



GOVERNMENT OF MONTENEGRO
Public Procurement Administration

**REPORT ON PUBLIC PROCUREMENT IN
MONTENEGRO FOR 2016**

Podgorica, May 2017

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1. INTRODUCTION

Pursuant to Article 19 paragraph 1 item 12, and in conjunction with Article 118 of the Public Procurement Law (*Official Gazette of Montenegro, 42/11, 57/14 and 28/15, hereinafter referred to as the PPL*), the Public Procurement Administration (PPA) prepare and submit the annual report to the Government of Montenegro each calendar year, where the public procurement activities in MNE are being analysed, along with recommendations for improvement of the public procurement system, primarily of the law and implementing acts on basis of competences assigned to us by the law.

The report is submitted to the Government of Montenegro no later than the end of May of the current calendar year.

This report has been prepared in accordance with the requirements of the PPL, and presents a detailed analysis of all procurement activities implemented in our country, relying on public contracts signed during the period 01 January - 31 December 2016. The preparation of this report also fulfils the requirements of Article 118 of the PPL, according to which the PPA should collect, analyse and publish information about public procurement procedures and awarded public contracts, aiming to improve it every year, and to make it complete as much as possible, so that the Government has a clear picture of all public procurement activities implemented in Montenegro during 2016.

This report will also be welcome for all international financial monetary institutions that are present in Montenegro, because they will have available a report that includes the activities of public procurement in Montenegro according to sources of financing, the values of procurement contracts, types of procurement activities as well as the procurement procedures.

All individual reports of contracting authorities / parties covered by application of the Law have been published by the Administration on its website: www.ujn.gov.me, in the section "*Individual reports of the parties covered by application of the Public Procurement Law for 2016*"¹.

The individual reports of contracting authorities were submitted to the PPA in written and electronic form. The contracting authorities/the authorized persons of these contracting authorities and their respective public procurement officers bear the sole responsibility for all the submitted data, which are an integral part of these reports.

¹ <http://www.ujn.gov.me/pojedinacni-izvjestaji-obveznika-primjene-zakona-o-javnim-nabavkama/>

By further processing of submitted data the PPA compiled a summary report on contracted public procurement for 2016. The key documents that were analysed for the purposes of preparation of this report are as follows: individual reports of contracting authorities; Report on the work of the PPA for 2016; Report of the Coordination Body regarding realization of the measures of the Action Plan for implementation of the Strategy for Development of Public Procurement System in Montenegro for 2016-2020 for the year 2016; the monitoring performed by the PPA as well as by the Administration for Inspection Affairs (AIA); legal practice of State Commission for control of public procurement procedures (SC); a survey conducted by the PPA where the following entities took participation: contracting authorities (*ministries, local self-government units, health institutions*) and representatives of bidders in Montenegro (*small and medium enterprises*).

This document consists of several units. In one part it covered the thematic units dedicated to the activities carried out during 2016: the activities of the PPA which, in accordance with its competences monitors implementation of the public procurement system in Montenegro, the activities in the process of joining the EU, the Government Procurement Agreement (GPA), the implementation of measures from AP for implementation of the Strategy for Development of Public Procurement System in Montenegro for 2016-2020 and the proposed measures for further improvement of public procurement system in Montenegro.

The above is followed by detailed statistics relating to the planned and implemented public procurement in 2016 with comments. In this manner, a more detailed insight into the activities of the parties covered by the PPL is provided for the period from 01 January to 31 December 2016 and which are consistent with the conclusions of the Government of 23 June 2016 when the annual report on public procurement in Montenegro for 2015 was adopted. In accordance with its clearly defined responsibilities reflected in the Work Program of the PPA for 2016 and other strategic documents, this administrative body fulfilled all of these conclusions during the reporting period. This report that sublimates completely the Government's conclusions from 2016 contains reference and observations thereto.

The Administration carried out this activity with the utmost dedication and responsibility, and thus achieved its mission in terms of providing the best legal and economic basis to support adequate spending of public money, as well as the necessary assistance to contracting authorities, bidders, civil society and the media and all other interested parties.

Involvement of the private sector should ensure and strengthen the control mechanism of the procurement process and combat potential irregularities.

In this context, the Report on Public Procurement in Montenegro is the basis for raising the level of transparency and effectiveness of the public procurement system for both bidders

and contracting authorities, while at the same time it represents a significant act aimed at elimination of irregularities.

The aim of this report is to provide all participants in the procurement process with all the necessary information in order to overcome possible problems for the benefit of the public interest.

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

D I R E C T O R

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2. ACTIVITIES FROM THE SCOPE OF COMPETENCES OF THE PUBLIC PROCUREMENT ADMINISTRATION

The Public Procurement Administration is an independent state administration body established by the Decree on organization and method of work of the state administration (*Official Gazette of MNE 005/12 of 2 January 2012, 025/12 of 1 May 2012, 025/12 of 1 May 2012, 044/12 of 09 August 2012, 061/12 of 07 December 2012, 020/13 of 26 April 2013, 017/14 of 04 April 2014, 006/15 of 10 February 2015, 080/15 of 31 December 2015, 035/16 of 03 June 2016, 041/16 of 06 July 2016, 061/16 of 26 September 2016, 073/16 of 25 November 2016, 003/17 of 13 January 2017*), which established the competence for performing tasks in public procurement field related to the following: realization of the public procurement system; preparation of technical basis, initiating and participation in preparation of regulations on public procurement; monitoring compliance of rules governing public procurement with the EU law; providing approval to contracting authorities on fulfillment of conditions for conducting the appropriate public procurement procedure in accordance with the PPL; advisory support at the request of the contracting authority; organization and implementation of professional development and training of the staff performing public procurement tasks; organization of professional examination for performing tasks in public procurement field; establishing and maintaining public procurement portal; publication of public procurement plans, tender documents, decisions on qualification of candidates, decisions on selection of the most advantageous bids, decisions on suspension of public procurement, decision of cancellation of public procurement procedure, public procurement contract, amendments to public procurement plan, tender documents, decisions and public procurement contracts; preparation and publication of the list of contracting authorities; promotion of conducting public procurement procedures in electronic form; pursuing cooperation with international organizations, institutions and experts in public procurement area; preparation and publication of the list of bidders at the website of this body on basis of the decisions on selection of the most advantageous bids; preparation and publication of the Common Procurement Vocabulary (CPV); issuing publications and other technical literature in public procurement field, as well as other tasks within its jurisdiction.

The tasks of the Public Procurement Administration (*hereinafter: the PPA*) have been more closely regulated by the PPL², and they are related to administrative and thereto associated technical tasks in public procurement field, while the internal organization and job classification of this body, its organizational units, scope of work, job positions and recruitment of trainees were defined by the Rulebook on internal organization and job classification of the PPA³.

By performing tasks within its competence, the PPA has been continuously, since it was established, influencing on establishment of a more advantageous business environment in Montenegro, the prerequisites for an effective, efficient and transparent use of public funds, competitive and equal conditions for all bidders, while at the same time contributing to creation of a sound and sustainable economy.

Therefore, because of the impact of public procurement instrument for the creation of a market economy in general, the role of the PPA is of particular importance.

² *Official Gazette of Montenegro 42/11, 57/14 and 28/15, Article 19.*

³ <http://www.ujn.gov.me/wp-content/uploads/2015/11/Sistematizacija.pdf>

3. ACTIVITIES IN THE EU ACCESSION PROCESS

Harmonization of public procurement systems of the Member States is one of the most important instruments for the existence of the internal market and removal of the free trade barriers within the EU. The reform of the EU Directives on Public Procurement provides for the intensive use of public procurement as an instrument for the promotion of sustainable development, which is achieved through compliance with high social and environmental criteria as well as increasing the availability of public procurement process for SMEs.

3.1. Chapter 5

Negotiations on this chapter were opened on 18 December 2013 at the Intergovernmental Conference and on that occasion the European Commission (EC) defined three comprehensive and complex final benchmarks for Montenegro, for the fulfillment of which a number of activities had to be planned and undertaken, along with providing for a set of legislative changes and a preparation of strategic documents and reports in order to monitor progress in the overall system.

In 2016 some significant activities were undertaken with the aim of further harmonization of legal regulations in public procurement with the legislation of the European Union (*hereinafter referred to as EU*) and the European standards established by the final benchmarks and the activities on their fulfillment for the Chapter 5 – Public procurement, as well as the chapters which are closely related to public procurement, primarily the Chapter 23 - Judiciary and fundamental rights and Chapter 22 - Regional policy and coordination of structural instruments.

The mandatory closing benchmarks for Chapter 5 are as follows:

1. Montenegro must harmonize the entire legal system of public procurement with the EU acquis in all areas, with special focus on concessions, public-private partnership (PPP) and the procurement in the field of defense.
2. Montenegro must set the appropriate administrative and institutional capacities at all levels and take appropriate measures to ensure the application of the law prior to the EU accession.

This implies in particular:

- 2.1. Implementation of the Strategy for the Development of Public Procurement System for the period 2011-2015 and action plans for its implementation in order to strengthen administrative capacities, including adequate training at all levels.
- 2.2. Preparation of practical tools for monitoring (*including administrative rules, instructions, manuals and standard contract documents*).
- 2.3. Strengthening the control mechanisms that are necessary to ensure that the system is reliable, including good supervision and increased transparency in the execution phase of public contracts based on a systematic risk assessment with the control of vulnerable sectors and procedures being the priority.
- 2.4. Efficient functioning of the system of legal protection, including legal protection in the field of concessions, PPPs and the field of defense.

- 2.5. Measures / activities related to the prevention and fight against corruption and conflict of interest in public procurement, both at the state and local levels.
3. Montenegro must demonstrate a good balance of the results of fair and transparent functioning of the public procurement system, which ensures value for money, competition and effective protection against corruption.

In relation to the first benchmark, the most important elements of the results achieved may be listed as follows:

- 07 January 2016, the "Rulebook on the methodology of risk analysis in the exercise of control in public procurement procedures" entered into force;
- 01 February 2016, the "Rulebook on the methodology for determining the level of energy efficiency in public procurement" adopted⁴;
- 23 June 2016, the Government of Montenegro considered and adopted the "Report on Public Procurement in Montenegro for 2015"⁵;
- 20 June 2016, the *Third session of the Coordinating body for monitoring implementation of the Strategy for Development of Public Procurement System in Montenegro for 2016-2020* was held⁶;
- 18 July 2016, *The I Forum on Public Procurement in Montenegro* was held⁷;
- 20 July 2016, the Committee for European Integration of the Parliament of Montenegro adopted the Report on the Negotiation Chapter 5 - Public procurement.
- 28 July 2016, the Government of Montenegro at its 167th session adopted a "Report on the implementation of the Action Plan for 2016 (semi-annual) for the implementation of the Strategy for Development of Public Procurement System for the period 2016-2020";
- The Minister of Finance, by the Decision No. 01-12061-1 of 22 July 2016, formed a working group in charge of drafting a new PPL. During the reporting period this WG prepared the first draft and submitted it for review to the Ministry of Finance, for further coordination and acting (28 December 2016),
- 11 October 2016, the *Fourth session of the Coordinating body for monitoring implementation of the Strategy for Development of Public Procurement System in Montenegro for 2016-2020* was held;
- 26 December 2016, the *Fifth session of the Coordinating body for monitoring implementation of the Strategy for Development of Public Procurement System in Montenegro for 2016-2020* was held⁸;
- The Coordinating body for monitoring implementation of the Strategy for Development of Public Procurement System in Montenegro for 2016-2020 prepared the Annual report on realization of measures from the Action Plan for implementation of the public procurement Strategy for 2016⁹.

In order to embark on preparation of a quality draft new Public Procurement Law which would observe the set of EU Directives of 2014, the PPA prepared during 2016 the

⁴ <http://www.ujn.gov.me/wp-content/uploads/2016/03/Pravilnik-za-EE-u-javnim-nabavkama.pdf>

⁵ <http://www.ujn.gov.me/2016/06/izvjestaj-o-javnim-nabavkama-za-2015-godinu-3/>

⁶ <http://www.ujn.gov.me/2016/06/zapisnik-sa-trece-sjednice-koordinacionog-tijela-za-pracenje-i-sprovođenje-strategije-razvoja-sistema-javnih-nabavki-u-crnoj-gori-za-period-2016-2020-godine/>

⁷ <http://www.ujn.gov.me/2016/08/i-forum-o-javnim-nabavkama-u-crnoj-gori-u-2016-godini/>

⁸ <http://www.ujn.gov.me/2016/12/zapisnik-sa-pete-sjednice-koordinacionog-tijela-za-pracenje-i-sprovođenje-strategije-razvoja-sistema-javnih-nabavki-u-crnoj-gori-za-period-2016-2020-godine/>

⁹ <http://www.ujn.gov.me/category/koordinaciono-tijelo/>

"Analysis of the effects of implementation of the amendments to the Public Procurement Law" (Official Gazette 42/11, 57/14, and 28/15) in practice and developed a SWOT analysis and the "Analysis of compliance of the amendments to the Public Procurement Law with the requirements of the new Directives 2014/24/ EU and 2014 /25/EU". These analyses identified the bad and good sides of the current legal solutions. In addition, the activities on the preparation of technical basis for the adoption of a new PPL were carried out as well as ensuring full transparency and participation in making of the new PPL

As already mentioned, by Decision of the Minister of Finance No. 01-12061/1 of 22 July 2016 a working group for drafting the Law on Public Procurement was established. The Working Group prepared the first draft of the new Law on Public Procurement on 28 December 2016 and submitted it to the Cabinet of the Minister of Finance.

However, by its Decision No. 01-698/1 of 23 January 2017, the Ministry of Finance formed an emergency working team with clear responsibilities to develop a proposal of amendments to the PPL, which is what the team did as it drafted the Proposal which was then submitted to the Cabinet of the Minister of Finance for further action. The Proposal of the amendments, as it had been planned, was supposed to come into force during the month of June 2017.

Also, during the reporting period the activities on drafting the Law on Public-Private Partnership and Concessions were undertaken. This law should be harmonized with the Directive 23/2014¹⁰, as well as with the PPL. The proposals of the both laws - on Public-Private Partnership and of the Law on Concessions were prepared. The PPA gave its comments to the Law on PPPs (*a representative of the PPA has been involved in the work of the WG in March/April of the current year*).

Further activities on the above said are expected in II Quarter of 2017 when the legal framework for public-private partnerships and concessions will be clearly defined and regulated.

In relation to the second benchmark, for the purposes of this Report we shall single out the following important activities:

The national policy of public procurement system in our country is clearly perceived in two important documents:

- Strategy for Development of Public Procurement System in Montenegro for the period 2011-2015¹¹, and
- Strategy for Development of Public Procurement System in Montenegro for the period 2016-2020¹².

Both documents contain detailed overview of the legislative and institutional framework, protection of rights in public procurement procedures, professional training and strengthening the administrative capacities in public procurement, the need to develop and strengthen the electronic means of communication in public procurement (*e-procurement*),

¹⁰ <http://www.ujn.gov.me/2014/09/direktiva-201423eu-evropskog-parlamenta-i-vijeca-od-26-februara-2014-godine/>

¹¹ <http://www.ujn.gov.me/2012/01/predlog-strategije-razvoja-sistema-javnih-nabavki-u-crnoj-gori-za-period-2011-2015-s-predlogom-akcionog-plana-i-predlogom-odluke-o-obrazovanju-koordinacionog-tijela-za-pracenje-i-sprovođenje-strategi/>

¹² <http://www.ujn.gov.me/strategija-razvoja-sistema-javnih-nabavki-u-crnoj-gori-za-period-2016-2020-godine/>

improving measures to combat irregularities and measures for to fight against corruption (*prevention of corruption in public procurement*), the strategy management methodology and other issues, with the aim of creating a free, non-discriminatory, competitive contests in public procurement procedures and more efficient, effective and purposeful use of public funds.

The mentioned strategies encompass two periods in the development of the public procurement system. Both documents indicate to the continuing need to improve and strengthen the monitoring of the realization of the public procurement system, and are of particular importance for the public procurement system and the overall economic policy of our country.

A clear indication of further progress in this area was the obligation of preparing the new Strategy for development of public procurement system in Montenegro with the AP for its realization, which was adopted by the Government of Montenegro in December 2015.

As a rule, this Strategy 2016-2020 contains a clear management methodology defined through the Coordination Body (CB), now composed of nineteen members who are representatives of the legislative, judicial, executive and civil authorities.

During 2016 **five** sessions of the Coordination Body were held. The result of these meetings were the Report on the Implementation of the Action Plan for 2016 (semi-annual) and (annual) for the implementation of the Strategy for Development of Public Procurement System for the period 2016-2020 prepared and adopted, subsequently adopted by the Government of Montenegro at its 167 session of 28 July 2016 and at its 11 session of 02 February 2017.

In accordance with the plan, the CB drew up the Report containing information regarding a total of 56 measures, out of which during 2016: 16 measures were fully implemented, 13 measures are being implemented continuously, 14 measures were partially implemented due to their deadlines expiring in the coming years, while 3 measures planned for adoption in 2016 were not implemented.

Due to lack of funds the PPA did not adequately respond to the needs of the public in the reporting period. This mainly concerns issuing the technical literature, promotional material, newsletters, bulletins, etc., but nevertheless it is worth mentioning several actions, and they are in particular as follows:

- the PPA with the Center for Monitoring and Research and the US Embassy in Podgorica, through the program "Criminal Justice Civil Society Program (CJCSP)" within the project "*Healing the healthcare system of Montenegro*" collaborated in the drafting of the "*Guidelines for Public Procurement in Health Sector*"¹³, as well as
- in cooperation with the EBRD and their approval thereof, prepared a manual for the electronic procurement platform, titled "*Are you ready for eProcurement*"?
- with the Agency for Prevention of Corruption continuously cooperates in preparation of newsletters which are distributed across Montenegro with a topic "*Prevention of corruption in public procurement*",
- other activities.

¹³<http://www.ujn.gov.me/wp-content/uploads/2016/12/Smjernice-za-javne-nabavke-u-oblasti-zdravstva.pdf>

The PPL regulates the issue of strengthening the control mechanisms that are necessary to ensure reliability of the system, including good supervision and increased transparency in the execution phase of public contracts based on a systematic risk assessment, with a control of vulnerable sectors and procedures as a priority, as well as defining of the official jurisdiction which will be reflected in an active approach of the Administration for Inspection Affairs (*hereinafter: AIA*).

The preliminary annual report of the AIA indicates to the following activities of that body:

Data on inspections, established irregularities and undertaken measures, displayed according to the subjects of inspection control

N o.	Subject of inspection control	Number of inspections according to the subject of control	Number of established irregularities	Number of indications	Number of irregularities for which the removal was ordered by a decision	Number of offence orders	Number of requests for launching offence proceedings	Number of removed irregularities
1	Adoption, changes, amendments and publication of public procurement plan	50	14	9	2	-	3	11
2	Fulfilment of conditions for performing tasks of a public procurement officer and a commission for opening and evaluation of bids	48	29	18	11	-	-	18
3	Contents, amendments and clarifications to tender documents	24	-	-	-	-	-	-
4	Method and timeliness of publication, announcement and submission of tender documents, method and timeliness of publication, announcement and submission of clarifications to the tender documents	14	-	-	-	-	-	-
5	Implementation of anti-corruption measures and measures for prevention of conflict of interest in a public procurement procedure	23	4	4	-	-	-	4

6	Keeping and storage of records and documentation on public procurement	18	1	1	-	-	-	1
7	Implementation of rules regarding procedure for review, assessment and evaluation of bids	1	1	-	1	-	-	1
8	Keeping the time limits for making a decision on termination of public procurement procedure by the contracting authority	2	1	-	-	-	1	-
9	Conclusion of a public procurement contract	35	-	-	-	-	-	-
10	Realization of a public procurement contract	14	1	1	-	-	-	1
11	Prohibition of dividing a subject of public procurement which represents a whole into lots (Article 44 of the Law)	4	2	-	-	3	-	-
12	Timeliness of preparation and submission of the report on conducted public procurement	56	29	15	3	2	10	20
13	Application of transparency principle in public procurement	2	-	-	-	-	-	-
14	Timeliness of submission of public procurement contract and its publication at the public procurement portal	12	2	2	-	-	1	2
15	Timeliness of submission of a decision on selection of the most advantageous bid and its publication at the portal	3	-	-	-	-	-	-
16	Submission of a response to a complaint and case acts to the State Commission within a prescribed time limit	4	-	-	-	-	-	-
17	Termination of activities upon filed complaint	3	-	-	-	-	-	-

18	Establishing the obligation of submission of a procurement guarantee for the procurements with an estimated value exceeding EUR 30,000	1	-	-	-	-	-	-
19	Acting upon the decision of the State Commission within the prescribed time limit	3	1	1	-	1	-	1
20	Exceeding the rights arising from direct agreement	2	2	-	-	-	-	-
21	Registration of parties covered by the PPL application at the PPA Portal	1	1	-	1	-	-	1
22	Failure to adopt a Rulebook on acting in a direct agreement	15	5	5	-	-	-	5
23	Preparation of the Questionnaire on implementation of the Anti-corruption Methodology	6	5	5	-	-	-	5
Total:		341	98	61	18	6	15	70

Out of total of 98 established irregularities, 70 were removed, while for 11 irregularities related to fulfilment of conditions for performing tasks of public procurement officers the time limit for their removal has not expired yet; 15 irregularities were not removed because the actions which led to commitment of the offence (*time limits for reaching the decision on termination of a public procurement procedure, prohibition of dividing a subject of public procurement which represents a whole into lots – 2 irregularities; timeliness of preparation and submission of the report on conducted public procurement – 9 irregularities; exceeding the rights arising from direct agreement - 2 irregularities*) are not reversible into their previous status, but the perpetrators were imposed fines through offence orders (*six offence orders were issued on the amount of 6,500.00 euro*), while the requests for launching the offence proceedings were submitted to competent courts for 15 offences.

The largest number of irregularities, observed by the object of control, was determined in relation to untimeliness of drawing up and submission of reports on public procurement (29) in 56 inspections, then the irregularities related to fulfilment of conditions for performing tasks of public procurement officers (29) in 48 inspections, followed by irregularities related to adoption, changes, amendments and publication of public procurement plans (14) in 50 inspections.

Reports on the work of the inspectors for public procurement are considered semi-annually at the sessions of the Government of Montenegro, whereupon the Government takes certain positions and adopts conclusions with recommendations¹⁴.

Increase of legality and certainty of public procurement procedures caused the amendments of the PPL to establish the **mandatory monitoring by the PPA** in relation to the total course of public procurement procedures. This is essential because in this way timely elimination of irregularities is ensured in case of complaints which caused delays in the process, and ultimately could jeopardize the regularity of the total procurement procedure. In this sense, a preventive role of the PPA in cooperation with the competent inspection should eliminate these risks substantially, or reduce them to sporadic cases. The chapter on monitoring has been clearly and analytically elaborated in **Chapter 5**.

The performance evaluation was defined through inspection control that is carried out in accordance with the PPL and the Law on Inspection Control. It has been recognized by the activity of the public procurement inspection in the form of control over conclusion and implementation of public procurement contracts.

The **legal protection system** has been further enhanced by the amendments to the PPL through two levels of judicial protection, the independence of the body in charge of appeals and clear legal safeguards defined in the fields of classical, utilities and defense sectors. The judicial protection in relation to the rulings of the State Commission has been provided before the Administrative Court. The legal protection defined by this law does not include the areas of concessions and public-private partnerships.

Preliminary data of the State Commission for Control of Public Procurement Procedures that were submitted during the reporting period in 2016, in terms obligatory semi-annual reporting to the EC, on the occasion of opening of the Chapter 5 - Public Procurement.

During the reporting period the following activities were implemented in the work of the State Commission for the Control of Public Procurement Procedures:

Increase in number of members of the SC and development of the new Rulebook on Internal Organization and Job Classification of the Technical Department of the SC.

The scope and intensity of activities of the State Commission has significantly increased over the years, so in 2015 it increased for about 90%, while in 2016 it increased for about 100% compared to the period from 2012 when the SC was established. This fact is the key reason for the urgently needed strengthening of the SC capacities, both in terms of increasing number of the SC members and strengthening administrative capacity in the Technical Department, as well as providing adequate space and technical conditions for the work of the Commission, thus ensuring the normal functioning of the SC and thereby achieving maximum efficiency in resolving the cases, as well as a higher degree of quality of the decisions reached.

Accordingly, an initiative for the proposal of the Law on Amendments to the Public Procurement was submitted to the Parliament of Montenegro and the Government of Montenegro, by which the number of the SC members would be increased by two members,

¹⁴ The reports of the AIA were published at the internet page: www.vlada.me and www.uip.gov.me

that is, that *"the SC should have a president and six members who shall perform their functions professionally"*.

Furthermore, the SC adopted a new Rulebook on Internal Organization and Job Classification of the Technical Department of the SC ref. no.: 09-258/9-2016 of 28 December 2016, that was approved by the Government of Montenegro by its Conclusion ref. no.: 07-3459 of 19 January 2017. Thus, a number of officials in the said department increased by three typists, one registrar, as well as two senior advisors – Bachelors of Laws, which will certainly contribute to a better efficiency of the SC. The President of the SC is a member of the Working Group for drafting the Law on Amendments to the PPL as well as of the WG in charge of preparation of the new PPL.

During the indicated period, that is, in 2016, one decision of the SC was not implemented by the contracting authority concerned (*that contracting authority is the Chamber of Engineers of Montenegro*).

In December 2016, a software for tracking SC cases and reporting was developed and put into operation, which aimed to enable more efficient and smoother functioning of the State Commission, allowing for a quick and easy preparation of annual reports which are submitted to the Parliament of Montenegro by the SC, as well as easier and faster preparation of statistical and expert reports, standardization of practices and thus contributing to a greater transparency of its work. Furthermore, on 24 December 2016 the SC issued a public announcement to fill a vacancy for a Senior Advisor II for the information system, and that process was completed in 2017, so in that manner the SC also ensured that there are sufficient human resources that will manage the functioning of the SC information system.

In October 2016 the SC submitted to the Public Property Administration a request for a permanent and adequate solving of the issue concerning office space, which would create prerequisites for the efficient performance of its tasks and legally determined competences, with the aim of strengthening the public procurement system and timely legal protection of participants in the public procurement, which is of a particular national interest. Meanwhile, Director of the Public Property Administration has verbally informed the President of the SC that this body will be provided with office space currently used by the Directorate for Youth and Sport and the Directorate for Media Pluralism of the Ministry of Culture, and that, after these institutions move out of it, the said office space will be made available to the State Commission for the Control of Public Procurement Procedures.

Statistical data on the work of the SC (the statistics in this report represents only indicative values, with possible minor aberrations, for it is a legal obligation of the SC to submit the final report on its work for 2016 to the Parliament of MNE for adoption, no later than 30 June 2017)

During the period 1 January - 31 December 2016, the SC received a total of 1113 cases, out of which:

Type of case	Number
Appeals submitted in the period 1 January - 31 December 2016	1017
Requests for continuation of procedure received in the period 1 January - 31 December 2016	49

Rulings of the Administrative Court of MNE annulling decisions of the SC received in the period 1 January - 31 December 2016	47
Total	1113

Appeals

	Number
Adopted appeals	320
Refused appeals	176
Dismissed appeals	395
Withdrawn appeals (<i>due to withdrawal of the appellant from the appeal</i>)	16
Public procurement procedures annulled ex officio	13
Total	920

According to procedure type, in cases where the SC made decisions during the reporting period, the appeals were submitted to the following:

- Open public procurement procedure.....665
- Negotiated procedure with prior publication of contract notice..... 3
- Shopping269
- Direct agreement.....1

According to subject of public procurement procedure, in cases where the SC made decisions during the reporting period, the appeals were submitted for the following:

- Goods 306
- Works214
- Services 418

Cases on rulings of the Administrative Court

In the period from 1 January to 31 December 2016, the SC received 82 rulings by the Administrative Court of Montenegro, out of which 36 rulings were refused lawsuits against the SC decisions; 42 rulings adopting these lawsuits; 3 decisions on suspension of the procedure.

Apart from the above, the Administrative Court submitted a request for decision making in a dispute of the full jurisdiction and one request for adoption of an act in the execution of verdict.

During the same period, in the procedure of execution of the Administrative Court rulings according to which the cases were returned to retrial, the SC adopted 20 decisions.

Lawsuits

During the mentioned period, that is in 2016, the Administrative Court of Montenegro submitted to the SC 62 lawsuits against the SC decisions.

Extraordinary review of court decisions

During the mentioned period, the SC received 7 requests from the Supreme Court regarding extraordinary review of court decisions, out of which 6 were refused as unfounded, while 1 request was adopted and returned to the Administrative Court for retrial.

In coordination with the institutions dealing with **preventive anti-corruption activities**, the PPA has been continuously informing the EU representatives on improvements of the system which refer to: agreement on specific measures for strengthening and recognition of anti-corruption preventive efforts; development of a strategic approach aimed at raising the profile of coordination in the area of prevention to a higher institutional level; an overview of factual status in the area of collection, analysis and sharing of data among bodies in charge of prevention and consideration of a number of recommendations and conclusions for further improvement of coordination measures.

Namely, the conflict of interest in a public procurement procedure is a potential source of corruption, as a most dangerous opponent to the essential goals of public procurement which is most efficiently combatted at the level of prevention, or through identifying the risky cases and circumstances deemed illegal regardless of their consequences, as well as monitoring and removal of real risks occurring in the course of a procedure. Thus, although the existing legal solutions were assessed in this regard as very advanced and being at the level of the highest international standards, the amendments to the PPL brought further improvements in terms of integrity of identifying the potential cases of conflict of interest on the sides of both contracting authorities and bidders and the methods of prevention and removal thereof, as well as envisaging specifically prescribed consequences for the cases where the public procurement procedure is conducted with existence of conflict of interest. In addition, the anti-corruption measures in terms of preventive and offence provisions were also improved, among other things by establishing a methodology for risk analysis in performance of control, with the aim of proactive approach in prevention and early detection of corruptive actions and other activities with corruptive features, as well as mandatory incorporation of anti-corruption clause in each public procurement contract, since the public procurement contract which does not contain this clause shall be null and void.

This problem is resolved in practice by submission of declarations referring to non-existence of conflict of interest drawn up by contracting authorities and bidders who, under material and criminal liability guarantee that they are not in a conflict of interest position. The contracting authority prepares the declaration prior to the formal initiation of a public procurement procedure and it is an integral part of tender documents, while the declaration of the bidder is an integral part of the bid. The law and implementing acts determined the persons responsible for submission and signing of the declaration, as well as the circumstances which may be considered as real, potential or apparent conflict of interest; the stage of the procedure when the declaration should be submitted ; the method of verification of the declaration on non-existence of conflict of interest; methods of supervising the declaration on non-existence of conflict of interest; types of sanctions applied to those who fail to report a conflict of interest situation; the actions to be undertaken in case that the conflict of interest is determined or that it has been reported/detected before or after the procedure, etc.

In this regard, the PPA has been pursuing cooperation with representatives of the business sector, followed by strengthening internal and external control mechanisms, as well as by cooperation with the civil sector.

Benchmark 3. Montenegro must demonstrate a good balance of the results of fair and transparent functioning of the public procurement system, which ensures value for money, competition and effective protection against corruption.

Transparency of public procurement is important for gaining the trust of taxpayers that the Government of Montenegro manages public procurement in an efficient manner. The first PPL and all its subsequent amendments were published at the internet page of the PPA, as well as other rulebooks, regulations and rules defining the public procurement process itself. In accordance with the principle of transparency, the PPA publishes a number of documents of the contracting authorities, starting with public procurement plans – the items that the contracting authorities want to buy, providing an insight into it to all interested parties. All tender documents in public procurement procedures are published, thereupon clearly indicating in each procurement procedure how the bidders are going to be evaluated. All decisions in public procurement procedures are being published too, so as to inform all unsuccessful bidders as well as representatives of public on the decision in question, that is, which of the bidders got the contract and for which of the bids. Afterwards, an appeal procedure is allowed where an independent third party or lawyers of unsuccessful bidders may review all documents of the contracting authority, at persons who conduct the procedure, considering that in this manner a bidder, as the best keeper of the public procurement system, may defend their interest, thus also enhancing the public interest.

It is important to note that the basic, strategic goal of Montenegro is introduction of electronic procurement, primarily for the purpose of further enhancing of transparency and efficiency of public procurement, a greater contribution to fight against corruption and other irregularities occurring in this field, as well as establishing a unique system, unification and standardization of procedures. **Read more** about the activities managed by the PPA during the reporting period through this report, upon individual elaboration of respective topics.

3.2. Chapter 23

A part of the Action Plan for the Chapter 23 – *Judiciary and fundamental rights* refers to the public procurement as a whole, public procurement for the needs of health institutions and at the local self-government units' level. Accordingly, during the reporting period, there are total of 4 measures due for realization, out of which 3 are being realized continuously (75%), while 1 measure (25%) has not been realized.

The measure that has not been realized yet refers to a need for strengthening the capacities of the institutions in the public procurement system, that is the PPA, the SC and the AIA, in accordance with the plan envisaged by the Programme for Accession of Montenegro to the European Union (PAM EU) for 2016-2018, in the part of the Chapter 5.

Employment plan for the needs of inspectors for public procurement has not been realized. The PAM EU has been revised (*which will be valid for the period 2017- 2018*), and in line with that it is planned to employ three inspectors in 2017 and two in 2018 (*a total of five inspectors for public procurement*). These and other information on the implementation of measures from the AP, and Operational document for the prevention of corruption in areas of particular risk, are an integral part of the report for Chapter 23.

3.3. Chapter 22

In addition to the field of public procurement being treated as a separate negotiating chapter, the issues from this area are directly or indirectly connected to the Chapter 22 - *Regional policy and coordination of structural instruments*, where the PPA, through its membership in the Working group for preparation of negotiations, has been participating in defining conditions and methods of providing financial support of the EU to the member states and regions. Therefore the PPA supports the implementation of activities from the mentioned chapter, with an aim of strengthening social, economic and territorial cohesion, and especially:

- strengthening the balanced development and reduction of the differences in development of the region,
- strengthen the competitiveness of the EU regions and competitiveness of the EU on the world market,
- strengthening interregional cooperation within the EU.

Therefore, the negotiation Chapter 22 contains a framework of rules which determine the conditions and mechanisms for granting resources of the European Structural Fund, European Cohesion Fund and the European Social Fund through operational programs.

The result of the activities conducted so far are opened negotiations, established benchmarks, ie. the starting point for opening of negotiations. During 2016, a series of meetings of the working group were held, in order to review the experience of international organizations and foreign experts, with the aim of continuing and determining future activities of the working group in this area.

4. EXECUTION OF THE ACTION PLAN FOR IMPLEMENTATION OF THE STRATEGY FOR DEVELOPMENT OF THE PUBLIC PROCUREMENT SYSTEM IN MNE FOR THE PERIOD 2016-2020

4.1. Report on work of the Coordination Body

In order to implement the Strategy and Action Plan for the implementation of the Strategy for Development of Public Procurement in Montenegro for the period 2016-2020, the Government of Montenegro adopted the Decision on the establishment of the Coordinating Body for the continuous monitoring of the implementation of the Strategy (hereinafter CB), which is required to report semi-annually to the Government on the progress of realization of the set strategic objectives and measures from the AP. In accordance with the plan, the CB drew the report containing information regarding a total of 56 measures, out of which:

- 16 measures were fully implemented,
- 13 measures are being realized continuously,
- 14 measures were partly realized,
- 10 measures were not realized since they are due for realization in forthcoming years, and
- 3 measures were not realized in 2016.

The reports of the CB provide also an overview of other activities during the reporting period, with an aim of emphasizing the most important elements related to the *acquis* and its implementation. Also, the report contains the key challenges and planned activities, financial consequences, cooperation of key institutions in the public procurement system with an aim to, through ensuring a quality decision-making process, fulfil the obligations arising from the negotiation chapter 5 and other chapters for those measures connected to the public procurement process.

All activities within the CB's scope of work are regularly updated at the internet page of the PPA, within the section *strategic documents, Coordination Body*¹⁵.

¹⁵ <http://www.ujn.gov.me/category/koordinaciono-tijelo/>.

