Workers' University - Herceg Novi
54	"Communal" doo - Kolasin
55	Water Supply and Sewerage Ltd. - Kolasin
56	JP Sports Center - Kolasin
57	Primary School "Dr. Radoslav Jagoš Vešović" - Bare Kraljske, Kolasin
58	Primary School "Vojin Ćepić" - Dragovica Polje, Kolasin
59	Secondary Mixed School "Braca Selic" - Kolasin
60	Maritime Museum of Montenegro - Kotor
61	Montenegrin navigation ad - Kotor
62	Public Institution students 'Spasic - Masera' - Kotor
63	Utilities "Gradac" doo - Mojkovac
64	Center for Culture "Nenad Rakocevic" - Mojkovac
65	JU Day care center for children and youth with special needs and disabilities - Mojkovac
66	Center for Culture - Niksic
67	Parking Service Ltd. - Niksic
68	Institute of Ferrous Metallurgy ad - Niksic
69	Primary School "Dragan Kovacevic" - Nudo, Niksic
70	Primary School "Janko Bjelica" - Lower Churches, Niksic
71	Primary School "Jovan Draganic" - Petrovići, Niksic
72	Primary School "Mileva Lajovic - Lalatović" - Niksic
73	Elementary School "Rade Perović" - Velimlje, Nikšić
74	JU Somo "Dara Čokorilo" - Niksic
75	Primary School "Mahmut Adrovic" - Petnjica
76	Primary School "Savin Bor" - Savin Bor, Petinjica
77	Center for Culture - Blue
78	Tourist Organization - Blue
79	Public Institution students - Plužine
80	Primary School "Bajo Pivljanin" - Donja Brezna, Plužine
81	Primary School "Beck Jovovic" - Stabna, Plužine
82	Local public broadcaster "Radio Television of Pljevlja" doo - Pljevlja

83	Primary School "Bratstvo - unity" - Kovačevići, Pljevlja
84	Primary School "Dusan Ivočić" - Kosanica, Pljevlja
85	Primary School "Jakub Kubur" - Boljanići, Pljevlja
86	Primary School "Krusevo" - Krusevo, Pljevlja
87	Primary School "Mihailo Žugić" - Odzak, Pljevlja
88	Primary School "Radoje Kontić" - Gradac, Pljevlja
89	Primary School "Zivko Džuver" - Bob, Pljevlja
90	JU Somo - Pljevlja
91	Montenegrin Fund for Solidarity Housing Development Ltd. - Podgorica
92	New Tobacco Plant - Podgorica
93	Institute for Development and Research in the field of occupational safety - Podgorica
94	Inventiveness doo - Podgorica
95	Physicians of Montenegro
96	July 13 - Plantations ad - Podgorica
97	"FC Budućnost" ad - Podgorica
98	Primary School "18th October" - Bioče, Podgorica
99	Primary School "29. November" - Dinoša, Podgorica
100	Primary School "Gjergj Kastrioti - Skanderbeg" - Zatrijebač, Podgorica
101	Primary School "Unity" - Skorać, Podgorica
102	Primary School "Savo Kažić" - Barutana, Podgorica
103	Primary School "Scepan Djukic" - Left Rijeka, Podgorica
104	JU Art school of primary, secondary music and ballet education "Vasa Pavić" - Podgorica
105	Primary School "Dacic" - Dacic, Rožaje
106	Primary School "Miroslav Djurovic" - The garden, Rožaje
107	JP maintenance and construction - Šavnik
108	Center for Culture, Sports and Media - Šavnik
109	Tourist Organization - Šavnik
110	Primary School "Jovan Corovic" - Gornja Bukovica, Šavnik
111	JU Education Centre - Šavnik
112	Joint service and coordination company for vodosnadbijevanje and Wastewater Services for the Coastal Municipalities and Cetinje "Vodacom" doo - Tivat
113	Primary School "Branko Brinić" - Radovići, Tivat
114	Agency for Construction and Development Ltd. Ulcinj - Ulcinj
115	HTP Ulcinj Riviera ad - Ulcinj
116	Primary School "Bedri Elezaga" - Vladimir, Ulcinj
117	JU Somo - Ulcinj
118	Center for Culture - Zabljak
119	Communal and Plumbing Ltd - Zabljak
120	Tourism Organization of Žabljak
121	Centre for Development of Durmitor area Ltd. - Zabljak
122	Primary School "Dusan Obradovic" - Zabljak

Appendix 2: The contracting authorities with frequent changes of public procurement plan

Name of Purchaser	The total value of the plan	Number of amendments to the Public Procurement Plan
PE for National Parks of Montenegro	€ 1,018,089.00	18
The capital city of Podgorica	€ 3,644,190.00	16
Center for Eco-Montenegro Ltd.	€ 1,014,100.00	15
Water Supply and Sewerage Ltd. - Podgorica	€ 6,918,000.00	14
The municipality of Bijelo Polje	€ 2,430,400.00	11
Directorate for Planning and Development of Kotor	€ 4,270,700.00	10
Water Supply and Sewerage Ltd. - Cetinje	€ 3,484,489.61	10
Airports of Montenegro AD - Podgorica	€ 7,576,800.00	8
Clinical Centre of Montenegro	€ 24,314,293.43	8
Bar Municipality	€ 4,783,500.00	8
Luka Kotor ad - Kotor	€ 1,442,000.00	7
Agency for Construction and Development of Podgorica	€ 9,649,700.00	7
Municipality of Pljevlja	€ 4,511,238.00	7
Railway Transport of Montenegro AD - Podgorica	€ 7,078,684.17	7
Treasury	€ 8,114,085.94	6
Monteput doo - Podgorica	€ 1,566,300.00	6
Municipality of Tivat	€ 2,111,000.00	6
Cleanliness doo - Podgorica	€ 2,300,900.00	5
Funeral Services Ltd - Podgorica	€ 685,000.00	5
Secondary school "Sergius Stanic" - Podgorica	€ 682,200.00	5
Ministry of Sustainable Development and Tourism - Public Works	€ 91,605,791.27	5
The Ministry of Transport and Maritime Affairs	€ 131,106,317.44	5
Department of the Interior	€ 18,601,772.53	5
Rozaje Municipality	€ 1,361,300.00	5
Montenegro Post ad - Podgorica	€ 4,466,265.00	5
capital Cetinje	€ 612,600.00	5
ZU Pharmacies Montenegro "Montefarm" - Podgorica	€ 31,831,571.39	5
The Agency for Electronic Communications and Postal Services	€ 1,210,500.00	4
Communal doo - Cetinje	€ 280,500.00	4
HI Institute for Public Health - Podgorica	€ 1,370,690.00	4
PHI General Hospital 'Blazo Orlandić' - Bar	€ 1,311,662.04	4
Ministry of Education	€ 3,834,093.00	4
Municipality Petnjica	€ 352,800.00	4
The municipality of Ulcinj	€ 3,007,550.00	4
Radio and Television of Montenegro	€ 17,491,700.00	4

Appendix 3: The contracting authorities with the greatest difference between the planned and contracted public procurement

Ordinal number	Name of Purchaser	The total planned value	The total notional amount
1	Ministry of Sustainable Development and Tourism	€ 91,605,791.27	€ 19,890,021.97
2	The Ministry of Transport and Maritime Affairs	€ 131,106,317.44	€ 75,283,017.97
3	Montenegrin Transmission System AD Podgorica	€ 59,459,305.00	€ 11,277,302.75
4	Municipality of Budva	€ 14,167,500.00	€ 1,812,271.57
5	The Ministry of Labour and Social Welfare	€ 10,692,569.00	€ 365,763.16
6	Agency for Construction and Development of Podgorica Ltd.	€ 9,649,700.00	€ 3,961,122.45
7	Railway Transport of Montenegro AD Podgorica	€ 7,894,834.00	€ 2,537,172.69
8	Airports of Montenegro AD - Podgorica	€ 7,576,800.00	€ 2,266,221.12
9	Health Insurance Fund of Montenegro	€ 15,088,453.47	€ 10,009,252.08
10	Bar Municipality	€ 4,783,500.00	€ 205,637.84
11	Water and Sewage doo-Podgorica	€ 6,918,000.00	€ 3,526,316.18
12	Water and Sewage doo Cetinje	€ 3,484,489.61	€ 143,493.88
13	PEW „ Coast of Montenegro "-Budva	€ 3,323,000.00	€ 459,603.97
14	Montecargo Inc.	€ 3,504,914.00	€ 658,306.75
15	Municipality of Pljevlja	€ 4,511,238.00	€ 1,671,758.44
16	Water and Sewage doo Budva	€ 3,393,000.00	€ 616,516.36
17	Health Centre Podgorica	€ 2,779,166.00	€ 174,533.61
18	Montenegro Post	€ 4,466,265.00	€ 2,089,157.82
19	The municipality of Ulcinj	€ 3,007,550.00	€ 708,065.02
20	Municipality of Herceg Novi	€ 5,176,000.00	€ 2,894,894.81
21	Directorate for Planning and Construction	€ 4,270,700.00	€ 2,095,114.93
22	Railway infrastructure of Montenegro AD Podgorica	€ 3,165,678.14	€ 1,197,850.64
23	PE for coastal management of Montenegro, Budva	€ 2,802,900.00	€ 1,003,301.67
24	Landfill doo Podgorica	€ 2,242,800.00	€ 591,222.44
25	Municipality of Tivat	€ 2,111,000.00	€ 711,332.97
26	Secretariat of the Judicial Council	€ 2,149,325.00	€ 797,846.05
27	Investment and Development Fund of Montenegro	€ 1,750,260.00	€ 427,314.33
28	Luka Kotor ad Kotor	€ 1,442,000.00	€ 170,814.30
29	Utilities Ltd - Podgorica	€ 2,970,000.00	€ 1,703,479.18
30	PHI General Hospital Niksic	€ 1,859,410.10	€ 663,468.18
31	Municipality Andrijevica	€ 1,207,500.00	€ 32,404.23
32	Communal doo Budva	€ 1,924,000.00	€ 817,736.17

33	The municipality of Niksic	€ 1,781,300.00	€ 748,032.05
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Appendix 4: Contracting authorities have not submitted a report for 2015

Ordinal number	NAME OF INSTITUTION
1	Luka Bar ad - Bar
2	Local public broadcaster "Radio Berane" doo - Berane
3	Tourist Organization - Bijelo Polje
4	JU Ratkovic's Poetry Evenings, Bijelo Polje
5	Elementary School "Risto Ratkovic" - Nikoljac, Bijelo Polje
6	JU Day care center for children and youth with special needs and disabilities - Budva
7	JP Sports - recreation center - Budva
8	Primary School "Mirko Srzentić" - Petrovac, Budva
9	Primary School "Lovćenski partisan unit" - Cetinje
10	Local public broadcaster "Radio Danilovgrad" - Danilovgrad
11	The Agency for the Protection and Development Orjena - Herceg Novi
12	Public Service "Radio Herceg Novi" - Herceg Novi
13	Society for the construction of water and sewage infrastructure in Herceg Novi
14	Primary School "Milan Vukovic" - Herceg Novi
15	Faculty of Applied Physiotherapy - Igalo, Herceg Novi
16	Workers' University - Herceg Novi
17	Communal Ltd. - Kolasin
18	Center for Culture - Kolasin
19	JP Sports Center - Kolasin
20	Foundation Kotor Festival of Children's Theatre - Kotor
21	Primary School "Nikola Djurkovic" - Radanovići, Kotor
22	JU Day care center for children and youth with special needs and disabilities - Mojkovac
23	Center for Culture - Niksic
24	JU Old Town "Anderva" - Niksic
25	Institute of Ferrous Metallurgy ad - Niksic
26	Primary School "Dragan Kovacevic" - Nudo, Niksic
27	Primary School "Janko Bjelica" - Lower Churches, Niksic
28	Primary School "Jovan Draganic" - Petrovići, Niksic
29	JU Somo "Dara Čokorilo" - Niksic
30	Primary School "Mahmut Adrovic" - Petnjica
31	Primary School "Savin Bor" - Savin Bor, Petnjica
32	Public Institution students - Plužine
33	Local public broadcaster "Radio Television of Pljevlja" doo - Pljevlja
34	PPI "Eco fairy tale" - Pljevlja
35	Primary School "Bosko Buha" - Pljevlja
36	Primary School "Bratstvo - unity" - Kovačevići, Pljevlja
37	Primary School "Dusan Ivočić" - Kosanica - Pljevlja
38	Montenegrin Fund for Solidarity Housing Development Ltd. - Podgorica
39	Institute for Development and Research in the field of occupational safety - Podgorica