4.1.1. The Analysis of the Effects of Implementation of Amendments to the Public Procurement Law in practice – development of a SWOT Analysis and the Analysis of compliance between the Amendments to the PPL and the requirements of new Directives 2014/24/EU and 2014/25/EU

The PPA, with an aim of defining strategic goals of development of the public procurement system, identifying weaknesses and perceiving effectiveness of the PPL application, developed a SWOT analysis. Along with the Law, the analysis also covered the accompanying implementing regulations: Rulebook on forms in public procurement procedures; Rulebook on methodology of expressing subcriteria for selection of the most advantageous bid in public procurement procedures; Rulebook on detailed criteria for establishing the Committee for opening and evaluation of bids; Rulebook on the methodology of determining the calculation errors in a bid in the public procurement procedure; Rulebook on keeping and content of records on violation of anti-corruption rules; Rulebook on amendments to the Rulebook on the manner of keeping and content of records on violation of anti-corruption rules.

The employees of the Sector for monitoring implementation of regulations and monitoring in public procurement of the PPA, in accordance with their duties and roles, performed a review of entire, above mentioned, Montenegrin legislation in the procurement field, thereupon assuming a position of a neutral observer in purpose of making objective conclusions.

This analysis is presented in the CB Report and publicly available at the internet page of the PPA.

The analysis identified the following **strengths** of the existing legal solution:

1. Montenegrin public procurement legislation is largely in line with the package of directives of 2004 and this refers to Directive 2004/17/ EC coordinating the procurement procedures of entities operating in the water management, energy, transport and postal services; Directive 2004/18/EC on the coordination of procedures for the award of public works contracts, public contracts for procurement of goods and public service contracts; Directive 2007/66/ EC amending the Council Directives 89/665/EEC and 92/13/EEC regarding the improved efficiency of review procedures concerning the award of public contracts and Directive 2009/81/EC on the coordination of procedures for the procurement of certain works contracts, contracts for the supply of goods and services contracts in the fields of defense and security;
2. The PPL is applied by all contracting authorities for public contracts for procurement of goods, services or works; procurement in the areas of water management, energy, transport and postal services; procurement of defense and security and the protection of rights in public procurement procedures;
3. The PPL is characterized by the basic principles of public procurement, above all, transparency, competition, non-discrimination and equal treatment, cost-effective and efficient use of public funds;
4. Transparency of application of the PPL is ensured through the publication of laws, implementing regulations, strategic document on development of the system, the list of contracting authorities, the list of public procurement officers and list of bidders on the web page of the PPA, in both Montenegrin and English languages. In addition, the contracting authorities are obliged to publish the following documents

at the Public Procurement Portal: public procurement plan, tender documents, decisions on qualification of candidates, decisions on the most advantageous bid, the decision on suspension of the public procurement procedure, the decision to annul the public procurement procedure, public procurement contracts, changes/amendments to the plan or tender documents, decisions and agreements and other documents and information;

5. The PPL provides for an equal treatment of domestic and foreign bidders;
6. The public procurement procedure may only be commenced provided that the financial resources were allocated for that procurement by the budget or in some other manner in accordance with the Law, and in case that the procurement in question was foreseen in the public procurement plan of that contracting authority. In this manner the certainty of payment of liabilities to the bidders has been ensured;
7. The PPL established a mandatory monitoring of public procurement plan, invitation to public competition which is an integral part of tender documents, decisions, public procurement contracts and changes/amendments thereof which are submitted to the PPA for publication and, in case they are not compliant with the Law, this body shall immediately inform the contracting authority to remove the observed irregularity within three days following the receipt of the notice on non-compliance. In case that the contracting authority fails to remove the observed irregularity, the PPA shall publish the act of the contracting authority in the submitted text and inform a public procurement inspector thereof;
8. The PPL established an obligation for contracting authorities to maintain records on all conducted procedures and concluded contracts, and report annually to the PPA thereof;
9. The PPL established an obligation for the PPA to compile an annual report on basis of individual reports by contracting authorities on the contracted public procurement, which is then submitted to the Government for adoption and published at the internet page of the PPA;
10. The PPL established an obligation of its application and refers to different types of contracting authorities, including state administration bodies, local self-government units, public services and other other users of the MNE budget funds, or of the budgets of local self-government units and other public revenues; companies, legal persons, entrepreneurs and natural persons financed from the MNE budget funds, the budgets of local self-government units and other public revenues by 50% or more, or from the funds of company, or a legal person; the legal persons and entrepreneurs performing their activities in areas of water management, energy, transport and postal services. The PPA establishes a list of parties covered by the application of the PPL and publishes it on its internet page, whereby the contracting authorities who fulfil the requirements of this Law are obliged to apply for registering at the list of contracting authorities and to implement the Law, regardless of whether they are or are not at the list;
11. The PPL provides for certain exemptions from its application, thereby facilitating the process of conclusion of contracts for specific situations without actual conducting of the public procurement procedure;
12. The procurement in utilities sector is also covered by regulations on public procurement;
13. The PPL established an anti-corruption rule and prevention of conflict of interest on the sides of both contracting authorities and bidders in a public procurement procedure, as well as the consequences of the conflict of interest and its recording, whereas the implementing regulations established a methodology for risk analysis in

- execution of control with an aim of proactive approach in prevention and an early detection of the actions with corruptive features, as well as the manner of keeping and content of the records on violation of anti-corruption rules;
14. The Law established the competences of the PPA to perform administrative and other associated technical tasks in public procurement field; the organization, status, competences and powers of the State Commission for control of public procurement procedures; it also regulates the inspection control performed by the public procurement inspectors of the AIA, their tasks and objects of control, as well as misdemeanor liability of contracting authorities;
 15. The PPL provides for the performance of public procurement tasks of the contracting authority by a public procurement officer and the Commission for opening and evaluation of bids, continuous professional development and training, as well as the obligation of taking the professional exam for work in public procurement;
 16. The PPL prescribes conditions and manner of conducting public procurement procedure, the type of procedure, thresholds, prior approval for certain public procurement procedures, the division of the subject of public procurement into lots in a way to use the terminology of the terms laid down in the Common Procurement Vocabulary (CPV), determining the estimated value of the procurement plan, the decision to initiate the procurement procedure, the tender documents, the decision on the best bid, the EURO as the common currency and the method for determining the estimated value of the subject of procurement, as well as means for financial securing in the public procurement procedure;
 17. Depending on a type of public procurement procedure, the PPL and implementing regulations prescribe the content of tender documents, technical characteristics or specifications and the contents thereof, the manner of publication and submission of tender documents, changes and amendments, clarifications, as well as publication of all notices concerning public procurement;
 18. The PPL provides for mandatory conditions for participation in public procurement procedure to be fulfilled by a bidder, optional conditions, manner of proving fulfilment of those conditions in the moment of opening of the bid or the application, the validity of proofs from other countries as well as the forms of submission thereof, the obligation of a contracting authority to, in a clear and unambiguous manner, state the required conditions in tender documents in order to notify all bidders in a timely fashion, thus enabling them to draw up and submit their bids accordingly for the public procurement in question;
 19. The PPL regulated the content of a bid; method of bid preparation; submission of bids divided into lots; timeliness of bids; submission of a joint bid; participation of subcontractors; an alternative bid; a bid validity period; the offered price; time limit for execution of works, provision of services or delivery of goods; time limits for submission of bids depending on the type of procedure; receipt and recording of bids; public opening of bids; invalidity of bids; review and assessment of bids; content and method of keeping minutes on opening of bids and the minutes on review and assessment of bids;
 20. The Law envisaged two criteria for selection of the most advantageous bid: the lowest offered price and the most economically advantageous bid which is based upon a number of subcriteria in accordance with the subject of public procurement, on basis of which the selection among the submitted valid bids is made, upon which a certain number of points is given to each bid depending on type of criteria, so that the sum of points equals 100, in a descending order.

Given the obligation of harmonization stipulated by the PAM EU for the period 2015-2018, according to which Montenegro committed to develop a new Public Procurement Law harmonized with the EU Directives of 2014, the employees of the Sector for monitoring implementation of regulations and monitoring in public procurement of the PPA identified certain shortcomings of the existing Law with the aim of complying with all closing benchmarks for the Chapter 5 – Public Procurement, out of which we shall highlight the **need or an obligation** to:

- harmonize entire legislative system in public procurement area with the EU *acquis* for the fields of concessions, PPPs and procurement for special purposes in fields of defense and security;
- harmonize the classification of parties covered by the PPL application with the EU Directives;
- regulate general and special exemptions from the application of the PPL, as well as the voluntary prior transparency in the case of exemption of the procurement in question;
- regulate special situation concerning the contracts that are subsidized and co-financed by public contracting authorities, conditions that are associated with the Government Procurement Agreement (*GPA*) and other international agreements, as well as reserved public procurement;
- introduce principles of environmental protection and ensuring energy efficiency;
- introduce mandatory prior market consultations by the contracting authorities as well as pursuing an open communication with candidates or bidders;
- determine a new value scale for procurement of goods, services and works, and their coordination with the EU thresholds to degree of their applicability;
- introduce new procedures, techniques, and instruments of public procurement;
- regulate combined public procurement;
- harmonize time limits, mandatory conditions and conditions related to the ability of economic operators, quality assurance norms, standards of environmental protection management and the ability to rely on the capacities of other entities;
- introduce an official list of approved economic operators and the verification thereof by the competent authority;
- realization of conditions for submission of electronic bid;
- regulate the life-cycle costs; nullity of public procurement contracts and introduction of alternative sanctions;
- define the subcontracting more precisely; introduction of possibility of amendments to contracts and framework agreements in the course of their duration; termination of contracts;
- introduce special procurement regimes, i.e. “mild regimes“; reserved contracts for certain services within the mild regime; the contract monitoring;
- harmonize conclusion of public procurement contracts for the contracting authorities in the utilities sector with the Directive 2014/25/EU; the combined procurement for different legal regimes; special relations (*cooperation, associated companies and joint investments*); procurement procedures, techniques and instrument for electronic and consolidated procurement and other issues specific to the contracting authorities in the utilities sector;
- perform monitoring and reporting on public procurement procedures and
- other issues.

Apart from the need of harmonization with the EU Directives, the the analysis identified certain **shortcomings** in practical implementation of the PPL, which greatly affect the mere course of the public procurement procedure at the side of contracting authorities, and in certain aspects the unnecessary formalistic approach represents a burden to the procedure itself. They are mainly the following:

- the prevalence of price as the only criterion for the award of contract is noticeable, compared to the most economically advantageous bid criterion, and there is a low degree of use of the two-stage procedures.
- it was observed that certain requirements of the contracting authorities do not have crucial importance to the quality of supply and security of the realization of the future contract, which on one hand represents a certain type of a business barrier. The contracting authorities who impose requirements of minor relevance contribute largely to the increase of costs and impede timeliness in preparation of bids, as well as limiting the market competition, thus significantly contributing to delays in the process which leads to the circumstances and situations that affect the final outcome of the procedure.
- it was observed that the costs of the contracting authorities were increased by establishing the obligation for them to execute reimbursement of procedural expenses to the bidders within 15 days from the date of the decision came to effect if the decision on the appeal was made in favor of the appellant, upon which the expenses of the contracting authorities are significantly increased for the reimbursements paid to the lawyers in the appeal proceedings;
- also, but not less important, it is necessary to point out the abuse of the appeal institute, both by bidders and contracting authorities.
- in addition to the legislation, there are other material regulations of great importance to the public procurement process which the contracting authorities are obliged to apply upon conducting public procurement procedures, and they are as follows: the Law on Administrative Procedure; the Law on Inspection Control; the Law on Internal Financial Control System in the Public Sector; the Law on Obligations; the Budget Law; the Company Law; the Law on Utility Activities and other laws that govern areas of water management, energy, transport and postal services; laws that regulate the field of security and defense, the Law on Minor Offenses, the Criminal Code and others. A proper application of the aforementioned material and other regulations that describe the subject of the procurement more closely significantly contributes to the efficiency of the application of the PPL.

The problem in public procurement caused by inadequacy of other laws and regulations will not be solved by improving the legislation on public procurement but it certainly has a significant impact on public procurement.

In accordance with the prepared SWOT analysis, certain guidelines for further improvement of public procurement system in Montenegro for the period 2016-2020 were determined, and they are as follows:

- It is necessary to provide legal certainty to the contracting authorities, and a possibility of conducting public procurement procedures with a minimum of administrative efforts, ensuring the best value for money, an easier access to procurement market for economic operators, with an equal treatment and competition, and

- SWOT analysis provided a good basis for development of the new PPL, accompanying implementing acts, and further harmonization of the new PPL and other regulations relevant to the public procurement area in accordance with the time limits and dynamics determined by the PAM MNE for 2017.

4.1.2. Development of the draft Amendments to the Public Procurement Law for the purpose of its harmonization with the new Law on Administrative Procedure

After reviewing all laws with greater deviations from the new Law on Administrative Procedure, which provides for the reform of the administrative procedure, the Government of Montenegro adopted the obligation of harmonization of the PPL with this law.

In this regard the PPA compiled an overview of certain norms to be harmonized with each other and, at the end of the first quarter of 2016, conducted alignment of the PPL with the LAP and submitted it to the Ministry of Finance for further action.

In addition to harmonization with important innovations in relation to the current administrative procedure, the PPA proposed certain amendments to the existing legal solutions which, in the practical applications of the PPL, showed that they should be further defined and aligned with the material regulations and international standards relating to:

- **advertising in daily newspapers;**
- **meaning of specific terms;**
- **competences of the PPA in terms of preventive implementation of the public procurement system and performance of monitoring;**
- **setting the time limits for conducting certain actions in a procedure;**
- **method of publication of notices on submitted requests for protection of rights;**
- **method of submission of evidence for proving fulfillment of conditions for participation in a public procurement procedure;**
- **conclusion of contracts;**
- **contents and subject of the inspection control, as well as measures and misdemeanor provisions;**
- **definition of a contracting authority,**
- **transitional and final provisions and**
- **other.**

The need for the proposed changes, apart from the PPA, was initiated by certain contracting authorities and bidders.

4.1.3. Conducting of certain activities on the preparation of the technical basis for the adoption of a new PPL and ensuring full transparency and participation in making of the new PPL

In the process of preparing the technical basis for the adoption of new PPL harmonized with the Directives of 2014, the PPA has taken significant actions with an aim of timely preparation.

In that regard, the PPA undertook the translation of the Directives 2014/24/EU and 2014/25/EU to Montenegrin language and published the translated Directives at its internet

page. Then, within the Forum organized by the EBRD and the WB, the PPA representatives attended the panels and presentations on the new legal solutions.

In order to strengthen the capacities and in purpose of the exchange of experiences, meetings were held with representatives of the Austria, Slovenia and Croatia, to review the respective PPLs of these countries and also to offer insight into the expectations of the new directives. In cooperation with the EU Delegation in Podgorica and SIGMA, several specialist training were held for the PPA staff in purpose of introducing them to the new set of Directives of 2014, as well as the analysis of certain issues contained in the set of Directives of 2004. During the last quarter of 2016, the PPA prepared the plan of activities from the scope of its competences with an aim of ensuring full transparency and preparation of a technical basis for development of the new PPL.

The PPA, together with the MF, issued a public invitation for participation of the NGOs in preparation of the new PPL.

4.1.4. Organization of roundtables in purpose of preparation for development of communication guidelines for the small and medium enterprises in Montenegro

During 2016, with regard to strengthening of access of the SMEs to the public procurement system, the PPA undertook some significant measures in exchange of good practices among contracting authorities, broadening of knowledge and information by providing concrete advice to be used in public procurement procedures with the aim of better planning of public procurement and market research in order to facilitate the access to public procurement for the SMEs. With the aim of better preparation and improvement of participation of the SMEs in public procurement system, during 2016 the PPA, in cooperation with partners in charge of implementation of these measures from the AP of the Strategy for development of the public procurement system in MNE for the period 2016-2020, organized four educative roundtables in Podgorica, Bijelo Polje, Bar and Berane.

For the purpose of creating conditions for higher employment and development of the SMEs, the preparation of guidelines has been planned, along with further education and organization of seminars for the SMEs related to the innovations in public procurement, higher employment and development of the SMEs, as well as activities on professional development of the staff of contracting authorities in order to create a better business environment for these enterprises in MNE and their reaching out to the EU market.

4.1.5. List of parties (contracting authorities) covered by the application of the Public Procurement Law

The PPA prepared the List of contracting authorities for 2016 and published it at its internet page. There are 616 parties at the List, classified according to the seat of the contracting authority, or their respective municipality. The List contains names of institutions, their contact telephones and names of responsible persons.

4.1.6. List of bidders

The PPL established the obligation for the PPA to regularly update the List of bidders. The same is based on extracts from all decisions on the most advantageous bid, the decisions on suspension of public procurement procedures and decisions on annulment of public

procurement procedures. The List is divided into two parts, namely: the list of bidders with a seat in MNE and a list of foreign bidders.

In this way, there is one place consolidating comprehensive information on the name of the bidder, the address, the name and surname of the responsible person, contact telephone number, identification number and e-mail address of the bidder.

The List of bidders is publicly available on the official web site of the PPA within the section “*List of bidders*“.

4.1.7. List of public procurement officers

The PPA keeps records of public procurement officers which are sorted by the contracting authority into the four groups, namely: state authorities, local self-government bodies and public services; the companies that carry out activities of public interest (*joint-stock companies*); companies founded by the state and local self-government; companies in the utility sector. The list is continually updated on the basis of submitted decisions on appointment of new public procurement of the relevant institutions.

In order to improve the system and facilitate the submission of the information, this body has improved the model of updating the list of public procurement officers in a manner that a functional web form for submitting the required information was created¹⁶. One of the obligations prescribed for entering information in the form is to upload a scan of the decision on the appointment of public procurement officers, thus creating electronic databases of the submitted decisions on appointment. The fields that the contracting authorities are obliged to fill in the above manner contain the information necessary to update the list of public procurement officers, as well as the lists of contracting authorities.

During 2016, more than 120 decision issued by the competent institutions concerning the appointment of public procurement officers were received by the PPA, in printed form, while after creation of web forms, over 590 reports with information were delivered together with copies of the decisions on the appointment of public procurement officers (*electronic form*).

A total of 603 public procurement officers were recorded on the List for 2016.

A certain number of contracting authorities did not appoint their public procurement officers or failed to submit the information thereof. There is a discrepancy between the number of contracting authorities and the number of appointed public procurement officers and it has been observed in the course of past years, which is displayed in the following table.

Table 1: Number of public procurement officers included in the List of pp officers in the period 2014-2016.

Observed period	2014	2015	2016
Number of reported officers	589	573	603

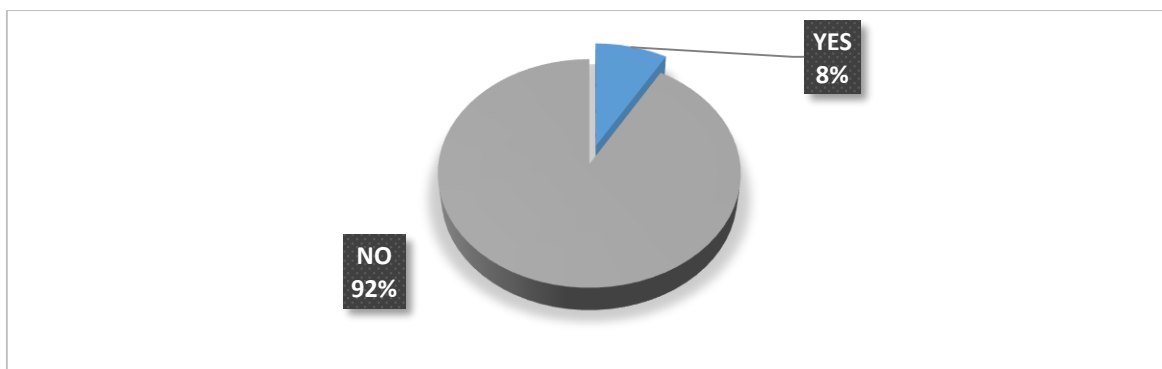
¹⁶ address: <http://www.ujn.gov.me/informacije-o-sluzbeniku-za-javne-nabavke-kod-narucioca>

In order to evaluate the administrative capacities of contracting authorities for the implementation of public procurement, in terms of displaying the number of contracting authorities that have specially organized procurement departments, the number of officials working on these tasks, and in purpose of collecting other information regarding the organization of the work by the contracting authorities, the PPA conducted an online survey of all contracting authorities from the List.¹⁷

The received survey responses can be summarized into following information.

Asked whether they have a special organizational unit within the institution dealing with public procurement, out of the total number of submitted responses (300 contracting entities) 92% of the answers were "NO" and 8% "YES".

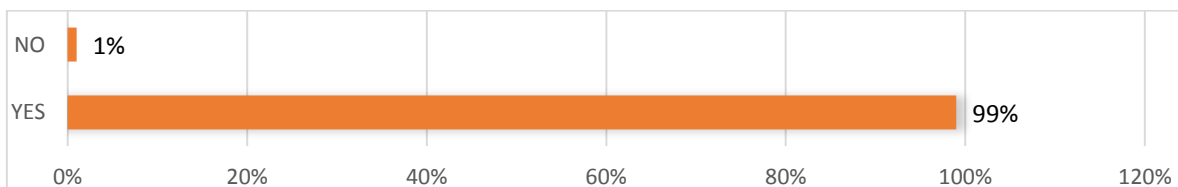
Chart1:



Out of 8% of the contracting authorities who responded that they have a separate organizational unit, when asked how many employees were there and how they were organized, we got different answers. The most common answer was **two to five** employees. We observed that a small number of contracting authorities organized procurement services with more than **10** employees with tasks in accordance with the steps in the public procurement cycle, so they keep track of the planning, implementation of procedures and realization of contracted public procurement.

The chart below displays the answers to the question related to whether the contracting authorities have appointed public procurement officers. It is noticeable that the answer was “Yes“ in 99% of submitted answers.

Chart 2: The number of appointed officers



Having been asked the question “*how many appointed officers do you have*“, it may be concluded that the contracting authorities in average have one public procurement officer. This is an indicator of a great burden that has been put on public procurement officers, so the

¹⁷ Address of the survey: <http://www.ujn.gov.me/anketa-za-naruciocce-april-2017-godine/>

possibility of various difficulties arising in the execution of legally established obligations has not been ruled out.

To the question “*what are the common problems faced by the employees of the contracting authority in public procurement tasks and how would they solve them*“ a large number of responses was received, out of which we would particularly highlight the following:

- enhancing motivation of public procurement officers through the exercise of the right to additional income, especially for those persons who, in addition to these activities, perform other responsible duties at the contracting authority in question,
- the need for organizing specific organizational units, especially at the contracting authority with the increased workload,
- introducing the restrictions for the public procurement officer that he/she may not simultaneously perform tasks of a chief financial officer or chief accountant as well as the assistant director,
- increasing internal control of the contracting authority, especially when it comes to public procurement planning, preparation of technical specifications and monitoring the implementation of the contract,
- the need to regulate by the Law the possibility that the public procurement officer of a contracting authority can perform these tasks at another contracting authority,
- strengthen administrative capacities of public procurement officers and the awareness of the contracting authority employees about the importance of public procurement,
- further professional development of the public procurement officers,
- entrusting the Ministry of Education with tasks in the field of primary and secondary education,
- other.

5. MONITORING OF PUBLIC PROCUREMENT PROCEDURES

The agents and executors of public procurement policy in Montenegro are the Ministry of Finance (*MF*), the Public Procurement Administration (*PPA*), the Administration for Inspection Affairs (*AIA*) and the State Commission for Control of Public Procurement Procedures (*SC*).

Pursuant to the Decree on the Organization and Functioning of Public Administration (*Official Gazette of MNE 05/12 and 20/13*), the MF is a line ministry in the field of public procurement. In this regard, the Ministry, in cooperation with other competent bodies in this field, performs the preparation of draft laws, other regulations and general acts; proposes development policies and other measures in the field of public procurement to the Government; performs supervision over the implementation of the law, etc.

The PPA performs professional and related activities in the area of public procurement to achieve the development goals set by the Europa 2020 Strategy, then the Strategy for the development of public procurement system. This means the complete harmonization of the Montenegrin legal framework in this field with the standards accepted by EU directives, improving the system by continuous monitoring and timely reaction to the perceived shortcomings, proposing measures to address those deficiencies, proposing measures to eliminate or mitigate the consequences of the identified deficiencies, monitoring of innovation in this area at international level, strengthening capacities of human resources in this area, facilitating and encouraging access to public finance. The common denominator of these goals is a sound and sustainable public procurement system, based on the fundamental principles of public procurement.

In the implementation of Government policies, the PPA performs regular observation and recording of activities taking place in the public procurement process, ie. in accordance with its competences to monitor the system. In this way the PPA performs supervision over implementation of the public procurement system in Montenegro, observe and monitor the realization of the public procurement plan in a systematic and purposeful way, as well as of public procurement procedures, identifying and addressing the irregularities occurring in the

procedures, with the aim of encouraging the development of the system and obtaining best value for money.

Therefore, the PPA monitors implementation of the system, directly applying the law and regulations, identifying deficiencies and on that occasion prepares technical basis for purposes of initiating and participating in the preparation of new regulations or changes and/or amendments to the existing ones. In addition, it performs the analysis of the results of its monitoring activities. The PPA provides feedback, certain opinions and recommendations for removal of shortcomings observed by monitoring and a support to contracting authorities and bidders through so-called "*Help desk*" center.

In addition to the mentioned institutions in Montenegro which have a key role for the public procurement process, the particularly important role is that of contracting authorities and bidders. The contracting authorities by themselves choose their service providers/suppliers of goods/executors of works implementing a public procurement procedure, and subsequently conclude contracts for the procurement of goods, services or works. Bidders prepare for the public procurement process in order to meet the contracting authority's requirements in accordance with the previously determined procedure. In preparation for the procurement process, the contracting authorities plan their procurement in detail, prepare and implement the public procurement procedure, conclude the contract and monitor its implementation.

In the course of that process the contracting authorities and bidders have a high degree of success, but they also make mistakes that cause the suspension of the proceedings and the extension of the deadline for the conclusion of the contract.

In order to collect information relevant to the implementation of PPL and to identify the problems faced by the participants in the procurement process, the PPA, the SC and the AIA, in accordance with their responsibilities, identified and marked the most common mistakes in public procurement procedures that were observed during 2016, which were further processed and analyzed by the PPA and classified according to the participants in public procurement procedures into: **mistakes of contracting authorities, interested parties and bidders.**

In this regard, for purposes of the application of lessons learned and reduction of these mistakes, we highlight the following:

5.1. The most common mistakes of the contracting authorities:

- delays in adoption and publication of public procurement plan;
- frequent changes and amendments to the public procurement plan;
- failure to appoint a public procurement officer and to submit to the PPA the information on the person performing public procurement tasks;
- wrong choice of public procurement procedure, especially for certain procurement subjects (*frequent choosing of the shopping and contest for the subjects where the application of said procedures is not likely to achieve the best effect for the money invested*);
- frequent exceeding of the upper prescribed limit of the procurement by direct agreement;

- faulty or unclear definition of public procurement subject, failure to describe and determine it by all its elements necessary for submission of an appropriate bid (*often referred to only by units of measure and not the actual amount of procurement subject, so the subject of procurement is disproportionate in relation to the time limit and the dynamics of execution of the public contract, and the offered price is disproportionate to the estimated value of procurement*);
- drafting tender documents in insufficiently precise manner, so that they are not adjusted to the type of procedure and the subject of the procurement (*the subject is procured as a whole, while certain parts of tender documents are presented as if it is a procurement by lots or vice versa*);
- upon establishing eligibility of bidders for participation in a public procurement procedure;
- upon choice of the criteria, or the subcriteria for the award of contract, a frequent use of the lowest price criterion;
- upon preparation of technical specifications, they are drafted without a reference to standards and technical regulations which apply in Montenegro (*the contracting authorities often state the clause prescribing that the bidder shall submit a proof that the procurement is aligned with the valid standards, not stating thereupon the standard which the procurement subject shall meet, which leads to the incomparability of bids and the question of validity of the submitted proofs. The similar situation applies for the technical regulations. The additional issue is reflected the fact that the competent ministries have not adopted all technical regulations foreseen by the laws governing the certain areas, and thereby the established Montenegrin standards have not been strengthened. Certain contracting authorities have their own internal acts and they apply those as technical regulations, which is absolutely wrong and unacceptable from the aspect of legality of procedures*);
- technical specifications are often too detailed so as to reflect the characteristics of a particular model or type of product (*this restricts competition or favor a particular bidder*);
- technical specifications do not include the essential characteristics of the procurement subject in terms of quality, size and other performance (*in these cases the contracting authority practically does not know what they are procuring, and therefore end up procuring inappropriate, unnecessary or poor quality goods or services*);
- frequent use of the exemption from the Article 51 paragraph 2, it is practically used as a rule (*in this case the basic issue is proving the equivalency*);
- upon preparation of clarifications to tender documents,
- in case of successive procurement, the contracting authorities state that they are not obliged to accept the total amount of the procurement subject, not determining thereupon the possible size of that deviation;
- clarification as a means to change or amend the tender documents;
- the clarifications are provided for their own sake and do not serve their purpose of explaining and clarifying (*frequent answers are: yes, no, as in the tender documents and the alike*);
- remarks and suggestions by interested parties to the tender documents are rarely used for removal of committed irregularities and/or illegal actions;
- the fulfillment of conditions is not required in terms of licences, permits or other acts necessary for performance of activity that is the subject of procurement, in cases when it is prescribed by a separate law;

- requesting inadequate licences, permits and similar documents. These cases are most common upon procurement of urban development and surveying services or construction works, mostly due to the fact that there are licences which differ by name or description of the subject of application, while they basically cover the same type of works or services;
- upon requesting the certificates and/or other evidence of conformity there is no distinguishing between the validity of domestic certificates and certificates issued in the EU Member States and certificates issued in other countries, although such an obligation arises from the Law on Product Conformity;
- deadlines for submission of bids are shortened to the allowed minimum, often without any objectively justifiable reasons on which the contracting authority could have influenced in a timely manner;
- a bid validity is not assessed in relation to all required conditions, requirements and obligations (*from the minutes and decisions it is often not seen whether this action was carried out and what were the reasons for validity, or invalidity of the bid*);
- enacting terms of the decision do not decide on all submitted bids;
- enacting terms and rationale of the decision are in contradiction;
- enacting terms of the decision on suspension of the public procurement procedure, in case where all bids are invalid, do not contain the decisions on each bid, but only a statement stating that the procedure is suspended for the reasons that no valid bid was submitted, which is not compliant to the Article 105 paragraph 3 of the PPL;
- In case where no valid bid was submitted for a certain lot, the decision on suspension of the public procurement for that lot is not adopted immediately, but the decision on the bids for that lot is made by adoption of the decision on selection of the bid for remaining lots, then the decision on suspension of the public procurement procedure is adopted;
- inappropriate adoption of the decision in case of adoption of an appeal (*it is a common case that adoption of the appeal is not stated, or that there was no reference to the Article 129 paragraph 1 which is a basis for acting of the contracting authority upon an appeal, and this particularly represents a problem when the new decision does not repeal the previous one*);
- upon conclusion of public procurement contracts;
- upon timeliness of preparation and submission of reports on conducted public procurement;
- upon contract implementation and
- other.

5.2. The most common mistakes of interested parties are as follows:

- untimely submission of requests for clarification of tender documents;
- submission of appeals to tender documents, whereby not providing the evidence on active legitimation necessary for submission of the appeal (*without requesting clarification of tender documents or requesting it in an untimely manner*);
- submission of the appeal without proving therein, nor providing the evidence that it was likely, that the disputable part of tender documents caused or may have caused damage;
- requesting changes and/or amendments to tender documents by the request for their clarification;
- failure to submit the appeal to tender documents in a timely manner, instead it is done in the appeal to the decision on the selection of the most advantageous bid, the

decision on suspension of the public procurement procedure or the decision on annulment of the public procurement procedure;

- submission of a messy appeal and
- other.

5.3. The most common mistakes of the bidders are the following:

failure to closely examine the tender documents prior to the bid preparation, in particular the instructions for preparation and submission of bid;

- failure to submit all evidence in the bid or submission of inappropriate evidence for proving the fulfillment of mandatory or optional conditions (*the most common cases are upon proving the fulfillment of requirements related to taxes and contributions; the fulfillment of requirements in terms of proving previous non-conviction of the legal representative; fulfillment of requirements in terms of possessing licences and recruitment of the licence holders; failure to submit or submission of inadequate certificates on provided services; incorrect preparation of statements proving professional-technical and staff capabilities, etc.*);
- failure to prepare the financial part of the bid in accordance with technical specifications, or the bill of quantity of works from the tender documents;
- failure to express the offered prices in a prescribed manner;
- failure to apply the prescribed VAT rate;
- failure to prepare the bid divided into lots in a correct manner;
- failure to prepare the joint bid in a correct manner or the bid with a subcontractor;
- failure to prove the equivalency of the offered product;
- failure to submit the appropriate bid guarantee or to submit it in the prescribed manner;
- failure to seal the bid with a solid sealing wax with the imprinted stamp, seal or a similar label of the bidder;
- submission of a messy appeal for a decision-making and
- other.

From the above, it may be concluded that the contracting authorities make mistakes in all phases of a public procurement procedure.

The PPA indicates to the contracting authorities that the planning phase of public procurement is the starting and essential one, since the contracting authority is obliged to, on basis of their approved needs for different types of goods, services or works and the resources for financing those needs, adopt the annual public procurement plan and publish it at the public procurement portal, defining precisely the subject of the procurement, the estimated value, the type of the procedure, the source and the financing position in the budget. It is particularly important to note that the expression of the estimated value should be objective, i.e. according to the methodology of expressing the same prescribed by the Law, while the choice of procurement procedures should be appropriate not only to the threshold values to which the public procurement belongs, but to the nature of the procurement subject and other circumstances.

The results of monitoring indicate that the most frequently used procedures are the open procedure, the shopping and the direct agreement, as well as that the use of the so-called two-phase procedures is at a low level. This is due to lack of an objective qualification system at the contracting authorities, along with the lack of knowledge on the nature of these

procedures, although they proved to be the most responsive for the mentioned procedures and are elaborated in detail on each training course.

The analysis confirmed that the actions of contracting authorities which are contrary to the Law were conducted during the preparation phase of tender documents, as well in the phases of review, comparison, assessment and evaluation of bids, adoption and preparation of decisions in the public procurement procedure, and upon conclusion and implementation of contracts.

In addition to obtaining information on the most common mistakes in public procurement procedures, the PPA paid a particular attention in the process of monitoring to collecting of the data on whether there had been the corruptive actions in public procurement procedures during the reporting period and whether rules regarding conflict of interest had been violated in public procurement procedures at the sides of both contracting authorities and bidders.

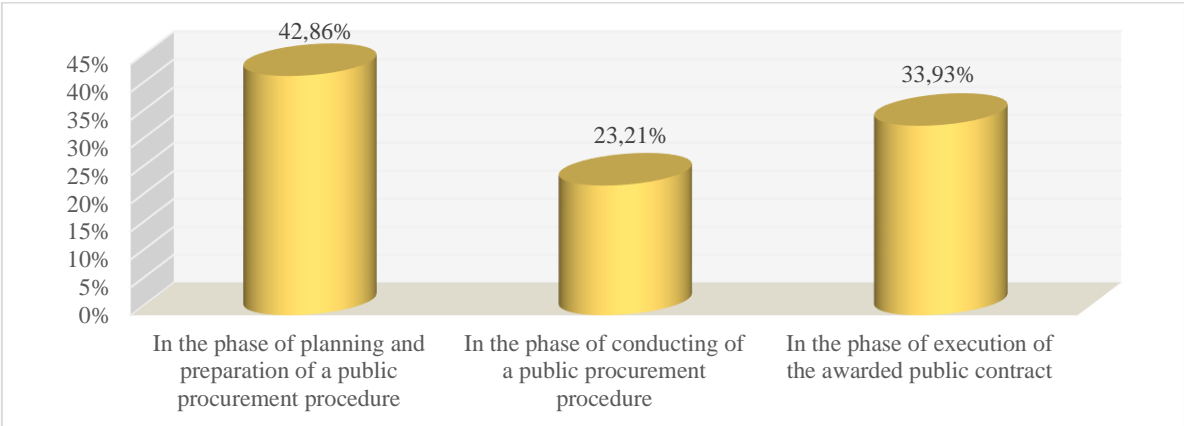
In relation to the above the PPA has been collecting and processing the reports of the contracting authorities¹⁸, and tried to get the answer to this question by conducting a survey of contracting authorities and bidders.

The survey results show that, according to their opinion, the risk of corruption is present both in the planning stage and during the preparation and conducting of the procedure, the award of the contract and subsequent management of the concluded contract.