40	Nut Montenegro - Podgorica
41	Misdemeanour Council - Podgorica
42	"FC Buducnost" ad - Podgorica
43	Primary School "Bosko Radulovic" - Koman
44	Primary School "Djoko Prelević" - Ubli
45	Primary School "Mahmut Lekic" - Tuzi
46	Primary School "Scepan Djukic" - Left River
47	Primary School "Vojin Popović" - Drezga
48	Gymnasium "Slobodan Škerović" - Podgorica
49	PI Art School of primary and secondary music education for talents "Andre Navara" - Podgorica
50	Secondary vocational school - Rožaje
51	JP maintenance and construction - Šavnik
52	Tourist Organization - Šavnik
53	Primary School "Jovan Corovic" - Gornja Bukovica
54	Joint service and coordination company for vodosnodbijevanje and Wastewater Services for the Coastal Municipalities and Cetinje "Vodacom" doo - Tivat
55	Primary School "Branko Brinić" - Radovići, Tivat
56	Agency for Construction and Development Ltd. Ulcinj - Ulcinj
57	JP Cultural Centre - Ulcinj
58	Local public broadcaster Radio Television doo Ulcinj - Ulcinj
59	Communal and Plumbing Ltd - Zabljak
60	Centre for Development of Durmitor area Ltd. - Zabljak
61	Primary School "Dusan Obradovic" - Zabljak
62	Primary School "Vuk Knežević" - Njegovuđa, Zabljak

Appendix 5: The contracting authorities with the highest values of the agreed purchase direct agreement

Ordinal number	Name of Purchaser
1	Municipality of Budva
2	Broadcasting Center doo - Podgorica
3	Water Supply and Sewerage Ltd. - Herceg Novi
4	President of Montenegro - Podgorica
5	Directorate for Planning and construction - Kotor
6	National Tourism Organisation of Montenegro - Podgorica
7	Secondary Maritime School - Kotor
8	National Museum of Montenegro - Cetinje
9	The municipality of Niksic
10	Water Supply and Sewerage Ltd. - Tivat
11	Cleanliness doo - Podgorica
12	Landfill doo - Podgorica
13	Cleanliness Ltd. - Pljevlja
14	Health center - Bar
15	The Ministry of Labour and Social Welfare - Podgorica
16	The Parliament of Montenegro - Podgorica
17	Communal doo - Budva
18	Housing Agency Ltd. - Podgorica
19	Water supply " Bistrica " doo - Bijelo Polje
20	PHI General Hospital - Niksic
21	Water Supply and Sewerage Ltd. - Cetinje
22	PHI General Hospital - Bijelo Polje
23	Water Supply and Sewerage Ltd. - Budva
24	Institute for Hydrometeorology and Seismology - Podgorica
25	JU Royal Theatre " Zeta house " - Cetinje
26	PHI General Hospital - Kotor
27	Clinical Department of urgent medical help Montenegro - Podgorica
28	Supreme State Prosecutor - Podgorica
29	Tourist Organization - Budva
30	Heating Ltd. - Pljevlja
31	Inspection Directorate - Podgorica
32	The Adult Home " Grabovac " - Risan, Kotor
33	PPI " Gina Vrbica " - Podgorica
34	Plumbing Ltd - Pljevlja
35	Child's Home "Mladost" - Bijela, Herceg Novi
36	Montenegrin navigation ad - Kotor

NOTE: Individual reports for all patrons are published on the website of the Public Procurement (www.ujn.gov.me) - Speaks to "C".

Appendix 6: The total contracted public procurement by contracting authorities with a total contract value exceeds € 500,000.00.

Name of organization	Contracted in 2015
Airports of Montenegro AD - Podgorica	€ 2,266,221.12
The Agency for Electronic Communications and Post - Podgorica	€ 557,576.62
Agency for Construction and Development - Podgorica	€ 3,961,122.45
Housing Agency Ltd. - Podgorica	€ 661,638.64
Center for Eco-doo - Podgorica	€ 518,028.63
The Central Bank of Montenegro - Podgorica	€ 1,221,554.60
Montenegrin Transmission System AD - Podgorica	€ 11,277,302.75
Cleanliness doo - Podgorica	€ 1,652,157.96
Landfill doo - Podgorica	€ 591,222.44
Directorate for Planning and construction - Kotor	€ 2,095,114.93
Elektroprivreda Crne Gore AD - Niksic	€ 122,667,675.57
Pension and Disability Insurance Fund of Montenegro - Podgorica	€ 583,061.73
Health Insurance Fund - Podgorica	€ 10,009,252.08
The General Secretariat of the Government of Montenegro - Podgorica	€ 1,286,073.92
The capital city of Podgorica	€ 1,886,439.54
PUC Communal - Niksic	€ 551,359.36
JP Utility services - Bar	€ 639,456.50
Water Supply and Sewage - Niksic	€ 667,593.15
PE for coastal management of Montenegro - Budva	€ 1,003,301.67
PPI " Gina Vrbica " - Podgorica	€ 582,226.05
The Adult Home " Grabovac " - Risan, Kotor	€ 836,987.32
Public Institution for students - Podgorica	€ 2,356,627.10
JU " Lovcen-Becici " - Cetinje	€ 646,973.55
National Museum of Montenegro - Cetinje	€ 520,535.65
JU SSS 'Sergius Stanic' ' - Podgorica	€ 588,733.59
PHI General Hospital - Niksic	€ 663,468.18
Clinical Centre of Montenegro - Podgorica	€ 8,449,741.06
Utilities Ltd - Podgorica	€ 1,703,479.18
Communal doo - Budva	€ 817,736.17
Ministry of Economy - Podgorica	€ 590,607.86
The Ministry of Finance - Podgorica	€ 5,780,026.44
Ministry of Defence - Podgorica	€ 7,407,994.98
Ministry of Sustainable Development and Tourism - Podgorica	€ 19,890,021.97
Ministry of Agriculture and Rural Development - Podgorica	€ 1,936,972.44
Ministry of Justice - Podgorica	€ 1,875,231.33
The Ministry of Education - Podgorica	€ 3,366,613.15
The Ministry of Transport and Maritime Affairs - Podgorica	€ 75,283,017.97

Interior Ministry - Podgorica	€ 16,034,252.31
The Ministry for Information Society and Telecommunications - Podgorica	€ 2,534,146.88
Montecargo ad - Podgorica	€ 658,306.75
Monteput doo - Podgorica	€ 958,542.17
National Tourism Organisation of Montenegro - Podgorica	€ 573,219.32
The municipality of Bijelo Polje	€ 1,433,926.20
Municipality of Budva	€ 1,812,271.57
Municipality of Herceg Novi	€ 2,894,894.81
The municipality of Niksic	€ 748,032.05
Municipality of Pljevlja	€ 1,671,758.44
Municipality Rozaje	€ 1,090,683.51
Municipality of Tivat	€ 711,332.97
The municipality of Ulcinj	€ 708,065.02
Montenegro Post Office ad - Podgorica	€ 2,089,157.82
Roads Ltd. in reorganization - Podgorica	€ 2,300,759.69
Radio and Television of Montenegro - Podgorica	€ 1,031,143.21
Broadcasting Center doo - Podgorica	€ 2,179,189.92
The Judicial Council - Podgorica	€ 797,846.05
The Parliament of Montenegro - Podgorica	€ 805,262.61
UCG - Rector's Office, Podgorica	€ 889,830.85
Inspection Directorate - Podgorica	€ 660,723.84
Water Supply and Sewerage Ltd. - Budva	€ 616,516.36
Water Supply and Sewerage Ltd. - Herceg Novi	€ 806,725.50
Water Supply and Sewerage Ltd. - Podgorica	€ 3,526,316.18
Institute for textbooks and teaching aids - Podgorica	€ 1,494,192.55
Employment Agency of Montenegro - Podgorica	€ 502,710.41
ZU Pharmacies Montenegro " Montefarm " - Podgorica	€ 39,852,402.29
HI Institute for Public Health of Montenegro - Podgorica	€ 1,137,845.14
Railway infrastructure of Montenegro AD - Podgorica	€ 1,197,850.64
Railway Transport of Montenegro AD - Podgorica	€ 2,537,172.69

NOTE: Individual reports for all patrons are published on the website of the Public Procurement (www.ujn.gov.me).

Appendix 7: Contracts concluded with bidders whose head office is outside Montenegro

Ordinal number	purchaser	Type of case	The Bidders	Country bidders	The contract value
1	Airports of Montenegro AD - Podgorica	goods	Guinault - Orleans	France	€ 107,000.00
2	Airports of Montenegro AD - Podgorica	goods	TIPS doo	Slovenia	€ 177,298.10
3	The Agency for Electronic Communications and Postal Services	service	Specura GmbH	Austria	€ 149,800.00
4	The Agency for Electronic Communications and Postal Services	service	Innovative Trends Ltd.	Croatia	€ 71,040.00
5	Agency for Construction and Development of Podgorica Ltd. - Podgorica	goods	Consortium Gonzagapro, Auditorium SC, Atlas Equipment, Studio 4B	Slovenia	€ 258,757.10
6	The Agency for Environmental Protection	service	Ekonerg doo - Zagreb	Croatia	€ 21,901.00
7	The Agency for Environmental Protection	service	Ekonerg doo - Zagreb	Croatia	€ 41,125.00
8	Center for Eco-doo - Podgorica	service	LKB Vertriebs Ges MBH - Vienna	Austria	€ 11,959.50
9	Center for Eco-doo - Podgorica	goods	Eurostandard CZ	Czech Republic	€ 4962.30
10	Center for Eco-doo - Podgorica	goods	Eurostandard CZ	Czech Republic	€ 3998.40
11	Center for Eco-doo - Podgorica	goods	Ekonerg - Zagreb	Croatia	€ 1450.00
12	Center for Eco-doo - Podgorica	service	Metroalfa doo - Zagreb	Croatia	€ 1500.00
13	Center for Eco-doo - Podgorica	service	Ekonerg doo - Zagreb	Croatia	€ 1200.00
14	Center for Eco-doo - Podgorica	goods	Kobis doo - Zagreb	Croatia	€ 8388.13
15	Center for Eco-doo - Podgorica	goods	Ansar-Analytics Ltd. - Zagreb	Croatia	€ 8465.66
16	Center for Eco-doo - Podgorica	goods	Hebe doo - Split	Croatia	€ 1149.80
17	Center for Eco-doo - Podgorica	service	Ansar-Analytics Ltd. - Zagreb	Croatia	€ 2142.00
18	Center for Eco-doo - Podgorica	goods	Hebe doo - Split	Croatia	€ 2543.62
19	Center for Eco-doo - Podgorica	service	Ekonerg doo - Zagreb	Croatia	€ 5474.00
20	The Central Bank of Montenegro	service	CMA Small Systems AB	Sweden	€ 82,538.40

21	Montenegrin elektrtoprenosni system ad - Podgorica	service	Koncar D & ST doo - Zagreb	Croatia	€ 8449.00
22	Montenegrin elektrtoprenosni system ad - Podgorica	service	Koncar D & ST doo - Zagreb	Croatia	€ 70,471.80
23	Montenegrin elektrtoprenosni system ad - Podgorica	service	Electric "Milan Vidmar" - Ljubljana	Slovenia	€ 42,840.00
24	Cleanliness doo - Podgorica	goods	Tehnix doo - Donji Kraljevec	Croatia	€ 11,067.00
25	Cleanliness doo - Podgorica	goods	Tehnix doo - Donji Kraljevec	Croatia	€ 10,829.00
26	Cleanliness doo - Podgorica	goods	Tehnix doo - Donji Kraljevec	Croatia	€ 2785.79
27	Cleanliness doo - Podgorica	goods	Tehnix doo - Donji Kraljevec	Croatia	€ 3671.15
28	Cleanliness doo - Podgorica	goods	Tehnix doo - Donji Kraljevec	Croatia	€ 14,500.00
29	Cleanliness doo - Podgorica	goods	Tehnix doo - Donji Kraljevec	Croatia	€ 5236.00
30	National Archives - Cetinje	goods	Papyrus Papers Ltd. - Zagreb	Croatia	€ 9645.30
31	Elektroprivreda Crne Gore AD - Niksic	goods	Nalco GmbH	Austria	€ 46,813.41
32	Elektroprivreda Crne Gore AD - Niksic	goods	Nalco GmbH	Austria	€ 35,319.20
33	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 525.00
34	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 27,840.00
35	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 72,000.00
36	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 9350.00
37	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 324,000.00
38	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 425,811.90
39	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 57,549.20
40	Elektroprivreda Crne Gore AD - Niksic	goods	Alpiq - Prague	Czech Republic	€ 83,787.00
41	Elektroprivreda Crne Gore AD - Niksic	goods	Danske Commodities	Denmark	€ 5320.00
42	Elektroprivreda Crne Gore AD - Niksic	goods	Danske Commodities	Denmark	€ 137,824.80
43	Elektroprivreda Crne Gore AD - Niksic	goods	Danske Commodities	Denmark	€ 389,260.80
44	Elektroprivreda Crne Gore AD - Niksic	goods	Danske Commodities	Denmark	€ 26,160.00
45	Elektroprivreda Crne Gore AD - Niksic	goods	Danske Commodities	Denmark	€ 95,400.00
46	Elektroprivreda Crne Gore AD - Niksic	goods	Danske Commodities	Denmark	€ 31,680.00

47	Elektroprivreda Crne Gore AD - Niksic	goods	Danske Commodities	Denmark	€ 203,220.00
48	Elektroprivreda Crne Gore AD - Niksic	service	Andino	France	€ 22,967.00
49	Elektroprivreda Crne Gore AD - Niksic	service	Info Dom doo - Zagreb	Croatia	€ 238,000.00
50	Elektroprivreda Crne Gore AD - Niksic	service	Institute for Electrical Engineering "Koncar" dd - Zagreb	Croatia	€ 13,952.50
51	Elektroprivreda Crne Gore AD - Niksic	service	MG Service Inc - Karlovac	Croatia	€ 6781.81
52	Elektroprivreda Crne Gore AD - Niksic	service	MG Service Inc - Karlovac	Croatia	€ 4938.50
53	Elektroprivreda Crne Gore AD - Niksic	Papers	MG Service Inc - Karlovac	Croatia	€ 58,905.00
54	Elektroprivreda Crne Gore AD - Niksic	service	Info Dom doo - Zagreb	Croatia	€ 334,152.00
55	Elektroprivreda Crne Gore AD - Niksic	service	Institute for Electrical Engineering "Koncar" dd - Zagreb	Croatia	€ 16,422.00
56	Elektroprivreda Crne Gore AD - Niksic	service	ProSoft ID - GmbH	Germany	€ 22,610.00
57	Elektroprivreda Crne Gore AD - Niksic	goods	HSE - Ljubljana	Slovenia	€ 56,700.00
58	Elektroprivreda Crne Gore AD - Niksic	goods	HSE doo - Ljubljana	Slovenia	€ 146,196.00
59	Elektroprivreda Crne Gore AD - Niksic	service	Esotech Inc. - Mine	Slovenia	€ 141,122.10
60	Elektroprivreda Crne Gore AD - Niksic	Papers	IBE	Slovenia	€ 16,898.00
61	Elektroprivreda Crne Gore AD - Niksic	Papers	Telem doo Engineering Automation	Slovenia	€ 19,992.00
62	Elektroprivreda Crne Gore AD - Niksic	goods	M. Trade Radgona doo	Slovenia	€ 7831.28
63	The General Secretariat of the Government of Montenegro	service	Eurocontrol	Belgium	€ 70,000.00
64	The General Secretariat of the Government of Montenegro	service	Eurojet	Germany	€ 45,363.56
65	The General Secretariat of the Government of Montenegro	service	Aero Dienst GmbH & Co. KG	Germany	€ 130,000.00
66	PE for coastal management of Montenegro - Budva	service	Harp Sea doo - Koper	Slovenia	€ 3498.00
67	Secondary Maritime School - Kotor	goods	MEP doo - Rijeka	Croatia	€ 159,693.24
68	Ministry of Economy	service	Geoquest System BV	Netherlands	€ 21,769.15

69	Treasury	service	Com trade - Ljubljana	Slovenia	€ 14,200.00
70	Ministry of Agriculture and Rural Development	goods	Genostar Rinderbesamung GmbH - Vienna	Austria	€ 139,966.70
71	Ministry of Justice	service	Aliter Technologies Inc. - Bratislava	Slovakia	€ 10,000.00
72	Department of the Interior	goods	Osterreichische Staatsdruckerei - Vienna	Austria	€ 55,335.00
73	Department of the Interior	goods	Crocodile production and development doo - Zagreb	Croatia	€ 3,058,900.95
74	Department of the Interior	service	Air SP & A srl - Rome	Italy	€ 92,476.00
75	Department of the Interior	service	Motorflug - Baden	Germany	€ 296,173.48
76	Department of the Interior	service	Motorflug - Baden	Germany	€ 61,953.98
77	Department of the Interior	service	Motorflug - Baden	Germany	€ 23,978.50
78	Department of the Interior	service	Motorflug - Baden	Germany	€ 59,489.39
79	Department of the Interior	service	Motorflug - Baden	Germany	€ 563,495.77
80	Department of the Interior	service	Air Tractor Europe	Spain	€ 30,940.00
81	Department of the Interior	service	Air Tractor Europe	Spain	€ 14,994.00
82	Department of the Interior	service	Air Tractor Europe	Spain	€ 14,494.20
83	Ministarsstvo Sustainable Development and Tourism (Public Works)	service	Reed Midem	France	€ 43,046.60
84	Monteput doo - Podgorica	goods	Sanef ITS Technologies Ltd. - Split	Croatia	€ 31,892.00
85	Monteput doo - Podgorica	goods	Sanef ITS Technologies Ltd. - Split	Croatia	€ 7497.00
86	Monteput doo - Podgorica	goods	Primotronik doo - Zagreb	Croatia	€ 15,907.33
87	Monteput doo - Podgorica	service	Sanef ITS Technologies Ltd. - Split	Croatia	€ 24,276.00
88	Monteput doo - Podgorica	goods	Indra Sistemas SA - Madrid	Spain	€ 11,245.37
89	Monteput doo - Podgorica	goods	Indra Sistemas SA - Madrid	Spain	€ 2949.37
90	Monteput doo - Podgorica	goods	Indra Sistemas SA - Madrid	Spain	€ 11,725.49
91	National Tourism Organisation of Montenegro	service	Event Media Ltd. - Zagreb	Croatia	€ 40,000.00

92	National Tourism Organisation of Montenegro	service	Winning Movies UK Ltd - London	United Kingdom	€ 30,000.00
93	CRNAGORAPUT ad - Podgorica	service	Rafamet	Poland	€ 8000.00
94	Municipality of Herceg Novi	service	HeSaLight A / S	Denmark	€ 2,689,745.10
95	Municipality of Tivat	goods	Eurotim doo - Split	Croatia	€ 13,911.10
96	Municipality of Tivat	Papers	Signaling doo - Dubrovnik	Croatia	€ 16,262.98
97	Montenegro Post Office ad - Podgorica	service	Magyar WHO	Hungary	€ 13,770.00
98	Radio and Television of Montenegro	service	GlobeCast	France	€ 129,948.00
99	Broadcasting Center doo - Podgorica	Papers	Elti Ltd.	Slovenia	€ 352,835.00
100	Broadcasting Center doo - Podgorica	Papers	Elti Ltd.	Slovenia	€ 590,299.81
101	University of Montenegro - Faculty of Maritime Studies, Kotor	goods	MEP doo - Rijeka	Croatia	€ 97,600.00
102	University of Montenegro - Faculty of Maritime Studies, Kotor	goods	Belmet doo - Zagreb	Croatia	€ 6366.00
103	University of Montenegro - Rector's Office	goods	MEP doo - Rijeka	Croatia	€ 97,600.00
104	University of Montenegro - Rector's Office	goods	Belmet 97 - Zagreb	Croatia	€ 6366.00
105	University of Montenegro - Rector's Office	goods	Unitest Ltd.	Poland	€ 4760.00
106	Water Supply and Sewerage Ltd. - Kotor	goods	Sulzer Pumps Wastewater GmbH	Austria	€ 30,790.00
107	Water Supply and Sewerage Ltd. - Podgorica	goods	Aqua VMV doo - Zagreb	Croatia	€ 69,615.00
108	Water Supply and Sewerage Ltd. - Podgorica	goods	SL-King doo - Ljubljana	Slovenia	€ 7592.20
109	Bureau of Metrology	service	Faculty of Electrical Engineering - Ljubljana	Slovenia	€ 5320.00
110	Bureau of Metrology	service	Slovenian Institute for The quality of and meroslavje - Ljubljana	Slovenia	€ 3200.00
111	Bureau of Metrology	service	Slovenian Institute for The quality of and meroslavje - Ljubljana	Slovenia	€ 550.00
112	Bureau of Metrology	service	The Ministry of Economic	Slovenia	€ 2330.00

			Development and Technology - Celje		
113	Bureau of Metrology	service	Faculty of Mechanical Engineering - Maribor	Slovenia	€ 663.68
114	Department of statistika - MONSTAT	service	Institute of Statistics of the Netherlands	Netherlands	€ 8960.70
115	Department of statistika - MONSTAT	service	SAS Institute doo - Ljubljana	Slovenia	€ 8925.00
116	Zeta Energy doo - Danilovgrad	service	IBE - Ljubljana	Slovenia	€ 289,170.00
117	ZU Pharmacies Montenegro "Montefarm"	goods	SanMed GmbH - Baden	Germany	€ 95,375.60
118	ZU Pharmacies Montenegro "Montefarm"	goods	SanMed GmbH - Baden	Germany	€ 341,099.40
119	ZU Pharmacies Montenegro "Montefarm"	goods	SanMed GmbH - Baden	Germany	€ 10,500.00
120	Railway infrastructure of Montenegro AD - Podgorica	goods	Plasser & Theurer GmbH - Vienna	Austria	€ 19,993.95
121	Railway infrastructure of Montenegro AD - Podgorica	goods	Société L. Geismar	France	€ 33,033.06
122	Railway infrastructure of Montenegro AD - Podgorica	service	Gredelj doo - Zagreb	Croatia	€ 279,527.43
123	Railway infrastructure of Montenegro AD - Podgorica	service	Gredelj doo - Zagreb	Croatia	€ 214,090.52
124	Railway infrastructure of Montenegro AD - Podgorica	service	Gredelj doo - Zagreb	Croatia	€ 25,919.00
125	Railway infrastructure of Montenegro AD - Podgorica	service	Gredelj doo - Zagreb	Croatia	€ 38,675.00
126	Railway infrastructure of Montenegro AD - Podgorica	goods	Gredelj doo - Zagreb	Croatia	€ 23,771.44
127	Railway infrastructure of Montenegro AD - Podgorica	goods	Gredelj doo - Zagreb	Croatia	€ 8327.62
128	Railway infrastructure of Montenegro AD - Podgorica	service	Gredelj doo - Zagreb	Croatia	€ 594,976.20