To the survey question "*Indicate the stage of the procurement procedure where the risk of corruption at the contracting authority is the most prominent*" the PPA received various answers, out of which:

- 42.86% of respondents said that the risk of corruption was possible in the planning stage, then
- 23.21 % in the phase of conducting the public procurement procedure and
- 33.93 % in the phase of the contract execution.

Chart 3: The structure of responses from the contracting authorities



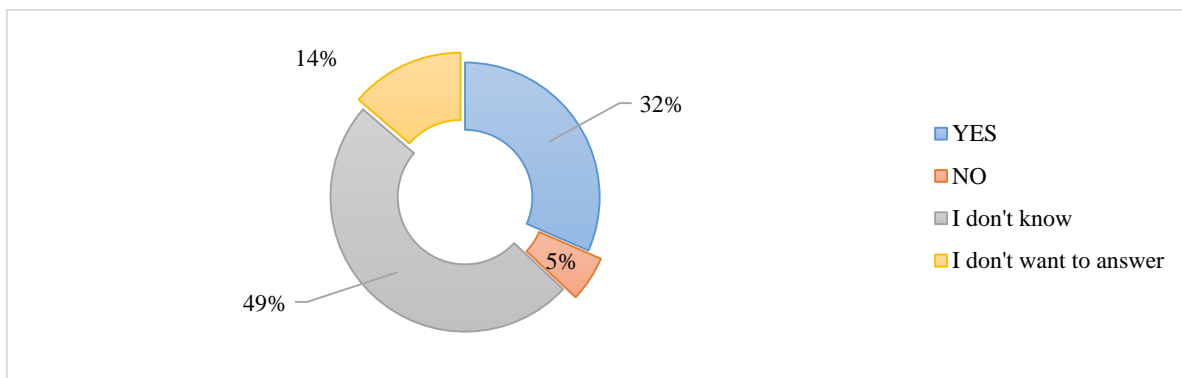
¹⁸ More information are provided in this Report in Section 6 – Prevention of Corruption in Public Procurement.

To the question “*Is there any corruption present in public procurement*“ the bidders, representatives of the SMEs in Montenegro gave the following answers:

- 49% of respondents said that they “*Do not know*“;
- 14 % did not want to respond;
- 32% of respondents said “*Yes*“;
- while only 5% of respondents said “*No*“.

In connection to the above, the following Chart is provided:

Chart 4: Bidders



In direct communication with the public procurement officers during trainings, through the sessions devoted to the questions and answers, they have indicated to some problems encountered during the implementation of the law, pointing to a possible way of overcoming them. In the view of public procurement officers, the most common problems that were occurring during 2016 related to:

- different decisions of the SC on the same subject,
- unclear or insufficiently clear definition of the authorized person of the contracting authority and the bidder, as well as of the interested party,
- definition of the (*in*)validity of the bid,
- abuse of the right to appeal,
- clarification of tender documents,
- duration of the procedure,
- the status of the public procurement officer,
- lack of understanding of the nature of the tasks pertaining to a public procurement officer by the heads of the contracting authorities or the authorized persons and management,
- lack of financial resources for the procurement of goods, services or works,
- delays in payment to the bidders and the like.

In accordance with the Conclusions of the Government of Montenegro ref. no.: 08-1661 of 30 June 2016, the MF and the PPA continued the process of further harmonization of national legislation in this field with the standards of the Directive 24 and 25 (*classic and utilities sectors*) of February 2014.

The objective of these activities is the full implementation of the principle of the EU single public procurement market, which is also the obligations arising from future membership in the EU, as well as overcoming and elimination of the weaknesses perceived in the course of preparation of the SWOT analysis and mistakes occurring in public procurement procedures.

In this way, the main intention is to contribute to the strengthening of the principles of procurement system, that is the efficiency and effectiveness of public spending, transparency of the system and an equal treatment of business entities having their seats in MNE and those with their seats outside MNE.

In 2016, 7343 irregularities within the public procurement notices were established, which were forwarded to the PPA by the contracting authorities for the purpose of their publication at the Public Procurement Portal.

Table 2 below presents the notices that had been subject to monitoring, and regulations on the basis of which those irregularities were identified.

TYPE OF NOTICE¹⁹	SUBJECT OF MONITORING	PROVISION OF THE PPL (Article)
Public Procurement Plan	The approval for the plan, the contents of the plan in relation to the labeling of the ordinal number of procurement, choice of procedure, determination of the subject of public procurement, the determination of the estimated value of the subject of public procurement and the like.	Article 38 , in conjunction with Articles: 20, 34, 35, 36, 43, 44, 45, 46, 47, 48 etc.
Tender documents <i>(invitation to public competition for an open, restricted, negotiated procedure with prior publication of contract notice, contest</i>	Invitation to public competition, the content of the invitation	Article 63
	Conclusion of a framework agreement (<i>duration, number of bidders, variable or invariable elements of the framework agreement</i>) and the manner of concluding the public procurement contract on basis of the framework agreement	Article 26 and 26A
	Conditions for participation in a public procurement procedure (<i>mandatory and optional conditions and method of proving their fulfillment</i>)	Article 65-74
	The criterion for selection of the most advantageous bid, determining and describing the criteria and subcriteria	Article 90-96

¹⁹ Statistical data on published and refused notices are presented in the Unit - Publication at the Public Procurement Portal.

<i>and shopping)</i>	Funds for financial securing of the public procurement – guarantees, obligation of requesting the funds for financial securing for the procurement with the estimated value exceeding 30,000.00 euro	Article 57
	Time limits in the public procurement procedure, determination of the limits, method of their calculation and their appropriateness	Article 87-89
	Changes and amendments to tender documents	Article 55
	Clarifications to tender documents	Article 56
Decision on selection of the most advantageous bid/suspension /annulment of the public procurement procedure	Is the decision in accordance with the terms specified in the invitation from the tender documents, the enacting terms of the decision, the ranking list, whether the price offered for the public procurement as a whole or in lots is within the limits of the estimated value, if the decision was made by an authorized person and alike	Article 105, 106, 130, 132 and 134
Public Procurement Contract	Whether the contract is in accordance with the conditions established by the tender documents and the decision on the best bid, whether it contains an anti-corruption clause, whether the contract is original, stamped, filed by the contract parties, scanned and alike.	Article 15 and 107

In case that the mentioned notices are not prepared in accordance with the PPL, the officers of the PPA return them to the contracting authority for removal of observed irregularities, whereas in case that the contracting authority insists upon publication of the notice containing those irregularities, it is published and the PPA acts in accordance with its competences referred to in Article 19 of this Law and informs the AIA thereof.

Please note that in the reporting period, there was not one case of contracting authority's insistence on publishing an incorrect notice.

5.4. Strengthening of the Help desk center for providing advisory and consultant services

The PPA has been working on further strengthening of its “*Help Desk*“, that is the established practice of direct communication between the staff from the Sector for monitoring implementation of regulations and monitoring in public procurement and the Department for monitoring of public procurement procedures and management of electronic

public procurement with the contracting authorities, bidders and the parties interested parties for the public procurement system.

The PPA provides assistance to contracting authorities and bidders by telephone, trying to overcome the observed weaknesses in the system, thus contributing to the increase of legality and certainty of public procurement procedures and reducing the likelihood of filing an appeal.

The PPA also organizes meetings and in direct communication with its employees and the representatives of the contracting authorities examines some aspects of the problems faced by them more closely in order to identify the weaknesses. In 2016 more than 350 meetings were held, on which official notes were made and on these occasions difficulties in implementation of the Law were recorded, on the basis of which they certain opinions and recommendations were proposed to remedy identified deficiencies.

Table 3: Comparative overview

	Comparative overview			
Advisory support	2013	2014	2015	2016
Meetings held	354	580	300	>350
Advisory services via telephone	An open line	An open line	An open line	An open line ²⁰

5.5. A campaign on raising the public awareness and transparency in public procurement

Technical services of the PPA continuously conducted a campaign of raising public awareness on the importance of transparent public procurement system with the aim of providing timely information to the public on the novelties in this area. In this sense, the cooperation with international organizations was realized, and also with the institutions and experts in the field of public procurement system, the employees in charge of the inspection control with an aim of carrying out the activities related to the strengthening of control over the implementation of contracts and protection of the rights of bidders.

The particular importance is that of cooperation of the PPA with the Agency for Anti-corruption aimed at implementation of the measures/activities related to the prevention and fight against corruption and conflict of interest in public procurement, both at the state and local level.

The following documents are published at the internet page of the PPA:

- instructions and obligations of the contracting authorities prescribed by the Law,
- basis opinions on application of certain provisions of the Law and other regulations in public procurement field,
- notices and information for the contracting authorities and bidders on organization of trainings,
- reports on the activities in the field of international cooperation,
- laws, implementing acts,

²⁰ The PPA opened a special telephone line, appointed persons who provide advice and responses to the asked questions according to the areas they are involved in and assigned tasks, on each working day.

- brochures, bulletins, magazines related to public procurement field, including the EU documents
- etc.

5.6. Interinstitutional cooperation in public procurement

One among the range of competences implemented by the PPA is pursuing of the interinstitutional cooperation, which is reflected through a number of signed memoranda in purpose of development of a high quality public procurement system.

To that end, the AIA and the Center for Monitoring and Research should be mentioned.

In purpose of realization of the cooperation, the signatories agreed that the subject of the cooperation should be primarily, but not exclusively:

- cooperation in preventive activities in order to implement the anti-corruption rules and avoid conflicts of interest,
- cooperation by submitting the opinions on the application of regulations,
- cooperation in initiating amendments and adoption of regulations in the field of public procurement,
- joint organization of seminars, round tables and other expert meetings on promoting the application of measures and principles for the protection of competition in public procurement procedures,
- development and distribution of various publications and other information material to raise awareness of the parties obliged to apply the PPL of all stages of the procurement procedure, and
- other forms of cooperation of mutual interest.

In accordance with its program orientation, the PPA strengthens the cooperation with all institutions of importance for the public procurement system, especially developing cooperation with the bodies and institutions who are the signatories of the previous agreements.

Considering that the PPA has signed a Cooperation Agreement with the Agency for Protection of Competition, representatives of the Administration participated in the two-day TAIEX regional workshop held on 27- 28 October 2016 in Podgorica, organized by the Agency, which encouraged a better cooperation between the authorities and provided recommendations aimed at improving cooperation and transparency.

5.7. Facilitated access to information on public procurement, upgrading of the Public Procurement Portal as well as of publication of all related documents on public procurement

The Article 7 of the PPL prescribes that the transparency of the procedures is ensured by publication of the following documents of the contracting authorities:

- public procurement plan,
- tender documents,
- decisions on qualification of candidates, decisions on selection of the most advantageous bid, decisions on suspension of the public procurement procedure, decisions on annulment of the public procurement procedure,
- public procurement contracts,

- changes or amendments to the public procurement plan, tender documents, decisions and contracts
at the Public Procurement Portal.

Prior to the publication of those documents at the Portal, the employees of the PPA's Department for monitoring of public procurement procedures and management of electronic public procurement perform monitoring over the compliance of the said documents with the conditions specified by the regulations on public procurement - whether the document contains some irregularities that may discriminate against bidders and limit competition (*funds provided by the contracting authorities, limits provided for by law, the regularity of the invitation to tender, etc.*). In the case of detected irregularities, the officers are notified thereof in a timely manner, and are requested to make correction, and finally the inspection for the public procurement is informed of detected irregularities, in order to act in accordance with its statutory authority.

Public Procurement Portal contributes to increased 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, journalists, experts, embassies of foreign countries, various non-governmental organizations and business associations appear as users of the Portal. In this way, the control of the regularity of public procurement procedures is increased. Public Procurement Portal is a unique instrument for finding plenty of information about the process of public procurement. The use of the portal is free of charge to customers, thus affecting the cost reduction of public procurement, greater competition and better control, increasing awareness of the importance of procurement as well as creating a better environment for public procurement in general.

Also, the transparency of public procurement is achieved by a timely updating website of the PPA with all necessary information on public procurement in Montenegro.

Number of active users of the Portal for public procurement varies on a daily basis in the range of 2,000 to 2,200, while the PPA records a significant number of visits to its official website.

The table below provides an overview of the average number of visits on an annual, monthly and daily basis for the last two years.

Table 4: Comparative overview of average number of visits to the web page and Public Procurement Portal

Year	Average number of visits on annual basis	Average number of visits at monthly basis	Average number of visits at daily basis
2015	540,000	45,000	2,250
2016	575,000	48,000	2,400

In the period from May to December 2016, the following notices were published at the new Public Procurement Portal:

- 7,291 sets of tender documents, with accompanying clarifications, changes, amendments, decisions and contracts for the open public procurement procedure and shopping;
- 115 decisions and accompanying contracts for negotiated procedure without prior publication of invitations to public competition;
- 196 decisions and accompanying contracts related to framework agreements concluded before the adoption of the Amendments to the Public Procurement Law;
- 1,246 public procurement plans, changes and amendments to the plans.

A total of 214 documents were published at the old Public Procurement Portal which operated simultaneously during 2016, out of which:

- 1 amendment to the invitation to public competition in an open public procurement procedure,
- 39 decisions on selection of the most advantageous bid,
- 21 decisions on suspension of the public procurement procedure, and
- 153 public procurement contracts.

The Public Procurement Portal, as a web-based software for electronic advertising, requires a constant improving, in both software and hardware aspects. MNE is currently in process of preparation for a full implementation of the electronic public procurement system in procurement procedures and introduction of electronic tools in various stages of the public procurement process. In this manner, an even greater increase of transparency of public procurement procedures should be achieved.

5.8. Planning public procurement and contract management

The PPL prescribes an obligation of the contracting authority to adopt the public procurement plan, to publish it at Public Procurement Portal no later than 31 January of the year in which it would be implemented. The mandatory elements of the plan are the following: data on the contracting authority; title and subject of public procurement; estimated value of public procurement; position within the budget, or the financial plan where the funds for the public procurement were allocated. The approval for the procurement plan for the users of the MNE budget, except for the Parliament of Montenegro and the judicial authorities, is provided by the Ministry of Finance, while the approval of the procurement plan of the local self-government bodies is provided by the competent body of that local self-government. The public procurement plan is adopted by the authorized person, or the management body of the contracting authority. It contains the values of planned procurement for goods, works and services, according to subjects of procurement as well as the total planned value. The contracting authorities submit to the PPA their procurement plans in electronic form by the application software developed by this body for purpose of their publication, as well as in written form. The contracting authority may change and amend the public procurement plan within five days before the day of launching the public procurement procedure, except in cases of budget revision. The Law does not define precisely what is considered as a change to the public procurement plan, but the practice has shown that the contracting authority most commonly change their plans due to changes of the estimated value of public procurement, changes of the procurement subject and planning of the new procurements. The contracting authorities have been granted greater

freedoms to change public procurement plans within the limits of approved funds, since the public procurement plan can not modify the financial plan or the budget. This enables the contracting authorities to change the procurement plan even when they have sufficient funds allocated for a procurement in certain budget positions, for the procurement that the need thereof has arisen earlier and could not be incorporated into the procurement plan, if the financial resources for it exist in the financial plan of the contracting authority. The legal possibility of amendments to the public procurement plan has provided the contracting authorities with the flexibility to the extent that is allowed by the system regulations in the area of budget system.

During 2016, the PPA conducted monitoring of procurement plans before their publication, kept track of the approvals for the procurement plan in accordance with the law, as well as of the amendments to the public procurement plan. Attached to this report is an overview of the contracting authorities who have not submitted their procurement plans, who published more than four changes to their procurement plans and those contracting authorities whose planned and contracted values varies considerably.²¹

In this regard the PPL regulated the subject of inspection control in relation to the adoption, amendments to the public procurement plan, as well as violations of the contracting authority in respect of the period of preparation and submission for publication on the Public Procurement Portal.

The body in charge of this area is the Administration for Inspection Affairs and all the activities undertaken are an integral part of this Report and are available at the AIA internet page.

5.9. Preparation, monitoring and reporting on the implementation of the Integrity Plan

Pursuant to the previously adopted Integrity Plan of 2016, prepared in accordance with obligations from provisions of the Article 68 of the Law on Civil Servants and State Employees, the Decision on adoption and entering into force of the Integrity Plan of the PPA ref. no.: 01-3059 of 29 March 2016, the PPA prepared the Annual Report on the implementation of the Integrity Plan for 2016 ref. no.: 01-2562 on 15 March 2017, for the period 01 January 2016 - 31 December 2016.

The Integrity Plan as an internal anti-corruption document which contains 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 within the authority as a whole, the individual organizational units and individual job positions, which occurs as the result of self-assessment of the authorities' exposure to the risk for the occurrence and development of corruption, illegal lobbying and conflicts of interest as well as the exposure to ethically and professionally unacceptable procedures.

Implementation of the Integrity Plan includes constant monitoring, periodic inspection (control) of the risks and updating of measures for the elimination, reduction and monitoring of possible causes and consequences of corruption and other illegal or unethical

²¹ **Annex 1:** The contracting authorities who did not prepare their public procurement plans and publish them at the Public Procurement Portal in 2016; **Annex 2:** The contracting authorities with frequent amendments to their public procurement plans; **Annex 3:** The contracting authorities with the biggest difference between the planned and contracted public procurement

conduct. The purpose of the Integrity Plan is the establishment of mechanisms to simplify procedures, increase transparency in decision-making, control the discretionary powers, respect for ethical values, eliminating inefficient practices and inapplicable regulations, the introduction of effective oversight and control of conduct of civil servants.

Strengthening of the integrity reduces the corruption.

Preventive activities and measures against corruption:

- Application of the Law and the Code of Ethics;
- Integrity principles – efficiency, transparency, accountability;
- Preparation and implementation of integrity plans;
- Reporting of corruption and protection of persons who do that;
- Reporting of income and assets of public officials and senior civil servants;
- Financial audits;
- Free access to information;
- Education and raising the level of awareness that there should not be any corruption.

Heads of organizational units in the PPA may propose new measures to reduce the risk of corruption and thereby contribute to strengthening the integrity of the organizational unit they manage. Responsible person in the PPA regularly holds workshops with employees to raise awareness of the need to respect the principles of ethics and integrity.

5.10. The Public Procurement Forum

In organization of the PPA, the CB for monitoring implementation of the Strategy for development of the public procurement and the Network for Affirmation of the Non-Governmental Sector (MANS), the Public Procurement Forum was held in Podgorica on 18 July 2016. The Topic of the Forum was: “*The Year of Implementation of the New Legal Solutions in Public Procurement Area*“. One year of implementing regulations in the field of public procurement has shown a number of shortcomings, it was assessed at the Forum, as well as that certain legal solutions are of insufficient quality with a clear focus and an indication of the solutions concerned, and therefore the need for urgent changes of the PPL was highlighted.

The issue of an inadequate implementation of the LAP provisions in the procurement process was emphasized thereupon, as well as the issues concerning the fact that the State Commission considers appeals submitted electronically (by email) although they do not contain the advanced electronic signature; that the appeal is delivered by mail to the address of the contracting authority after the expiry of the standstill period, which induces the contracting authority to subjectively prolong the legally defined standstill period and delay the conclusion of a public contract; that the State Commission does not decide on the appeal within the statutory time thus creating harm to contracting authorities in the direction of realization of the procurement in question; that in the cases of submitted requests for the approval of the procedure continuation, the State Commission does not decide within three days; and that in cases referred to in Article 124 paragraph 2 of the PPL that the contracting authority is unable to continue the procurement procedure; that the appeal procedure takes a long time; that the adequate punitive measures were not foreseen for some items of inspection and so on. More information on the Forum was published on the website of the PPA.

5.11. The Assessment Report on Public Procurement System in Montenegro prepared in cooperation with the representatives of SIGMA/OECD

The PPA prepared and submitted the data for preparation of the the assessment of the countries which are candidates for the EU accession, conducted by SIGMA. For the first time, in 2016 SIGMA conducted the assessment related to the Principles of public administration²². The entire Report on the “*basic indicators*“ prepared for 2016 was published at the websites of SIGMA²³ and the PPA.

5.12. Strengthened capacities of the Public Procurement Administration

With an aim of strengthening its capacities, the PPA employed two officers during 2016.

6. COOPERATION WITH NGOS

In accordance with its Constitution, Montenegro is defined as a civil and democratic state based on the rule of law and which guarantees civil rights and liberties and freedom of association. In this regard, in 2011, the Law on Non-Governmental Organizations (*Official Gazette of Montenegro* 39/11) was adopted, which regulates the establishment, registration and deletion from the register, status, bodies, financing and other issues relevant to the work and operation of non-governmental organizations.

Cooperation between NGOs and state authorities is regulated by the Strategy for Cooperation between the Government of Montenegro and non-governmental organizations and its Action Plan, the Law on State Administration (*Official Gazette of Montenegro* 38/03 and *Official Gazette of Montenegro* 22/08 and 42/11), the Regulation on the method and procedure for exercising cooperation between state authorities and non-governmental organizations (*OGM* 7/12), the Regulation on the method and procedure of conducting public debate in preparing laws (*OGM* 12/12).

The Government has established two special bodies to strengthen cooperation with NGOs: the Office for Cooperation with NGOs and the Council for Cooperation between the Government of Montenegro and NGOs.

²² <http://www.sigmaweb.org/publications/principles-public-administration.htm>.

²³ http://www.sigmaweb.org/publications/Baseline_Measurement_2016_Montenegro.pdf.

A representative of the NGO sector has been appointed as a member of the CB for monitoring the implementation of the Strategy for Development of Public Procurement for the period 2016-2020. Furthermore, for development of the new PPL, the Ministry of Finance established a working group by its Decision, which also includes a representative of the NGO MANS as well as of the MEF (Montenegrin Employers' Federation). NGO MANS was appointed on the basis of previously announced public calls for NGOs to nominate candidates for members of the Working Group²⁴.

The PPA appointed a person to cooperate with civil society and to act as an integrity manager.

In accordance with the form on the application of the Regulation on the procedure for exercising cooperation between state authorities and NGOs, the Regulation on the procedure and manner of conducting public debate in preparing laws and other forms of cooperation between state administration and NGOs, the PPA prepared a report on cooperation of state bodies with NGO sector for 2016 and the same was published on the website of the PPA²⁵.

During 2016, the PPA achieved cooperation with civil society through active participation in conferences of which we shall emphasize two regional conferences within the project "*Towards effective mechanisms for public procurement in the countries (potential) candidates for membership in the EU*", organized by the Open Society Foundation, of which the first was held in Belgrade on 17 November 2016, while the second was held in Sarajevo on 5 December 2016 and they gathered a large number of representatives of civil society, the media, the state audit institutions and public procurement authorities of Montenegro, Serbia, Bosnia and Herzegovina and Macedonia.

The project "*Towards effective mechanisms for public procurement in the countries (potential) candidates for membership in the EU*" aims to strengthen civil society pressure on the governments of Western Balkan countries to remove all obstacles in the process of establishing an effective system of public procurement and strengthening accountability in the spending of public funds.

During 2016, the Public Procurement Administration provided information, in accordance with the Law on Free Access to Information, on all issues that have drawn the attention of non-governmental organizations, such as:

- information on number of reports on public procurement submitted by parties covered by application of the PPL,
- public procurement plans,
- number of acts submitted to the AIA for further action,
- information on prior approvals given by the PPA,
- information on number of organized examinations for the staff involved in public procurement processes and the number of candidates who passed the professional examination and other issues,
- etc.

In accordance with the above, the following tables contain an extract from the statement of the number of filed applications and the number of adopted/partially adopted, rejected decisions, the number of answers provided, and the request forwarded to the notification to

²⁴ http://www.mf.gov.me/rubrike/Saradnja_sa_NVO/148082/Javni-poziv-nevladinim_organizacijama.html.

²⁵ <http://www.ujn.gov.me/wp-content/uploads/2017/03/IzvjestajNVO2016.pdf>

the AIA for the period 2015 and 2016, as well as the analytical view, in accordance with regulations prescribing the special administrative procedure of the PPA, for the year 2016.

Table 5: Comparative view of acting upon requests of the NGO sector for 2015 and 2016

Year	Total number of submitted requests	Total number of adopted/partially adopted decisions	Total number of rejected decisions	Total number of notifications provided	Total number of the request forwarded to the jurisdiction of the AIA
2015	69	41/6	13	6	3
2016	109	4/2	3	35	65

Table 6: Acting upon the requests by NGOs in accordance with the Law on Free Access to Information (Articles 26, 30 and 149) and acting of the PPA in accordance with Article 212a of the LAP

Regulation prescribing a special administrative procedure	Number of submitted requests in accordance with Article 212a paragraph 3 of the LAP	Number of adopted decisions establishing whether the party's request has been adopted/partially adopted	Number of adopted decisions establishing whether the party's request has been rejected	Replied by notification	Forwarded to the jurisdiction of the AIA
Article 30 of the Law on Free Access to Information (<i>Official Gazette of MNE 44/12</i>)	9	4/2	3		
Article 26 of the Law on Free Access to Information (<i>Official Gazette of MNE 44/12</i>)	35			35	
Article 149 of the Public Procurement Law (<i>Official Gazette of MNE 46/11, 57/14 and 28/15</i>)	65				65
TOTAL	109	4/2	3	35	65

7. TRAINING IN PUBLIC PROCUREMENT FIELD AND STRENGTHENING ADMINISTRATIVE CAPACITIES

7.1. Legislative framework for professional development and training in public procurement field

The PPA organizes and conducts professional development and training in public procurement field on basis of previously established legislation:

- the Public Procurement Law;
- the Rulebook on program and method of taking the professional examination for performing public procurement tasks (*Official Gazette of Montenegro 28/12*)²⁶;
- the Program and method professional development and training in public procurement field²⁷.

Within the PPA, a special Department for professional development, training and professional examination in public procurement field was established²⁸.

²⁶ <http://www.ujn.gov.me/wp-content/uploads/2012/06/Pravilnik-strucni-ispit.pdf>

²⁷ <http://www.ujn.gov.me/wp-content/uploads/2016/09/Program.pdf>

²⁸ <http://www.ujn.gov.me/wp-content/uploads/2015/11/Sistemizacija.pdf>

It takes the knowledge of a certified trainer to perform this “job“, and twelve trainers in MNE were certified in accordance with the EU standards through the Project designed for beneficiaries of the Instrument for Pre-accession Assistance IPA – for Western Balkans and Turkey, in organization of the Public Procurement Administration and the ITC from Turin, Italy.

The idea of the Project was to contribute to strengthening of administrative capacities and good governance in public procurement by establishing a cost-effective and sustainable national system for providing trainings, based on the EU Directives and appropriate methodologies.

The Training of Trainers (*ToT*) is a part of the overall aim of the Project to establish, at the levels of each beneficiary, a cost-effective and sustainable “**National Training System in Public Procurement**“, which encompasses:

1. A comprehensive curriculum for national trainings in public procurement based on OECD/SIGMA modules (*EU Directives of 2004*) and supplemented by specific national regulations, tender and administrative procedures (*all Modules have been published on the portal of the Public Procurement Administration*).
2. A core team of certified national trainers in public procurement who are completely familiar with the content of SIGMA modules, national legislative provisions and the skills related to the training methodology.
3. A network of national training institutions accredited by Public Procurement Administration for providing training in public procurement field for the employees in public and private sectors, with recruitment of trainers trained by this Project and the accredited curriculum for the training in public procurement.

The ToT Program provided by this project is an intensive learning program, application-oriented, and requires a high level of motivation and commitment of the candidates for trainers to be able to follow the constituent components of the Program.

The Program for training of **national trainers in public procurement** for each country - the beneficiary of the Project is one of the key results of the Project.

In this manner Montenegro has gained the recognized European certificates, and created a national core of trainers (*who have successfully completed Phase I and Phase II of the Project*) who, in cooperation with experts from the European Commission and the Training Management Center in Turin, were lecturers at trainings in the field of public procurement.

Trainings are implemented for the reasons of acquiring the status of a public procurement officer, which may only be a person with a university degree, employed by the contracting authority and who has passed the professional exam for work in public procurement. 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 procurement.

Given that the Law defined the tasks performed by the procurement officer²⁹, training of the staff responsible for these tasks includes topics adapted to their work assignments laid down by the Law.

7.1.1. Organization of trainings and professional examinations for performing public procurement tasks

The training under the General Training Program is conducted by experts, trainers in the field of public procurement, or persons who have at least three years of work experience in the affairs of the public procurement system or five years of experience in performing tasks of a public procurement officer, as well as a certificate on conducted trainings in the field of public procurement.

The PPA issues a certificate on attendance of the General Training Program to those who were present at a minimum 2/3 of the estimated duration of the training, which includes the following data:

- name and registration number in the PPA Register;
- name and surname, date of birth of the person who attended the General Training Program;
- start and end date of the General Training Program;
- duration of the General Training Program (*number of classes*);
- the date of issuing certificates;
- name, surname, signature of the responsible person and seal of the PPA.

During the reporting period the PPA held **9 trainings, which were attended by 254 officers, issued 235 certificates** of completion of professional development and training.

The table below contains an overview of the **held trainings** and the number of **issued certificates**.

Table 7 : An excerpt from the records on training in 2016

Number	Town/Municipality	Date	Number of registered participants	Number of issued certificates
1	Berane	25/26 Jan 2016	37	37
2	Cetinje	27/28 Jan 2016	40	40
3	Podgorica/Montenegro Airlines	18 Feb-25 Mar 2016	19	19
4	Bar/Bar Seaport, Marine	03-15 Mar 2016	25	24
5	Podgorica	11 Mar 2016	55	49
6	Cetinje	27 Apr 2016	31	15
7	Budva	24 Jun 2016	28	18
8	Podgorica	31 Oct 2016	46	46
9	Berane	25 Nov 2016	13	7
	TOTAL		294	255

²⁹ Public Procurement Law of MNE, Article 58.

In addition, the PPA implements other specialized training programs in the field of public procurement for contracting authorities. The target groups, content, method and schedule of the program are established by the Administration depending on the needs of the public procurement system and the contracting authority. The PPA, in cooperation with the administrative authority in charge of human resources management, implements training programs in the context of other specialized programs, as well as with other legal and natural persons on the basis of previously concluded agreements on cooperation. Under this Program, the PPA implements the training programs within the various international programs and projects, as well as the EU programs and projects.

Professional examination for work in public procurement is taken in accordance with the examination program, which includes: the regulation of the public procurement by the Law, with regard to the EU regulations, the protection of rights in public procurement procedures, other regulations, forms, files and documents on public procurement. The exam is taken before the Commission for taking the professional exam for work in public procurement and consists of one representative per the following institutions: the PPA, the SC and the MF.

The professional examination is composed of written and oral part.

During 2016, **six terms** for taking the professional examination were organized, for which 156 persons submitted their applications, and the examination was passed by 64 candidates, which represents 41.02% of success.

Table 8: Records on organized professional examinations in 2016

Exam term	Venue	Date of exam		Number of persons who passed the professional examination
			Oral part	
I	Podgorica		14 April 2016	1
II	Podgorica		21 April 2016	28
III	Podgorica		24 May 2016	4
IV	Podgorica		11 October 2016	8
V	Podgorica		14 December 2016	15
VI	Podgorica		23 December 2016	8
TOTAL				64

Table 9: Comparative overview of held trainings and examinations in 2015 and 2016

Observed period	Trainings for taking the professional examination	Number of attendees	Number of issued certificates	Number of exam terms	Number of persons who passed the professional examination
2015	15	552	475	5	91
2016	9	254	235	6	65
Total	24	806	710	11	156

The preceding tables present a comparative overview of the number of training events, participants who attended and certificates issued, as well as the total number of organized terms for taking for the professional examination and the total number of persons who passed the exam in the last two years. The results show that during 2015 more trainings were organized, attended by more participants than in 2016.

The professional examination for performing the public procurement tasks in Montenegro, in the period between 2012 and 2016, was passed by the total of 401 persons. All information on taking the professional examination is published on the website of the PPA³⁰.

7.1.2. Organization of expert education of the PPA officers on implementation of the EU regulations and their proper interpretation for purpose of implementation of the new PPL and other educations³¹

In purpose of expert education, the PPA officers took participation at the following seminars, workshops, conferences and roundtables during 2016:

1. The Twelfth Public Procurement Forum with a topic “*Professionalization of Public Procurement*”, organized by the WB, Astana, Kazakhstan, 17-19 May 2016;
2. TAIEX study visits to Portugal, introduction to the electronic public procurement system and measures for transparency in the EU countries, 17-18 March, organized by the EU Delegation;
3. Workshop organized by the WTO Secretariat, the JVI Institute and the EBRD, with a topic “*Government Procurement and the International Trade*”, held between 1-4 November 2016 in Vienna, Austria;
4. The annual **Forum on Electronic Public Procurement**, organized by the WB, Berlin, Germany, 13-15 December 2016;
5. The international conference on “*Innovative Public Procurement*“, organized by the European Commission, Berlin, Germany, 26 October 2016;
6. **National Seminar on the GPA**, Podgorica, 4-5 May 2016;
7. Presentation of the SME Policy Index 2016 for the Western Balkans and Turkey, with a topic “*Assessment of the Implementation of the Small Business Act*“, organized by the Organization for the Economic Cooperation and Development (OECD), the European Commission (EC), the European Bank for Reconstruction and Development (EBRD), the European Training Foundation (ETF) and the South East European Centre for Entrepreneurial Learning (SEECCEL), in cooperation with the Ministry of Economy of MNE – the Directorate for development of the small and medium enterprises, Podgorica, 12 May 2016;

³⁰ <http://www.ujn.gov.me/wp-content/uploads/sluzbenici/Sluzbenici-položili.pdf>

³¹ More detailed information at the PPA web page: <http://www.ujn.gov.me/>

8. TAIEX regional Workshop on enhancing cooperation between bodies in charge of protection of competition, Podgorica, 27-28 October 2016;
9. A Workshop on the system of public-private partnerships and concessions, organized by the PPA and the SIGMA experts, Podgorica, 07 November 2016;
10. The Ninth Annual ReSPA Conference on optimization of public administration, Podgorica, 15-16 November 2016;
11. The Conference organized by the Open Society Foundation of Serbia with a topic "*How to achieve an effective control over the purposefulness of public procurement*", Belgrade, Serbia, 17 November 2016 and Sarajevo, Bosnia and Herzegovina, 5 December 2016;
12. The fifth meeting of the Working group consisting of representatives of the ReSPA member countries (*Serbia, Montenegro, Bosnia and Herzegovina, Macedonia, Albania*) and Kosovo, Belgrade, 14-15 December 2016 godine, organized by RESPA.

8. PREVENTION OF CORRUPTION IN PUBLIC PROCUREMENT

The institutional framework for anti-corruption in Montenegro was developed gradually by establishing multiple institutions and bodies for preventive action against corruption. As the fight against corruption is one of the priorities of all three branches of government, the continuous efforts are being made to further strengthen the efficiency, coordination and capacity of anti-corruption bodies. One of these bodies is also the PPA, due to the specific nature of the tasks it performs. Activities in the fight against corruption in the public procurement system are being implemented in cooperation with the State Prosecutor's Office, the Agency for Prevention of Corruption, SAI, MF and the Ministry of the Interior.

The current PPL (*Articles 15, 16, 17, 18*) has dedicated a particular aspect to the anti-corruption policy and the policy of preventing conflicts of interest in a manner that it recognized the conflict of interest in a public procurement procedure as a potential source of corruption as the most dangerous opponent of the key goals of public procurement, which are reduced in the most efficient manner at the level of prevention, that is, through

identification of different cases and circumstances which are considered illegal. Accordingly, although the existing legal provisions in this respect were assessed as very advanced and at being at the level of major international standards, the draft Law which is in the preparation process made further improvements in terms of integrity of identification of potential cases of conflict of interest on the sides of both contracting authorities and bidders and the ways of their prevention and elimination, as well as prescribing specific consequences in case that the procedure is conducted with the existence of conflict of interest.

The Rulebook on Methodology of Risk Analysis in Performing Control over Public Procurement Procedures, adopted by the Ministry of Finance in late 2015, establishes the methodology of risk analysis in performing control over public procurement procedures, with an aim of proactive approach in prevention and early detection of corruptive actions and other actions with corruptive features (*the anticorruption methodology*)³².

A contracting authority shall apply the anticorruption methodology in the stage of planning and preparation of a public procurement procedure, the stage of conducting a public procurement procedure and the stage of implementation of a public procurement contract. The Rulebook established the anticorruption methodology for each stage of public procurement procedure, as well as potential risk zones and preventive measures.

For purpose of implementation of this Rulebook, the PPA developed specific forms which contain the following:

1. A questionnaire on application of the anticorruption methodology for the period 1 January – 31 December of the current year,
2. An instruction for filling the Questionnaire and
3. A plan for removing the observed irregularities in implementation of the anticorruption methodology.