129	Railway infrastructure of Montenegro AD - Podgorica	service	Supra Informatika - Zagreb	Croatia	€ 11,424.00
130	Railway infrastructure of Montenegro AD - Podgorica	goods	Tone Ltd. - Lower Hotič	Slovenia	€ 34,605.20
131	Airports of Montenegro AD - Podgorica	goods	Konvereks doo - Belgrade	Serbia	€ 13,994.40
132	Airports of Montenegro AD - Podgorica	service	Wufer doo - Belgrade	Serbia	€ 34,950.00
133	Airports of Montenegro AD - Podgorica	goods	Wufer doo - Belgrade	Serbia	€ 29,760.71
134	Airports of Montenegro AD - Podgorica	service	Wufer doo - Belgrade	Serbia	€ 14,973.77
135	Airports of Montenegro AD - Podgorica	goods	Siemens Ltd. - Belgrade	Serbia	€ 18,116.78
136	Airports of Montenegro AD - Podgorica	goods	Jugoscan doo - Belgrade	Serbia	€ 9163.00
137	Airports of Montenegro AD - Podgorica	goods	Vedex doo - Belgrade	Serbia	€ 24,983.87
138	Airports of Montenegro AD - Podgorica	goods	Security company Kobra doo - Belgrade	Serbia	€ 199,206.00
139	The Agency for Electronic Communications and Postal Services	service	Ipsos Strategic Marketing Ltd. - Belgrade	Serbia	€ 5593.00
140	The Agency for Electronic Communications and Postal Services	service	Ipsos Strategic Marketing Ltd. - Belgrade	Serbia	€ 4165.00
141	The Agency for Medicines and Medical Devices	service	Oracle Serbia and Montenegro - Belgrade	Serbia	€ 2401.00
142	The Agency for Environmental Protection	service	ENVIROLAB doo - Subotica	Serbia	€ 15,164.17
143	Center for Eco-doo - Podgorica	goods	Uni-Chem - Belgrade	Serbia	€ 957.47
144	Center for Eco-doo - Podgorica	service	Ion Ltd. - Belgrade	Serbia	€ 1920.00
145	Center for Eco-doo - Podgorica	service	Institute of Nuclear Sciences "Vinca" - Belgrade	Serbia	€ 4704.00
146	Center for Eco-doo - Podgorica	goods	Circle International - Belgrade	Serbia	€ 5967.85
147	Center for Eco-doo - Podgorica	service	Institute of Nuclear Sciences "Vinca" - Belgrade	Serbia	€ 9329.60

148	Center for Eco-doo - Podgorica	service	Mill Group Ltd. - Belgrade	Serbia	€ 2000.00
149	Center for Eco-doo - Podgorica	service	Lab Prova doo - Belgrade	Serbia	€ 1000.00
150	Center for Eco-doo - Podgorica	goods	ENVIROLAB doo - Subotica	Serbia	€ 2487.10
151	Center for Eco-doo - Podgorica	goods	Uni-Chem - Belgrade	Serbia	€ 9592.04
152	Center for Eco-doo - Podgorica	goods	Uni-Chem - Belgrade	Serbia	€ 15,583.26
153	Center for Eco-doo - Podgorica	goods	Kefo Ltd. - Zemun	Serbia	€ 18,544.08
154	Center for Eco-doo - Podgorica	goods	Shimadzu doo - Belgrade	Serbia	€ 20,000.00
155	Center for Eco-doo - Podgorica	goods	Super Lab doo - Novi Beograd	Serbia	€ 7992.64
156	Center for Eco-doo - Podgorica	goods	Shimadzu doo - Belgrade	Serbia	€ 14,974.77
157	Center for Eco-doo - Podgorica	service	Anafer doo - Novi Sad	Serbia	€ 1987.30
158	Center for Eco-doo - Podgorica	goods	Donau lab - Belgrade	Serbia	€ 2475.20
159	Center for Eco-doo - Podgorica	goods	Uni-Chem - Belgrade	Serbia	€ 13,239.46
160	Center for Eco-doo - Podgorica	goods	Alfamed doo - Belgrade	Serbia	€ 1796.90
161	Center for Eco-doo - Podgorica	goods	Analysis Ltd. - Novi Beograd	Serbia	€ 4750.48
162	Center for Eco-doo - Podgorica	goods	Anafer doo - Novi Sad	Serbia	€ 1538.43
163	Center for Eco-doo - Podgorica	goods	Super Lab doo - Novi Beograd	Serbia	€ 999.60
164	Center for Eco-doo - Podgorica	service	Super Lab doo - Novi Beograd	Serbia	€ 1338.75
165	Center for Eco-doo - Podgorica	service	ENVIROLAB doo - Subotica	Serbia	€ 3498.60
166	Center for Eco-doo - Podgorica	goods	Primalab doo - Belgrade	Serbia	€ 39,825.73
167	Center for Eco-doo - Podgorica	goods	Promalab doo - Belgrade	Serbia	€ 2915.50
168	Center for Eco-doo - Podgorica	goods	's Goal - Belgrade	Serbia	€ 19,492.19
169	The Central Bank of Montenegro	service	MRG Export Import doo - Belgrade	Serbia	€ 3900.00
170	The Central Bank of Montenegro	service	CIS doo - Novi Sad	Serbia	€ 16,779.00
171	The Central Bank of Montenegro	service	MDS Information Engineering Ltd. - Belgrade	Serbia	€ 22,405.44
172	The Central Bank of Montenegro	goods	NEOLIBRIS Ltd. - Pancevo	Serbia	€ 4508.86
173	Montenegrin elektrtoprenosni system ad - Podgorica	service	Electrical Engineering Institute "Nikola Tesla" - Belgrade	Serbia	€ 10,576.80
174	Montenegrin elektrtoprenosni	service	Consortium Bora Kečić and	Serbia	€ 67,235.00

	system ad - Podgorica		Elektroistok construction		
175	Montenegrin elektrtoprenosni system ad - Podgorica	service	Electricity Coordinating Center - Belgrade	Serbia	€ 169,182.00
176	Cleanliness doo - Podgorica	goods	Seka Service Ltd. - Kraljevo	Serbia	€ 8861.07
177	Cleanliness doo - Podgorica	goods	Seka Service Ltd. - Kraljevo	Serbia	€ 2890.00
178	Elektroprivreda Crne Gore AD - Niksic	goods	ERS Trebinje	Bosnia and Herzegovina	€ 23,520.00
179	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 3528.00
180	Elektroprivreda Crne Gore AD - Niksic	goods	Genie - Sarajevo	Bosnia and Herzegovina	€ 2145.00
181	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Bosnia and Herzegovina	€ 62,412.84
182	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 19,631.07
183	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 6239.17
184	Elektroprivreda Crne Gore AD - Niksic	goods	EPHZHB - Mostar	Bosnia and Herzegovina	€ 78,414.00
185	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 51,445.00
186	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 16,895.29
187	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 6506.72
188	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 6122.64
189	Elektroprivreda Crne Gore AD - Niksic	goods	EPHZHB - Mostar	Bosnia and Herzegovina	€ 10,350.00
190	Elektroprivreda Crne Gore AD - Niksic	goods	HSE - Sarajevo	Bosnia and Herzegovina	€ 300.00
191	Elektroprivreda Crne Gore AD - Niksic	goods	HSE - Sarajevo	Bosnia and Herzegovina	€ 200.00
192	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 19,076.52
193	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 6940.43
194	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 59,280.00
195	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Bosnia and Herzegovina	€ 61,172.00
196	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 19,150.46
197	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 6061.45
198	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Bosnia and Herzegovina	€ 7905.00
199	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Bosnia and Herzegovina	€ 775.00
200	Elektroprivreda Crne Gore AD - Niksic	goods	HSE - Sarajevo	Bosnia and Herzegovina	€ 16,740.00
201	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Sarajevo	Bosnia and Herzegovina	€ 541,047.00

202	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 580,701.60
203	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada - Mostar	Bosnia and Herzegovina	€ 9828.00
204	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada - Mostar	Bosnia and Herzegovina	€ 5292.00
205	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 29,982.67
206	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 4644.22
207	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 90,931.20
208	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Bosnia and Herzegovina	€ 5253.36
209	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Sarajevo	Bosnia and Herzegovina	€ 513,660.00
210	Elektroprivreda Crne Gore AD - Niksic	goods	HSE - Sarajevo	Bosnia and Herzegovina	€ 22,490.00
211	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 19,520.16
212	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 5140.74
213	Elektroprivreda Crne Gore AD - Niksic	goods	EPHZHB Inc. - Mostar	Bosnia and Herzegovina	€ 64,500.00
214	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 106,423.50
215	Elektroprivreda Crne Gore AD - Niksic	goods	HSE BH doo - Sarajevo	Bosnia and Herzegovina	€ 6965.00
216	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 4861.95
217	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 19,741.98
218	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Bosnia and Herzegovina	€ 3700.00
219	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 233,172.00
220	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Sarajevo	Bosnia and Herzegovina	€ 47,069.34
221	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Sarajevo	Bosnia and Herzegovina	€ 38,960.00
222	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje	Bosnia and Herzegovina	€ 41,844.00
223	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 4737.88
224	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 28,282.05
225	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Bosnia and Herzegovina	€ 27,642.72
226	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Sarajevo	Bosnia and Herzegovina	€ 12,210.00
227	Elektroprivreda Crne Gore AD - Niksic	goods	HSE BH doo - Sarajevo	Bosnia and Herzegovina	€ 37,324.80
228	Elektroprivreda Crne Gore AD - Niksic	goods	HSE BH doo - Sarajevo	Bosnia and Herzegovina	€ 1200.00
229	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 5944.13
230	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 19,963.80

231	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol BH doo - Sarajevo	Bosnia and Herzegovina	€ 10,860.00
232	Elektroprivreda Crne Gore AD - Niksic	goods	EPHZHB Inc. - Mostar	Bosnia and Herzegovina	€ 131,635.00
233	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo doo - Sarajevo	Bosnia and Herzegovina	€ 800.00
234	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Sarajevo	Bosnia and Herzegovina	€ 8000.00
235	Elektroprivreda Crne Gore AD - Niksic	goods	HSE BH doo - Sarajevo	Bosnia and Herzegovina	€ 16,731.00
236	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 5192.87
237	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 20,407.44
238	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol BH doo - Sarajevo	Bosnia and Herzegovina	€ 9360.00
239	Elektroprivreda Crne Gore AD - Niksic	goods	HSE BH doo - Sarajevo	Bosnia and Herzegovina	€ 27,450.00
240	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 62,100.00
241	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 33,753.61
242	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 5100.40
243	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo doo - Sarajevo	Bosnia and Herzegovina	€ 43,237.44
244	Elektroprivreda Crne Gore AD - Niksic	goods	HSE BH doo - Sarajevo	Bosnia and Herzegovina	€ 427,423.50
245	Elektroprivreda Crne Gore AD - Niksic	goods	EPHZHB Inc. - Mostar	Bosnia and Herzegovina	€ 32,665.00
246	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje	Bosnia and Herzegovina	€ 20,250.00
247	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 6357.58
248	Elektroprivreda Crne Gore AD - Niksic	goods	ERS - Trebinje (pts)	Bosnia and Herzegovina	€ 19,335.31
249	Elektroprivreda Crne Gore AD - Niksic	service	Elektroremont - Lancaster	Bosnia and Herzegovina	€ 34,391.00
250	Elektroprivreda Crne Gore AD - Niksic	service	Energo-Service Ltd. - East Sarajevo	Bosnia and Herzegovina	€ 27,370.00
251	Elektroprivreda Crne Gore AD - Niksic	goods	Energo-Service Ltd. - East Sarajevo	Bosnia and Herzegovina	€ 60,273.50
252	Elektroprivreda Crne Gore AD - Niksic	service	Rade Koncar Service Ltd. - Skopje	Macedonia	€ 300,000.00
253	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 1,226,590.19
254	Elektroprivreda Crne Gore AD - Niksic	goods	Energia Naturalis - Belgrade	Serbia	€ 21,120.00
255	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada - Belgrade	Serbia	€ 72,900.00
256	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 181,340.00
257	Elektroprivreda Crne Gore AD - Niksic	goods	Genie - Belgrade	Serbia	€ 163,154.00
258	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 379,741.74
259	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 576,527.51