In accordance with this Rulebook, the contracting authorities are obliged to fill the said Questionnaire on basis of data related to commenced and completed public procurement procedures in the course of the year to which the Questionnaire refers, as well as the procedures which have been transferred from previous years, but which have been completed in the year to which the Questionnaire refers. Upon completing the Questionnaire, the procedures conducted by another contracting authority in the name and on behalf of the contracting authority in question, on the basis of competences provided by the PPL, shall be taken into account.

If the answers to three or more questions of the Questionnaire are NO or YES/NO, the contracting authority is obliged to fill out the plan for removing irregularities observed in implementation of the anticorruption methodology for the period 1 January – 31 December of the reporting year. The contracting authority shall state in the Plan where the irregularity was observed, describe the said irregularity with the sample analysis, as well as the action it shall take in that respect along with the expected date of removal of the specified irregularity.

³² <http://www.ujn.gov.me/2016/01/pravilnik-o-metodologiji-analize-rizika-u-vrsenju-kontrole-u-postupcima-javnih-nabavki/>

The contracting authority shall keep records on all steps undertaken with the aim of implementation of the above mentioned Rulebook.

The contracting authority shall keep records on violation of anticorruption rules in accordance with the Rulebook on Method of Keeping and Content of Records on Violation of Anticorruption Rules (*anticorruption records*) and the Rulebook on Amendments to the Rulebook on Method of Keeping and Content of Records on Violation of Anticorruption Rules.³³

On basis of data from the anticorruption records, the contracting authority shall prepare a report on violation of anticorruption rules and submits it to the PPA once a year, not later than 31 December of the current year.

The reports for 2016 were submitted by **602** parties covered by application of the PPL, whereby no cases of corruption were reported, while **14 parties covered by application of the PPL did not submit the said report**³⁴.

The Public Procurement Administration submitted the list of these institutions to the Administration for Inspection Affairs – the Public Procurement Inspection for further consideration of liability related to this issue.

When it comes to the fight against corruption, the PPA applies preventive measures. During 2016, there were **6 anonymous reports** on corruption at the PPA’s Help Desk, upon which we gave our advice and forwarded those to other bodies, primarily to the Agency for Fight against Corruption, the National Police and others. Total of **two reports on corruption** arrived at the address of the PPA.

The first is related to the bank guarantee, and the person who reported the case considered that guarantee to be false, and **the second** one is related to tender documents, where the person who reported that there had been an abuse of the principle of ensuring competition and the principle of equality.

The Public Procurement Administration forwarded both cases to the competent authorities for further fact-finding, as well as for establishing the accuracy of statements in the case file submitted to the Administration.

Table 10: Comparative overview of submitted reports on violation of anti-corruption rules in 2015 and 2016

Observed period	Number of contracting authorities	Number of submitted reports	Number of CAs who did not submit any report	Number of reported cases of corruption	Reports of potential conflict of interest	Anonymous reports
2015	648	420	228	-	2	9

³³ <http://www.ujn.gov.me/2015/10/pravilnik-o-nacinu-vodenja-i-sadrzaju-evidencije-o-krsenju-antikorupcijskih-pravila/>
<http://www.ujn.gov.me/2015/10/pravilnik-o-izmjenama-pravilnika-o-nacinu-vodenja-i-sadrzaju-evidencije-o-krsenju-antikorupcijskih-pravila/>

³⁴ The list of parties covered by application of the PPL who did not submit the Report on violation of anti-corruption rules and the rules on conflict of interest

2016	616	602	14	-	2	6
Total		1 022	242	-	4	15

The Strategy for development of the public procurement system in Montenegro for the period 2011-2015 clearly described the general situation in the previous period and the Strategy for the period 2016 – 2020 referring to the future, while identifying existing shortcomings of the system and establishing measures and goals to be achieved in the forthcoming period in order to improve measures for combating irregularities and the measures for fight against corruption.

In that regard, the following measures will be undertaken in the upcoming period:

In order to improve the measures to combat irregularities and measures to combat corruption, the AP for implementation of the Strategy for Development of Public Procurement System for the period 2016-2020 has foreseen certain activities, the holders of these activities and the time limits for their implementation. In this regard, during the 2016 the planned activities were either implemented, partly implemented or their implementation started. In this regard, we provide below an overview of activities and the degree of their realization:

1. **Enhance the Public Procurement Portal:** in purpose of enhancing the Public Procurement Portal, a Project titled: “*Introduction of an electronic public procurement system in Montenegro*“ was commenced. Upon preparation of the Terms of Reference, all the indicators provided in the AP were taken into account, especially those related to the public procurement records; enabling of an advanced search function; provision of tools for the analysis of public procurement; provision of a review of the awarded public procurement according to bidders; publication of the annexes to contracts, as well as the other indicators relevant to the public procurement system. The realization of the tender procedure and conclusion of a contract with the selected bidder is expected until the end of 2017. More information on functioning of the Portal is contained in this Report³⁵.
2. **Prescribe an obligation of detailed planning of public procurement with a rationale concerning the needs and purposefulness of the public procurement:** The PPL provides for an obligation of planning the public procurement and preparation of the public procurement plan; the obligation of planning according to the subjects of procurement with expressed estimated value for each procurement subject; the position in the budget, or the financial plan on which the planned funds for the procurement are; as well as changes and amendments to the public procurement plan and securing the approval to the public procurement plan by the competent body of the contracting authority. The PPA, in cooperation with the MF, through trainings, seminars and workshops, continuously indicates to the necessity of strengthening the purposefulness of public procurement by each contracting authority, and the use of public funds in a transparent, legally regulated and quality manner and by assessing the cost-effectiveness, efficiency and effectiveness of the public procurement. The PPA also suggests strengthening cooperation between organizational units of the contracting authority in collecting needs assessment of the required amount, the obligation of the contracting authority to pre-investigate the market in order to consider all costs and determine the estimated value, to determine

³⁵ Section 10.18. Public Procurement Portal (Statistical review)

the subject of public procurement in accordance with the CPV, to establish technological and functional characteristics, purpose and properties, pursue cooperation of the procurement departments/public procurement officers with the Ministry of Finance before the adoption of the procurement plan and other obligations under the PPL with a regard to planning .

3. **Enhance the transparency related to reporting, in particular with a regard to direct agreements:** The Law regulated the obligation of reporting on the contracted procurement by all types of public procurement procedures and the procurement contracted by direct agreement. The PPA reports to the Government of Montenegro to provide detailed data on procurement contracts concluded by direct agreement. Then, during 2016, the PPA published reports of contracted public procurement for 2015 as well as the reports for 2016 according to the contracting authorities in order to increase the public awareness and ensure respect of the principle of transparency. In this period the PPA actively supported all contracting authorities in the drafting of the Rulebook on the manner of implementation of direct agreement, and each of these rulebooks were published on the portals of the respective contracting authorities.
4. **Establish an obligation of reporting on the conducted inspection control in public procurement field:** The reports on work of the public procurement inspectors are considered semi-annually at the sessions of the Government of MNE, and are publicly available at the internet page of this body. The excerpt from the AIA Report is an integral part of this Report.³⁶
5. **Develop and enhance the internet pages of all contracting authorities in the public procurement system, so as to ensure availability of the information, tools and instructions used in practical implementation of the public procurement procedures:** The PPL prescribed an obligation of establishing a written proceedings (*an internal act*) on conducting the public procurement procedure by a framework agreement and its publication at the internet page of the contracting authority in question. Most contracting authorities implemented this obligation during 2016.
6. **Improve transparency of information on companies that are associated with persons who, on behalf of the contracting authority, perform some of the activities of public procurement and persons who have an impact on the performance of these activities in order to effectively prevent, identify and eliminate conflicts of interest:** with a view to improved transparency of data on companies that are associated with persons who, on behalf of the contracting authority, perform some of the activities of public procurement and persons who have an impact on the performance of these activities in order to effectively prevent, identify and eliminate conflicts of interest, the implementation of this activity has been envisaged for 2017, in cooperation with the contracting authorities, the Government of Montenegro, Ministry of Finance and the Parliament of Montenegro. In order to enhance the transparency and anti-corruption rules, the PPL provided for an obligation that a public procurement contract can not be concluded unless it contains a thoroughly elaborated anti-corruption clause relating to the conflict of interests on the sides of both contracting authority and the bidder, and that all concluded contracts that do not contain these clauses are considered legally null and void. In this regard the PPA does not publish public contracts which do not provide for this clause. The implementing regulations and the Law prescribed the

³⁶ Section 3. Activities in the process of EU accession, strengthening of the control mechanisms in public procurement procedures

clear conditions for the development of technical specifications in preparation phase of public procurement procedures.

7. **Improve the cooperation between the PPA, SC, SPO (the State Prosecutor's Office,) SAI (State Audit Institution), NP (National Police), AIA in terms of exchange of data, and related to individual violations of the Law, as well as the cooperation in terms of joint education of the mentioned bodies:** During the reporting period, an intense interinstitutional cooperation was established in terms of exchange of data, related to individual violations of the Law, the joint activities on education of the contracting authorities and strengthening of their administrative capacities;
8. **Monitoring the efficiency by analyzing the market prices, the prices of contracts concluded by framework agreements:** this activity of the PPA, MF and AIA was implemented in accordance with the prescribed competences of the mentioned institutions, whereas the activities on strengthening monitoring of market prices, individual contracts and framework agreements shall be implemented in the coming period;
9. **Creation of a website where anybody may anonymously report the incidence of corruption or misuse of public funds and establish a procedure for investigating such cases (*a public relation tool may also be efficient*):** The said activity was planned for the period 2017-2018.
10. **Publication of all related documents on public procurement:** The PPL prescribed the obligation of publication of the public procurement plan, tender documents, the decision on qualification of candidates, the decision on selection of the most advantageous bid, the decision on suspension of the public procurement procedure, the decision on annulment of the public procurement procedure, the public procurement contract, changes or amendments to the plan, tender documents, decisions or contracts, as well as undertaking of other actions and measures as well as keeping the documents generated in a public procurement procedure by the contracting authorities. In addition to the above, the internet page of the PPA contains also the regulations, publications, excerpts from daily newspapers on the topic of public procurement (*PRESS*), catalogues, the activities in public procurement field on a daily basis, EU tenders, projects, associated links on public procurement, other information and related documents.
11. **Keeping the documents generated in a public procurement procedure by the contracting authorities in accordance with the PPL:** In accordance with the defined activities, the PPL regulated the obligation of keeping the documents generated in the public procurement procedure for at least five years, while that period is three years for the procurement with the value amounting up to 15,000.00 euro.
12. **Training of police and prosecutors in the field of public procurement:** The mentioned activity was implemented during the past period. The PPA further continued its intense cooperation and it has been providing the advisory support to the competent ministry and the prosecutor's office depending on their expressed needs.
13. **Training for managers of contracting authorities on their managerial responsibilities and role in the implementation of internal procedures:** The training for managers of contracting authorities on their managerial responsibilities and role in the implementation of internal procedures was conducted.
14. **Sanctions for violations of the PPL:** In order to improve measures to combat irregularities and measures to combat corruption, the PPL determined penalty

provisions within the meaning of misdemeanor liability in cases of violation of this Law.

15. **Improve advisory functions of the PPA in order to facilitate legal enforcement of the regulations in the field of public procurement:** The Law standardized the competence for giving an opinion on the application and implementation of the PPL and bylaws to the bidders and contracting authorities in order to facilitate the lawful implementation of regulations in the area of public procurement.

The Government has adopted the Action Plan for the implementation of the above Strategy and established a Coordinating Body that will be in charge of the implementation of the Action Plan, it will also prepare a reports on its activities and implemented measures from the AP for implementation of the Strategy and submit those to the Government of Montenegro.

So far, out of the envisaged measures from the AP relating to the improvement of measures to combat irregularities and measures to combat corruption, 7 were realized, of which 5 are implemented continuously, 5 measures were partially implemented and 2 measures were not realized.

The PPA, with the aim to improve coordination among institutions dealing with preventive anti-corruption activities continuously inform the representatives of the EU on the objectives of improving the coordination between prevention authorities relating to: agreement on concrete measures to strengthen the visibility and recognition of preventive anti-corruption efforts, developing a strategic approach which raises the profile of coordination in the field of prevention of corruption to a higher institutional level, a preliminary review of the factual situation in the field of collecting, analyzing and sharing information between authorities for the prevention, examining a series of conclusions and recommendations for further improvement of coordination measures.

The PPA continuously works on strengthening of transparency, management of public funds, involvement of the business sector, strengthening of mechanisms for control, protection of "whistleblowers", as well as strengthening the role of civil society in order to prevent corruption in the public procurement system.

As part of its preventive jurisdiction the PPA has been working very actively working on:

- a) Transparency – the word transparency already sounds like a mantra in the debate on corruption. However, a mechanism for fighting corruption in public procurement that is better than the free access to information does not exist generally, and if there were one, it 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 transition and the citizens of Montenegro can be proud of it. The Public Procurement Portal is an excellent source of information for control of the legality and efficiency of implemented public procurement. However, significantly more light should be thrown on the phase of determining the needs for certain goods, works and services and public procurement planning, on which there is not enough information. Public procurement plans are lacking explanations which are necessary for their understanding. Still, to monitor implementation of the contract is more challenging than the control over the planning of public procurement. This is particularly difficult in large infrastructure projects where there are no established serious control systems (*internal and external*),

for example, it is difficult to determine whether the material that is specified in the bid was used or perhaps some cheaper and of less quality. To monitor a large number of purchases the expertise is necessary, and that is the kind of knowledge the average citizen or control institution do not possess. In addition to the lack of transparency in some stages of planning and implementation of public procurement, an important issue is the timeliness of information disclosure. Many documents from which one can see the negligent or illegal actions, are made public only when it is difficult to make restitution, which discourages stakeholders from intervention.

- b) **PROMOTION OF GOOD MANAGEMENT OF FUNDS** - Good governance of public funds involves transparent management, but also something else. First of all, the use of resources in the public interest and improvement of the public welfare. This would mean, for example, that the public utility company does not obtain technical literature worth 80,000 euros if its debts account for over 2/3 of the total capital of the company. This means that development strategies and business plans of public companies must comply with the more general strategies for the fulfillment of which the ministries are responsible, the Government or the local self-government. A handful of strategies that the few are referring to after their adoption, either to check what should be done in the next period or to assess the extent and quality of their implementation, are also contrary to the principles of good governance. Ultimately, the preparation all of these documents had its 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 appreciate whether the funds for procurement are well-managed.

The protection of the principle of good governance should be addressed by the 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 launch the public procurement procedures. In addition to the expertise, this concept has the potential to bring up even more integrity in the procurement procedures, considering that in case of an incorrect or illegal conduct they will be most exposed to sanctions. However, these officers should be adequately rewarded for the responsibility they assume. Otherwise, the position of a public procurement officers will not be attractive to people who have the knowledge and skills to perform the job in accordance with the highest standards. For these officials is necessary to provide constant training and technical support in order to continuously improve procurement. In addition to superior reference to the regulations, it is necessary to provide training in the field of application of modern technologies, as well as in the field of standards of integrity and ethics.

- c) **INVOLVEMENT OF THE BUSINESS SECTOR** – In considerations of corruption in public sector we must not neglect the role of the business sector. In order that the public sector could be corrupted, there must be another side regardless of whether the initiative comes from the public sector or private. There are still no serious efforts of the business sector in MNE to reduce corruption in public procurement. Moreover, companies are reluctant to refer for the protection of rights in public procurement procedures. The reasons for this are manifold. The companies avoid to be linked to corruption in any way, even indirectly, if for no other reason, then because of poor marketing. However, in theory, one of the most common models of corruption is cartel organizing and collusion of several bidders who exclude all the other bidders from the competition, thus ensuring that it is always one of the participants in the cartel to win a job. The performance of such

activities may differ, from rotating the winners of jobs to mutual sharing of money or recruiting members of the cartel as a subcontractor in the implementation of the contract. To make the step ahead from the "*vicious circle of corruption*", the efforts must be made also by the business sector and they must clearly express their intention, and then demonstrate a higher level of integrity in public procurement. It will be easier for the business sector to make this step forward in a kind of coalition that would ensure that the initiative does not identify with one or several companies which could bear the negative consequences of such operation.

- d) **STRENGTHENING OF INTERNAL AND EXTERNAL CONTROL MECHANISMS** - Internal audit of contracting authorities should be encouraged to do their job by an efficient labor and legal protection and an adequate income, but it should also be responsible in case of failure. It is necessary to introduce a clear accountability system for other bodies that have a jurisdiction in checking 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 public enterprises. Reports on the implementation of public procurement should be discussed in the committees and in plenary sessions of local parliaments in particular. This segment includes the ongoing building of institutions, primarily the ones in charge of control. However, when you say this it does not refer to the frequent extinguishing of the existing institutions and creation of new ones. On the contrary, it is necessary to improve the existing institutions and provide them with the necessary resources for development.
- e) **PROTECTION OF THE "WHISTLEBLOWERS"** - An important part of the anti-corruption system consists of whistleblowers. These are people who are willing to publicly point out to the corruption in order to protect the public interest, at the risk of losing a job or a right that they used, but often even their own security. By protecting the whistleblowers the state protects itself. In the USA, for example, whistleblowers receive multimillion compensation if they prove their claims in court.
- f) **THE ROLE OF CIVIL SOCIETY** – The civil society introduced methods, knowledge and skills, otherwise inherent in the civil sector, into the control of public finances: opening a dialogue on important topics, drafting policy papers and model regulations, and their advocacy of these policies before the institutions and the public, the participation in coalitions which on the one hand provides them with the protection from prosecution, but on the other strengthens their advocacy position. However, among the civil society organizations which are active in the control of public spending, or quite specifically in public procurement, the chambers and professional associations are conspicuously missing. The inclusion of these actors in the oversight of public procurement in the sectors they are dealing with would bring new quality and ensure deeper insights and, more importantly, the continuity of civilian monitoring of public procurement in these sectors that the professional anti-corruption organizations find difficult to provide independently.
- g) **INITIATIVES OF THE PPA** - In addition to the above activities the PPA submitted an initiative to the Agency for Prevention of Corruption for preparation and distribution of flyers across MNE on the topic "*Prevention of Corruption in Public Procurement*". The

aim of the initiative is to strengthen the public awareness of the issue of corruption and education of citizens, as well as encouraging them to report corruption to the competent authorities. There were series of meetings with the Agency for Prevention of Corruption on the subject of connecting the information systems of the two bodies, as well as on the subject of controlling the interest of public officials, by using information technologies.

Working in public administration is very complex and complicated, therefore the employees are also facing some ethical dilemmas. The staff of the PPA have the tendency of acquiring the knowledge and use of standards relating to the realization of the principles that make "*good administration*", and above all, the application of the Ethical Code and the Integrity Principle.

8.1. The PPA initiatives submitted to the AIA

During the reporting period the PPA submitted to the AIA the following initiatives to check the legality of the operation of certain contracting authorities:

1. there were 34 initiatives submitted for reasons of non-submission of the Annual Report of the AIA until 28 February 2017, the Initiative ref. no.: 01-3682 of 25 April 2016;
2. The Public Procurement Administration initiated the inspection control in the Municipality of Plužine, the Initiative ref. no.: 01-4379 of 31 May 2016;
3. The Public Procurement Administration initiated the inspection control in the Municipality of Kolašin, the Initiative ref. no.: 01-3446 of 15 April 2016;
4. there were 13 initiatives for non-submission of the Reports on Anti-corruption;
5. More indications in accordance with the signed Memorandum on Cooperation between the PPA and the AIA.

9. THE GOVERNMENT PROCUREMENT AGREEMENT (GPA)

The Government Procurement Agreement (*GPA*) of the World Trade Organization improves the access to the market through a fair competition, transparency of procedures and inclusiveness in the field of the global procurement market. Public procurement accounted for 15% of total gross domestic product in developed countries and developing

countries. Currently, only a part of them is covered by the Government Procurement Agreement.

The aim of this Agreement is the greatest possible openness to international markets and competition, and on the other hand and to guarantee the necessary transparency and dedication to good governance. The Agreement was revised in order to modernize certain aspects of the rules and provisions, as well as to increase the volume of the same. A revised version of this Agreement entered into force in April 2013. There are various reasons for joining this Agreement, for some members of the WTO the accession is mainly and primarily, or even exclusively, driven by the access to the market. Therefore the membership in this Agreement is a solution for obtaining safe and legal access to the public procurement market estimated in the amount of 1.7 trillion dollars a year, and whose value will certainly increase over time. The Agreement is a very important tool that allows the SMEs the access to the international market.

Montenegro started the activities in the negotiation process on accession to the GPA in October 2013, in line with the commitments undertaken by the membership in the World Trade Organization and the policy of an open public procurement market. In July 2015, by handing over the instruments of ratification, Montenegro became a full member of the Agreement and thus fulfilled a very important international obligation. The process of accession to the GPA is quite complex and specific to each candidate country. The duration and complexity of the negotiations varies from country to country and depends on the complexity of the economic system of the country and the government's political will to support this process.

In order to fulfill the obligations assumed by the Agreement, the PPA, in coordination with the Secretariat of the WTO and the EBRD, held a two-day national seminar in Podgorica, on 4-5 May 2016. The representatives of the Secretariat of the WTO, EBRD, as well as representatives of the Ministry of Foreign Affairs and European Integration seminar took part at the seminar.

The participants of the Seminar were introduced to the process of Montenegro's accession to this Agreement, which is specific to each country, as well as the concept, principles and obligations under this Agreement and the importance that it has for the Montenegrin market. It was pointed out that the Agreement creates a certain space that offers equal opportunities to all potential competitors and participants in local and global markets. Respecting the basic principles by which this Agreement operates, that is, the principle of transparency, trade liberalization and promotion of competition, encouraging development and economic reforms, the country is committed to implementation of a transparent policy, reduction of trade barriers and assisting developing countries and the countries at the lowest level of development.

Also, representatives of the PPA attended the regional workshop on government procurement for Central and South Eastern Europe, organized by the WTO/EBRD, in cooperation with the JVI, held in Vienna, from 1- 4 November 2016. The theme of the workshop was "*Government Procurement and International Trade: WTO Activities, Regional Development and Political Conditions in the Countries in Transition and Development*". The aim of the Workshop was to enable a forum and 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 were:

- (I) to introduce the workshop participants with the activities of the WTO, relating to public procurement, in particular relating to trade, governance and economic performance,
- (II) to elaborate on the benefits and challenges related to accessing and implementation of the Agreement,
- (III) to discuss about international and regional standards, developments and trends in the field of public procurement.

It is important to note that this Workshop had an international character because the representatives of the following countries took part therein: Bosnia and Herzegovina, Armenia, Russia, Macedonia, Georgia, Ukraine, Moldova, Belarus, Kazakhstan, Kyrgyzstan, Turkey, Tajikistan, Iran and others. The Workshop required an active approach from all participants through discussions and certain tasks.

The PPL shall submit the first statistics for 2016 to the WTO Secretariat after the adoption of this Report and by the Annexes 1 to 7.

10. REALIZATION OF THE INITIATED PROJECTS OF IMPORTANCE FOR THE PUBLIC PROCUREMENT SYSTEM (4 PROJECTS)

The PPA started some very ambitious projects in 2016, the implementation of which is expected during 2017, and they are as follows:

The First Project

The Project “*Support to PFM Policies*“, which within the Component IV foresees the funds for financing the activities of the users of the State Aid Project titled “***Improvement and Strengthening of Institutional Set-up and Legal Framework in the Area of Public Procurement and State Aid***“.

The Project aims to increase the efficiency, effectiveness and transparency of public finance management in Montenegro, in accordance with EU standards.

The employees of the PPA participated in the drafting of the project, coordination of activities and cooperation with the State Aid, as well as other users of the mentioned project, CFCU and Ministry of Finance. Also, this project should contribute to the improvement of the legal and operational environment of the public procurement in Montenegro.

There are four activities that should be financed and implemented through the Project, relating to:

- support to the development of the PPL and implementing regulations;
- training in public procurement field and the support to the PPA;
- development of manuals, guidelines and instructions for implementation of the new legislation;
- a campaign for raising public awareness.

The status and value of the Project: Contract Notice (*Contract Notice.docx.*) published on 28 March 2017 at the Portal www.mf.gov.me, the value of the project is 875,000.00 euros, the deadline for opening is June 2017, the scheduled start date of the Contract is December 2017, the expiry date of the Project is 24 months, the procurement will be conducted through a restricted procedure.

The Second Project

The financing agreement between the Government of Montenegro and the European Commission on the annual national program for the IPA MNE for 2014, for actions to be implemented by an indirect management model, was signed on 10 December 2015. A key part of the agreement on public procurement is the the project “***Introduction of Electronic Public Procurement System in Montenegro***“.

The preparation for the implementation of the Project started in November 2015. The Minister of Finance formed a working group for drafting the TOR (*Terms of Reference*) for the preparation of the introduction of electronic public procurement (“*Implementation of E-procurement system*“).

After it was established, the Working Group developed a Prior Information Notice - PIN (*the contract announcement*), and the same was published in January 2016 (*published on the website of the Ministry of Finance - Directorate for Finance and Contracting of the EU Assistance Funds (CFCU)*). Further activities related to the Project which followed were the preparation of the Contract Notice and the finalization of the Terms of Reference (*based on the Action Document for the given Project*), on the basis of which individual items in the Contract Notice were filled.

The Contract Notice was finalized in December 2016 and obtained the approval for publication. The publication of ToR required approval of the Ministry of Information Society. By reform of the state administration, these matters are currently the responsibility

of the MPA (*Ministry for Public Administration*). The approval of the Ministry of Public Administration to the ToR was issued on 11 April 2017.

The main, strategic goal of introducing electronic public procurement in MNE is, above all, increasing transparency and efficiency of public procurement, then contribution to the fight against corruption and other irregularities occurring in this area, as well as establishing of a unified public procurement system thanks to unification and standardization of procedures. The IPA II Project 2014-2020 titled "*Implementation of E-procurement system*" resulted in approving funds for introduction of e-procurement in our country.

The project will specifically focus on the developing a modern system of e-procurement in the classical sector in Montenegro through the following set of activities:

- Development of an Action Plan for the practical introduction of e-procurement in Montenegro;
- Development of the e-procurement infrastructure including delivery and installation of the necessary hardware and software components for the operation and an initial maintenance of the new system;
- Provision of operational support and a Help Desk services during a 12-month pilot operation phase. Development and implementation of a training program for the system users and administrators (*PPA staff, contracting authorities and bidders*), as well as delivery of all the necessary training material;
- Media campaign for raising awareness on e-procurement policies.

The main parties involved in the process of development of the e-procurement system are Ministry of Finance and the Public Procurement Administration as a key coordinator of the activities. This will require the additional regulatory and institutional development by other administrative bodies involved in the process.

So far the following activities were implemented within this Project: The Prior Information Notice (*PIN*) for electronic public procurement system was prepared and published in February 2016; after a successful publication of PIN, the CFCU of the Ministry of Finance, in cooperation with the Public Procurement Administration assumed the final preparation of tender documents and tendering procedure, which implies announcement, evaluation, adopting the Decision on selection of the most advantageous bid, signing of the contract and other actions that would guarantee the success of the Project. The value of the Project is **1,65 million euro**.

It is realistic to expect that the tender procedure for the selection of the most advantageous bid will be conducted by the beginning of the III quarter of 2017.

The Third Project

The Strategy for Development of the Public Procurement System in Montenegro for the period 2016 - 2020 and its AP, in order to strengthen the administrative capacity of contracting authorities and bidders in public procurement, has foreseen *development of the communication guidelines for economic operators* in the period 2016-2020, which would be developed for SMEs, as well as the development of manuals, newsletters and the like for representatives of SMEs. In accordance with the specified goals, the PPA made a thorough preparation and research for realization of this project during 2016. The application for the project was submitted to the WB at the end of 2016, it was accepted and a local expert was

selected. Within the framework of WB support, the guidelines for SMEs entitled "*Guide to encourage greater participation of SMEs in the public procurement in Montenegro*" will be drafted until the mid 2017.

The overall objective of the Guide is to contribute to the greater participation of SMEs in the public procurement market in Montenegro, because this sector is an increasingly important segment of the Montenegrin economy. The Project value \$ **50,000**. The realization of this Project is foreseen for June 2017.

The Fourth Project

In addition to the above-mentioned Guide, the PPA in cooperation with the World Bank and implements the project related to strengthening the monitoring of public procurement titled "*The Monitoring System of Public Procurement in Montenegro*".

The project was nominated in order to improve the monitoring system of public procurement, because of the need to set clear objectives for monitoring, development of a plan to improve the system of monitoring in order to evaluate the key parameters in the process of reform with a clear vision for the improvement.

The PPA as the competent body that monitors implementation of the public procurement system in Montenegro nominated this project with an aim to, by hiring experts in the field of monitoring and using the experience of the WB, draw up a manual that will be a good basis for all state bodies which play a specific role in the public procurement system (*PPA, SC, AIA, SAI, APC*).

The opinion of the PPA is that, apart from that body, the other state bodies involved in public procurement should also have a clear agreement in relation to certain elements of monitoring in the area of public procurement policy, the objectives of that policy, key performance indicators that will be used, the protocol on the collection and processing of data and the protocol on the publication of results. The implementation of this project is foreseen for June 2017. The Project value is \$ **30,000**.

11. THE STATISTICAL REPORT ON PUBLIC PROCUREMENT

This part of the Report provides a detailed overview of the national public procurement system from the quantitative aspect of the assessment and evaluation of the public procurement system. It contains information collected by the PPA, brought together and processed in accordance with established best practices, and which are relevant and adapted to the MNE needs and represent key information for strengthening the monitoring functions of the system itself and reform of public procurement.

The data collection model is decentralized, in a manner that every contracting authority keeps records, processes data and submits report to the PPA in electronic form and written on paper, while this authority collects those data, analyzes and processes them at the central level³⁷.

The text below provides comprehensive information, ranked in order of priority in purpose of measuring the policy goals in public procurement in a quantitative, reliable and comparable way, per individual segments and for a period of six years.

The Public Procurement Administration published all individual reports by the contracting authorities/parties covered by application of the PPL at its internet page: www.ujn.gov.me, within the section: “*Individual reports of the parties covered by application of the Public Procurement Law for 2016*”.

11.1. The parties covered by the application of the Law

A total number of 616 contracting authorities had the obligation of implementing the PPL in 2016, out of which 453 or 73.54% are the state authorities, bodies of local self-governments and public services; 15 or 2.44% of them were companies performing activities of public interest (*joint-stock companies*); 135 or 21.92% the companies founded by the State or local self-government; and 13 or 2.11% the companies operating in areas of water management, energy, transport and postal services.

The indicative list was established on basis of Article 2 of the PPL.

Table 11: Number of parties covered by the Law

Number	Group of covered parties	Number of covered parties	Percentual share (%)
1	State authorities, bodies of local self-governments and public services - (<i>PPL, Article 2, paragraph 1, item 1</i>)	453	73.54 %
2	Companies performing activities of public interest (<i>joint-stock companies</i>) - (<i>PPL, Article 2, paragraph 1, item 2</i>)	15	2.44 %
3	Companies founded by the State or local self-government - (<i>PPL, Article 2, paragraph 1, item 3</i>)	135	21.92 %
4	Companies operating in utilities sector - (<i>PPL, Article 2, paragraph 1, item 4</i>)	13	2.11 %
TOTAL		616	

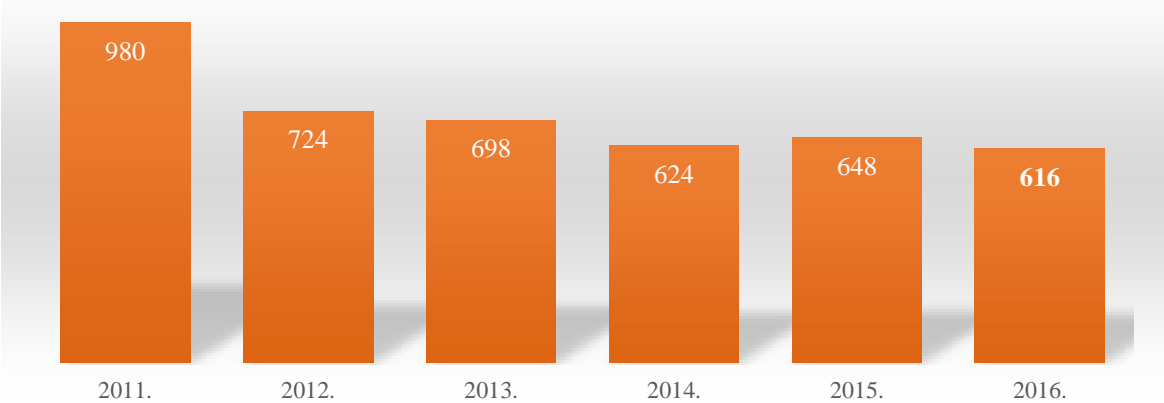
The status of a party covered by the application of the Law is defined by fulfilling the conditions prescribed by Law, and not depending on whether the entity concerned is on the list of covered parties. Therefore, in the case that a particular state authority, local self-

³⁷ **Public Procurement Law of MNE, Article 118:** “A contracting authority shall, by 28 February of the current year at the latest, submit to the competent state authority the report on conducted public procurement procedures and on public contracts concluded in the previous year. The report referred to in paragraph 1 of this Article shall be submitted both in written and in electronic form. The competent state authority shall prepare an annual report on conducted public procurement procedures and on public contracts concluded in the previous year and submit it to the Government by 31 May of the current year at the latest. The content and form of the report referred to in paragraph 1 of this Article shall be determined by the Ministry.”.

government body or the company is not on the list of contracting authorities and fulfills the requirements, such entity is obliged to apply the PPL. Non-application of this Law results in misdemeanor or other liability.

From an insight into the list of contracting entities for the period from 2011 to 2016, there is a noticeable difference in the number of covered parties, as well as a visible downward trend, since there were 980 covered parties in 2011 while 616 of them were at the list in 2016. The reasons for reduction in the number of covered parties occurred due to the centralization of the public procurement of certain state bodies (health sector, courts, the prosecutor's office, the University, and ceratin ministries and administration bodies) within the meaning of Article 33 of the PPL. However, it is noticeable that the number of covered parties is constantly changing, which may be subject to special monitoring and analysis.

Chart 5: Total number of covered parties foir the period 2011-2016.



11.2. Exemptions from the application of the Public Procurement Law

The PPL regulated the the exemption from its application in the Articles 3, 111 and 116b. For these reasons, this Report does not contain data on contracted procurements which are exempted from the application of PPL.

11.3. Number of reports submitted to the PPA

Out of the total number of parties applying the PPL registered on the list, **594 or 96.43%** of them submitted the report on the contracted public procurement, while the reports were not submitted by **22** contracting authorities/covered parties or **3.57%**, on which the AIA was informed in order to take measures from their jurisdiction. The data for 2015 show that these percentages are slightly different in favor of 2016, namely 90.43% of covered parties submitted their annual reports in 2015, while 9.57% did not do so, therefore the submitting of reports improved for almost 62.70%. The work of inspection for public procurement and proactive attitude of the Public Procurement Administration certainly contributed significantly to this improvement.

The list of covered parties which did not submit their reports is provided in **Annex 4**, which is an integral part of this Report.

11.4. Total contracted value of public procurement for 2016

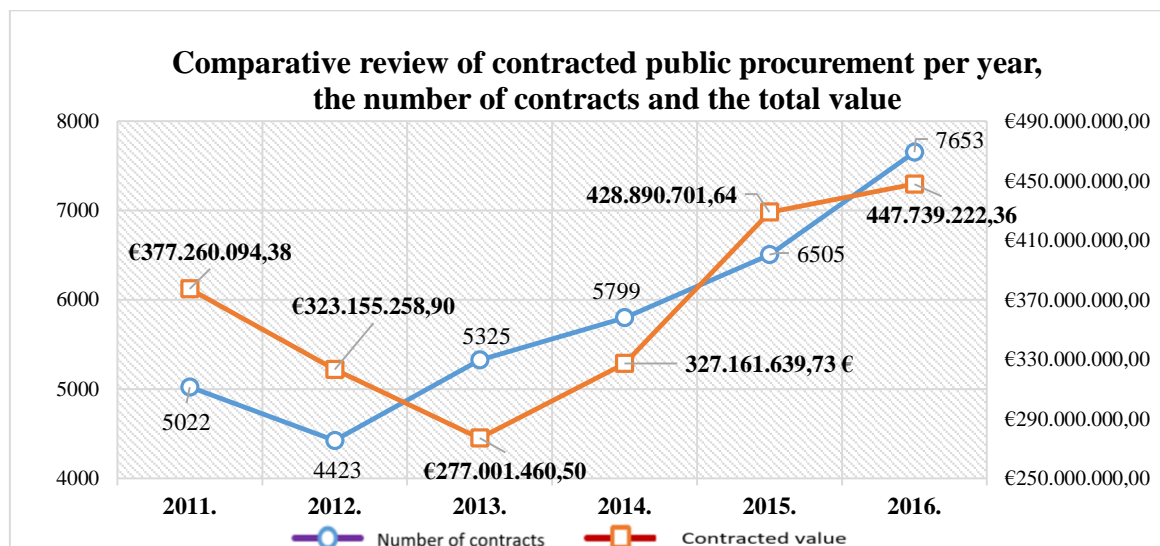
The parties covered by application of the PPL contracted a total of **447,739,222.36 euro for procurement of goods, services and works** in 2016, and concluded a total of **7,653 contracts**.

Range of values of registered public procurement, from the aspect of their values and the total number of concluded contracts is displayed in **Table 12** and **Chart 6**.

Table 12: Overview of contracted public procurement per year

		Number	
		Total number of contracts	Total value (in euros)
year	2011	5 022	377,260,094.38 eura
	2012	4 423	323,155,258.90 eura
	2013	5 325	277,001,460.50 eura
	2014	5 799	327,161,639.73 eura
	2015	6 505	428,890,701.64 eura
	2016	7 653	447,739,222.36

Chart 6



It is evident that when we look at the total number of contracts ranging from 2011/12 until 2016 that it significantly increases, so that difference, when we compare 2012 and 2016, amounts to over 3 230 contracts in favor of 2016, and consequently the total value is in favour of 2016 for 124,583,963.46 euros.

The share of public procurement in **GDP was 11.77%**, which is almost at the level of the average for the past six years.

Table 13: Share of public procurement in total GDP per year

2011	2012	2013	2014	2015	2016
11.43%	9.72 %	8.30 %	9.62%	11.89%	11.77%

NOTE: The GDP for 2016 amounts 3,805,000,000.00 € (*preliminary data*).

11.5. Number and value of the contracts according to value scales

The PPL allows to contracting authorities to, upon initiation of a procedure for procurement of goods, services or works), decide whether to use the open procedure, restricted procedure, negotiated procedure with prior publication of a contract notice, negotiated procedure without prior publication of a contract notice, contest, shopping or direct agreement.

Since the negotiated procedure without prior publication of the contract notice and the direct agreement are the procedures of limited transparency, the PPL prescribed restrictions in their application, and they may be conducted only with the prior consent of the PPA or up to a certain percentage for the direct agreement. The legislator assessed that in this way an impact on increasing the transparency of public procurement procedures would be produced, as it is one of the key principles and guidelines of the public procurement system.

Pursuant to the PPL, the public procurement procedure is determined by the estimated value of the procurement in question, which is classified into three value scales³⁸, while the the contracting authorities perform keeping of records and reporting on conducted procurement procedures according to the form prescribed by the MF³⁹.

The **Table 14** and **Chart 7** below provide an overview of contracted procurement for the period of six years.

Table 14: Overview of contracted procurement for the period 2011-2016

³⁸ **Public Procurement Law of MNE, Article 21:** „The public procurement procedure shall be determined according to the estimated value of the public procurement which is classified into the following value scales:- I Value scale – in cases when the estimated value of the public procurement is up to EUR 5,000, the contracting authority shall perform the direct agreement;- II Value scale – in cases when the estimated value of the public procurement exceeds EUR 5,000 up to EUR 25,000 for procurement of goods or services, or when the estimated contract value exceeds EUR 5,000 up to EUR 50,000 for procurement of works, the contracting authority shall perform the shopping method; - III Value scale - in cases when the estimated value of the public procurement exceeds EUR 25,000 for procurement of goods or services, or when the estimated contract value exceeds EUR 50,000 for procurement of works, the contracting authority shall perform some of the procedures listed in Article 20 items 1 to 5 of this Law.For public procurement with estimated value within Value scales I and II, the procedures listed in Article 20 items 1 to 7 of this Law may be applied“.

³⁹ <http://www.ujn.gov.me/2016/04/pravilnik-o-evidenciji-postupaka-javnih-nabavki/> :Pursuant to Article 117 of the Public Procurement Law (Official Gazette, 42/11), Ministry of Finance, adopted the Rulebook on the records of public procurement procedures, which regulates more closely the content, method of keeping and the forms of the records on public procurement procedures.

	Ugovorene javne nabavke	Broj ugovora	Ugovorena vrijednost
2011	Article 20 items 1-5/ Tenders (Form A)	2,554	342,613,920.35 €
	Shopping (Form B)	3,475	15,507,728.70 €
	Direct Agreement (Form C)	57,963	19,138,445.33 €
2012	Article 20 items 1-5/ Tenders (Form A)	2,694	289,492,670.54 €
	Shopping (Form B)	1,729	13,941,245.77 €
	Direct Agreement (Form C)	54,370	19,721,342.59 €
2013	Article 20 items 1-5/ Tenders (Form A)	2,995	239,944,977.82 €
	Shopping (Form B)	2,330	16,605,717.42 €
	Direct Agreement (Form C)	64,579	20,450,765.26 €
2014	Article 20 items 1-5/ Tenders (Form A)	3,028	289,550,682.40 €
	Shopping (Form B)	2,771	16,882,918.81 €
	Direct Agreement (Form C)	70,659	20,728,038.52 €
2015	Article 20 items 1-5/ Tenders (Form A)	3,361	386,535,629.10 €
	Shopping (Form B)	3,144	19,533,017.98 €
	Direct Agreement (Form C)	79,303	22,822,054.56 €
2016	Article 20 items 1-5/ Tenders (Form A)	4,097	400,807,043.73 €
	Shopping (Form B)	3,556	23,547,961.52 €
	Direct Agreement (Form C)	84,967	23,384,217.11 €

The contracting authorities applied the public procurement procedures prescribed by Article 20, items 1-5 (*large procurement*), for the **4 097** contracts and the contracted the total amount of 400,807,043.73 EUR, while for the shopping (*small procurement*) they concluded **3,556** contracts or 23,547.961.52 EUR and for direct agreement there were **84967** contracts or 23,384,217.11 EUR.

Chart 7

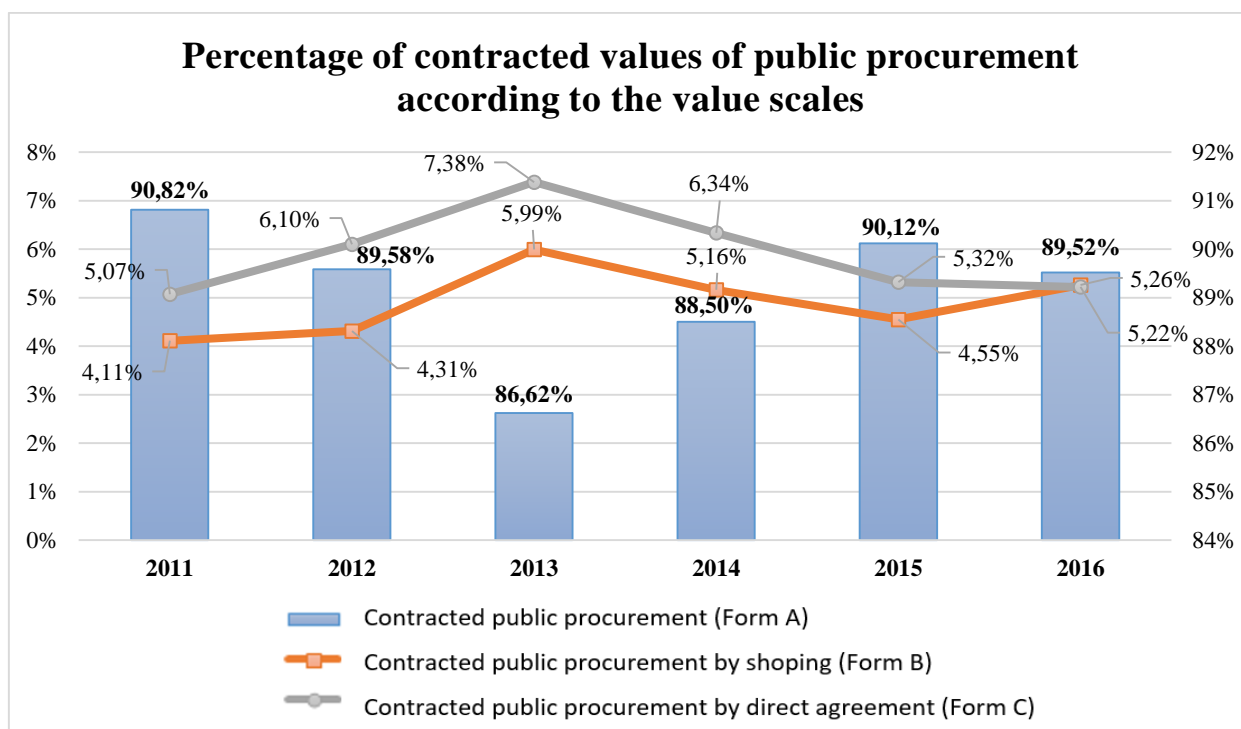


Table 15: Overview of the share of small and large value procurement per year

		Percentage	
		Contracted public procurement (Form A)	Contracted public procurement (Form B+C)
Year	2011	90.82 %	9.18 %
	2012	89.58 %	10.41 %
	2013	86.62 %	13.38 %
	2014	88.50 %	11.50 %
	2015	90.12 %	9.88 %
	2016	89.52 %	10.48 %

The share of small-value procurement (*direct agreement and shopping*) in the total value of public procurement in 2016, amounted to 10.48%. Such a good balance of relations between large values and small values is the result of increased transparency of this process by introducing legal obligations that the procurement of small value must be published (*shopping*) in accordance with the principles of the open procedure with a slightly shorter time for submission of bids (12 days) and (*direct agreement*) where every contracting authority who decides for this procurement procedure must adopt a special act and publish it on its website, as well as another obligation regarding the direct agreement which concerns the keeping of the records on dily basis of the awarded public contracts by applying direct agreement, thereby removing a motive for division of the procurement so as to make them below the threshold value for small procurement and thus avoid their publication.

11.6. Procurement according to the type of subject of public procurement⁴⁰

The tables below provide an overview of values of the contracts for goods, services and works awarded in public competition during the period of six years and their percentual share.

Table 16: Contracted procurement according to the type of subject of public procurement

	Type of subject of public procurement	Contracted value
2011	Goods	163,251,429.97 €
	Services	67,354,998.00 €
	Works	111,999,105.61 €
2012	Goods	200,282,733.26 €
	Services	45,513,712.68 €
	Works	77,358,812.96 €
2013	Goods	170,009,348.69 €
	Services	44,992,600.27 €
	Works	61,999,511.54 €
2014	Goods	215,182,613.49 €
	Services	51,359,874.35 €
	Works	60,619,151.89 €
2015	Goods	235,104,724.35 €
	Services	66,636,351.43 €
	Works	127,149,625.86 €
2016	Goods	219,652,414.02 €
	Services	72,341,769.66 €
	Works	155,745,038.68 €

Table 17: Comparative annual overview of public procurement value according to subjects of procurement expressed in percentage

		Subject		
		Goods	Services	Works
Year	2011	47.65 %	19.66 %	32.69 %
	2012	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 %
	2016	49.06 %	16.16 %	34.78 %

In 2016, the share of goods in the total number of published contract was in total amount of EUR **219.652.414,02**, the share of services was **72.341.769,66** EUR, while the works had a

⁴⁰ Public Procurement Law of MNE, Articles 34, 35 and 36

share of **155.745.038,68** EUR. The percentage of value for goods was **49.06%**, of services **16.16%** and of works **34.78%**.

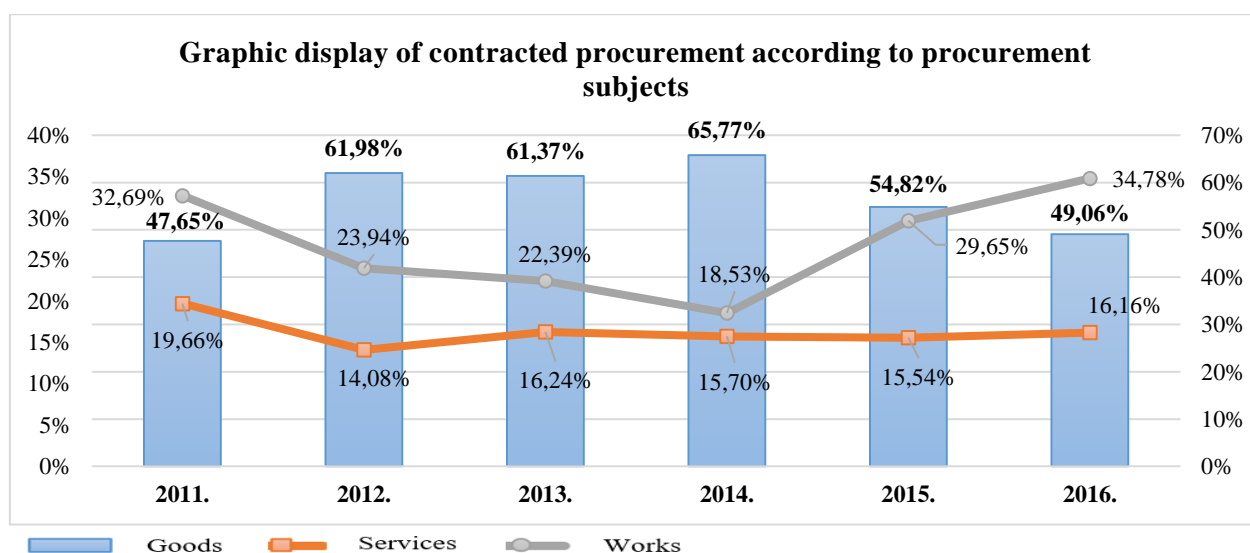
Comparing the value of public procurement by subjects and years, it is evident that the contract value of public procurement of goods were lowest in 2011 and highest in 2014; for services the lowest in 2012 and the highest in 2011, while for works the lowest value was in 2014, and the highest in 2016. A clear picture of the fluctuation of value of the contracted public procurement by procurement subjects is presented in the **Chart 8**.

The procurement of services have a balanced, almost the same percentage of their share in total public procurement and in average that share is around 16.23% for the period 2011-2016.

This percentage is very different for works and is affected primarily by the economic crisis, which is clearly demonstrated by a continuous decline in the total value in the period 2012-2016, from 23.94% to 34.78%. So, the percentage dropped by nearly 30% in 2012 in relation to 2011, and comparing 2012 to 2014 there is even more significant decline in the share of works of about 44.09%. The share of works increases as the economic crisis declines on the one hand and the investments are growing on the other, so it has already increased in 2015 and 2016.

In contrast to the works, the goods have a distinct continuity in 2102/13 and 2014 and a slight decrease in 2015 and 2016.

Chart 8: Contracted procurement for the period 2011-2016 according to procurement subjects



11.7. Public procurement above the EU thresholds according to procurement subjects⁴¹

⁴¹ The EU thresholds for 2016 and 2017 are: 135,000.00 € for goods and services and 5,225,000.00 € for works.

The Table below presents a total number of contracts and the contracted value according to procurement subjects, for the procurement above the EU thresholds for the period 2011-2016.

Table 18: Public procurement above the EU thresholds for the period 2011-2016 according to procurement subjects

Year	Procurement subject	Number of contracts	Estimated value	Contracted value
2011	Goods	88	78,602,658.02	64,594,303.84
	Services	49	32,529,508.62	30,478,296.58
	Works	2	14,000,000.00	12,347,368.33
2012	Goods	47	27,912,428.71	24,652,910.60
	Services	25	11,692,922.23	11,313,679.19
	Works	2	18,360,000.00	17,161,221.96
2013	Goods	118	85,694,996.34	67,419,648.68
	Services	28	11,508,434.00	10,870,579.16
	Works	-	-	-
2014	Goods	140	164,302,147.02	153,371,640.36
	Services	43	10,670,981.90	10,390,126.98
	Works	-	-	-
2015	Goods	211	174,047,016.82	169,329,843.03
	Services	79	25,084,728.14	25,083,713.64
	Works	6	48,000,000.00	42,297,345.71
2016	Goods	186	150,780,248.14	148,780,519.37
	Services	75	21,963,561.85	21,886,983.16
	Works	3	44,060,000.00	41,122,347.55

A total of 264 contracts for goods, works and services above the EU thresholds were concluded in 2016, with the contracted value amounting to 211,789,850.08 euro, or 47.30% of the total contracted public procurements for 2016.

a total of 296 contracts were concluded in 2015, worth 236,710,902.38 euro, which is 10.81% more according to the number of contracts and less for 10.52% in value.

11.8. Procurement according to the procedure types⁴²

The indicator of the conditions for free competition is the presence of competitive procedures (open, restricted, negotiated with prior publication of contract notice, shopping procedure, contest) as opposed to the non-competitive procedures (*negotiated without prior publication of a contract notice, the direct agreement*). In addition to limited competition, the negotiated procedure is characterized by an increased risk of collusion, both between the contracting authority and the bidder, as well as among the bidders. That is why the negotiation procedure is provided for in exceptional cases, and its application share in the EU is around 5% of the total value of public procurement. The share of procedure types in total public procurement in Montenegro is presented in **Table 19** and **Chart 9**.

⁴² Public Procurement Law of MNE, Article 20.

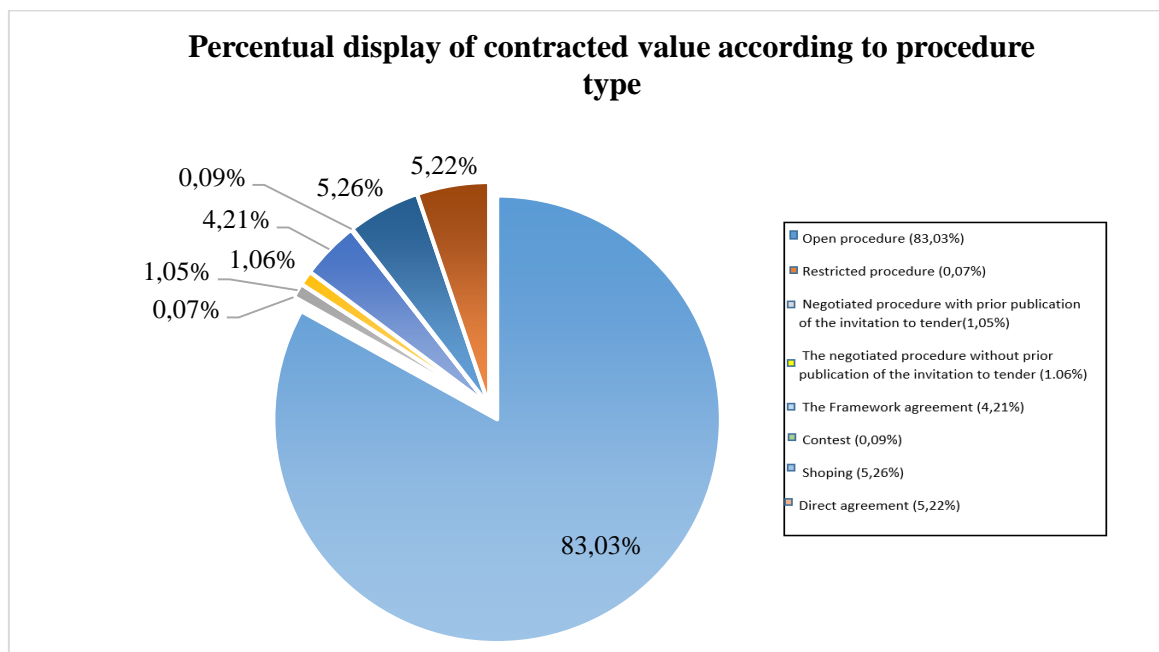
Table 19: Number of contracts according to the procedure types and the procurement subjects with their estimated and contracted values

Rulebook - Form A (large value)	Procedure type	Procurement subject	Number of contracts	Estimated value	Contracted value
	Open procedure	Goods	2 032	198,616,334.96 €	184,728,992.55 €
		Services	1045	44,241,419.75 €	40,080,803.54 €
		Works	490	167,738,225.48 €	146,931,354.71 €
	Restricted procedure	Goods	6	272,842.94 €	271,405.54 €
		Services	4	54,280.50 €	54,198.87 €
		Works	-	-	-
	Negotiated procedure with prior publication of contract notice	Goods	17	1,144,700.00 €	1,124,826.84 €
		Services	15	1,896,000.00 €	1,717,938.19 €
		Works	3	2,040,000.00 €	1,862,046.44 €
Negotiated procedure without prior publication of contract notice	Goods	36	1,507,087.09 €	1,361,603.64 €	
	Services	74	3,169,752.65 €	2,593,843.03 €	
	Works	15	801,236.50 €	797,783.84 €	
Framework agreement	Goods	206	11,359,226.01 €	10,897,971.88 €	
	Services	145	7,790,033.20 €	7,702,291.96 €	
	Works	3	267,149.63 €	260,407.70 €	
Award of public procurement by contest	Goods	-	-	-	
	Services	6	429,700.00 €	421,575.00 €	
	Works	-	-	-	
TOTAL:			4 097	441,327,988.71 €	400,807,043.73 €

Rulebook - Form B	Procedure type	Procurement subject	Number of contracts	Estimated value	Contracted value
	Small value – Shopping	Goods	1 906	14,291,558.84 €	11,185,789.57 €
		Services	1 343	8,813,086.81 €	7,879,502.45 €
		Works	307	5,105,656.38 €	4,482,669.50 €
TOTAL:			3 556	28,210,302.03 €	23,547,961.52 €

Rulebook - Form C	Procedure type	Procurement subject	Number of contracts	Contracted value
	Direct agreement	Goods	46 842	10,081,824.00 €
		Services	37 002	11,891,616.62 €
		Works	1 123	1,410,776.49 €
TOTAL:			84 967	23,384,217.11 €

Chart 9



The data in **Table 19** and **Chart 9** show that the share of the negotiated procedure without prior publication of the invitation to tender was only 1.06%, which is the lowest level in the past nine years.

Based on the presented data on the variation of the share of the negotiated procedure without prior publication of a contract notice in the previous period and other publicly available reports at the Portal of the PPA www.ujn.gov.me/izvjestaji, it can be concluded that the PPA is to be credited for such situation, since this body is responsible for giving consent to the prior justification of application of this procedure.

In 2016, the PPA gave 137 "*positive*" and 49 "*negative*" replies to the requests of the contracting authorities for obtaining the approval for the use of the negotiated procedure without prior publication of the invitation to tender. The percentage of "*positive*" approvals in relation to the total number of the requests (186) is 73.66%, as opposed to the "*negative*" of which there were 26.34%.

Bearing in mind that the contracting authorities, during the past time, have obtained a knowledge on the application of the negotiated procedure without prior publication of a contract notice supported by the approvals, opinions and training, the question of the purposefulness of further use of this instrument is inevitably raised.

Along with reducing the share of non-competitive procedures, there is an increased application of the open procedure. Participation of the open procedure reached a level of around 93.71% in 2016, which represents an improvement of almost 1% compared to 2015 (92.81%), which is a continuation of growth that had started in previous years.

As already pointed out, giving prior approval of the Public Procurement Administration for initiation of this procedure has had great importance for the growth of application of the open procedure at the expense of the negotiated procedure and for bringing their relationship to the the EU level.

Also, the share of contracted public procurement by direct agreement in the total contracted value in 2016 was slightly lower compared to the previous years.

For a more complete information, the attached report provides an overview of the agreed public procurement by contracting authorities with the largest contracted value procured using the direct agreement.

The table below contains the number of procedures and the contracted value, the individual share of the procedures in the total amount of contracted public procurement, expressed by the appropriate percentage per year, for the period 2011-2016.

Table 20: Comparative overview of the number of contracts and the contracted procurement expressed numerically and in percentage for the period 2011-2016, according to procurement procedures

Procedure type	Year	Number of contracts	%	Contracted value	%
Open procedure	2011	2 373	47.25%	324,902,467.81 €	86.12%
	2012	2 465	55.73%	274,991,512.15 €	85.10%
	2013	2 747	51.59%	225,015,448.49 €	81.23%
	2014	2 679	46.20%	266,980,332.79 €	81.61%
	2015	2 941	45.21%	356,806,744.39 €	83.19%
	2016	3 567	46.61%	371,741,150.80 €	83.03%
Restricted procedure	2011	3	0.06%	335,265.00 €	0.09%
	2012	2	0.05%	70,000.00 €	0.02%
	2013	2	0.04%	60,889.17 €	0.02%
	2014	1	0.02%	6,497.40 €	0.00%
	2015	13	0.20%	494,309.44 €	0.12%
	2016	10	0.13%	325,604.41 €	0.07%
Negotiated procedure with prior publication of the contract notice	2011	3	0.06%	57,312.00 €	0.02%
	2012	4	0.09%	365,285.56 €	0.11%
	2013	6	0.11%	145,251.72 €	0.05%
	2014	-	-	-	-
	2015	6	0.09%	579,095.32 €	0.14%
	2016	35	0.46%	4,704,811.47 €	1.05%
Negotiated procedure without prior publication of	2011	135	2.69%	13,463,058.74 €	3.57%
	2012	147	3.32%	10,346,106.32 €	3.20%
	2013	161	3.02%	9,019,939.24 €	3.26%

the contract notice	2014	140	2.41%	8,701,088.52 €	2.66%
	2015	131	2.01%	7,992,327.10 €	1.86%
	2016	125	1.63%	4,753,230.51 €	1.06%
Framework agreement	2011	38	0.76%	3,201,748.80 €	0.85%
	2012	68	1.54%	3,263,183.51 €	1.01%
	2013	71	1.33%	5,503,789.20 €	1.99%
	2014	198	3.41%	13,580,826.69 €	4.15%
	2015	258	3.97%	19,994,669.33 €	4.66%
	2016	354	4.63%	18,860,671.54 €	4.21%
Award of public procurement by contest	2011	2	0.04%	654,068.00 €	0.17%
	2012	1	0.02%	3,400.00 €	0.00%
	2013	-	-	-	-
	2014	4	0.07%	42,117.00 €	0.01%
	2015	6	0.09%	47,613.52 €	0.01%
	2016	6	0.08%	421,575.00 €	0.09%
Shopping	2011	3 475	69.20%	15,507,728.70 €	4.11%
	2012	1 729	39.09%	13,941,245.77 €	4.31%
	2013	2 330	43.76%	16,605,717.42 €	5.99%
	2014	2 771	47.78%	16,882,918.81 €	5.16%
	2015	3144	48.33%	19,533,017.98 €	4.55%
	2016	3 556	46.47%	23,547,961.52 €	5.26%
Direct agreement	2011	57 963		19,138,445.33 €	5.07%
	2012	54 370		19,721,342.59 €	6.10%
	2013	64 579		20,450,765.26 €	7.38%
	2014	70 659		20,728,038.52 €	6.34%
	2015	79 303		22,822,054.56 €	5.32%
	2016	84 967		23,384,217.11 €	5.22%

11.9. Framework agreement⁴³

The PPL introduced the framework agreement in 2006. After the Amendments to the PPL of 2014 and the accompanying implementing acts, the use of this negotiating technique has been regulated more precisely, in terms of its harmonization with the EU Directives. As the public procurement system in Montenegro developed over years, the contracting authorities used this instrument more frequently, since its practical application proved to be a good tool for contracting authorities and provides some significant advantages compared to the classical public procurement procedures. The specificity of the framework agreement is that after completion of open, restricted or negotiation procedure, an agreement with one or more bidders from the list may be concluded, and afterwards more individual contract can be concluded within its duration, also that the agreement may last for several years, as well as that it can be concluded by several contracting authorities with several bidders, one contracting authority with several bidders, or several contracting authorities with one bidder. This agreement is not a typical obligatory legal agreement, for there is no obligation of execution of public procurement on the basis of the same, but the liability shall be incurred

⁴³ Public Procurement Law of MNE, Articles 26 and 26a.

by concluding individual public procurement contracts on the basis of previously concluded framework agreement.

The framework agreement allows the contracting authority not to take a final commitment, but it defines the framework of the needs, and the contracting authority assumes the final commitment when it is certain, after the conclusion of individual contracts. Thus the contracting authorities fulfil their needs in a quicker way than in cases where they initiate a specific procedure at the moment when the need arises for goods, services or works.

The advantage of the framework agreement is that it provides the possibility of re-achieving competition among bidders with whom the framework agreement was concluded, providing new opportunities to bidders to, at the stage of concluding individual contracts, submit a more competitive bid than before the framework agreement was concluded.

In Montenegro, as in previous years, the framework agreement is usually concluded after having conducted an open public procurement procedure for the repair and maintenance services, telephone services, procurement of lease of goods, then the procurement of food products, fuel, oil, medical devices, laboratory medical disposables, ie. when it comes to permanent commodities, regular repairs or maintenance works, when the conclusion of identical contracts reduce procurement costs.

The Amendments to the PPL of 2011, regulated the use of this tool in more detailed, more accurate and better manner (*in terms of compliance with the Directives*), which resulted in a wider application of the framework agreement, so the ratio of the application of this instrument observed in the period 2011/12 and 2013, when 177 contracts were concluded in all three years, and in the period 2014/15 or 2016 when 810 contracts were concluded, which is an increase of about 4.5 times compared to the period 2011/12 and 2013.

Table 21: Comparative overview of realization of framework agreements for 2015 and 2016

2015				2016			
Subject type	Number of contracts	Estimated value	Contracted value	Subject type	Number of contracts	Estimated value	Contracted value
Goods	145	16,476,554.02 €	13,703,348.37 €	Goods	206	11,359,226.01 €	10,897,971.88 €
Services	109	5,971,720.34 €	5,943,478.26 €	Services	145	7,790,033.20 €	7,702,291.96 €
Works	4	352,873.33 €	347,842.70 €	Works	3	267,149.63 €	260,407.70 €

A total of 354 contracts were concluded in 2016 on the basis of previously concluded framework agreements for goods, services and works, with a the total value of 18,860,671.54 euros. The share of the framework agreement in the total contracted value of 2016 decreased by 6% compared to 2015, while a number of contracts increased by 96, or 37.21%, compared to the number of contracts awarded in the previous year.

11.10. Open public procurement procedure⁴⁴

The use of this public procurement procedure achieves the greatest degree of transparency and competitiveness, respect of the principles of public procurement and proper implementation of the PPL. Over the years, there has been a continuous increase in the use

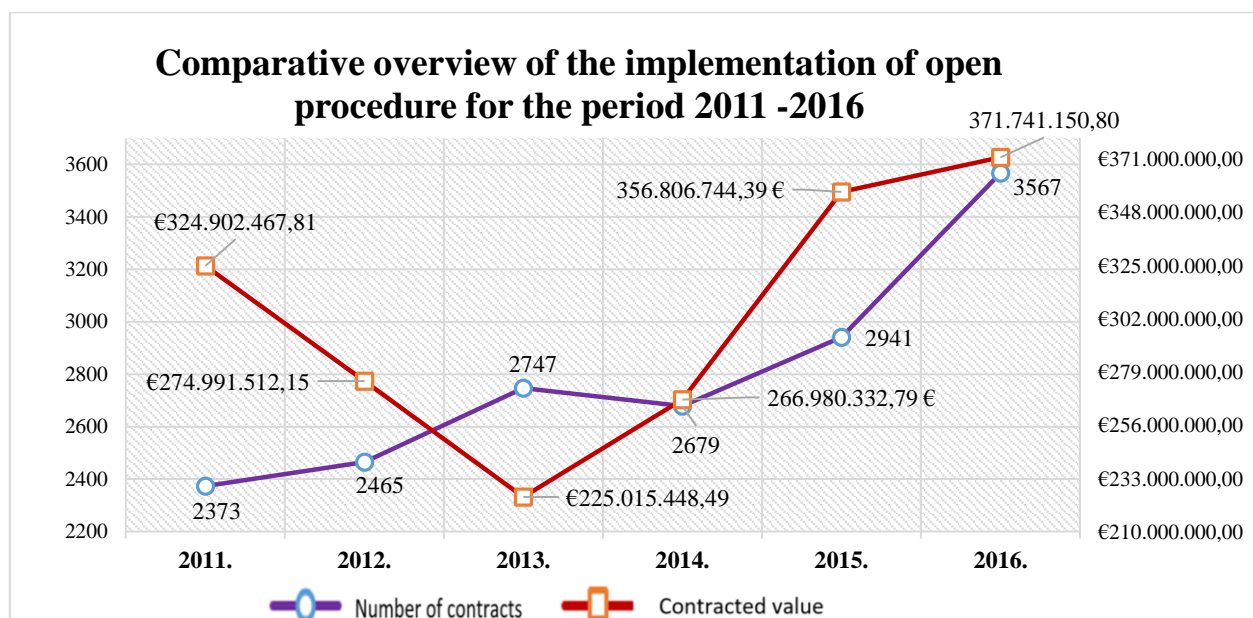
⁴⁴ Public Procurement Law of MNE, Article 22.

of this procedure in Montenegro. The following Table shows a comparative view of application of this procedure in 2015 and 2016 by the number of the contracts, the contracted value and the procuremet subjects, while the Chart below shows the total contracted value in the period 2011-2016.

Table 22: Number of contracts and the contracted value in the open procedures for 2015 and 2016

2015				2016			
Subject type	Number of contracts	Estimated value	Contracted value	Subject type	Number of contracts	Estimated value	Contracted value
Goods	1 817	211,690,954.83 €	198,165,062.51 €	Goods	2,032	198,616,334.96€	184,728,992.55 €
Services	777	41,846,636.60 €	38,726,567.05 €	Services	1,045	44,241,419.75 €	40,080,803.54 €
Works	347	139,836,263.55 €	119,915,114.83 €	Works	490	167,738,225.48€	146,931,354.71 €

Chart 10



11.11. Shopping⁴⁵

The public procurement procedure is equated with an open public procurement in terms of the degree of its transparency. The difference is that it is implemented by a public procurement officer, it includes procurement of goods and services up to a value of 25,000.00 euros, of works to 50,000.00 euros, and has a time limit for the preparation of bids of up to 12 days.

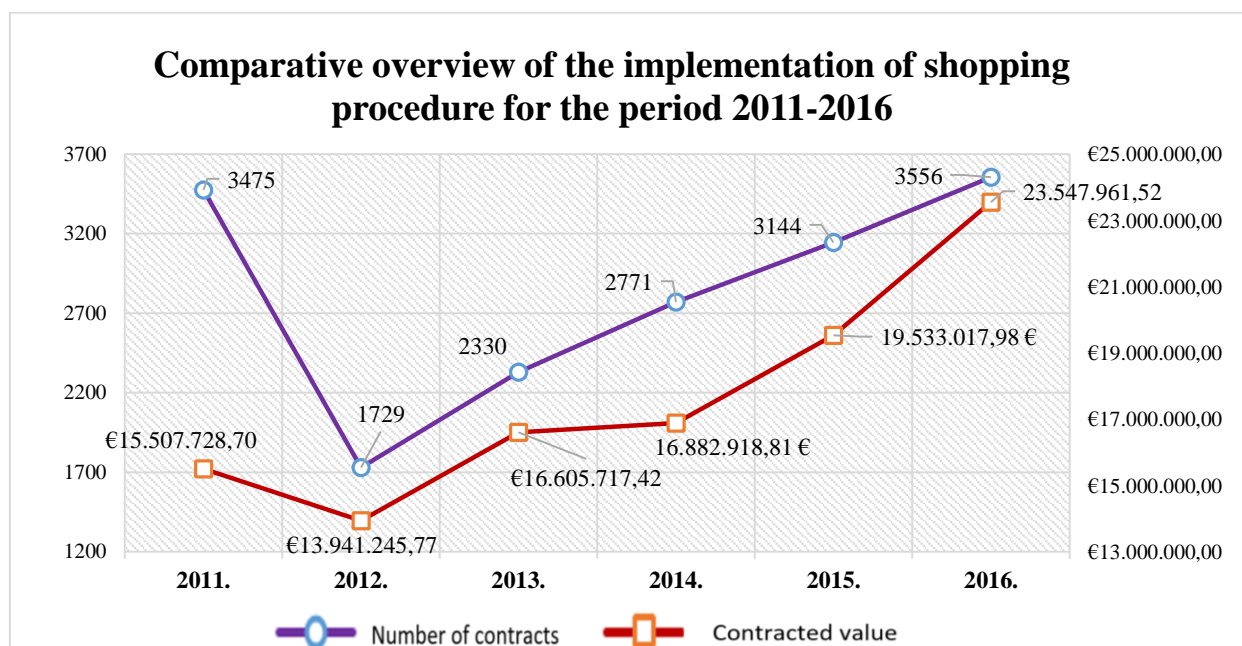
The number of contracts and the contract value in 2016 has increased significantly compared to 2015, as witnessed by data from the Table and the Chart below.