260	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 90,236.28
261	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 37,145.00
262	Elektroprivreda Crne Gore AD - Niksic	goods	Genie - Belgrade	Serbia	€ 92,208.00
263	Elektroprivreda Crne Gore AD - Niksic	goods	Genie - Sarajevo	Serbia	€ 4515.00
264	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 37,499.82
265	Elektroprivreda Crne Gore AD - Niksic	goods	Interenergo - Sarajevo	Serbia	€ 15,120.00
266	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 358,512.43
267	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 2020.94
268	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 96,983.57
269	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 40,584.00
270	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 30,706.44
271	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 660,018.42
272	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 27,680.02
273	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 192,710.40
274	Elektroprivreda Crne Gore AD - Niksic	goods	EPS - Belgrade	Serbia	€ 231,120.00
275	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 40,215.00
276	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 8910.00
277	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 984,539.68
278	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 37,411.87
279	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 113,502.12
280	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 214,020.00
281	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 87,217.20
282	Elektroprivreda Crne Gore AD - Niksic	goods	EPS - Belgrade	Serbia	€ 2,047,104.00
283	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 7417.76
284	Elektroprivreda Crne Gore AD - Niksic	goods	Energia Naturalis - Belgrade	Serbia	€ 39,230.00
285	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 1,561,357.56
286	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 619,008.00
287	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 68,392.86
288	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 148,988.25

289	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 7122.00
290	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada - Belgrade	Serbia	€ 103,320.00
291	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 74,004.00
292	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 355,930.96
293	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 274,585.20
294	Elektroprivreda Crne Gore AD - Niksic	goods	Energia Naturalis - Belgrade	Serbia	€ 7992.00
295	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 518,184.00
296	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 1,818,878.14
297	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 78,831.43
298	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 5492.70
299	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 92,610.00
300	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 732,060.46
301	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 432,588.00
302	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 2,410,945.65
303	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 440,796.40
304	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 254,669.49
305	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 218,531.50
306	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 204,216.00
307	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 608,072.90
308	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada doo - Belgrade	Serbia	€ 85,260.00
309	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 1,506,675.40
310	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 613,078.46
311	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 193,743.50
312	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 8761.70
313	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 6364.00
314	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 17,822.00
315	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 546,417.54
316	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 259,200.00
317	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 1,156,845.00

318	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 109,262.07
319	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 632,483.16
320	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 394,027.46
321	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada doo - Belgrade	Serbia	€ 60,332.50
322	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 47,193.75
323	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 51,981.00
324	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 6037.50
325	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 777,228.41
326	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 11,220.00
327	Elektroprivreda Crne Gore AD - Niksic	goods	Across Serbia doo - Belgrade	Serbia	€ 28,280.00
328	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 2,135,142.41
329	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 100,173.56
330	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada doo - Belgrade	Serbia	€ 33,360.00
331	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 17,400.00
332	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 74,388.00
333	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 222,007.59
334	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 8031.00
335	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 1120.00
336	Elektroprivreda Crne Gore AD - Niksic	goods	Across Serbia doo - Belgrade	Serbia	€ 108,955.50
337	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 2,119,442.23
338	Elektroprivreda Crne Gore AD - Niksic	goods	EPS Ltd. - Belgrade	Serbia	€ 26,132.66
339	Elektroprivreda Crne Gore AD - Niksic	goods	Ezpada doo - Belgrade	Serbia	€ 55,200.00
340	Elektroprivreda Crne Gore AD - Niksic	goods	Axpo Ltd. - Belgrade	Serbia	€ 691,925.48
341	Elektroprivreda Crne Gore AD - Niksic	goods	Petrol - Belgrade	Serbia	€ 242,240.00
342	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 500,809.78
343	Elektroprivreda Crne Gore AD - Niksic	goods	PLC Interenergo - Belgrade	Serbia	€ 16,933.25
344	Elektroprivreda Crne Gore AD - Niksic	goods	GENI doo - Belgrade	Serbia	€ 901,419.00
345	Elektroprivreda Crne Gore AD - Niksic	goods	Across Serbia doo - Belgrade	Serbia	€ 36,025.00
346	Elektroprivreda Crne Gore AD - Niksic	service	Digit doo - Belgrade	Serbia	€ 623,441.00

347	Elektroprivreda Crne Gore AD - Niksic	service	Digit doo - Belgrade	Serbia	€ 137,117.75
348	Elektroprivreda Crne Gore AD - Niksic	service	Electrical Engineering Institute "Nikola Tesla" ad - Belgrade	Serbia	€ 8996.40
349	Elektroprivreda Crne Gore AD - Niksic	service	Consortium EI "Nikola Tesla" Belgrade and Tangent doo - Niksic	Serbia	€ 24,980.04
350	Elektroprivreda Crne Gore AD - Niksic	Papers	Electrical Engineering Institute "Nikola Tesla" ad - Belgrade	Serbia	€ 4938.50
351	Elektroprivreda Crne Gore AD - Niksic	service	Electrical Engineering Institute "Nikola Tesla" ad - Belgrade	Serbia	€ 15,107.05
352	Elektroprivreda Crne Gore AD - Niksic	goods	Patenting doo - Zemun	Serbia	€ 17,040.80
353	Elektroprivreda Crne Gore AD - Niksic	goods	Patenting doo - Zemun	Serbia	€ 8312.15
354	Elektroprivreda Crne Gore AD - Niksic	goods	Patenting doo - Zemun	Serbia	€ 13,024.55
355	Elektroprivreda Crne Gore AD - Niksic	goods	Patenting doo - Zemun	Serbia	€ 892.50
356	Elektroprivreda Crne Gore AD - Niksic	service	ICI Ltd. - Zemun	Serbia	€ 34,450.50
357	Elektroprivreda Crne Gore AD - Niksic	service	Institute of Mining and Metallurgy - Bor	Serbia	€ 116,620.00
358	Elektroprivreda Crne Gore AD - Niksic	Papers	Energobull doo - Novi Sad	Serbia	€ 19,754.00
359	Elektroprivreda Crne Gore AD - Niksic	service	Consortium Energobull doo Novi Sad & Mezon Ltd. - Danilovgrad	Serbia	€ 29,827.35
360	Elektroprivreda Crne Gore AD - Niksic	goods	Energobull doo - Novi Sad	Serbia	€ 10,500.00
361	Elektroprivreda Crne Gore AD - Niksic	Papers	RMS doo - Belgrade	Serbia	€ 19,992.00
362	Elektroprivreda Crne Gore AD - Niksic	Papers	RMS doo - Belgrade	Serbia	€ 4998.00
363	Elektroprivreda Crne Gore AD - Niksic	service	RMS doo - Belgrade	Serbia	€ 11,305.00
364	Elektroprivreda Crne Gore AD - Niksic	goods	Potens Perforation doo - Pozega	Serbia	€ 196,955.71
365	Elektroprivreda Crne Gore AD - Niksic	goods	Termooprema doo - Belgrade	Serbia	€ 151,011.00
366	Elektroprivreda Crne Gore AD - Niksic	goods	Termooprema doo - Belgrade	Serbia	€ 173,740.00
367	Elektroprivreda Crne Gore AD - Niksic	service	Rotech EI doo - Belgrade	Serbia	€ 23,681.00
368	Elektroprivreda Crne Gore AD - Niksic	service	Lift service "Poly" - Priboj	Serbia	€ 11,884.53

369	Elektroprivreda Crne Gore AD - Niksic	service	Tehnovinča doo - Belgrade	Serbia	€ 9858.00
370	Elektroprivreda Crne Gore AD - Niksic	service	Centers for Disease Control and Testing Ltd. - Belgrade	Serbia	€ 23,800.00
371	Elektroprivreda Crne Gore AD - Niksic	service	Centers for Disease Control and Testing Ltd. - Belgrade	Serbia	€ 29,631.00
372	Elektroprivreda Crne Gore AD - Niksic	goods	Balkan Energy Team doo - Novi Beograd	Serbia	€ 59,321.50
373	Elektroprivreda Crne Gore AD - Niksic	goods	Balkan Energy Team doo - Novi Beograd	Serbia	€ 83,050.10
374	Elektroprivreda Crne Gore AD - Niksic	service	Modekolo doo - Belgrade	Serbia	€ 112,861.98
375	Elektroprivreda Crne Gore AD - Niksic	Papers	Joint offer Unimast doo - Belgrade, Mašinoprojekt "Kopring" ad	Serbia	€ 14,994.00
376	Elektroprivreda Crne Gore AD - Niksic	goods	Siemens Ltd. - Belgrade	Serbia	€ 9845.62
377	Elektroprivreda Crne Gore AD - Niksic	Papers	Consortium EI Nikola Tesla and Tangent Ltd.	Serbia	€ 27,370.00
378	Elektroprivreda Crne Gore AD - Niksic	service	Consortium Digit doo - Belgrade Info Dom doo - Zagreb	Serbia	€ 147,583.80
379	Elektroprivreda Crne Gore AD - Niksic	service	Consortium Digit doo - Belgrade Info Dom doo - Zagreb	Serbia	€ 198,730.00
380	Elektroprivreda Crne Gore AD - Niksic	Papers	ICI Ltd. - Belgrade	Serbia	€ 11,900.00
381	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 40,140.00
382	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 26,640.00
383	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 39,456.00
384	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 21,000.00
385	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 23,160.00
386	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 80,598.00
387	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 487,677.00
388	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 15,936.00
389	Elektroprivreda Crne Gore AD - Niksic	goods	EFT Swiss	Switzerland	€ 29,520.00
390	Health Insurance Fund of Montenegro	goods	Omnia Medic doo - Zenica	Bosnia and Herzegovina	€ 4305.60
391	Health Insurance Fund of Montenegro	goods	Omnia Medic doo - Zenica	Bosnia and Herzegovina	€ 386.40
392	Health Insurance Fund of Montenegro	goods	Omnia Medic doo - Zenica	Bosnia and Herzegovina	€ 605.00
393	Health Insurance Fund of Montenegro	goods	Omnia Medic doo - Zenica	Bosnia and Herzegovina	€ 90.00

394	Health Insurance Fund of Montenegro	service	Oracle Serbia and Montenegro doo - Belgrade	Serbia	€ 66,592.46
395	The General Secretariat of the Government of Montenegro	service	Bombardier Smart Part Plus	USA	€ 90,000.00
396	The General Secretariat of the Government of Montenegro	service	Honeywell	USA	€ 180,000.00
397	The General Secretariat of the Government of Montenegro	service	Ipsos Strategic Marketing Ltd. - Belgrade	Serbia	€ 8000.00
398	The capital city of Podgorica	goods	Koteks doo	Bosnia and Herzegovina	€ 31,915.80
399	JP "Utility" - Niksic	goods	Miss Fashion Ltd. - Arilje	Serbia	€ 10,995.00
400	JP "Utility" - Niksic	goods	Miss Fashion Ltd. - Arilje	Serbia	€ 10,995.00
401	PEW "Coast of Montenegro" - Budva	Papers	Anikon doo - Niš	Serbia	€ 5000.00
402	PEW "Coast of Montenegro" - Budva	goods	SUPERLAB doo - Belgrade	Serbia	€ 7895.65
403	PEW "Coast of Montenegro" - Budva	Papers	Anikon doo - Niš	Serbia	€ 25,000.00
404	Water Supply and Sewage - Bar	goods	Insa - Belgrade	Serbia	€ 37,903.88
405	Water Supply and Sewage - Bar	service	Insa - Belgrade	Serbia	€ 17,415.41
406	Water Supply and Sewage - Bar	goods	ADR Protect Aqua doo - Belgrade	Serbia	€ 5735.80
407	Water Supply and Sewage - Niksic	goods	Majkić Ltd. - Indjija	Serbia	€ 7887.77
408	Water Supply and Sewage - Niksic	goods	Parish Comerc doo - Krusevac	Serbia	€ 7140.00
409	PPI "Gina Vrbica" - Podgorica	goods	ZOMEX doo - Belgrade	Serbia	€ 9963.17
410	PPI "Vukosava Ivanovic Mašanović" - Bar	goods	ZOMEX doo - Belgrade	Serbia	€ 11,543.60
411	PPI "Vukosava Ivanovic Mašanović" - Bar	goods	ZOMEX doo - Belgrade	Serbia	€ 14,651.76
412	Centre for Conservation and Archaeology of Montenegro - Cetinje	goods	Vaka Euresko doo - Belgrade	Serbia	€ 1919.00
413	JU Museums and galleries - Budva	goods	Composite Technology Team doo - Belgrade	Serbia	€ 19,992.00
414	PI Music Center of Montenegro	goods	Rado Violins - Belgrade	Serbia	€ 32,000.00
415	Veterinary Diagnostic Laboratory - Podgorica	service	SUPERLAB doo - Belgrade	Serbia	€ 2726.00