⁴⁵ Public Procurement Law of MNE, Article 29.

Table 23: Number of contracts and the contracted value in shopping procedure for 2015 and 2016

2015				2016			
Subject type	Number of contracts	Estimated value	Contracted value	Subject type	Number of contracts	Estimated value	Contracted value
Goods	1 727	10,766,514.10 €	9,391,301.81 €	Goods	1 906	14,291,558.84 €	11,185,789.57 €
Services	1 169	7,732,162.33 €	6,691,789.00 €	Services	1 343	8,813,086.81 €	7,879,502.45 €
Works	248	3,870,012.48 €	3,449,927.17 €	Works	307	5,105,656.38 €	4,482,669.50 €

Chart 11



It may be concluded that the strengthening of capacities, along with continuous training, and a more focused specialization of the public procurement officers, has had the effect of increasing the degree of success of procurement by this procedure and its good implementation in practice.

11.12. Direct agreement⁴⁶

The PPL regulated the public procurement procedure by direct agreement, and the obligation of the contracting authority to regulate this procedure by a special act, which is published on the CA's website. This procedure is used in the event of procurement with estimated value

⁴⁶ Public Procurement Law of MNE, Article 30.

up to 5,000.00 euros. This value is considered as a limit of the total annual amount that a contracting authority may spend on the purchase of a particular procurement subject. Whether the contracting authority shall exhaust that amount in one or more procedures, will be depending on its specific needs for the procurement in question.

The Law also envisages a cumulative limits to the value that a public entity can annually spend through direct agreement. These limits vary depending on the size of the contracting authority, or the size of its total annual procurement budget.

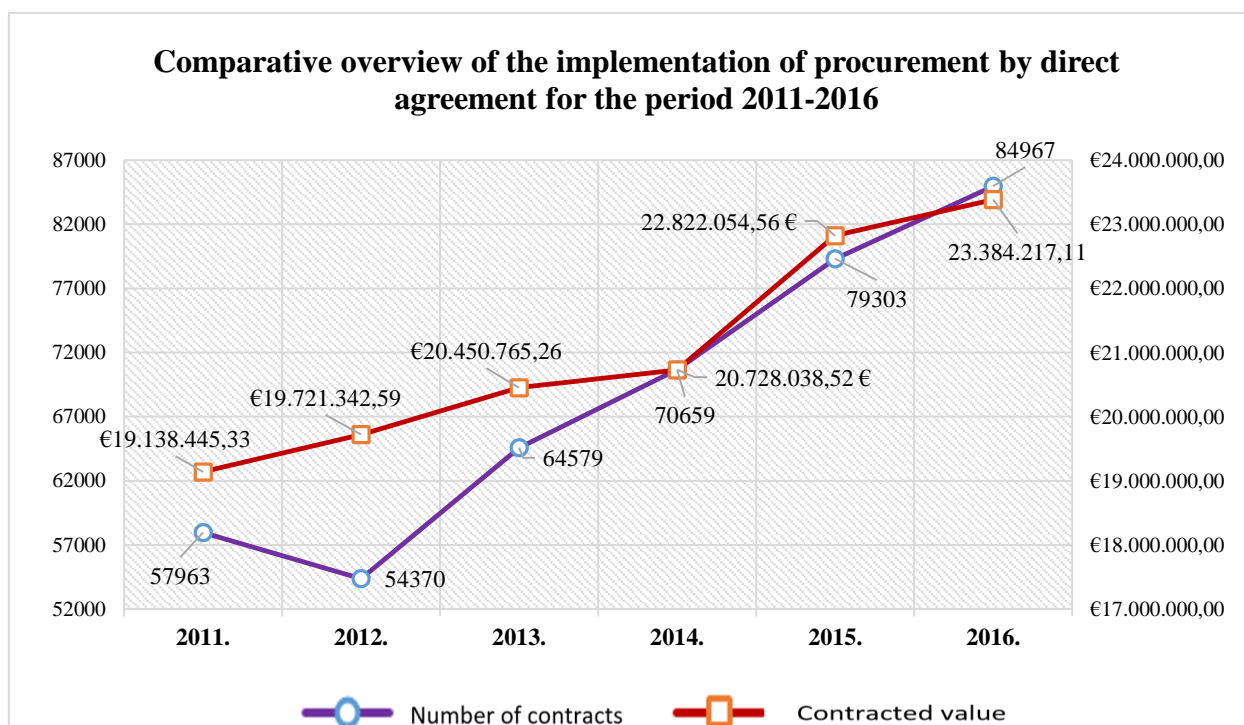
The contracting authority is obligated to comply with the provisions concerning the assessment of the value of the contract, including prohibition of dividing the procurement subjects in order to avoid the application of the appropriate procedure defined by the Law.

The overview of total procurement contracted by using this procedure is provided in the following Table. It is evident that they have a steady upward trend from year to year, which varies depending on the total contracted value. A closer view of the fluctuation of the contracted value in this procedure is provided in the following Chart for a period of six years.

Table 24: Number of contracts and the contracted value by the direct agreement in 2015 and 2016

2015			2016		
Subject type	Number of contracts	Estimated value	Contracted value	Subject type	Number of contracts
Goods	45 748	10,010,073.38 €	Goods	46 842	10,081,824.00 €
Services	32 245	11,092,424.25 €	Services	37 002	11,891,616.62 €
Works	1 310	1,719,556.93 €	Works	1 123	1,410,776.49 €

Chart 12



The Table and the Chart above the increase in the number of such directly conducted procedures (6.66%) can be clearly perceived, as well as the increase in value (2.40%) within the observed period 2015/2016. On the other hand, an almost equal percentage of direct agreement of the total contracted procurement for 2015/2016 (5.32% and 5.22%) has been observed.

11.13. Negotiated procedure without prior publication of the contract notice

The PPA monitors this procedure with special care, since it is a less transparent public procurement procedure. Before initiating the procurement procedure, the contracting authorities are required to obtain previous approval on fulfillment of the conditions by this body, whereupon they are obliged to, along with the request, provide the evidence that are related to the legal basis and the subject of the procurement⁴⁷.

In this regard, during 2016, **186** applications were received for the procurement of goods, services or works of the total estimated value of **17,543,234.63** euros. All incoming requests were processed by professional services of this body within the prescribed period, out of which **137** requests were approved with estimated value of **13,147,699.27** euros, while **49** applications were rejected, with estimated value of **4,395,535.36** euros. Number of signed contracts which were recorded in the reports of the contracting authorities is **125**.

The Table below contains an overview of the requests for approval of the use of negotiated procedure.

Table 25: Requests for prior approval in 2016

An overview of submitted requests for prior approval

⁴⁷ Public Procurement Law of MNE, Article 31 and in conjunction with Article 25.

Requests which fulfilled the conditiond	137
Requests which were rejected	49
Total number of submitted requests	186

The PPA responded negatively to 26.30% of the requests, i.e. it issued a positive opinion on the justified application of this procedure for 73.70% of the requests. The negative responses make one third of the total number of the received requests.

The public procurement contracted by negotiated procedure without prior publication of a contract notice, which account for 1.06% of the total contracted value, show that the contracting authorities are well aware of when the legal grounds to initiate this procedure exist.

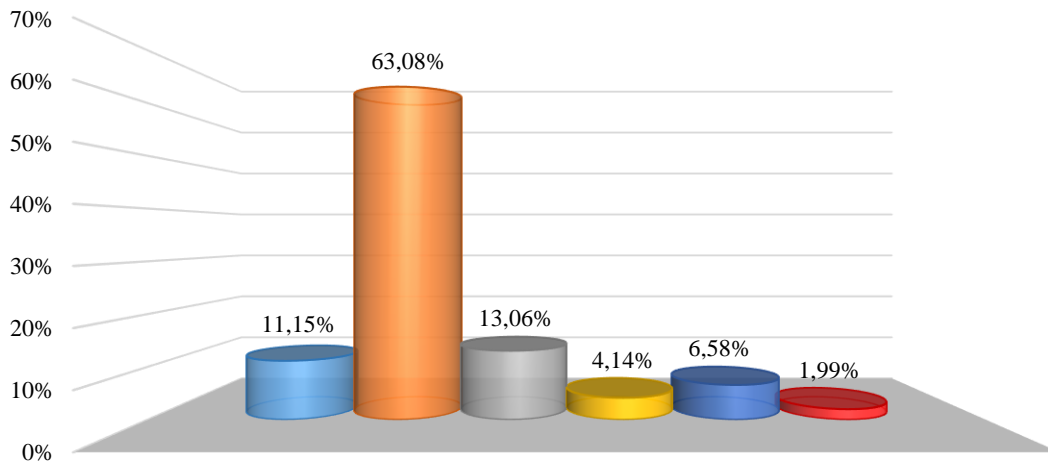
The justification for involvement of the PPA in assessing the fulfillment of the conditions is reflected in the fact that this procedure is characterized by limited competition and increased risk of collusion between the contracting authority and the bidder, as well as among the bidders. Then, the average number of bids per procedure in these cases is very low, usually one bid, so the application of this procedure directly affects the intensity of competition in public procurement. This procedure is envisaged only in exceptional cases in the EU countries as well.

The structure of the use of a particular legal basis to which the contracting authorities referred in their requests submitted to the PPA is provided in **Charts 13 and 14**.

Monitoring of the use of the negotiated procedure is particularly important for the further development of the public procurement system in Montenegro. In this regard the PPA performs special monitoring of the procedures by categories of contracting authorities (*state authorities, local self-government units, business organizations*), the subject of public procurement (*goods, services, works*), the legal basis of the negotiations (*urgency, technical connectivity, etc.*), in order to indicate that with good planning and the strengthening of administrative capacities some greater benefits for the procurement of the contracting authority can be achieved, through the life cycle, i.e. the "*life cycle cost*" of the procurement in question.

Chart 13

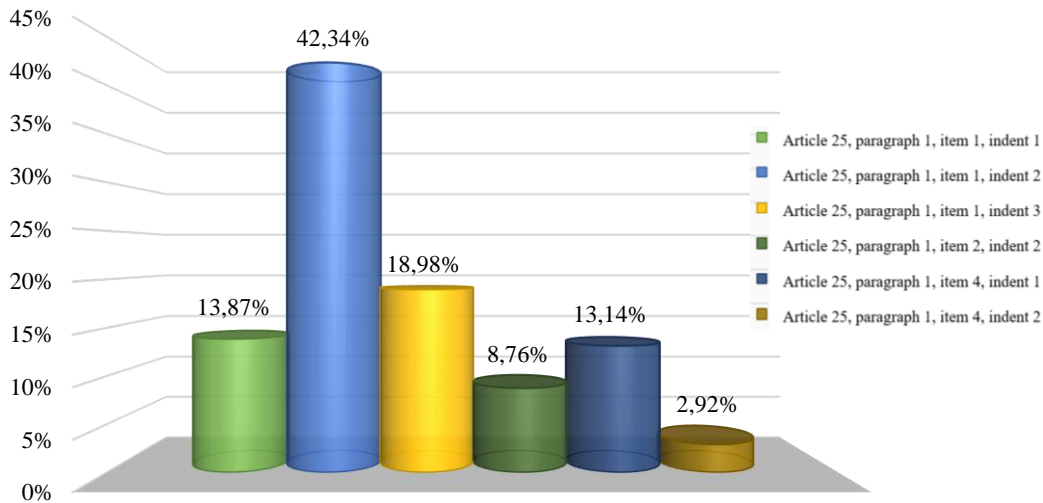
The use of negotiated procedure without prior publication of the contract notice according to their value and on basis of the issued approvals



- **Article 25 paragraph 1 item 1 indent 1 – Procurement of goods, services and works** when, in at least two open, or restricted public procurement procedures, no acceptable bids have been submitted, provided that the originally defined subject of public procurement the contents of tender documents have not been altered, in which case the contracting authority is obliged to include in negotiated procedure all the bidders who submitted their bids in the open or restricted procedure (11.15%);
- **Article 25 paragraph 1 item 1 indent 2 - Procurement of goods, services and works** when, for technical or artistic reasons related to the subject-matter of a contract, or for reasons connected with the protection of exclusive rights, the contract may be awarded only to a particular bidder (63.08%);
- **Article 25 paragraph 1 item 1 indent 3 - Procurement of goods, services and works** -when, for reasons of extreme urgency with an aim of removal and prevention of danger brought about by unforeseen events, the removal of consequences of these unforeseen events, as well as due to other unforeseen events on which the contracting authority cannot or was not able to influence, the contracting authority is not able to comply with the time limits stipulated by this Law (13.06%);
- **Article 25 paragraph 1 item 2 indent 2 Procurement of goods** - for additional deliveries during performance of contractual obligations by the bidder to whom the contract has been already awarded in accordance with this Law, which are intended either as a partial replacement of normal products, materials or installations or as the extension of existing products, materials or installations where a change of supplier, or supplies would result in technical difficulties in operation and maintenance, provided that the total value of all additional deliveries may not exceed 15% of the total value of the contract originally concluded (4.14%);
- **Article 25 paragraph 1 item 4 indent 1 - For public works contracts and public service contracts** not included in the contract concluded after the public procurement procedure was conducted, but which, due to unforeseeable circumstances, have become necessary to the provision of the services or works described therein, when such additional works or services cannot be technically or economically separated from the original contract without major inconvenience to the contracting authorities, provided that the contract, whose aggregate value may not exceed 15% of the amount of the concluded contract, is concluded with the bidder whose contract is still in force (6.58%);
- **Article 25 paragraph 1 item 4 indent 2 – For public works contracts and public service contracts** koji for works or services consisting in the repetition of similar services or works assigned to the original service provider or contractor, and when the possibility of procurement of these works or services in accordance with the subject-matter of the procurement for which the contract was concluded on basis of the conducted open or restricted procedure, is specified in the contract notice, provided that the aggregate value of the contract for additional services or works may not exceed 15% of the amount of the awarded contract and that there have not passed three years since the basic contract was concluded (1.99%);

The use of negotiated procedure without prior publication of the contract notice according to the number of given approvals

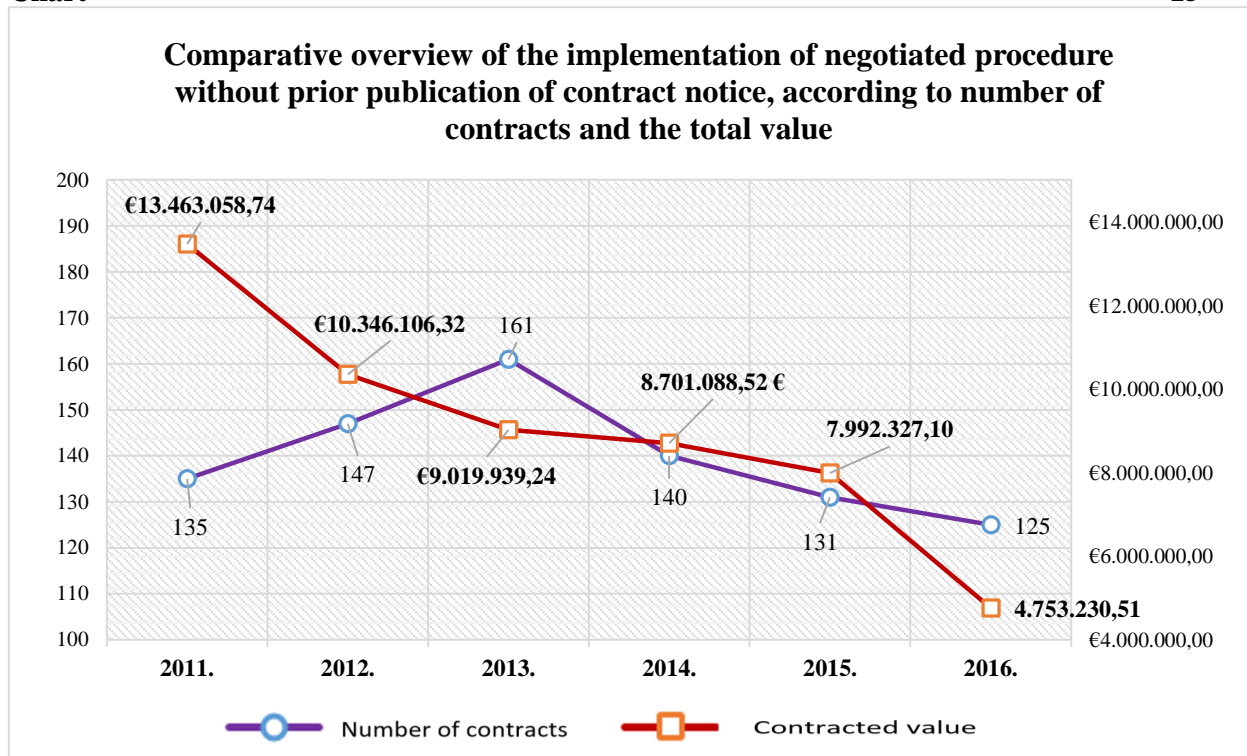
Chart 14



By a comparative review of the number of contracts and the contracted value, **the Chart 15** which follows indicates to a continuous decrease in application of this procedure with 13.463.058,74 EUR in 2011 to 4,753,230.51 EUR in 2016.

Chart

15



A special monitoring by the PPA, NGOs and the interested public is conducted over the application of this procedure related to the extension of the basic contract with respect to the legal basis contained in Article 25, paragraph 1, item 2, indent 2 and the item 4, indents 1 and 2 thereof.

In this regard, the following Table provides an overview of the total number of approvals given, the procedures conducted, the total value of the basic contracts, the estimated value up to the limit prescribed by the PPL, and the contracted value.

Table 26: An overview of the contracted procurement not covered by the basic contract and represent its extension/Annex to the contract

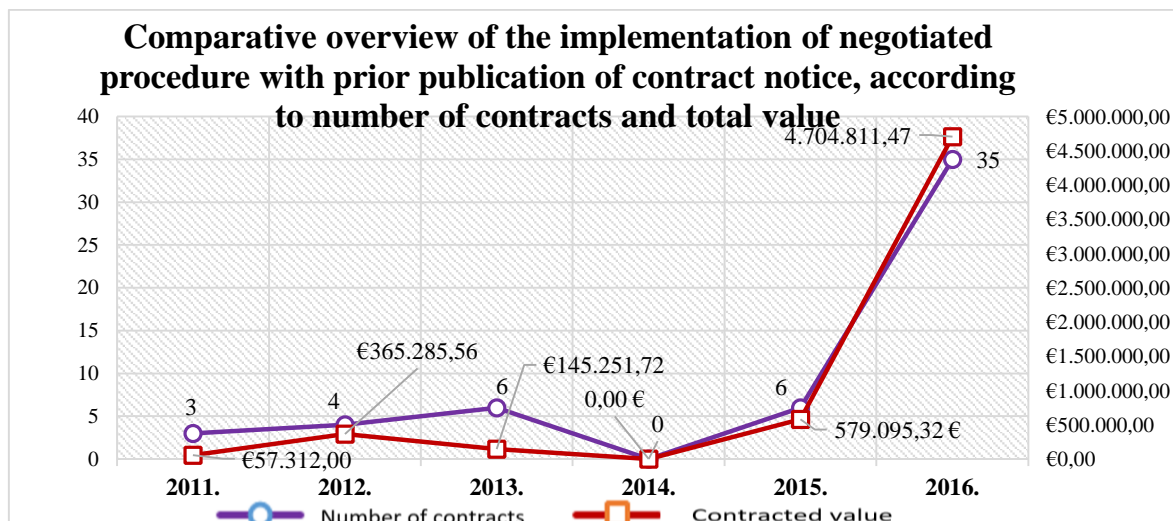
The basis for conducting a negotiated procedure	Number of conducted procurement procedures	Total value of basic contracts	Total estimated value (up to 15% of the basic contract)	Total contracted value
Article 25 paragraph 1 item 2 indent 2	9	655,039.95 €	187,011.29 €	185,954.68 €
Article 25 paragraph 1 item 4 indent 1	18	6,463,603.69 €	838,094.99 €	550,472.77 €
Article 25 paragraph 1 item 4 indent 2	1	17,150.40 €	2,752.50 €	2,750.94 €
TOTAL:	28	7,135,794.04 €	1,027,858.78 €	739,178.39 €

11.14. Negotiated procedure with prior publication of the contract notice

The PPA, in accordance with the Law, issues prior approval on the justifiability of use of the negotiated procedure with prior publication of the contract notice for the public sector. This procedure is rarely applied by the contracting authorities, since they implemented two such procedures in 2011, four in 2012, six in 2013, none in 2014, six in 2015 and a maximum of 35 such contracts in 2016. The total contracted value of these contracts was 4.704.811,47 euro in 2016.

The Article 116c of the PPL stipulated that the procurement in the field of defense and security is not subject to the provisions of Article 31 for this procedure. In this way, the contracting authorities in the field of defense and security are encouraged to actively apply this procedure. Accordingly, there is a noticeable use of this procedure in 2016.

Chart 16



11.15. The savings achieved⁴⁸

The contracting authority may, at all stages of the public procurement cycle, recognize the steps aimed at achieving savings, by linking the ratio of the estimated and the contracted value of the respective procurements. The table below provides an overview of the number of contracts, their estimated value, the contracted value and the amount of the savings achieved by type of public procurement procedure. It is visible that in 2016 the savings achieved were in amount of **45,183,285.49** euros, and that the highest **savings** were realized in open public procurement procedures.

Table 27: Achieved savings

Procedure type	Number of contracts	Estimated value	Contracted value	Savings	Percentage ⁴⁹
Open procedure	3567	410,595,980.19 €	371,741,150.80 €	38,854,829.39 €	9.46%
Restricted procedure	10	327,123.44 €	325,604.41 €	1,519.03	0.46%
Negotiated procedure with prior publication of the contract notice	35	5,080,700.00 €	4,704,811.47 €	375,888.53 €	7.40%
Negotiated procedure without prior publication of the contract notice	125	5,478,076.24 €	4,753,230.51 €	724,845.73 €	13.23%
Framework agreement	354	19,416,408.84 €	18,860,671.54 €	555,737.30 €	2.86%
Award of public procurement by contest	6	429,700.00 €	421,575.00 €	8,125.00 €	1.89%
Small value - shopping	3 556	28,210,302.03 €	23,547,961.52 €	4,662,340.51 €	16.53%
TOTAL:	7 653	469,538,290.74 €	424,355,005.25 €	45,183,285.49 €	

⁴⁸ The Table does not include the public procurement contracted by direct agreement.

⁴⁹ The formula according to which the World Bank (WB) calculates the savings is $S \equiv \left[\frac{R-P}{R} \right] \times 100$, whereby S – percentage of savings, R – estimated value, and P – contracted value

11.16. The criteria for selection of the most advantageous bid

The criterion is a measure on basis on which the bids are evaluated. A contracting authority is obliged to take the necessary measures to ensure fair competition among bidders, not to restrict or prevent competition among bidders, and in particular may not prevent any bidder from participating in public procurement procedure by unfair use of discriminatory requirements and criteria or measures for favoring specific bidders. A contracting authority specifies in the tender documentation the criteria (*lowest price or most economically advantageous tender*) and sub-criteria for the selection of the best bids within the most economically advantageous bid criterion.

The Commission for opening and evaluation of bids of the contracting authority performs the selection between these two criteria in a public procurement procedure, upon which they must be clearly described, comprehensible and applicable in accordance with the PPL. In the process of bid evaluation, the Commission is obliged to apply only the criterion established in tender documentation. In the selection of the criteria, among other things, an important role is that of the expertise of the persons who are members of the Commission for opening and evaluation of bids or persons engaged in conducting of the public procurement procedure.

The review of the relationship of the criteria used for selecting the best bid is provided in the Table below. It is made based on a detailed analysis of all implemented procedures for the first six months of 2016.

Table 28: The criteria for the bid selection

The lowest offered price	The most economically advantageous bid
93.02 %	6.98 %

It is evident from the provided table that the contracting authorities, in the reporting period, applied the lowest offered price criterion in 93.02% of all analyzed procedures⁵⁰. The following Table provides an overview of the most frequently used criteria in the period 2012-2016.

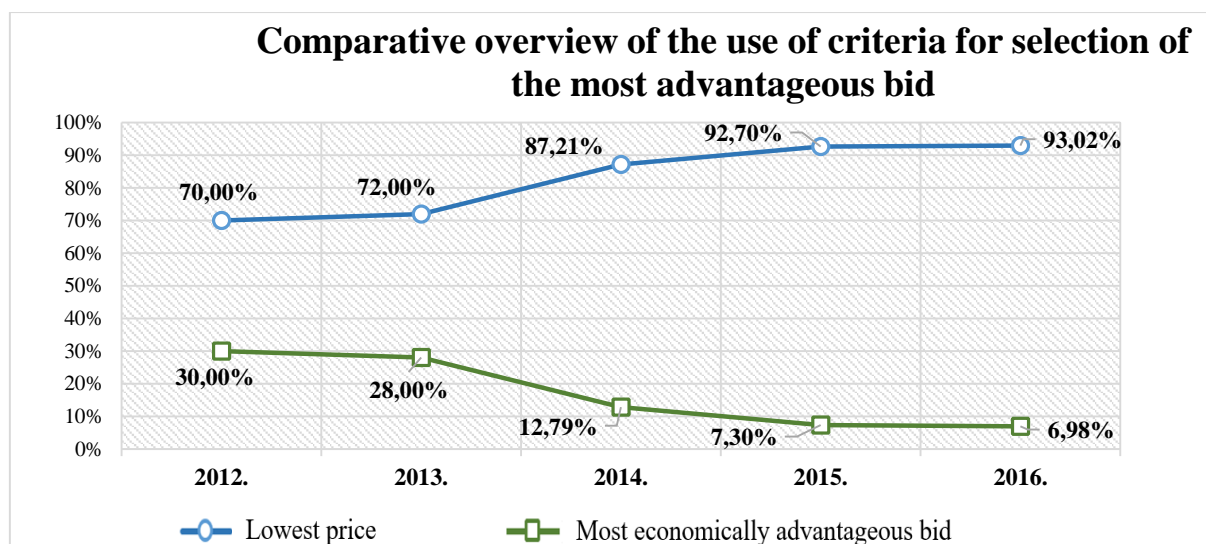
Table 29: Comparative overview of the percentage of the used criteria for selection of the most advantageous bid, in the period 2012-2016.

Percentage	
The lowest offered price	The most economically advantageous bid

⁵⁰ The practice of the EU countries indicates that the most economically advantageous bid criterion is applied more often than the lowest offered price criterion.

Year	2012	70 %	30 %
	2013	72 %	28 %
	2014	87.21 %	12.79 %
	2015	92.70 %	7.30 %
	2016	93.02 %	6.98 %

Chart 17



It can be noted that the contracting authorities in Montenegro have applied the lowest offered price criterion in an increasing fashion since 2013, compared to the criterion of the most economically advantageous bid. This phenomenon may have as a consequence that the goods, services and works to be purchased at a lower price have inadequate performance and quality. It is therefore important that the contracting authorities apply the criterion of the most economically advantageous bid in a larger extent, which the PPA indicates to the contracting authorities.

It is essential that the contracting authorities, in order to apply the criterion of the most economically advantageous bid and thus use the public funds more efficiently, take a comprehensive look at all the costs of procurement, not only the purchase price, thereupon representing the concept of "*life cycle costs*" which, among other things, include the cost of maintenance, servicing and repairs, electricity consumption, performance of the equipment, transportation, disposal costs i.e. it is necessary to consider all purchase costs and risks, as well as all possible solutions in order to make the procurement the most optimal for the contracting authority.

11.17. The intensity of competition and number of procedures with a single bidder

An important indicator of the performance of public procurement is the average number of bids per public procurement procedure. In 2016, the average number of bids was 2.21, which is a decrease of 22.18% compared to 2015, and compared to 2014 it is lower for 39.77%.

According to the indicators provided in the Table below which presents these data for a period of six years, the average number of bids received is in steady decline from 4.34 bids per procedure in 2011 and a slight increase in 2014, followed by a drop in 2016 to 2.21 bids per procedure.

This has its justification when we take into account a small market, a small number of specialized companies, low interest of international suppliers and others.

Table 30: The intensity of competition in public procurement procedures

		Number
		Average number of bids per tender
Year	2011	4,34
	2012	4,09
	2013	3,10
	2014	3,52
	2015	2,84
	2016	2,21

11.18. Decisions on suspension of the procedure⁵¹

The Article 105 of the PPL regulates the conditions for the decision to suspend the procurement procedure. Accordingly, 1439 decision to suspend the procurement procedure was published on the old and the new website in 2016.

Out of the total number of published decisions on suspension of the procedure, 21 decisions were published on the old portal, while 1375 decisions were published on the new portal along with 43 decisions on the annulment of procedures for the whole procedure or for the certain lots.

The Table which follows provides an overview of the decisions on suspension of the procedures for the period 2012-2016.

Table 31: Number of published decisions on suspension of the procedure (*as a whole or in lots*)

⁵¹ Public Procurement Law of MNE, Article 105 : “ A public procurement procedure shall be suspended in following cases:1)when no bid and/or no acceptable bid has been submitted;2)when, before the expiry of the time limit for submitting bids, a contracting authority finds it necessary to change substantially tender documents;3)when the need ceases for public procurement subject matter and when public procurement is not going to be repeated during the budget or financial year. Decision on suspension of public procurement procedure shall be made by the authorized person of the contracting authority, upon proposal of the Commission for opening and evaluation of bids, or the public procurement officer. In the case referred to in paragraph 1 item 1 of this Article, untimeliness and invalidity of bids shall be decided upon by means of a decision on suspending the public procurement procedure. Contracting authority shall deliver the decision on cancellation of public procurement procedure, with a rationale, to the bidders no later than three days from the day of making that decision, and publish it on the Public Procurement Portal”.

2012	2013	2014	2015	2016
932	1,214	1,270	1,732	1,439

There is an apparent decrease in number of published decisions on suspension of the procedures comparing the year 2015 to 2016, and that decrease is 16,91 %.

11.19. Public procurement portal⁵²

The PPA is obliged to establish and maintain the portal of public procurement in order to ensure transparency in public procurement and promote realization of public procurement in electronic form. The number of notices on the portal significantly increased over years since the establishment of the portal, which has significantly increased transparency of public procurement. All users of the portal, in addition to contracting authorities, have the ability to search the entire database of published documents without previous registration. Obligation of user registration is currently applied only to the contracting authorities, which on this occasion go through several mandatory steps. The table below provides an overview of the publication of notices for a period of five years, whereupon 25,815 different documents were published in 2016.

Table 32: Total number of published notices at the Public procurement portal, for the period 2012-2016

2012	2013	2014	2015	2016
13,791	17,553	18,786	20,820	25,815

The Table and the Chart below present the data on the total number of published information on the Public procurement portal, the number of rejected publication of information per month, the data on the daily average of published information during the month, the data on daily average of rejected publications during the month, and the data on the annual average of published/rejected notices.

Table 33: Total number of published / rejected notices at the Public procurement portal

Month of 2016	Number of published notices	Number of rejected notices	Daily average of published notices during a month	Daily average of rejected publication of notices during a month
1	1,085	394	49	18
2	1,901	866	86	39
3	2,536	789	115	36
4	2,759	791	125	36
5	2,566	751	117	34
6	2,735	779	124	35

⁵² Public Procurement Law of MNE, Article 19 paragraph 1 items. 7, 8, 9, 13 and 14: to establish and maintain the Public Procurement Portal for the purpose of ensuring transparency of public procurement; to publish public procurement plans, tender documents for the implementation of the procedure following the contract notice, decisions on candidates' qualifications, decisions on selection of the most favorable bid, decisions on suspension of public procurement procedure, decisions on annulment of public procurement procedure, public procurement contracts, changes or amendments of public procurement plans, contract notices, decisions and contracts, as well as of other acts in accordance with this Law; to prepare and publish a List of contracting authorities on the Public Procurement Portal to prepare and publish a list of bidders on the basis of decisions on selection of the most favourable bid; to prepare and publish a common public procurement vocabulary on the Public Procurement Portal

7	2,192	611	100	28
8	1,974	460	90	21
9	1,969	475	90	22
10	1,843	396	84	18
11	2,038	511	93	23
12	2,217	520	101	24
Total	25,815	7,343		
The annual average of published/rejected notices			98	28

Chart 18

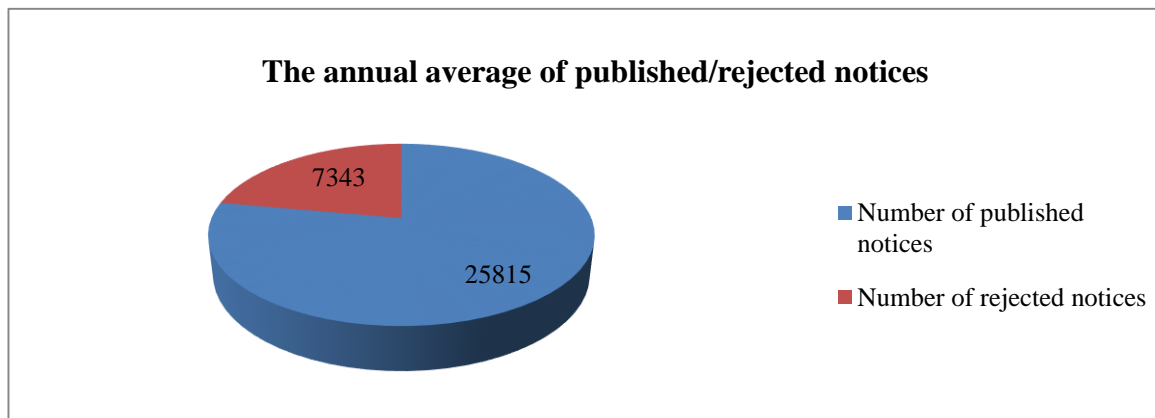
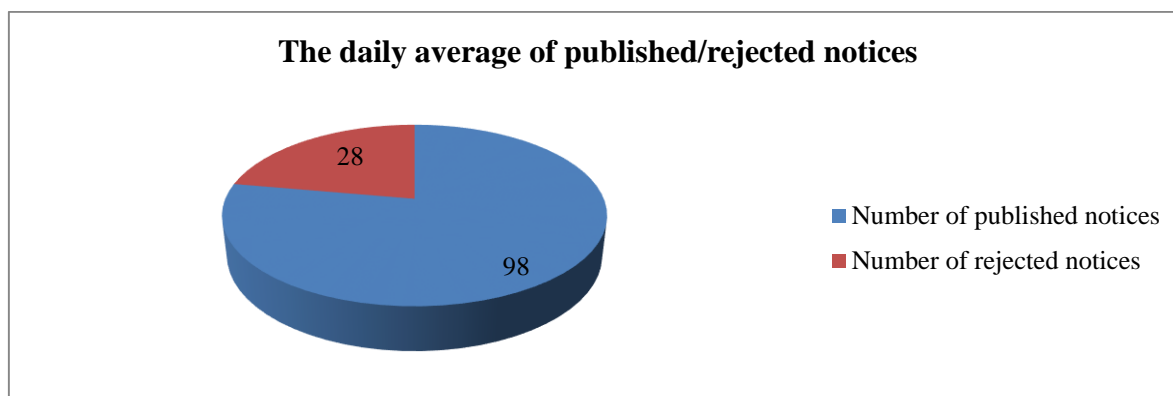


Chart 19



For the purpose of their publication at the Public Procurement Portal, the PPA received a total of 33,158 documents. The PPA performed its monitoring over each document obtained in accordance with the PPL and subsequently published 25,815 documents, while, due to various reasons, 7,343 documents were rejected or returned for their finishing process, hence every fourth document on average had certain deficiencies, i.e. they were not made in accordance with the PPL.

11.20. The value of awarded contracts and the participation of the bidders outside MNE in the total number of contracts

In order to inform more fully all interested parties about the public procurement procedures, the PPA in particular follows the developments regarding the volume of contracts concluded with bidders from EU member states and other countries, as well as of the concluded contracts with the bidders based in MNE.

In 2016, a total of 60.754.730,42 EUR was contracted with companies from EU member states and other countries, or 13.56% of the total contracted value in 2016.

The Table below summarizes the total contracted value with the companies whose seats are outside of Montenegro for the period 2012-2016.

Table 34: Total value of the contracts awarded to the companies outside MNE

2012	2013	2014	2015	2016
15,073,729.20 €	14,742,163.87 €	52,634,864.39 €	67,425,635.61 €	60,754,730.42 €

The contracted value for the period was in a state of continuous growth from 2012 to 2015 and showed a slight decrease in 2016.

A more detailed relation between the procurement contracted with the foreign and with the domestic companies is given in the following table.

The display is given according to the number of contracts, the contracted value and percentage share.

Table 35: Comparative overview of the number of contracts and the total contracted value awarded to the bidders from and outside Montenegro

	Number of contracts	Percentage of the total number of contracts	Contracted value	Percentage of the total contracted value
Bidders from Montenegro	7,171	93.70%	386,984,491.94 €	86.43 %
Bidders outside Montenegro	482	6.30%	60,754,730.42 €	13.57 %

Taking into account the number of signed contracts by foreign bidders in the total number of contracts concluded in 2016, it can be said that foreign bidders accounted for 6.30%, while the share of foreign suppliers in the total contracted value is about 13.57%.

This ratio can be seen more clearly as presented in following charts.

Chart 20

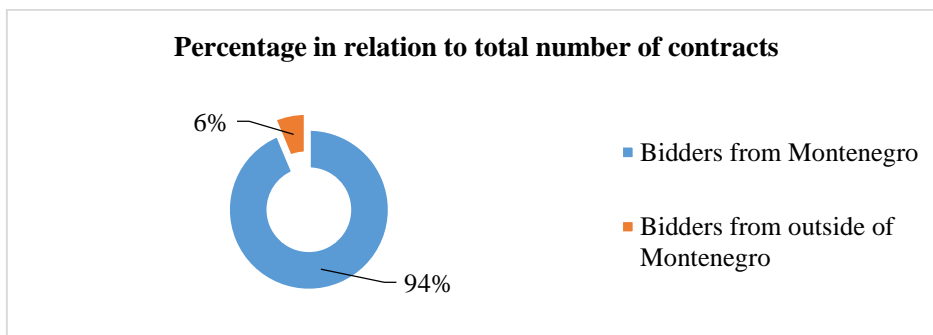
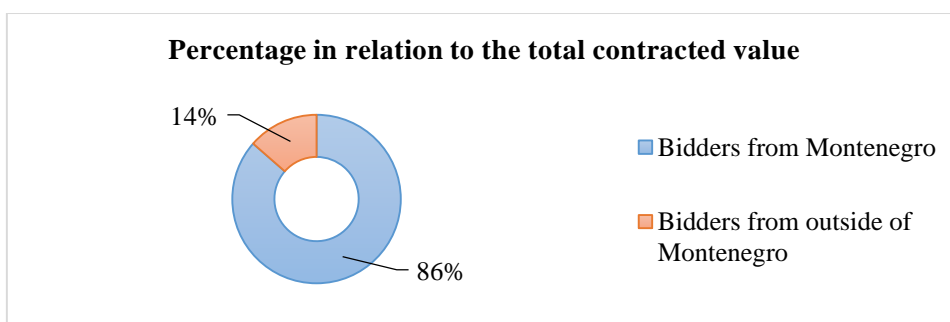


Chart 21



12. PUBLIC PROCUREMENT IN HEALTH SECTOR, LOCAL SELF-GOVERNMENT UNITS, MINISTRIES AND SCHOOLS

For purposes of this Report, the PPA examined separately the achievement of results in public procurement in the field of health, local self-governments, ministries and educational institutions on the ground that each activity, area, the contracting authority or the subject of public procurement have their own particularities.

For the procurement in health sector and that of local self-governments there are clear recommendations and measures identified in the Action Plan for Chapter 23 in the part dealing with combating corruption, **providing that a special procurement monitoring should be performed over the procurement at the level of local self-governments and in the area of health**, as the areas particularly sensitive to corruption.

The Action Plan for Chapter 23 contains measures/actions, indicators of the results and impact indicators that can be monitored through the consistent implementation of the PPL and regular publication of reports on public procurement in the health sector (2.1.7.11). For implementation of this activity a working group was established in July 2013, which

prepares a report on the implementation of these measures twice a year and submits it to the Government of Montenegro for review and approval.

12.1. Public procurement in health institutions

For purposes of this Report, the PPA examined separately the achievement of results in public procurement in specific areas, since each area, the contracting authority or the subject of public procurement have their own particularities. Also, there are clear recommendations and measures identified in the AP for Chapter 23 in the part dealing with combating corruption, providing that a special procurement monitoring should be performed over the procurement in the area of health, as one of the areas particularly sensitive to corruption. The Action Plan for Chapter 23 contains measures/actions, indicators of the results and impact indicators that can be monitored through the consistent implementation of the PPL and regular publication of reports on public procurement in the health sector (2.1.7.11), and in that regard, a working group in charge of implementing this activity was established in July 2013, and it prepares a report on the implementation of these measures twice a year and submits it to the Government of Montenegro for review and approval.

Health services in Montenegro are provided by 34 public health institutions, which are also obliged to apply the PPL. Accordingly, each medical institution during a financial or fiscal year prepares a public procurement plan for that period based on previously secured funding in accordance with the Law. The Table below provides an overview of total planned value according to the procurement subject in the reporting period, and the ratio of the planned values for the last two years.

Table 36: Planned public procurement at the level of health institutions for 2015/2016.

Public procurement subject	Planned value	
	2015	2016
Goods	86,101,451.35 euro	103,050,168.06 euro
Services	1,856,330.44 euro	6,218,873.25 euro
Works	6,263,123.32 euro	1,272,857.00 euro
TOTAL:	94,220,905.11 euro	110,541,898.31 euro

In 2016, health institutions planned to purchase goods, services and works in the amount of 110,541,898.31 euro, or 14.76% more than in 2015.

The increase in planned procurement was related to goods for **16,948,716** euro and services for **4,362,546.06** euro, while less procurement was planned for works in the amount of **4,990,266.32** euro.

During 2016, health care institutions have implemented public procurement procedures to conclude contracts for the procurement of goods, services and works in the amount of

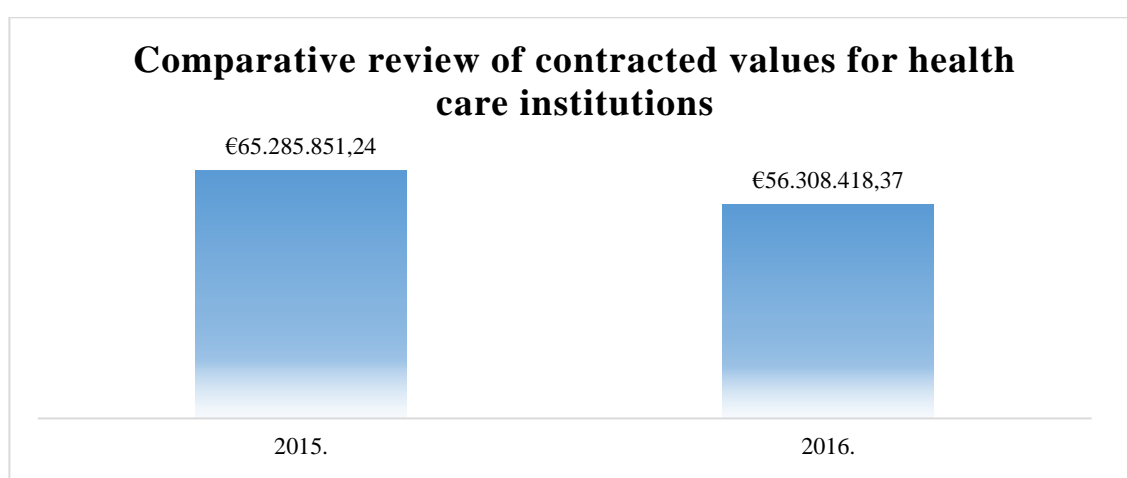
56,308,418.37 euro, accounting for 12.58% of the total contracted public procurement in Montenegro.

The Table and Chart below present a comparative view of the contracted public procurement, for 2015/2016.

Table 37: Contracted public procurement

Year	Total contracted value
2015	65,285,851.24 euro
2016	56,308,418.37 euro

Chart 22



The Table that follows contains a comparative overview of the planned and contracted procurement for 2015/2016.

Table 38: The ratio of planned and contracted procurement⁵³

2015		2016	
Total planned value	Total contracted value	Total planned value	Total contracted value
94,220,905.11 €	65,285,851.24 €	110,541,898.31 €	56,308,418.37 €

An examination of the individual plans and reports on completed and contracted public procurement in 2016 demonstrated a difference between the planned and contracted public procurement amounting 54.233.479,94 EUR, noting that there was also the significant difference in planned values in 2015. This difference between the planned and the contracted value occurs most commonly because of an incorrect and non-objective planning, and duplication of plans for certain medical devices and equipment in the situation when the procurement is implemented by the Health Insurance Fund of MNE. In these cases the same

⁵³ The comparative overview of planned and contracted public procurement by individual health institutions for 2016 is provided in Annex 10, and for 2015 in Annex 9 of the Report for that year.

subject of procurement is planned by the Fund as well as all by medical institutions individually.

In addition to the above, the Table which follows provides an overview of the number of contracts according to the types of public procurement procedures, concluded by the health care institutions during 2015/2016.

Table 39: Comparative overview of the total number of procedures, according to the procedure type, for 2015/2016

	Procedure type	Number of contracts	
		2015	2016
Rulebook - Form A (large procurement)	Open procedure	258	256
	Restricted procedure	0	0
	Negotiated procedure with prior publication of contract notice	1	0
	Negotiated procedure without prior publication of contract notice	14	10
	Framework agreement	37	45
	Award of public procurement by contest	0	0
	TOTAL:	310	311
	Procedure type	Number of contracts	
		2015	2016
Rulebook- Form B	Small value - Shopping	245	340
	Procedure type	Number of contracts	
		2015	2016
Rulebook- Form C	Direct agreement	8 627	9 244

After the public procurement procedures conducted in accordance with Article 20 of the PPL (*except the procurement by direct agreement*), in 2016 the health institutions concluded 651 contracts, with the total contracted value of 53,769,193.34 euro. During the implementation of procedures, 2.107 bids were received at the overall level, out of which the contracting authorities dismissed 98 and refused 280 bids. Health facilities implemented 9,244 direct agreements during 2016, with the total contracted value of 2,539,225.03 euro, whereupon the participation of the direct agreement in the total contracted procurement is 4.51%⁵⁴.

By comparing the given indicators it can be concluded that during 2016 health institutions concluded 96 contracts more than in 2015, but the total contracted value is lower for 8,977,432.87 euro.

In accordance with the practice it established in 2015, the PPA sent out a **survey**⁵⁵ to health institutions in mid-April this year in order to collect the additional information which are relevant to monitoring the implementation of the public procurement system in the area of health.

⁵⁴ More detailed information may be found at <http://www.ujn.gov.me/pojedinacni-izvjestaji-o-javnim-nabavkama-za-2016-godinu/>.

⁵⁵ The survey in the annex to this Report

After examining the submitted answers to the questions of the survey, the following was observed:

- a) 40.91 % of health institutions are facing problems in the process of planning public procurement,
- b) 89.12 % are satisfied with the Public Procurement Portal,
- c) 54.55 % considers that the risk of corruption is mostly prominent in the stage of planning and preparation of the procurement procedure,
- d) 45.42 % of health institutions were introduced to the Rulebook on methodology of risk analysis in performing control over public procurement,
- e) 40.90 % used the instructions developed by the PPA for the purpose of application of the Rulebook,
- f) 94.41 % considers that the contract award procedures are clear enough,
- g) 31.85 % considers that the value scales on basis of which the contracting authority chooses the contract award procedure have been defined as too low,
- h) 100% did not face any problem upon awarding public procurement contracts using framework agreement,
- i) 45.42 % did not find the subcriterion of *quality* clear enough, within the most economically advantageous bid criterion,
- j) 90.93 % are in no doubt in relation to the evaluation of bids of the bidders who stated that they would hire a subcontractor,
- k) 90.95 % had no problems upon opening of bids,
- l) 86.39 % did not face any problem upon review, assessment and evaluation of bids,
- m) 13.61 % had amendments to the public procurement contract, in terms of additional deliveries of goods, additional services or subsequent works,
- n) 27.22 % are facing issues upon reporting on public procurement,
- o) there were 13.34% of contracting authorities where the appeals proceedings were launched, for the protection of bidders' rights,**
- p) 40.95 % of health institutions are facing issues related to timeliness of realization of the procurement due to appeal proceedings;
- q) 7.00 % of the health institutions who participated in the survey were subject to inspection control,
- r) there were 3.11 % cases where the SC decisions were annulled by the Administrative Court.

The SC decisions upon the appeals by the health care institutions

In order to observe and analyze public procurement procedures implemented by healthcare institutions of Montenegro in their capacity of contracting authorities, by searching the website of the SC, the PPA found that in 2016 this body issued a total of 55 decisions and conclusions on the basis of complaints of bidders and other interested parties to the tender documents and the decisions of these contracting authorities on the procurement of goods, services and works, with a total estimated value in the amount of **7,006,952.84 euro**.

Of total number of decisions for all health institutions, **33** decisions were related to the goods, **4** to works and **18** decisions were for the procurement of services.

Subject of the appeal	Number of decisions
-----------------------	---------------------

Goods	33
Works	4
Services	18
Total	55

The SC adopted the most decisions on for the procurement implemented by the Health Insurance Fund (*11 decisions for goods, estimated value 3,398,982.44 euro; 3 decisions for services, est. value 241,146.55 euro*), followed by the Clinical Center of MNE (*7 decisions for goods, estimated value 501,743.75 euro; 6 decisions for services, est. value 615,000 euro*), Montefarm (*6 decisions for goods, estimated value 1,794,865.74 euro*), while a total of **32** decisions were issued for other health institutions.

The appeals were most frequently submitted by the first two bidders: **Farmont MP** Ltd. Danilovgrad, **Farma Lab** Ltd. Danilovgrad and **Osmi red** Ltd. Podgorica.

In accordance with the PPL, the SC decides by a conclusion and decision in the appeal proceedings. The SC dismissed the appeal by the conclusion if it is unlawful, untimely and presented by unauthorized persons, and suspends the procedure, or by receiving a written notice of the withdrawal from the submitted appeal by the appellant. The SC refuses the appeal by the decision as unfounded; or it adopts the appeal in whole or partly; it annuls the public procurement procedure and the issued decision; indicating the contracting authority to the irregularities made and orders the implementation of a new procedure and decision-making or undertaking necessary measures to eliminate the irregularities. Acting on the appeals of bidders in a manner determined by the Law, the SC adopted 15 decisions or 27.30% for health institutions, and did not adopt 40 appeals or 72.70% (*19 refused, 19 dismissed and 2 suspended*) in 2016.

12.2. Public procurement at the level of local self-governments (*municipalities*)

During the reporting period, the PPA intensively monitored the realization of the results of public procurement at the local level in order to strengthen regional development and to monitor the AP for Chapter 22 and Chapter 23. The intense communication with a total of 25 local self-government units was realized, that is, with 21 municipalities, the Capital City of Podgorica, the Old Royal Capital Cetinje and City municipalities Golubovci and Tuzi, as well as with the Union of Municipalities of Montenegro.

In this regard the PPA specifically monitored the realization of public procurement planning, implementation of the public procurement procedures, conclusion of contracts and other activities, and, through a questionnaire, it collected the responses to other questions relevant to the public procurement system in the reporting period.

The examining of the public procurement plans published at the Public Procurement Portal for the procurement of goods, services and works in 2016 demonstrated that the municipalities had planned a total of 55,871,205.00 euro or 10.42% more than in 2015.

The basic increase in planned public procurements was related to the procurement of works.

The Table below presents a comparative view of the total planned value by procurement subjects at the local level for 2015/2016.

Table 40: Planned public procurement at the level of local self-governments for 2015/2016.

Public procurement subject	Planned value	
	2015	2016
Goods	10,079,108.00 €	9,275,626.00 €
Services	7,189.760.00 €	7,961,839.00 €
Works	32,779,720.00 €	38,633,740.00 €
TOTAL:	50,048,588.00 €	55,871,205.00 €

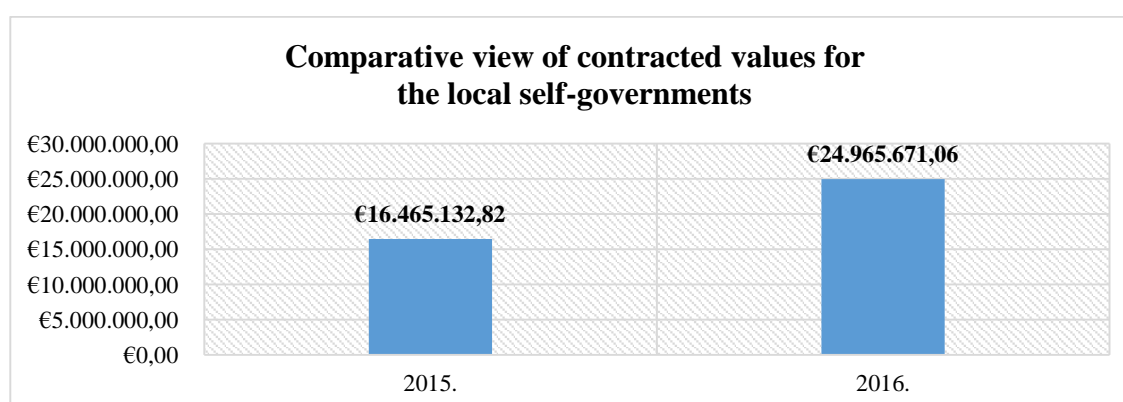
Of the total planned 55,871,205.00 euros, these parties covered by the Law's application (the local self-government units) contracted a total of 23,346,703.88 euro or 44.68% of the planned value during the reporting period.

The Table and the Chart below provide a comparative view of the total contracted procurement value at the level of local self-governments for 2015 and 2016.

Table 41: Contracted public procurement at the level of local self-governments for 2015 and 2016

Year	Total contracted procurement value
2015	16,465,132.82 €
2016	24,965,671.06 €

Chart 23



These contracting authorities achieved a noticeable difference between the planned and contracted public procurement, which had the amount of 30,905,533.94 euro.⁵⁶

This can be clearly seen from the Table below.

Table 42: The ratio of planned and contracted procurement⁵⁷

2015		2016	
Total planned value	Total contracted value	Total planned value	Total contracted value
50,048,588.00 €	55,871,205.00 €	16,465,132.82 €	24,965,671.06 €

Given that there was a significant difference in some local self-governments between planned and contracted procurements, and in order to gather information and determine the causes that lead to these indicators, the PPA sent a circular letter in late March to all local self-government units to the attention of the heads/authorized persons of these contracting authorities⁵⁸.

The goal of such addressing by the PPA was collecting of information and investigating the causes of poor planning or poor implementation of planned procurement procedures. By early May the following municipalities provided the answers with the explanations: Andrijevica, Berane, Budva, Bar, Mojkovac, Nikšić, Petnjica, Kolašin, Pljevlja and Ulcinj.

Below are presented the explanations of the respective local self-governments:

Municipality Andrijevica

Inconsistency of the time when the public procurement plan was adopted with the time when the Government allocates the funds from its capital budget for works related to projects of local self-governments. Public Procurement Plan is adopted in January, and the works financed from the capital part of the budget are approved in April, therefore there was no possibility of an accurate planning of the procurement of goods, works and services;

The public procurement plan includes the purchase of goods, services and works to be later funded from the capital budget of MNE, and the procurement is initiated by the competent national authority without involvement of the local self-government;

For the purpose of better planning it is necessary to synchronize the period in which the public procurement plan is adopted with the time when the funds for capital works are granted by the Government of Montenegro, as well as to accurately determine the obligations of those who in this case are responsible for launching the public procurement procedure.

Municipality Berane

⁵⁶ More detailed information can be found at <http://www.ujn.gov.me/pojedinacni-izvjestaji-o-javnim-nabavkama-za-2016-godinu/>

⁵⁷ Comparative review of planned and contracted procurement by the local self-government units is provided in the Annex

⁵⁸ Comparative review of planned and contracted procurement by the local self-government units is provided in the Annex

Frequent suspensions of public procurement procedures because no bids or no valid bids were submitted, therefore the procedures were repeated for several times for these reasons;

The procedures have not been launched for some of the planned procurement of goods, services and works because the organizational unit that initiated planning those procurement for 2016 did not submit the request for launching the procedures to the competent authority for public procurement for the implementation of procedures.

Municipality Budva

The public procurement plan is based on the funds allocated by the budget for the current year, which included the purchase of goods, services and works that are envisaged by the Program for management of the construction land and the Program of investment activities that is approved by the Assembly;

During the year, the revision of the budget for 2016 was carried out, by which the implementation of the budget was significantly reduced, and that was reflected in the reduction, i.e. to non-realization of the public procurement plan;

The current Mayor of Budva took over the post in late 2016, and therefore did not participate in the creation and implementation of public procurement plans, and is not able to give a precise answer as to why there is a significant difference between planned and contracted public procurement in 2016.

Municipality Bar

The Municipality suspended 5 open procedures and 13 procedures of shopping;

Some public procurement procedures were repeated several times;

In 3 procedures the decision-making process of the State Commission is in progress;

Frequent suspension of the procedures as a whole or for individual lots because no bids or no acceptable bids were received;

Frequent submission of groundless appeals to the State Commission for Control of public procurement procedures;

Deciding upon the appeals by the SC takes a long time, even to seven months, and some appeals from April and July have not been resolved to date;

The phenomenon that the selected bidder withdraws from the contract;

The absence of conditions for the implementation of negotiated procurement procedures, because the dynamic plan did not achieve the dynamics of the works;

Non-realization of revenue from foreign investors;

Procedures for resolving the property - legal relations in order to obtain construction permits for buildings which were planned.

Municipality Mojkovac

The planned works were not implemented due to lack of funds, the income from donations has not been realized, and for certain works no specific investors appeared; Unsolved property-legal relations and the works were suspended on the disputed land by the private owners;

Certain public procurement procedures have been suspended because no bids were received;

For procurement launched in late 2016 the contracts will be concluded in 2017, and the same are not an integral part of the report for 2016.

Municipality Nikšić

Budget revenues have not been achieved in accordance with the planned dynamics;
Important part of the generated revenues are directed to compensation of damage caused by various factors, which caused the reduction of funds;
Certain procurement of goods, services or works were not completed due to lack of financial resources;
A part of the planned works was entrusted to PE "Water and Sewage," Nikšić, established by the Municipality;
For part of the initiated procedures, the contracts will be concluded in 2017.

Municipality Petnjica

For part of the procedures initiated in 2016 the contracts will be concluded in 2017.

Municipality Kolašin

The public procurement plan has not been updated in line with changes to the municipal budget.

Municipality Pljevlja

The commenced the public procurement procedures were not implemented because the appeals were submitted to the State Commission on the decisions of the Municipality and are still to be decided upon;
Certain procurements were not implemented due to lack of funds, debt and poor collection of revenues from concessions and taxes of legal and natural persons.

Municipality Ulcinj

The lack of financial resources and the due unforeseen liabilities from previous years.

In the public procurement procedures the local self-government units concluded **540** contracts at annual level in accordance with Article 20 of the PPL (*except for direct agreements*). For these procedures a total of **1,195 bids** were received, of which the contracting authorities dismissed (*untimely*) **7** and refused (*incorrect*) **170** bids.

Then, these units implemented **3,099** procedures by direct agreement, with the total contracted value of **1,618,967.18 euro**. Participation of the direct agreement in total contracted procurement at the local level is **6.48%**⁵⁹.

⁵⁹ More detailed information can be found at <http://www.ujn.gov.me/pojedinacni-izvjestaji-o-javnim-nabavkama-za-2016-godinu>

Pursuant to the above, the total contracted value of public procurement of local self-governments amounts to **24,965,671.06 euro**, accounting for **5.57%** of the total contracted public procurement in Montenegro in 2016.

The Table below shows a comparative view of the total number of procedures, according to their type, for a period 2015/2016.

Table 43: Comparative view of the total number of procedures, according to their type, for a period 2015/2016

	Procedure type	Number of contracts	
		2015	2016
Rulebook - Form A (large procurement)	Open procedure	136	196
	Restricted procedure	0	0
	Negotiated procedure with prior publication of the contract notice	0	1
	Negotiated procedure without prior publication of the contract notice	3	11
	Framework agreement	7	3
	Award of public procurement by contest	0	0
	TOTAL:	146	211
Rulebook - Form B	Procedure type	Number of contracts	
		2015	2015
	Small value - shopping	244	329
Rulebook - Form C	Procedure type	Number of contracts	
		2015	2015
	Direct agreement	3251	3099

In 2016, **211** procedures of large value were conducted, with a total of **577** bids of which **64** bids were dismissed, there were no refused bids, which means that there was an average of **2.73** bids per procedure. There were **329** procedures of small value (*shopping*) in 2016, a total of **618** bids, **7** dismissed and **106** refused bids, and the result of the above is that there were **1.87** bids per procedure.

The PPA sent a survey to local self-governments in mid-April this year, and the surveyed contracting authorities responded and shared the information with the Administration, and examining the information provided we highlight the following:

- a) 25.11 % of local self-governments are facing problems in the process of planning public procurement,
- b) 100 % are satisfied with the Public Procurement Portal,
- c) 35.12 % considers that the risk of corruption is mostly prominent in the stage of planning and preparation of the procurement procedure,
- d) 85.14% of local self-governments were introduced to the Rulebook on methodology of risk analysis in performing control over public procurement,
- e) 52.90 % used the instructions developed by the PPA for the purpose of application of the Rulebook,
- f) 100 % considers that the contract award procedures are clear enough,

- g) 80.65 % considers that the value scales on basis of which the contracting authority chooses the contract award procedure have been defined as too low,
- h) 95.87 % did not face any problem upon awarding public procurement contracts using framework agreement,
- i) 30.23 % of local self-governments did not find the subcriterion of *quality* clear enough, within the most economically advantageous bid criterion,
- j) 72.28 % are in no doubt in relation to the evaluation of bids of the bidders who stated that they would hire a subcontractor,
- k) 82.35 % had no problems upon opening of bids,
- l) 82.39 % did not face any problem upon review, assessment and evaluation of bids,
- m) 23.53 % had amendments to the public procurement contract, in terms of additional deliveries of goods, additional services or subsequent works,
- n) 6.25 % have problems upon reporting on public procurement,
- o) there were 15.45% contracting authorities where the appeals proceedings were launched, for the protection of bidders' rights,**
- p) 50.00 % of local self-governments are facing issues related to timeliness of realization of the procurement due to appeal proceedings,
- q) 7.89 % of local self-governments who participated in the survey were subject to inspection control,
- r) there were 2.33% cases where the SC decisions were annulled by the Administrative Court.

The decisions of the SC upon the appeals for the local self-governments

During 2016 the SC body issued a total of 98 decisions on the basis of complaints of bidders and other interested parties to the tender documents and the decisions of the local self-governments, out of which 28 appeals were adopted, 12 refused, 40 dismissed and in 6 the procedure was suspended. The total estimated value of public procurement, with VAT included is in the amount of **218,765.22 euro**.

The bidders who filed the appeals most frequently, i.e. on the basis of whose appeals the SC adopted the decisions were: **Kastex Ltd.**, Podgorica, **Civil enginner Ltd.**, Podgorica, **Fini Dom Ltd.**, Podgorica.

12.3. Public procurement for the needs of state administration bodies (*ministries*)

Taking into account that the procurement of the state authorities have a significant share in total procurement for 2016, the PPA deemed it particularly important to share information on the procurement carried out by ministries (*16 ministries*).

The insight into the procurement plans for purchase of goods, services and works in 2016 showed that these contracting authorities planned a total of **330,008,550.22 euro**.

The Table that follows provides a view of total planned values according to procurement subjects at the level of ministries.

Table 44: Planned public procurement at the level of ministries

Public procurement subject	Planned value
Goods	45,223,841.58 euro
Services	30,142,461.43 euro
Works	254,642,247.21 euro
TOTAL:	330,008,550.22 euro

During this period, out of total planned **330,008,550.22 euro**, the ministries contracted **108,926,329.58 euro** or 33.01% of the planned value, they concluded 721 contracts implementing public procurement procedures in accordance with Article 20 of the PPL (*except for the procurement by direct agreement*) with the contracted value of **3,143,667.29 euro**.

For the conducted procedures, except for direct agreements, **2077** bids were received, of which the contracting authorities dismissed **19** and refused **373** bids.

The ministries realized **5704** direct agreements, with the total contracted value of **3,143,667.29 euro**. The share of direct agreement in the total contracted public procurement at the ministerial level is **2.80%**.

In accordance with the above, the total contracted value of procurement of all ministries is **112,105,996.29 euro** or **25.04%** of the total contracted public procurement in Montenegro in 2016⁶⁰.

The ministries achieved a noticeable difference between the planned and the contracted public procurement, which has the amount of **217,902,553.35 eura**, and the same is presented in the Table below.

Table 45: The ratio between the planned and the contracted public procurement⁶¹

2016	
Total planned value	Total contracted value
330,008,550.22 euro	112,105,996.29 euro

In 2016, **517** procedures of a large value were conducted with a total of **1505** bids, of which **288** bids were dismissed and **9** were refused, which means that there was an average of **2.91** bids per procedure. There were **204** procurement procedures by shopping in 2016, with **572** submitted bids, **10** dismissed and 85 refused, which means that there were **2.80** bids per procedure.

The Table below provides a view of the total number of procurement contracts according to the public procurement procedure type.

Table 46: Total number of procedures according to the procedure type

⁶⁰ More detailed information can be found at <http://www.ujn.gov.me/pojedinacni-izvjestaji-o-javnim-nabavkama-za-2016-godinu/>

⁶¹ Comparative review of planned and contracted procurement by the local self-government units is provided in the Annex

Rulebook - Form A (large procurement)	Procedure type	Number of contracts
	Open procedure	414
	Restricted procedure	3
	Negotiated procedure with prior publication of the contract notice	17
	Negotiated procedure without prior publication of the contract notice	32
	Framework agreement	50
	Award of public contract by contest	1
	TOTAL:	517
Rulebook - Form B	Procedure type	Number of contracts
	Small value - shopping	204
Rulebook - Form C	Procedure type	Number of contracts
	Direct agreement	5704

The estimated value of contracted public procurement in 2016 was **125,653,368.14 euro**, resulting in the difference between the total estimated value and the total contracted value being **13,547,371.85 euro**.

12.4. Public procurement for the needs of public institutions (*educational institutions*)

The groups of entities covered by the PPL's application consisting of the educational institutions in Montenegro is of a particular interest, and for this reason, such analysis is performed for the first time individually. Namely, there are a total of **247** educational institutions in Montenegro, and that number includes preschool institutions, elementary and secondary schools, primary and secondary music and art schools, hostels for pupils and students, as well as specific resource centers for the education of children and youth with special needs.

The insight into the procurement plans for purchase of goods, services and works in 2016, published at the Public Procurement Portal, showed that these contracting authorities planned a total of **21,278,835.29 euro**.

The Table below provides an overview of total planned values according to the procurement subjects at the level of educational institutions.

Table 47: Planned public procurement at the level of educational institutions

Public procurement subject	Planned value
Goods	9,972,830.41 euro
Services	5,549,863.31 euro
Works	5,756,141.57 euro
TOTAL:	21,278,835.29 euro

During 2016, the entities within this groups contracted in total **8,803,647.14 euro**, or **41.37%** of the planned value and concluded the total of **688** contracts, by carrying out the procurement procedures in accordance with Article 20 of the PPL (*except for direct agreements*). For the conducted procedures (*except for direct agreement*) **1,173** bids were received, of which the contracting authorities dismissed **20** and refused **192** bids. Also, educational institutions have concluded a total of **17,749** direct agreements, with the total value of **3,074,871.48 euros**⁶².

Accordingly, the total contract value of public procurement at the level of this group of entities is **11,878,518.62 euro**, representing **2.65%** of the total contracted public procurement in Montenegro for 2016.

The Table below presents the total number of contracts according to the type of public procurement procedure.

Table 48: Total number of procedures according to the procedure type

Rulebook - Form A (large procurement)	Procedure type	Number of contracts
	Open procedure	414
	Restricted procedure	3
	Negotiated procedure with prior publication of the contract notice	17
	Negotiated procedure without prior publication of the contract notice	32
	Framework agreement	50
	Award of public contract by contest	1
	TOTAL:	517
Rulebook - Form B	Procedure type	Number of contracts
	Small value - shopping	204
Rulebook - Form C	Procedure type	Number of contracts
	Direct agreement	5704

As we have previously stated, there are a total of 247 educational institutions in Montenegro, which, compared to the total number of covered parties for 2016, makes **40.1%**. This fact logically implies the need for a significant improvement of the organization of public procurement at the level of educational institutions. Specifically, for the purpose of an efficient functioning of public procurement system in Montenegro, the PPA is of the opinion that the ideal solution for this group of contracting authorities is some form of consolidation or centralization of public procurement. In this regard, in early 2017 the PPA addressed the competent Ministry with an initiative to find the most appropriate solution for the said issue.

⁶² Individual reports by educational institutions for 2016 may be found at: <http://www.ujn.gov.me/pojedinacni-izvjestaji-obveznika-primjene-zakona-o-javnim-nabavkama/>

13. CONCLUSIONS AND RECOMMENDATIONS

On basis of the analysis of data on public procurement in 2016, the following conclusions and recommendations can be drawn:

The total contracted value of public procurement for 2016 – the parties covered by the application of the PPL contracted a total of **447,739,222.36 euro** for procurement of goods, services and works, and concluded a total of **7,653 contracts**. The share of contracted public procurement in the GDP is **11.89%**

The increase of the efficiency of public procurement procedures. During the period (in this case) of two years (2015-2016) there was a significant increase in efficiency and cost-effectiveness of the public procurement, measured by the average number of days required to conduct a procedure. In 2015, the average duration of an open public procurement procedure, counting from the date of publication of the invitation to tender at the Portal of the Public Procurement until the date of conclusion of the contract, amounted to 118 days, whereas, in 2016, the same activities took 91 days, which means that this period was shorter for almost 23%. At the same time, the length of the procurement procedure of small value (*shopping*) has been reduced from 32 to 27 days.

The intensity of competition An important indicator of the performance of public procurement is the average number of bids per public procurement procedure. In 2016, the average number of bids was 2.21 and it is a decrease of 22.18% compared to 2015 and compared to 2014 the decrease is 39.77%. According to the indicators provided in the table that follows for a period of six years, the average number of bids received is in steady decline from 4.34 bids per procedure in 2011 and a slight increase in 2014, followed by a drop in 2016 to 2.21 deals per procedure. This has its justification when we take into account the small market, the small number of specialized companies, low interest of international suppliers, etc.

The share of the negotiated procedure without prior publication of contract notice decreased from 2.66% in 2015 to 1.06%, while the share of open public procurement procedure increased in the same period, from 92.81% to 93.71%.

The “Registry of bidders“ is of great benefit to bidders, as evidenced by the growing list of bidders managed by the PPA. In 2015 there were 2,328 bidders registered in the list, while that number increased by 7.54% in 2016, to 2518.

The Public Procurement Portal www.ujn.gov.me, is characterized by a **growing number of visits**, ever since 2010. The average daily number of visits to the Portal was 1.670 in 2015, while that number was 2,100 in 2016.

The Framework Agreement is increasingly used in public procurement, which is one of **the indicators of strengthening the cost-effectiveness of public procurement**. The Amendments to the PPL of 2011 regulated the use of this tool in a more detailed, more accurate and better manner (*in terms of compliance with the Directives*), which resulted in a wider application of the framework agreement, thus the ratio of the application of this instrument observed for the periods of 2011/12 and 2013, when in all three years 177 contracts were concluded and the periods of 2014/15 or 2016 when 810 contracts were concluded, is an increase of 4.5 times compared to the period 2011/12 and 2013.

The most economically advantageous bid criterion – It could be noted that the contracting authorities, for the selection of the best bid in the reporting period, applied the criterion of the lowest offered price in 93.02% of public procurement procedures out of all analyzed procedures. It is noticeable that the contracting authorities in Montenegro applied criterion of the lowest offered price in continuous growth since 2013 in relation to the criterion of the most economically advantageous bid. This phenomenon may have as its consequence that the goods, services and works to be purchased at a lower price have inadequate performance and quality. It is therefore important that the contracting authorities apply the criterion of the

most economically advantageous bid more often, on which the PPA indicates to the contracting authorities.