416	Veterinary Diagnostic Laboratory - Podgorica	service	Visaris doo - Belgrade	Serbia	€ 2142.00
417	PI Art School "Vasa Pavic" - Podgorica	service	Zoran Jakovljevic - Belgrade	Serbia	€ 500.00
418	PI Art School "Vasa Pavic" - Podgorica	service	Zoran Jakovljevic - Belgrade	Serbia	€ 500.00
419	Health center - Ulcinj	service	IT Creator doo - Belgrade	Serbia	€ 476.00
420	PHI Clinical Center of Montenegro	goods	OmniaMedic doo - Zenica	Bosnia and Herzegovina	€ 25,679.30
421	PHI Clinical Center of Montenegro	goods	OmniaMedic doo - Zenica	Bosnia and Herzegovina	€ 10,399.00
422	PHI Clinical Center of Montenegro	goods	OmniaMedic doo - Zenica	Bosnia and Herzegovina	€ 500.00
423	PHI Clinical Center of Montenegro	goods	Neomedica doo - Belgrade	Serbia	€ 111,075.00
424	PHI Clinical Center of Montenegro	goods	Neomedica doo - Belgrade	Serbia	€ 19,795.00
425	PHI Clinical Center of Montenegro	goods	Neomedica doo - Belgrade	Serbia	€ 111,075.00
426	PHI Clinical Center of Montenegro	goods	GTI doo - Belgrade	Serbia	€ 15,763.31
427	PHI Clinical Center of Montenegro	goods	Gosper doo - Belgrade	Serbia	€ 40,961.00
428	PHI Clinical Center of Montenegro	goods	Gosper doo - Belgrade	Serbia	€ 35,190.00
429	PHI Clinical Center of Montenegro	goods	Gosper doo - Belgrade	Serbia	€ 133,997.50
430	PHI Clinical Center of Montenegro	goods	Neomedica doo - Belgrade	Serbia	€ 18,750.00
431	PHI Clinical Center of Montenegro	service	Tim Co. Ltd. - Belgrade	Serbia	€ 7451.00
432	PHI Clinical Center of Montenegro	service	GTI doo - Belgrade	Serbia	€ 130,000.00
433	Clinical Department of urgent medical help Montenegro	service	PHTLS Serbia	Serbia	€ 8400.00
434	Clinical Department of urgent medical help Montenegro	service	PHTLS Serbia	Serbia	€ 8400.00
435	Clinical Blood Transfusion Institute of Montenegro	goods	Diah grams - Belgrade	Serbia	€ 16,992.39
436	Communal "Lim" doo - Bijelo Polje	goods	Korali doo - Kraljevo	Serbia	€ 5206.25
437	Communal "Lim" doo - Bijelo Polje	goods	Korali doo - Kraljevo	Serbia	€ 2998.80
438	Communal doo - Budva	goods	Seka Service Ltd. - Kraljevo	Serbia	€ 21,855.00
439	Communal doo - Cetinje	goods	HK Proleter Ltd. - Kragujevac	Serbia	€ 24,871.00
440	Communal doo - Cetinje	goods	Miss Fashion Ltd. - Arilje	Serbia	€ 1999.40
441	Communal doo - Kotor	goods	Service Inc. - Backa Topola	Serbia	€ 15,231.45

442	Ministry of Economy	service	Advokatfirmaet Simonsen Vogt Wiig AS	Norway	€ 300,000.00
443	Treasury	service	LANACO doo - Banja Luka	Bosnia and Herzegovina	€ 250,000.00
444	Treasury	service	Oracle Serbia and Montenegro doo - Belgrade	Serbia	€ 29,990.30
445	Treasury	service	Atos IT Solutions and Services doo - Belgrade	Serbia	€ 149,499.70
446	Treasury	service	Ages Geo doo - Belgrade	Serbia	€ 34,200.00
447	Treasury	service	SAP West Balkans doo - Belgrade	Serbia	€ 98,389.41
448	Treasury	service	SAP West Balkans doo - Belgrade	Serbia	€ 104,697.75
449	Treasury	service	Oracle Serbia and Montenegro doo - Belgrade	Serbia	€ 59,498.60
450	Ministry of Defence	goods	Avioservis "Icarus" ad - Banja Luka	Bosnia and Herzegovina	€ 123,067.42
451	Ministry of Defence	goods	Avioservis "Icarus" ad - Banja Luka	Bosnia and Herzegovina	€ 57,999.41
452	Ministry of Defence	service	Avioservis "Icarus" ad - Banja Luka	Bosnia and Herzegovina	€ 31,988.76
453	Ministry of Defence	service	Avioservis "Icarus" ad - Banja Luka	Bosnia and Herzegovina	€ 8000.00
454	Ministry of Defence	service	Avioservis "Icarus" ad - Banja Luka	Bosnia and Herzegovina	€ 150,000.00
455	Ministry of Defence	goods	Netra doo - Velika Gorica	Bosnia and Herzegovina	€ 286,883.59
456	Ministry of Defence	goods	Jugotex Ltd. - Smederevo	Serbia	€ 36,652.50
457	Ministry of Defence	goods	Bim Tex doo - Leskovac	Serbia	€ 10,948.00
458	Ministry of Defence	goods	Jugotex Ltd. - Smederevo	Serbia	€ 212,236.50
459	Ministry of Defence	goods	Jugotex Ltd. - Smederevo	Serbia	€ 38,675.00
460	Ministry of Defence	goods	Team Traders Company Ltd. - Belgrade	Serbia	€ 77,826.00
461	Ministry of Defence	goods	Team Traders Company Ltd. - Belgrade	Serbia	€ 61,582.50
462	Ministry of Defence	goods	Team Traders Company Ltd. - Belgrade	Serbia	€ 249,543.00
463	Ministry of Defence	service	Delfin service AB - Sremska Kamenica	Serbia	€ 19,992.00
464	Ministry of Defence	service	Arsel-REM doo - Kraljevo	Serbia	€ 599,760.00
465	Ministry of Agriculture and Rural Development	goods	Silva Solis doo - Sarajevo	Bosnia and Herzegovina	€ 9978.15
466	Ministry of Agriculture and Rural Development	service	Wald Projekat Ltd. - Bosanska Krupa	Bosnia and Herzegovina	€ 35,740.13

467	Ministry of Agriculture and Rural Development	service	Sum Plan Ltd. - Banja Luka	Bosnia and Herzegovina	€ 67,588.39
468	Ministry of Agriculture and Rural Development	goods	Krušik Plastics Inc. - Osečina	Serbia	€ 14,994.00
469	Ministry of Agriculture and Rural Development	goods	's Goal - Belgrade	Serbia	€ 29,970.15
470	Ministry of Justice	service	Info Studio doo - Sarajevo	Bosnia and Herzegovina	€ 30,000.00
471	Ministry of Justice	service	Info Studio doo - Sarajevo	Bosnia and Herzegovina	€ 8000.00
472	Ministry of Justice	service	Info Studio doo - Sarajevo	Bosnia and Herzegovina	€ 20,000.00
473	Ministry of Justice	service	Atos IT Solutions and Serves - Belgrade	Serbia	€ 9975.00
474	Department of the Interior	goods	Entrust Datacard Corporation	USA	€ 1,599,645.60
475	Department of the Interior	service	Entrust Datacard Corporation	USA	€ 714,000.00
476	Department of the Interior	service	DSP Shromatography Ltd.	Serbia	€ 6414.46
477	Department of the Interior	service	Gas Aviation Ltd. - Smederevska Palanka	Serbia	€ 27,370.00
478	Department of the Interior	service	Gas Aviation Ltd. - Smederevska Palanka	Serbia	€ 17,850.00
479	Department of the Interior	service	Gas Aviation Ltd. - Smederevska Palanka	Serbia	€ 3510.50
480	Department of the Interior	service	Gas Aviation Ltd. - Smederevska Palanka	Serbia	€ 4760.00
481	Department of the Interior	goods	Sky Technologies Ltd. - Belgrade	Serbia	€ 39,984.00
482	Department of the Interior	goods	Sky Technologies Ltd. - Belgrade	Serbia	€ 27,013.00
483	Department of the Interior	goods	Analysis Ltd. - Belgrade	Serbia	€ 95,641.29
484	Department of the Interior	service	MRG Export Import doo - Belgrade	Serbia	€ 10,399.41
485	Department of the Interior	service	Fenix Igma doo - Belgrade	Serbia	€ 33,616.31
486	Department of the Interior	service	Fenix Igma doo - Belgrade	Serbia	€ 5684.63
487	Department of the Interior	service	Simes Engineering Ltd. - Belgrade	Serbia	€ 18,503.00
488	Department of the Interior	service	Simes Engineering Ltd. - Belgrade	Serbia	€ 5943.03
489	Department of the Interior	service	Jugoscan doo - Belgrade	Serbia	€ 13,708.80
490	Department of the Interior	service	DSP Chromatography doo - Belgrade	Serbia	€ 5754.16

491	Department of the Interior	service	Analysis Ltd. - Belgrade	Serbia	€ 7493.44
492	The Ministry for Information Society and Telecommunications	service	Oracle Serbia and Montenegro doo - Belgrade	Serbia	€ 39,699.60
493	The Ministry for Information Society and Telecommunications	service	Business Link Ltd. - Belgrade	Serbia	€ 29,985.00
494	Ministarsstvo Sustainable Development and Tourism (Public Works)	service	Business Link Ltd. - Belgrade	Serbia	€ 14,993.06
495	Ministarsstvo Sustainable Development and Tourism (Public Works)	service	Business Link Ltd. - Belgrade	Serbia	€ 24,990.00
496	Montecargo ad - Podgorica	goods	Alemanni trade doo - Belgrade	Serbia	€ 21,598.50
497	Montecargo ad - Podgorica	service	Alemanni trade doo - Belgrade	Serbia	€ 6180.00
498	Montecargo ad - Podgorica	service	Alemanni trade doo - Belgrade	Serbia	€ 12,138.00
499	Montecargo ad - Podgorica	service	Alemanni trade doo - Belgrade	Serbia	€ 12,495.00
500	Montecargo ad - Podgorica	goods	Alemanni trade doo - Belgrade	Serbia	€ 28,978.88
501	Montecargo ad - Podgorica	service	Alemanni trade doo - Belgrade	Serbia	€ 36,604.40
502	Montecargo ad - Podgorica	goods	Alemanni trade doo - Belgrade	Serbia	€ 64,956.15
503	Montecargo ad - Podgorica	goods	SmartCargo doo - Novi Sad	Serbia	€ 4226.88
504	Montecargo ad - Podgorica	goods	Kedra doo - Belgrade	Serbia	€ 65,450.00
505	Montecargo ad - Podgorica	goods	Foundry "unity" ad - Pozega	Serbia	€ 70,448.00
506	Montecargo ad - Podgorica	goods	Foundry "unity" ad - Pozega	Serbia	€ 22,729.00
507	Municipality of Berane	service	Urbanprojekt ad - Cacak	Serbia	€ 1999.20
508	The municipality of Bijelo Polje	service	Urbanprojekt ad - Cacak	Serbia	€ 5355.00
509	The municipality of Bijelo Polje	service	Urbanprojekt ad - Cacak	Serbia	€ 3451.00
510	The municipality of Bijelo Polje	service	Urbanprojekt ad - Cacak	Serbia	€ 3451.00
511	Municipality of Herceg Novi	service	Balkan stand doo - Belgrade	Serbia	€ 7300.00
512	The municipality of Niksic	goods	Pejkom - Belgrade	Serbia	€ 49,944.30
513	Municipality of Pljevlja	goods	Lovcen Trade - Foca	Bosnia and Herzegovina	€ 370,000.00
514	Rozaje Municipality	service	Urbanprojekt ad - Cacak	Serbia	€ 17,969.00

515	Rozaje Municipality	Papers	Novi Pazar - Put doo - Novi Pazar	Serbia	€ 204,268.00
516	Rozaje Municipality	Papers	Novi Pazar - Put doo - Novi Pazar	Serbia	€ 98,736.00
517	Rozaje Municipality	Papers	Novi Pazar - Put doo - Novi Pazar	Serbia	€ 15,994.34
518	Rozaje Municipality	Papers	I Ing - Pine	Serbia	€ 181,022.00
519	Rozaje Municipality	service	Urbanprojekt ad - Cacak	Serbia	€ 13,090.00
520	Funeral Services Ltd - Podgorica	goods	SZPR Zoran Mitrovic - Loznica	Serbia	€ 8231.00
521	Montenegro Post Office ad - Podgorica	service	Salmont doo - Belgrade	Serbia	€ 1700.00
522	Montenegro Post Office ad - Podgorica	goods	Algotech doo - Belgrade	Serbia	€ 9596.22
523	Montenegro Post Office ad - Podgorica	goods	Beoteleprom doo - Belgrade	Serbia	€ 51,788.88
524	Montenegro Post Office ad - Podgorica	service	Océ - Belgrade	Serbia	€ 59,999.99
525	Montenegro Post Office ad - Podgorica	goods	Business Link Ltd. - Belgrade	Serbia	€ 16,794.00
526	Montenegro Post Office ad - Podgorica	goods	Tehnoplast Ltd. - Stari Banovci	Serbia	€ 14,458.50
527	Montenegro Post Office ad - Podgorica	goods	UPU Switzerland	Switzerland	€ 23,988.00
528	capital Cetinje	goods	"Mile Dragic" doo - Zrenjanin	Serbia	€ 14,972.58
529	Radio and Television of Montenegro	goods	Three best doo - Banja Luka	Bosnia and Herzegovina	€ 35,569.10
530	Radio and Television of Montenegro	goods	Amisys doo - Belgrade	Serbia	€ 6997.20
531	Broadcasting Center doo - Podgorica	goods	Konverks doo - Belgrade	Serbia	€ 40,888.40
532	Broadcasting Center doo - Podgorica	Papers	Ceragon Networks Ltd. - Belgrade	Serbia	€ 89,800.37
533	Broadcasting Center doo - Podgorica	Papers	Ceragon Networks Ltd. - Belgrade	Serbia	€ 118,347.97
534	Broadcasting Center doo - Podgorica	service	Ceragon Networks Ltd. - Belgrade	Serbia	€ 29,900.00
535	The Energy Regulatory Agency	service	Appraisal Associates Ltd. - Belgrade	Serbia	€ 4760.00
536	The Energy Regulatory Agency	service	Appraisal Associates Ltd. - Belgrade	Serbia	€ 4500.00
537	University of Montenegro - Faculty of Maritime Studies, Kotor	goods	Krug doo - Belgrade	Serbia	€ 29,100.00
538	University of Montenegro - Faculty of Maritime Studies, Kotor	goods	Primalab doo - Belgrade	Serbia	€ 26,000.00
539	University of Montenegro - Faculty of Maritime Studies, Kotor	goods	Rofa doo - Belgrade	Serbia	€ 29,000.00
540	University of Montenegro -	goods	Kefo doo - Belgrade	Serbia	€ 2369.94

	Institute of Marine Biology, Kotor				
541	University of Montenegro - Institute of Marine Biology, Kotor	goods	Kefo doo - Belgrade	Serbia	€ 3222.52
542	University of Montenegro - Rector's Office	goods	Circle International Malta (a branch of Belgrade)	Serbia	€ 29,100.00
543	University of Montenegro - Rector's Office	goods	Dex doo - Belgrade	Serbia	€ 8472.80
544	University of Montenegro - Rector's Office	goods	Dex doo - Belgrade	Serbia	€ 999.60
545	Water Supply and Sewerage Ltd. - Budva	service	Micromotor doo - Belgrade	Serbia	€ 11,232.00
546	Water Supply and Sewerage Ltd. - Budva	service	Micromotor doo - Belgrade	Serbia	€ 3632.00
547	Water Supply and Sewerage Ltd. - Budva	service	Micromotor doo - Belgrade	Serbia	€ 7104.30
548	Water Supply and Sewerage Ltd. - Podgorica	goods	ASW Engineering - Belgrade	Serbia	€ 23,800.00
549	Water Supply and Sewerage Ltd. - Podgorica	goods	ASW Engineering - Belgrade	Serbia	€ 60,000.00
550	Institute for Hydrometeorology and Seismology Montenegro	goods	NB-Eco Ltd.	Bosnia and Herzegovina	€ 3570.00
551	Institute for Hydrometeorology and Seismology Montenegro	goods	Lans WGH doo - Belgrade	Serbia	€ 8925.00
552	Institute for Hydrometeorology and Seismology Montenegro	goods	DEX doo - Novi Beograd	Serbia	€ 4165.00
553	Institute for Hydrometeorology and Seismology Montenegro	goods	Shimadzu doo - Belgrade	Serbia	€ 7294.70
554	Bureau of Metrology	goods	DEX doo - Novi Beograd	Serbia	€ 6997.20
555	Bureau of Metrology	goods	DEX doo - Novi Beograd	Serbia	€ 5759.60
556	Bureau of Metrology	goods	DEX doo - Novi Beograd	Serbia	€ 1199.52
557	Bureau of Metrology	service	Chip - Zemun	Serbia	€ 11,459.70
558	Bureau of Metrology	service	Directorate of Measures and Precious Metals - Belgrade	Serbia	€ 482.00
559	Bureau of Metrology	service	Directorate of Measures and	Serbia	€ 1402.00

			Precious Metals - Belgrade		
560	Institute for textbooks and teaching aids - Podgorica	service	Twilight Ltd. - Siroki Brijeg	Bosnia and Herzegovina	€ 121,320.50
561	Institute for textbooks and teaching aids - Podgorica	service	Twilight Ltd. - Siroki Brijeg	Bosnia and Herzegovina	€ 39,484.20
562	ZU Pharmacies Montenegro "Montefarm"	goods	INOPHARM doo - Belgrade	Serbia	€ 35,415.60
563	ZU Pharmacies Montenegro "Montefarm"	goods	INOPHARM doo - Belgrade	Serbia	€ 19,404.96
564	ZU Pharmacies Montenegro "Montefarm"	goods	INOPHARM doo - Belgrade	Serbia	€ 60,376.00
565	ZU Pharmacies Montenegro "Montefarm"	goods	Medica doo - Sabac	Serbia	€ 112,800.00
566	HI Institute for Public Health of Montenegro	service	Yunycom doo - Belgrade	Serbia	€ 14,980.00
567	HI Institute for Public Health of Montenegro	service	Donalab doo - Belgrade	Serbia	€ 1500.00
568	HI Institute for Public Health of Montenegro	service	DSP Chromotography doo - Belgrade	Serbia	€ 3456.95
569	HI Institute for Public Health of Montenegro	goods	Alfamed doo - Belgrade	Serbia	€ 25,466.00
570	HI Institute for Public Health of Montenegro	goods	Alfamed doo - Belgrade	Serbia	€ 1646.96
571	HI Institute for Public Health of Montenegro	service	Analysis Ltd. - Belgrade	Serbia	€ 2750.00
572	HI Institute for Public Health of Montenegro	service	HEMOLAB doo - Belgrade	Serbia	€ 4650.00
573	Railway infrastructure of Montenegro AD - Podgorica	goods	Hemos Waterproofing Ltd - Bijeljina	Bosnia and Herzegovina	€ 204,346.80
574	Railway infrastructure of Montenegro AD - Podgorica	service	Šinvoz Ltd. - Zrenjanin	Serbia	€ 30,000.00
575	Railway infrastructure of Montenegro AD - Podgorica	service	SR tire - Zrenjanin	Serbia	€ 13,613.60
576	Railway infrastructure of Montenegro AD - Podgorica	service	SR tire - Zrenjanin	Serbia	€ 4736.20

577	Railway infrastructure of Montenegro AD - Podgorica	goods	Foundry "unity" ad - Pozega	Serbia	€ 9877.00
578	Railway infrastructure of Montenegro AD - Podgorica	goods	Masin Electric Ltd. - Sabac	Serbia	€ 27,958.10
579	Railway infrastructure of Montenegro AD - Podgorica	goods	MIN Div ad - Svrlijig	Serbia	€ 50,396.50
580	Railway infrastructure of Montenegro AD - Podgorica	goods	Masin Electric Ltd. - Sabac	Serbia	€ 25,168.50
581	Railway infrastructure of Montenegro AD - Podgorica	goods	Foundry "unity" ad - Pozega	Serbia	€ 18,564.00
582	Railway infrastructure of Montenegro AD - Podgorica	service	Comtrade System Integration doo - Belgrade	Serbia	€ 7200.00
583	Railway infrastructure of Montenegro AD - Podgorica	service	Elerss doo - Belgrade	Serbia	€ 24,871.00
584	Railway infrastructure of Montenegro AD - Podgorica	goods	Foundry "unity" ad - Pozega	Serbia	€ 37,161.32
585	Railway infrastructure of Montenegro AD - Podgorica	service	Elektroremont ad - Subotica	Serbia	€ 57,120.00
586	Railway infrastructure of Montenegro AD - Podgorica	service	AP Signaling doo - Belgrade	Serbia	€ 2356.20
587	Railway infrastructure of Montenegro AD - Podgorica	service	Slavija Hotels doo - Belgrade	Serbia	€ 28,500.00
588	Railway infrastructure of Montenegro AD - Podgorica	service	Elerss Ltd. - Smederevo	Serbia	€ 3689.00
589	Railway infrastructure of Montenegro AD - Podgorica	service	Šinvoz Ltd. - Zrenjanin	Serbia	€ 12,994.80
590	Railway infrastructure of Montenegro AD - Podgorica	service	Alemanni Trade Ltd. - Belgrade	Serbia	€ 9996.00

591	Railway infrastructure of Montenegro AD - Podgorica	goods	AP Signaling doo - Belgrade	Serbia	€ 1980.16
592	Railway infrastructure of Montenegro AD - Podgorica	goods	Alemanni Trade Ltd. - Belgrade	Serbia	€ 9936.50
593	Railway infrastructure of Montenegro AD - Podgorica	goods	Alemanni Trade Ltd. - Belgrade	Serbia	€ 22,657.60
594	Railway infrastructure of Montenegro AD - Podgorica	goods	Inter Mechanics Ltd. - Smederevo	Serbia	€ 68,544.00
595	Railway infrastructure of Montenegro AD - Podgorica	goods	SZR Springs Ltd. - Smederevo	Serbia	€ 18,901.76
TOTAL:					€ 67,425,365.61

Appendix 8: Bidders with the largest contracted public procurement in 2015

Ordinal number	The Bidders	The contract value
1	Crnagoraput doo - Podgorica	€ 40,214,221.07
2	Machinery and programat ad - Niksic	€ 24,634,724.24
3	Glossary doo - Podgorica	€ 20,726,872.94
4	Farm Lab doo - Podgorica	€ 14,646,204.87
5	Jugopetrol ad - Podgorica	€ 10,168,178.60
6	Tehnoput doo - Podgorica	€ 7,041,046.78
7	Eurozox Ltd. - Danilovgrad	€ 5,869,051.02
8	New Volvox doo - Podgorica	€ 4,991,747.36
9	MEP doo - Rijeka, Croatia	€ 4,502,614.33
10	Urion doo - Podgorica	€ 3,805,924.34
11	Veletex doo - Podgorica	€ 3,549,383.79
12	Petrol Montenegro doo - Cetinje	€ 2,975,499.43
13	HeSaLight A / S - Denmark	€ 2,689,745.10
14	Anikon Ltd. - Nis, Serbia	€ 2,439,114.74
15	Hemomont doo - Podgorica	€ 2,418,677.62
16	Intermost doo - Podgorica	€ 2,383,095.57
17	Entrust Datacard Corporation - USA	€ 2,313,645.60
18	Baranka exp-imp Pejanovic Ltd. - Bar	€ 2,187,830.56
19	Eminent doo - Podgorica	€ 2,066,597.84
20	Electro doo - Budva	€ 2,006,543.55
21	Montenegro Bonus doo - Cetinje	€ 1,919,907.60
22	Tošković doo - Podgorica	€ 1,866,213.10
23	Čikom doo - Podgorica	€ 1,865,430.90
24	Lovcen insurance ad - Podgorica	€ 1,829,169.76
25	Farmalab doo - Podgorica	€ 1,669,986.81
26	Eighth row D doo - Podgorica	€ 1,586,054.56
27	Meat Transport Ltd - Bijelo Polje	€ 1,563,953.30
28	UNIPRED doo - Bijelo Polje	€ 1,510,804.93
29	Comtrade Distribution Ltd. - Podgorica	€ 1,389,684.62
30	Glossary CD doo - Podgorica	€ 1,291,814.59

Appendix 9: Comparative overview of planned and agreed purchase of medical institutions

RB	Name of Purchaser	Planned procurement				Contracted procurement			
		goods	Papers	service	TOTAL	form A	form B	form C	TOTAL
1	Health center - Andrijevica	73376.56	13,500.00	0.00	86876.56	0.00	15143.40	12903.33	28046.73
2	Health center - Bar	212,000.00	159,000.00	179,000.00	550,000.00	123,438.51	0.00	165,309.43	288,747.94
3	Health center "Dr Nika Labović" - Berane	391,240.07	42,500.00	0.00	433,740.07	0.00	31256.05	55843.04	87099.09
4	Health center - Bijelo Polje	600,300.00	39,000.00	20,000.00	659,300.00	23674.86	63881.08	10668.85	98224.79
5	Health center - Budva	69,000.00	7,000.00	30,000.00	106,000.00	25942.00	22720.15	40773.90	89436.05
6	Health center Cetinje	79800.00	17,200.00	50,000.00	147,000.00	0.00	19738.16	31740.70	51478.86
7	Health center "Dimitrije-Dika Marenčić" - Danilovgrad	256,669.37	42,000.00	0.00	298,669.37	0.00	19009.38	26005.44	45014.82
8	Health center "Dr. Stevo Mrđen" - Herceg Novi	562,375.00	52,300.00	25,000.00	639,675.00	0.00	41029.74	61970.43	103,000.17
9	Health center - Kolasin	215,702.10	27,000.00	6,950.00	249,652.10	0.00	17,950.00	30183.44	48133.44
10	Health center - Kotor	385,224.50	129,400.00	16,000.00	530,624.50	41995.58	52348.42	42142.69	136,486.69
11	Health center "Bosko Dedejčić" - Mojkovac	179,680.65	14,600.00	0.00	194,280.65	0.00	7,195.70	31270.66	38466.36
12	Health center - Niksic	1,059,484.55	66164.00	51737.94	1,177,386.49	63866.65	35832.13	81054.86	180,753.64
13	Health center "Dr Branko Zogović" - Blue	261,677.00	41750.00	4,000.00	307,427.00	0.00	28697.71	33701.33	62399.04
14	Health center - Pljevlja	463,646.93	76,800.00	20,000.00	560,446.93	0.00	52067.39	5,698.80	57766.19
15	Health center - Podgorica	2,504,166.00	225,000.00	50,000.00	2,779,166.00	119,342.56	39357.82	15833.23	174,533.61
16	PHI Rožaje	459,718.54	46,500.00	5,000.00	511,218.54	70428.11	22853.31	40461.57	133,742.99
17	Health center - Tivat	285,540.84	8,500.00	12,000.00	306,040.84	0.00	11507.91	27570.37	39078.28
18	Health Center "Bogdan Vujosevic" - Ulcinj	85300.00	52,300.00	45,000.00	182,600.00	10706.18	10740.17	36281.25	57727.60
19	PHI General Hospital Bar	1,054,362.04	200,800.00	56,500.00	1,311,662.04	182,657.29	171,976.59	72315.17	426,949.05
20	PHI General Hospital in Berane	984,504.11	104,700.00	0.00	1,089,204.11	148,230.08	56246.98	57594.62	262,071.68
21	PHI General Hospital in Bijelo Polje	1,349,472.00	112,100.00	110,000.00	1,571,572.00	229,556.91	62485.25	129,552.21	421,594.37
22	PHI General Hospital in Kotor	924,038.50	120,576.82	20,000.00	1,064,615.32	217,274.12	101,502.80	105,642.96	424,419.88
23	PHI General Hospital Niksic	1,412,127.10	144,208.00	303,075.00	1,859,410.10	500,844.61	25896.39	136,727.18	663,468.18
24	PHI General Hospital in Pljevlja	702,727.00	5,000.00	100,000.00	807,727.00	64338.05	50070.92	3,303.35	117,712.32
25	PHI General Hospital „ Danilo I " - Cetinje	666,572.00	52450.00	18,000.00	737,022.00	247,980.80	7,569.32	78043.54	333,593.66
26	PHI Special Hospital for Pulmonary Diseases Brezovik	827,805.76	40400.00	9,000.00	877,205.76	178,480.91	94948.18	97027.36	370,456.45
27	Clinical Hospital for Psychiatry- Goodness	354,022.92	82080.00	35,000.00	471,102.92	282,933.07	14402.37	46097.60	343,433.04
28	PHI specialized hospital for orthopedics, neurosurgery and neurology-Risan	674,929.96	110,700.00	4,000.00	789,629.96	101,390.29	25207.64	96538.75	223,136.68
29	PHI Clinical Center of Montenegro	21,563,981.43	2,544,244.50	206,067.50	24,314,293.43	7,470,508.53	450,173.39	529,059.14	8,449,741.06
30	Blood Transfusion Institute of Montenegro	495,245.31	22,000.00	25,000.00	542,245.31	22991.18	89708.32	75398.61	188,098.11
31	ZU Pharmacies Montenegro „ Montefarm "	31,801,571.39	30,000.00	0.00	31,831,571.39	39,649,320.40	22240.10	180,841.78	39,852,402.28
32	Health Insurance Fund of Montenegro	13,474,173.47	1,398,280.00	216,000.00	15,088,453.47	9,873,565.29	47127.01	88559.78	10,009,252.08

32	HI Institute for Public Health of Montenegro	1,104,620.00	235,070.00	31,000.00	1,370,690.00	838,461.80	226,567.66	72815.68	1,137,845.14
33	Clinical Department of urgent medical help Montenegro	566,396.25	0.00	208,000.00	774,396.25	96279.02	124,510.35	120,751.60	341,540.97
TOTAL		86,101,451.35	6,263,123.32	1,856,330.44	94,220,905.11	60,584,206.80	2,061,961.79	2,639,682.65	65,285,851.24

Box 10: Comparative overview of planned and contracted purchases at the local level

RB	Name of Purchaser	Planned procurement				Contracted procurement			
		goods	Papers	service	TOTAL	form A	form B	form C	TOTAL
1	Municipality Andrijevica	66,000.00	176,000.00	965,500.00	1,207,500.00	0.00	2,634.96	29769.27	32404.23
2	Bar Municipality	347,500.00	530,400.00	3,905,600.00	4,783,500.00	117,923.17	56189.42	31525.25	205,637.84
3	Municipality of Berane	340,735.00	273,255.00	602,420.00	1,216,410.00	224,996.31	128,266.35	31442.23	384,704.89
4	The municipality of Bijelo Polje	345,600.00	564,200.00	1,520,600.00	2,430,400.00	879,709.12	460,504.86	93712.22	1,433,926.20
5	Municipality of Budva	874,150.00	1,205,850.00	12,087,500.00	14,167,500.00	911,836.16	166,074.36	734,361.05	1,812,271.57
6	capital Cetinje	246,100.00	249,500.00	117,000.00	612,600.00	142,207.60	40812.39	83510.14	266,530.13
7	Municipality of Danilovgrad	178,050.00	123,900.00	126,000.00	427,950.00	62373.82	32801.30	39853.94	135,029.06
8	gusinja municipality	67950.00	44050.00	594,000.00	706,000.00	461,428.04	22700.00	4,850.00	488,978.04
9	Municipality of Herceg Novi	2,860,000.00	611,000.00	1,705,000.00	5,176,000.00	2,749,612.10	115,408.64	29874.07	2,894,894.81
10	Kolasin	26,500.00	11,400.00	0.00	37,900.00	0.00	7,278.46	0.00	7,278.46
11	Municipality of Kotor	195,500.00	246,500.00	47,000.00	489,000.00	247,306.98	72108.90	73765.23	393,181.11
12	Municipality of Mojkovac	36,500.00	30,000.00	122,500.00	189,000.00	0.00	92595.93	62851.56	155,447.49
13	The municipality of Niksic	413,000.00	296,800.00	1,071,500.00	1,781,300.00	450,451.45	88190.34	209,390.26	748,032.05
14	Municipality of Plav	54650.00	14,000.00	317,000.00	385,650.00	278,908.18	20998.13	32902.89	332,809.20
15	Municipality PSC	139,300.00	85,000.00	128,500.00	352,800.00	75284.83	41456.34	15247.30	131,988.47
16	Pluzine	80,000.00	117,500.00	395,000.00	592,500.00	179,524.32	131,644.11	50097.34	361,265.77
17	Municipality of Pljevlja	935,583.00	411,655.00	3,164,000.00	4,511,238.00	1,346,748.41	236,482.63	88527.40	1,671,758.44
18	The capital city of Podgorica	1,991,190.00	1,286,500.00	366,500.00	3,644,190.00	1,537,658.75	234,633.08	114,147.71	1,886,439.54
19	City Municipality of Golubovci	16,200.00	38,500.00	10,000.00	64700.00	0.00	17452.26	32229.04	49681.30
20	City municipality of Tuzi	€ 25,000.00	€ 38,400.00	€ 45,000.00	108,400.00	5,462.60	56874.39	15017.68	77354.67
21	Rozaje Municipality	172,000.00	256,300.00	933,000.00	1,361,300.00	996,630.00	50837.34	43216.17	1,090,683.51
22	Municipality Savnik	61,200.00	31,000.00	62,000.00	154,200.00	50,000.00	4,569.32	3,761.40	58330.72
23	Municipality of Tivat	274,500.00	198,500.00	1,638,000.00	2,111,000.00	452,457.16	224,434.20	34441.61	711,332.97
24	The municipality of Ulcinj	306,900.00	309,550.00	2,391,100.00	3,007,550.00	556,926.35	77864.91	73273.76	708,065.02
25	The Municipality of Zabljak	25,000.00	40,000.00	465,000.00	530,000.00	349,131.80	24866.66	53108.87	427,107.33
TOTAL		10,079,108.00	7,189,760.00	32,779,720.00	50,048,588.00	12,076,577.15	2,407,679.28	1,980,876.39	16,465,132.82

Appendix 11: The appearance of a survey that was provided to contracting authorities**POLL**

NOTE: All the required information relating to the year 2015. Your answers will not be publicly disclosed. It will be an useful information to the Public Procurement for monitoring implementation of the public procurement system in Montenegro.

First Number of proceedings:

Second Number of successfully implemented procedures:

Third The average duration of proceedings (in days):

- Shopping:

- Open procedure:

- _____

4th The number of procedures that have been the subject of appeal:

5th The average shelf life of resolving the appeal (in days):

6th The number of decisions of the State Commission:

- conclusions

- solutions

7th The backlog of appeals proceedings:

8th Number of initiated administrative proceedings before the Administrative Court:

9th Number of performed inspections:

10th Were there any penalties imposed?

YES

NE

- If yes, please specify:

- The total number of convictions:

- Type of offense:

11th Do you have a systematized workplace for public procurement?

YES

NE

12th Do you have organized a special service for public procurement?

YES

NE

- If yes, please specify the number of employees in the service:

13th Did you edit the procurement procedure by direct agreement a special act?

YES

NE

14th Are you conducting procurement procedure by direct agreement announced on its website?

YES

NE

The Public Procurement Montenegro