It is essential that the contracting authorities, in order to apply the criterion of the most economically advantageous bid and thus use the public funds more efficiently, take a comprehensive look at all the costs of procurement, not only the purchase price, thereupon representing the concept of "*life cycle costs*" which, among other things, include the cost of maintenance, servicing and repairs, electricity consumption, performance of the equipment, transportation, disposal costs, i.e. it is necessary to consider all purchase costs and risks, as well as all possible solutions in order to make the procurement the most optimal for the contracting authority. It should be noted that the use of this criterion was 82.70% in 2015. This is a negative trend that must be reversed by changing the already mentioned practice, but also the public procurement practices.

An average time period for deciding upon an appeal is **66 days** (*health care institutions and local self-governments*).

The activities to be undertaken in the forthcoming period

Review the legal solutions in terms of cost-effectiveness of the public procurement procedure, taking care to preserve full transparency and non-discrimination. **The new Directives** as one of the priority objectives include precisely **the increase of cost-effectiveness and efficiency of procedures** along with the elimination of unnecessary administrative burdens which primarily refers to the regulatory mechanisms that did not show the expected effects in the practice of EU countries. The new PPL and its full harmonization with with the set of Directives of 2014/EC will contribute to achieving this objective.

In addition, in order **to increase the efficiency of procedures**, it is necessary **to improve the organization at the level of contracting authorities**. It can be clearly observed from the survey conducted that, to the question whether they have a special organizational unit in charge of performing procurement tasks within their institutions, out of total number of submitted answers (*300 contracting authorities*), 92% responded "No", while 8% responded "Yes". Out of 8% of the contracting authorities who responded that they have a separate organizational unit, when asked how many employees were there and how they were organized, we got different answers. The most common answer was **two to five** employees. We observed that a small number of contracting authorities organized procurement services with more than **10** employees with tasks in accordance with the steps in the public procurement cycle, so they keep track of the planning, implementation of procedures and realization of contracted public procurement. Furthermore, it is visible from the Chart provided that the answer to the question whether the contracting authorities have appointed public procurement officers, the answers were "Yes" in 99% of the submitted answers.

Reducing the number of failed processes, whether they were suspended or annulled by the State Commission for Control of public procurement procedures, requires **training** of both contracting authorities and bidders, as well as improving of the **market research** by the contracting authorities and establishing of a better **communication** between contracting authorities and bidders. This stems from the structure of the basis for the suspension of procedures. By monitoring the decisions on suspension of the procurement procedures, we found that the most common reason for suspension of the procedures (*about 85%*) is that no

bids and/or no acceptable bids were submitted in the procurement procedure. About 10% of the decisions on suspension were adopted because the contracting authority, before expiry of the deadline for submission of bids, found that it was necessary to substantially modify tender documents, while only 5% of the decisions were made for reasons of cessation of the need for the procurement subject. **The research of the market** should help the contracting authority **to better define** the required subject of procurement, taking into account the **current offer on the market**. This would not only reduce the number of procedures that are suspended because the submitted bids were inadequate and unacceptable, but also the number of procedures that have been suspended because no bids were received.

In order to **strengthen the competition** in the public procurement, as measured by the average number of bids per procedure, it is necessary to **identify the factors that limit competition** and to make a clear **distinction** between those arising from **public procurement procedures** and those that reflect the **existing market structure** on the supply side and the other, **external factors** in relation to the public procurement system, such as promptness of payment and more. The need for such an approach arises from the fact that, during the period of 2015-2016, there was an **increase in the share of the procedures divided into lots** (32.00% to 36.12%), which created favorable conditions for the competition, and that the **share of procedures in which only one bid was received remained high** (55.97%). Nearly two-thirds of the procedures with only one bid were divided into lots, mostly in the health care sector. The situation when only one bidder applied for a certain lot, which was often the case, as it can be concluded from these data, suggests that this was not a restriction of competition resulting from procedures, but that there was no abundant offer at the market.

The intensity of competition depends also on **application of competitive procedures**, or those procedures with a limited competition. In this respect, Montenegro has achieved a favorable structure, so that the share of open public procurement procedure in the value of large procurement is 93.71%, while the share of the negotiated procedure without publication of the contract notice is only 1.06%, which **created favorable conditions for the free operation of competition**. The share of the “urgent” negotiated procedures was also reduced from 19.26% to 13.06% of the value from the previous year, which indicates to a **better planning of public procurement**.

In the forthcoming period, the efforts should be focused on **improving the practice of the negotiated procedure** so as to achieve more advantageous effects of procurement. The previous practice of implementation of the negotiated procedure was, as a rule, that the contracting authorities **accept the offered price**, having considered that they have no mechanisms to force bidders to make concessions in terms of price and other conditions of purchase. The experience of EU countries shows, however, that there are significant opportunities in the negotiation process to **improve the conditions of purchase as a result of the negotiation**. The savings realized by the use of this procedure in 2016 amounted to 13.23% in 125 initiated procedures (*estimated value-5,478,076.24 euro; contracted value-4,753,230.51 euro*).

The Public Procurement Portal is of key importance to the transparency of public procurement. In order to achieve additional positive effects of transparency, it is necessary to improve the operation of the Portal, primarily the **search function**, so that the interested parties could obtain the information quickly and easily. The project of e-procurement will undoubtedly help us to improve this important function that the PPA has.

Besides its advertising role, the Portal has a more important role in **monitoring and preventive removal of irregularities** in public procurement procedures. The PPA uses information from the Portal for monitoring of public procurement procedures and, when the irregularities are identified (public invitations, decisions, contracts ...), it indicates to the contracting authority to remove them while the procedure is still ongoing. In almost all cases the contracting authorities were acting in accordance with the PPA's instructions, eliminating the irregularities. In this way, **preventive measures** (*ex ante*) for **combating irregularities** were applied with the help of **the Portal**. Further improvement of the efficiency of this type of control implies, as we have already stated, the **development of a system for automatic detection of certain events** that are monitored, as well as through improvement of the Portal and upgrading it with new functionalities.

The **application of the framework agreement** significantly increased in 2016. Given that framework agreements have a range of potentially positive effects and that they have relatively recently begun to be implemented in national practice, it is necessary to **continue** the activities aimed to better introduce the contracting authorities to the ways of using this instrument. The PPA will pay particular attention in its work to **encouraging the wider application of the framework agreement** by preparing **models of framework agreements**, as well as **models of tender documentation for framework agreements for the specific items of procurement**. These documents will serve as practical guidance to contracting authorities on how to apply the framework agreements in practice. Practical issues relating to implementation of the framework agreement are planned to be included in all training seminars that will be organized for the contracting authorities on both the state and the local level.

The trend of **implementation of public procurement procedures by another contracting authority and consolidation of public procurement** continued in 2016. In particular, it was typical of the "*new contracting authorities*". The Recorate of the University of MNE performed a good job in this area as well as the Secretariat of Prosecutorial Council, the Judicial Council, the Health Fund of MNE. The PPA launched an initiative in cooperation with the Ministry of Education to continue the set of these activities at the school level. The PPA has been in constant communication with these "*contracting authorities*" and is working on the guidelines for the improvement of this segment of the PPL, keeping in mind thereupon not to bring into question the small and medium enterprises, i.e. the companies that operate in this area. This is particularly important in terms of knowledge with which the contracting authorities have to operate, in the sense that they have to correctly determine in which cases it is justified **to implement the public procurement procedures by another contracting authority and to consolidate the public procurement**, and in which cases it is not justified, in order to avoid mistakes that can not only create problems to the contracting authority, but also can discredit this process.

The tendency of lower application of **the most economically advantageous bid criterion** continued in 2016 (93.02% vs. 6.98%), although it was 82.70% vs. 17.30% in 2015. These data are not exactly in line with EU practices where the application of this criterion is around 80%, upon which **the new directives** point to an even **wider application** of this criterion than it has been the case so far. The practice has shown that the **criterion of the lowest price** is suitable for procurement of **highly-standardized, simple goods**, while in other procurements, of complex goods and services, **the other elements of criteria** are to be used, apart from the price. Otherwise, the result of using the lowest price as the sole criterion for selection is purchasing of the procurement items that are initially the cheapest, with high

operating costs due to frequent malfunctioning, high electricity consumption, etc. Therefore, the **total cost** of the contracting authority is **higher** than in the case of a **better quality and initially more expensive** products or services. In order to reach the most economical solution, it is necessary to consider the entire **life cycle of the product**, until the end of the period of its use. The cost of the life cycle is increasingly being used to address the **environmental costs** and the **costs of energy efficiency** which will be the subject of the separate principle in the new PPL. In addition, it can be expected that, in the future, their importance will be **increasing**, therefore it is necessary to take measures for the wider application of life cycle costs, particularly in the areas of energy efficiency and environmental protection.

Some of the activities to be undertaken in the future to improve the system of public procurement **were not covered by the reports of contracting authorities**, nor are regulated by the Law, but are essential for the efficient and orderly functioning of the system. Specifically, **monitoring and control over the execution of the contract** is of great importance for public procurement.

In accordance with this recommendation, it is necessary to conduct an **analysis** of all the **different activities** covered by the "*public procurement cycle*" ("*red flags*" in public procurement) and make **recommendations with regard to the mechanisms for improving current activities both through the Law and through training**. "*The public procurement cycle*" includes: 1) planning and preparation of public procurement, 2) the implementation of the procedure and contracting, and 3) the contract execution.

The obligation of **identifying risks and strengthening mechanisms for monitoring and control** of entire "*procurement cycle*", especially in the **execution** stage of the **contract**, is determined by **a measure for closing Chapter 5**. If we add to this that the realization of a contract is of a special significance for strengthening the regularity and the prevention of corruption in public procurement, and that this stage has been very poorly controlled so far, it appears that this area must receive special attention in 2017 and beyond.

It is obvious that there is an **obstruction** in the implementation of public procurement and it does not come only from the bidders but also from the contracting authorities who are trying to find the weak points in the legislation. We will endeavor to prevent the abuse with the new PPL, which is supposed to be submitted to the Parliament for discussion and adoption by the end of the year, but also to improve the Law itself in order to achieve its efficient implementation - we will pay particular attention to the change of the **penalty policy**. A whole machinery was used to sabotage the PPL, the right to appeal was abused the most, and the appeals were in some cases filed even **before** the publication of tender documents. It also happens that bidders draw up such tender documentation in a manner that **it could be seen in advance** who will get the contract, but there are also the cases where after the completion of the tender procedure the **decisions are not made** for months, so that, the impression is, the best bidders withdraw from their bids, etc.

For this reason, among others, the public procurement is also the area that is most valued by foreign business institutions upon their assessment of the level of corruption in the country. Among the countries in transition, our country needs to improve in the future some elements so that the public procurement system functions better. This is an opportunity to thoroughly analyze the Directives of 2014 and transpose the provisions and standards stipulated therein, primarily: to **increase the discipline** by greater engagement of all stakeholders in public procurement; to intensify activities on faster implementation of the

electronic public procurement; to strengthen the **Training** Sector of the **PPA**; to significantly strengthen the **control mechanisms**; to **simplify the rules**, i.e. public procurement procedures by maximizing the effects of ICT; to **create a network of the institutions** of the system which issue different kinds of eligibility proofs.

14. Annexes

Annex 1: Contracting authorities who during 2016 didn't prepare and publish a Plan for public procurement on the Public Procurement Portal

No.	Contracting Authority
1	Summer Pasture Camp „Štavna“ Ltd. – Andrijevica
2	Public Company For Breeding, Protecting And Hunting Wildlife Či „Rumija“ – Bar
3	Barska Plovidba A.D. – Bar
4	Local Public Broadcaster „Radio Berane“
5	Regional Business Center Ltd.– Berane
6	Elementary School „Vukašin Radunović“ - Berane
7	Vocational School- Berane
8	Tourist Organization– Bijelo Polje
9	Museums and Galleries Budve
10	National Library Budve
11	The Day Center For Children And Youth With Disabilities And Special Needs - Budva
12	Sports - Recreation Center Ltd. - Budva
13	Consulting and Engineering Company BSP – Budva
14	Elementary School „Mirko Srzentić“ – Petrovac, Budva
15	Elementary School „Boro Vukmirović“ - Rijeka Crnojevića, Cetinje
16	Elementary School „Šunjo Pešikan“ – Trešnjevo, Cetinje
17	Gymnasium - Cetinje
18	Local Public Broadcaster „Radio Danilovgrad“ - Danilovgrad
19	Agency for the Administration of the City Harbor Ltd. - Herceg Novi
20	Society for the construction of water and sewage infrastructure - Herceg Novi
21	Municipal Sewage – Kolašin
22	Sports center – Kolašin
23	Pomorski Muzej Crne Gore - Kotor
24	Elementary School „Nikola Đurković“ - Radanovići, Kotor
25	Center for Culture - Nikšić
26	Old Town „Anderva“ - Nikšić
27	Institute for Black Metal – Nikšić
28	Elementary School „Branko Višnjić“ - Krstac, Nikšić
29	Elementary School „Dragan Kovačević“ - Nudo, Nikšić
30	Elementary School „Rade Perović“ - Velimlje, Nikšić
31	Middle Music School „Dara Čokorilo“ - Nikšić
32	Elementary School „Mahmut Adrović“ - Petnjica
33	Tourist Organization- Plav
34	Elementary School „Bečko Jovović“ - Stabna, Plužine
35	Elementary School „Bratstvo - Jedinstvo“ - Kovačevići, Pljevlja
36	Elementary School „Dušan Ivović“ – Kosanica, Pljevlja
37	Elementary School „Jakub Kubur“ - Boljanići, Pljevlja
38	Montenegrin Fund for Solidarity Housing Development - Podgorica
39	Football club „Budućnost“ – Podgorica
40	Film Center of Montenegro - Podgorica
41	Commission for Concessions - Podgorica
42	Social Council of Montenegro - Podgorica
43	Directorate for Youth and Sports - Podgorica

44	Elementary School „Đerđ Kastrioti - Skenderbeg" - Zatrijebač, Podgorica
45	Elementary School „Jedinstvo" - Skorać, Podgorica
46	Elementary School „Mahmut Lekić" - Tuzi, Podgorica
47	Elementary School „Šćepan Đukić" - Lijeva Rijeka, Podgorica
48	Art School for primary, secondary music and ballet Education „Vasa Pavić" - Podgorica
49	„Obrazovni Centar" - Šavnik
50	Elementary School „Branko Brinić" – Worksći, Tivat
51	Agency for Construction and Development - Ulcinj
52	Center For Culture - Ulcinj
53	Center for Culture - Žabljak
54	Tourist Organization - Žabljak
55	Elementary School „Dušan Obworkść" - Žabljak

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

CONTRACTING AUTHORITY	Total Value of PP Plan	No. Of amendment of PP Plan
The capital city of Podgorica	4.093.995,00 €	21
Center for Eco-Toxicological Research Ltd. - Podgorica	963.920,00 €	16
Ministry of Sustainable Development and Tourism	74.045.544,91 €	15
Water Supply and Sewage Ltd. - Podgorica	6.164.750,00 €	13
Blood Transfusion Institute of Montenegro	198.157,83 €	11
The Municipality of Bijelo Polje	2.728.300,00 €	11
Department of Planning and Construction Kotora	6.282.200,00 €	10
The Municipality of Bar	3.737.300,00 €	10
The Municipality of Rožaje	3.113.600,00 €	10
The Municipality of Tivat	7.433.800,00 €	10
University of Montenegro	5.247.727,00 €	10
Airports of Montenegro – Podgorica	8.048.000,00 €	9
Monteput– Podgorica	1.960.050,00 €	9
The Municipality of Žabljak	595.250,00 €	9
Agency for Construction and Development Ltd.– Podgorica	8.885.758,00 €	8
Clinical Center of Montenegro	39.893.594,81 €	8
Department of Emergency Medical Care Montenegro	827.220,00 €	8
The Municipality of Nikšić	3.166.500,00 €	8
The Municipality of Pljevlja	10.677.861,00 €	8
Municipal Sewage – Nikšić	775.200,00 €	7
JU Škola za srednje i više stručno obrazovanje "Sergije Stanić" – Podgorica	636.800,00 €	7
The Municipality of Petnjica	591.400,00 €	7
Public Health Institute of Montenegro	1.915.100,00 €	7
Municipal Sewage - Cetinje	381.700,00 €	6

Water Supply and Sewage Ltd. – Cetinje	3.784.501,08 €	6
Water Supply and Sewage Ltd. - Kotor	739.800,00 €	6
Zelenilo Ltd. – Podgorica	267.250,00 €	6
Railway transport of Montenegro - Podgorica	8.519.584,00 €	6
Radio and Television of Montenegro	17.891.140,00 €	5
Public Enterprise for National Parks	1.061.899,85 €	5
Public Enterprise for Coastal Zone Management of Montenegro – Budva	2.604.900,00 €	5
Health Center – Kotor	537.353,00 €	5
General Hospital - Berane	1.280.957,73 €	5
General Hospital - Kotor	995.160,00 €	5
Ministry of Foreign Affairs and European Integration	929.961,71 €	5
The Municipality of Herceg Novi	1.885.000,00 €	5
Royal Capital Cetinje	804.450,00 €	5

Appendix 3: The contracting authorities with the highest difference between the planned and contracted value

No.	CONTRACTING AUTHORITY	Planned Value	Contracted Value
1	Ministry of Transport and Maritime Affairs - Podgorica	180.023.739,00 €	37.493.333,88 €
2	Elektroprivreda Crne Gore - Nikšić	174.352.922,20 €	52.607.688,11 €
3	Montenegro's electric power distribution system Ltd. – Podgorica	61.366.480,57 €	2.762.518,72 €
4	Montenegrin Transmission System JSC - Podgorica	58.279.705,00 €	4.467.928,17 €
5	Ministry of Sustainable Development and Tourism - Podgorica	74.045.544,91 €	30.847.540,95 €
6	Clinical Center of Montenegro - Podgorica	39.893.594,81 €	8.044.113,64 €
7	Ministry of Internal Affairs - Podgorica	32.415.591,15 €	12.589.155,41 €
8	Radio and Television of Montenegro- Podgorica	17.891.140,00 €	1.260.577,63 €
9	Montenegro Airlines – Podgorica	13.688.400,00 €	2.107.753,09 €
10	13. jul – Plantaže, Podgorica	22.457.000,00 €	12.417.740,82 €
11	Utilities Ltd. - Podgorica	9.454.660,00 €	1.278.004,75 €
12	The Municipality of Pljevlja	10.677.861,00 €	2.752.653,96 €
13	Railway transport of Montenegro - Podgorica	8.519.584,00 €	1.769.539,57 €
14	Pharmacy Health Institute of Montenegro „MONTEFARM" - Podgorica	40.171.896,60 €	33.666.782,23 €
15	Airports of Montenegro - Podgorica	8.048.000,00 €	1.760.758,12 €
16	The Municipality of Budva	7.004.600,00 €	1.305.547,65 €
17	Ministry of Defense - Podgorica	14.046.002,07 €	8.799.752,43 €
18	Water Supply and Sewage Ltd. - Podgorica	6.164.750,00 €	2.077.425,26 €
19	Regional water supply „Crnogorsko primorje" - Budva	4.473.000,00 €	659.337,81 €
20	The Municipality of Ulcinj	4.148.750,00 €	354.518,04 €
21	Ministry of Labor and Social Welfare - Podgorica	12.312.405,28 €	9.002.038,51 €
22	Water Supply and Sewage Ltd. - Cetinje	3.784.451,08 €	534.316,30 €
23	Department of Planning and Construction Kotora	6.282.200,00 €	3.180.920,00 €
24	Health Center - Podgorica	2.966.000,00 €	254.237,51 €
25	University of Montenegro - Podgorica	5.247.727,00 €	2.656.765,44 €

26	The Municipality of Bar	3.737.300,00 €	1.189.471,50 €
27	Montecargo - Podgorica	3.741.595,00 €	1.212.817,50 €

Annex 4: Contracting Authority who did not submit information to the PPA for the person appointed as Public Procurement Officer

No.	Contracting Authority
1	The day center for children and youth with disabilities and special needs - Budva
2	The Municipality of Petnjica
3	Film Center of Montenegro
4	Commission for Concessions - Podgorica
5	Social Advice of Montenegro
6	Day Care Center for Children with Developmental Disabilities - Rožaje
7	Institute of Black Metallurgy - Nikšić
8	Summer Pasture Camp „Štavna“ d.o.o. - Andrijevica
9	Local public broadcaster „Radio Berane“ d.o.o.
10	Funeral Services - Budva
11	Academy of Knowledge - Budva
12	Consulting and Engineering Company BSP – Budva
13	Montenegrin Fund for Solidarity Housing Development - Podgorica

Note: The total number of institutions that have appointed Public Procurement Officer is 603, and those that do not have or have not sent information is 13.

Annex 5: The contracting authorities who did not submit a report for 2016 within the legal time limit

No.	CONTRACTING AUTHORITY
1	Summer Pasture Camp „Štavna“ d.o.o. – Andrijevica
2	Local public broadcaster „Radio Berane" d.o.o. – Berane
3	Ratkovićs nights of poetry – Bijelo Polje
4	The day center for children and youth with disabilities and special needs – Budva
5	Sports - Recreation Center Ltd. – Budva
6	Consulting and Engineering Company BSP d.o.o. – Budva
7	The Municipality of Gusinje
8	Sports center – Kolašin
9	Elementary School „Nikola Đurković" - Radanovići, Kotor
10	Center for Culture - Nikšić
11	Old Town „Anderva" – Nikšić
12	Institute of Black Metallurgy – Nikšić
13	Center for Culture – Plav
14	Center for Culture – Plužine
15	Montenegrin Fund for Solidarity Housing Development - Podgorica
16	Football club „Budućnost“ a.d. – Podgorica
17	Film Center of Montenegro

18	The Chamber of Physicians of Montenegro – Podgorica
19	Social Council of Montenegro
20	Elementary School „Šćepan Đukić" – Lijeva Rijeka, Podgorica
21	Elementary School „Branko Brinić" – Worksći, Tivat
22	Middle mixed school „Bratstvo-jedinstvo" – Ulcinj

Appendix 6: The contracting authorities with the highest contracted values by direct agreement in 2016

No.	CONTRACTING AUTHORITY	Contracted Value	Contracted Value – Direct Agreement	%
1	Montenegro's electric power distribution system Ltd. - Podgorica	2.762.518,72 €	447.583,32 €	16,20%
2	University of Montenegro - Podgorica	2.656.765,44 €	374.764,06 €	14,11%
3	Broadcasting Center - Podgorica	1.955.874,72 €	328.311,83 €	16,79%
4	Ministry of Transport and Maritime Affairs - Podgorica	823.314,99 €	303.761,64 €	36,89%
5	Port Bar - Bar	814.564,48 €	298.493,92 €	36,64%
6	Water Supply and Sewage Ltd. - Herceg Novi	648.482,50 €	260.919,11 €	40,24%
7	Montenegrin navigation - Kotor	375.466,36 €	250.554,39 €	66,73%
8	Disposal Ltd. - Podgorica	1.594.926,21 €	213.119,84 €	13,36%
9	Middle maritime school - Kotor	253.609,49 €	205.391,40 €	80,99%
10	Čistoća d.o.o. - Podgorica	1.984.040,44 €	197.099,80 €	9,93%
11	Water supply Ltd. - Pljevlja	286.856,60 €	187.674,52 €	65,42%
12	The Municipality of Budva	1.305.547,65 €	178.843,96 €	13,70%
13	Ministry of Foreign Affairs and European Integration - Podgorica	515.797,98 €	170.865,64 €	33,13%
14	The Municipality of Herceg Novi	1.251.026,35 €	158.419,23 €	12,66%
15	The Supreme State Prosecution - Podgorica	497.621,15 €	155.924,53 €	31,33%
16	Water Supply and Sewage Ltd. - Kotor	501.810,93 €	148.344,52 €	29,56%
17	National Museum of Montenegro - Cetinje	382.098,01 €	140.409,22 €	36,75%
18	Municipal Sewage - Budva	1.236.326,38 €	133.780,72 €	10,82%
19	Parliament of Montenegro - Podgorica	958.893,18 €	120.679,12 €	12,59%
20	Water Supply and Sewage Ltd. - Cetinje	534.316,30 €	119.157,97 €	22,30%
21	General hospital - Niksic	611.033,84 €	110.613,25 €	18,10%
22	Water Supply and Sewage Ltd. - Tivat	229.583,95 €	109.772,23 €	47,81%
23	Čistoća d.o.o. - Pljevlja	282.604,95 €	107.667,30 €	38,10%

NOTE: Individual reports for all contracting authorities are published on the PPA website (www.ujn.gov.me), for the direct agreement (Form C).

Annex 7: Contracting authorities with total contracted value above € 500,000.00

Contracting Authority	Contracted Value in 2016
13. jul - Plantaže a.d. - Podgorica	12.417.740,89 €

Airports of Montenegro - Podgorica	1.760.758,12 €
Agency for Electronic Communications and Postal Services - Podgorica	613.108,86 €
Agency for Construction and Development Ltd.- Podgorica	8.232.563,63 €
The Agency for Housing Ltd. - Podgorica	775.633,95 €
Center for Eco-Toxicological Research Ltd. - Podgorica	774.593,17 €
Central Bank of Montenegro - Podgorica	1.145.341,40 €
Čistoća d.o.o. - Podgorica	1.984.040,44 €
Montenegro's electric power distribution system Ltd. - Podgorica	2.762.518,72 €
Montenegrin Transmission System JSC - Podgorica	4.467.928,17 €
Disposal Ltd. - Podgorica	1.594.926,21 €
Department of Planning and Construction - Kotor	3.180.920,00 €
State Election Commission - Podgorica	587.819,32 €
Elektroprivreda CG a.d. - Nikšić	121.325.890,75 €
Pension and Disability Insurance Fund (PIO) of Montenegro - Podgorica	589.353,80 €
Fund for Health Insurance of Montenegro - Podgorica	6.774.928,65 €
General Secretariat of the Government of Montenegro - Podgorica	1.512.936,31 €
The capital city of Podgorica	2.812.491,37 €
HG Budvas Riviera - Budva	11.063.532,65 €
HTP Ulcinjs Riviera - Ulcinj	1.096.834,89 €
Communal company - Nikšić	540.132,55 €
Company for Utilities - Bar	547.526,14 €
Radio and Television of Montenegro - Podgorica	1.260.577,63 €
Regional water supply Crnogorsko primorje - Budva	659.337,81 €
Sports center - Nikšić	830.974,26 €
Water Supply and Sewage - Nikšić	808.658,38 €
Enterprise for Coastal Zone Management of Montenegro - Budva	1.557.270,41 €
Pre-school institution "Dina Vrbica" - Podgorica	562.344,10 €
Home of elderly people "Grabovac" - Risan, Kotor	603.196,65 €
Dormitory and students home - Podgorica	2.350.061,99 €
JU "Lovćen-Bečići" - Cetinje	994.660,66 €
Clinical Center of Montenegro - Podgorica	8.044.113,64 €
General hospital - Nikšić	611.033,84 €
Utilities Ltd. - Podgorica	1.268.004,75 €
Municipal Sewage - Budva	1.236.326,38 €
Municipal Sewage - Kotor	512.938,49 €
Port Bar - Bar	814.564,48 €
Ministry of Finance - Podgorica	2.513.254,84 €
Ministry of Defense - Podgorica	8.331.734,47 €
Ministry of Sustainable Development and Tourism - Podgorica	30.847.541,03 €
Ministry of Agriculture and Rural Development - Podgorica	1.897.077,55 €
Ministry of Justice - Podgorica	2.002.075,68 €
Ministry of Education - Podgorica	3.311.128,01 €
Ministry of Labor and Social Welfare - Podgorica	9.002.038,51 €
Ministry of Transport and Maritime Affairs - Direkcija za saobraćaj, Podgorica	36.534.875,27 €

Ministry of Transport and Maritime Affairs - Podgorica	823.314,99 €
Ministry of Internal Affairs - Podgorica	12.589.155,47 €
Ministry of Foreign Affairs and European Integration - Podgorica	515.797,98 €
Ministry for Information Society and Telecommunications - Podgorica	2.124.474,23 €
Montecargo a.d. - Podgorica	1.212.817,50 €
Montenegro Airlines a.d. - Podgorica	2.107.753,09 €
Montenegro Bonus d.o.o. - Cetinje	696.200,25 €
Monteput - Podgorica	911.414,84 €
Nacionalna Tourist Organization of Montenegro - Podgorica	507.792,28 €
The Municipality of Bar	1.189.471,50 €
The Municipality of Berane	626.814,38 €
The Municipality of Bijelo Polje	1.349.778,87 €
The Municipality of Budva	1.305.547,65 €
The Municipality of Danilovgrad	722.248,94 €
The Municipality of Herceg Novi	1.251.026,35 €
The Municipality of Nikšić	1.713.016,73 €
The Municipality of Pljevlja	2.752.653,96 €
The Municipality of Rožaje	2.761.812,16 €
The Municipality of Tivat	5.547.314,67 €
Post of Montenegro - Podgorica	2.757.820,01 €
Royal Capital Cetinje	524.813,48 €
Putevi - Podgorica	2.368.381,86 €
Broadcasting Center - Podgorica	1.955.874,72 €
The Secretariat of the Judicial Council - Podgorica	3.122.295,91 €
Parliament of Montenegro - Podgorica	958.893,18 €
Sports facilities Ltd. - Podgorica	2.345.445,47 €
Tourist Organization- Budva	827.716,00 €
University of Montenegro - Podgorica	2.656.765,44 €
Property Administration - Podgorica	3.482.012,17 €
Inspection Administration - Podgorica	685.135,06 €
Water Supply and Sewage Ltd. - Budva	741.194,66 €
Water Supply and Sewage Ltd. - Cetinje	534.316,30 €
Water Supply and Sewage Ltd. - Herceg Novi	648.482,50 €
Water Supply and Sewage Ltd. - Kotor	501.810,93 €
Water Supply and Sewage Ltd. - Podgorica	2.107.425,26 €
Institute of Education - Podgorica	663.776,57 €
The Institute for textbooks and teaching aids - Podgorica	1.611.534,54 €
Railway infrastructure of Montenegro - Podgorica	645.169,26 €
Railway transport of Montenegro - Podgorica	1.768.850,24 €
Pharmacies Montenegro " <i>Montefarm</i> " - Podgorica	33.666.782,31 €
Public Health Institute of Montenegro - Podgorica	1.775.887,95 €

NOTE: Individual reports for all contracting authorities are published on the PPA website (www.ujn.gov.me).

Appendix 8: Contracts concluded with bidders whose headquarters are outside Montenegro

No.	Contracting Authority	Type of subject	Bidder	Country of the bidder	Contracted Value
1	13. jul - Plantaže a.d. – Podgorica	Goods	Korken Schiesser GES MbH	Austria	246.330,00 €
2	13. jul - Plantaže a.d. – Podgorica	Goods	Korken Schiesser GES MbH	Austria	28.654,24 €
3	13. jul - Plantaže a.d. – Podgorica	Goods	Aldemo turs d.o.o.	Bosnia and Herzegovina	55.796,72 €
4	13. jul - Plantaže a.d. – Podgorica	Goods	Bosnet group d.o.o.	Bosnia and Herzegovina	127.319,30 €
5	13. jul - Plantaže a.d. – Podgorica	Goods	Printing house DAGA llc	Bulgaria	25.275,66 €
6	13. jul - Plantaže a.d. – Podgorica	Goods	Vetropack straza d.d.	Croatia	1.607.377,58 €
7	13. jul - Plantaže a.d. – Podgorica	Goods	Vetropack straza d.d.	Croatia	485.579,50 €
8	13. jul - Plantaže a.d. – Podgorica	Goods	Vetropack straza d.d.	Croatia	334.190,70 €
9	13. jul - Plantaže a.d. – Podgorica	Goods	Pezzolato officine construcionc meccaniche spa	Italy	159.460,00 €
10	13. jul - Plantaže a.d. – Podgorica	Goods	Jorge pinto de sa	Portugal	322.133,00 €
11	13. jul - Plantaže a.d. – Podgorica	Goods	Jorge pinto de sa	Portugal	99.960,00 €
12	13. jul - Plantaže a.d. – Podgorica	Goods	Jorge pinto de sa	Portugal	24.692,50 €
13	13. jul - Plantaže a.d. – Podgorica	Goods	Jorge pinto de sa	Portugal	45.898,30 €
14	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	27.429,50 €
15	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	11.971,40 €
16	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	6.318,90 €
17	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	9.044,00 €
18	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	17.255,00 €
19	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	64.855,00 €
20	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	72.649,50 €
21	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	44.571,45 €
22	13. jul - Plantaže a.d. – Podgorica	Goods	Aeb d.o.o.	Slovenia	17.106,25 €
23	13. jul - Plantaže a.d. – Podgorica	Goods	Belchim crop protection SRB	Serbia	313.808,26 €
24	13. jul - Plantaže a.d. – Podgorica	Goods	Belchim crop protection SRB	Serbia	212.606,11 €
25	13. jul - Plantaže a.d. – Podgorica	Goods	Agrimatco d.o.o.	Serbia	137.199,19 €
26	13. jul - Plantaže a.d. – Podgorica	Goods	Galeb metal pack d.o.o.	Serbia	47.685,51 €
27	13. jul - Plantaže a.d. – Podgorica	Goods	Unipromet d.o.o.	Serbia	26.703,60 €
28	13. jul - Plantaže a.d. – Podgorica	Goods	Unipromet d.o.o.	Serbia	43.439,76 €
29	13. jul - Plantaže a.d. – Podgorica	Goods	Marex d.o.o.	Serbia	71.792,10 €

30	13. jul - Plantaže a.d. – Podgorica	Goods	Marex d.o.o.	Serbia	27.349,06 €
31	13. jul - Plantaže a.d. – Podgorica	Goods	Marex d.o.o.	Serbia	44.482,20 €
32	13. jul - Plantaže a.d. – Podgorica	Goods	Eurodrip d.o.o.	Serbia	157.342,99 €
33	13. jul - Plantaže a.d. – Podgorica	Goods	Galeb metal pack d.o.o.	Serbia	71.733,39 €
34	13. jul - Plantaže a.d. – Podgorica	Goods	Galeb metal pack d.o.o.	Serbia	65.491,36 €
35	13. jul - Plantaže a.d. – Podgorica	Goods	Belgravia d.o.o.	Serbia	90.844,60 €
36	13. jul - Plantaže a.d. – Podgorica	Goods	Total media d.o.o.	Serbia	18.177,25 €
37	13. jul - Plantaže a.d. – Podgorica	Goods	Agroglobe d.o.o.	Serbia	214.200,00 €
38	13. jul - Plantaže a.d. – Podgorica	Goods	Total Media d.o.o. - Beograd	Serbia	22.145,90 €
39	13. jul - Plantaže a.d. – Podgorica	Goods	Sigoc d.o.o. - Šimanovci	Serbia	352.811,20 €
40	13. jul - Plantaže a.d. – Podgorica	Goods	Fabrika masina "Morava" a.d.	Serbia	33.617,50 €
41	13. jul - Plantaže a.d. – Podgorica	Goods	Danstar ferment AG	Switzerland	33.386,64 €
42	13. jul - Plantaže a.d. – Podgorica	Goods	Danstar ferment AG	Switzerland	29.028,86 €
43	13. jul - Plantaže a.d. – Podgorica	Goods	Danstar ferment AG	Switzerland	87.000,90 €
44	13. jul - Plantaže a.d. – Podgorica	Goods	Ceres products Ltd	United Kingdom	253.108,50 €
45	Airports of Montenegro – Podgorica	Works	"Pismorad" dd Zagreb	Croatia	24.990,00 €
46	Airports of Montenegro – Podgorica	Goods	"Lucebit GmbH" Manhein, Germany	Germany	99.867,77 €
47	Airports of Montenegro – Podgorica	Goods	"Dekal agregati" doo Slovenia	Slovenia	14.997,57 €
48	Airports of Montenegro – Podgorica	Goods	"Security company Kobra" d.o.o. Beograd	Serbia	49.801,50 €
49	Airports of Montenegro – Podgorica	Goods	" Fifth screen" d.o.o. Novi USA	Serbia	54.618,14 €
50	Airports of Montenegro – Podgorica	Goods	"Security company Kobra" doo Beograd	Serbia	4.948,02 €
51	Airports of Montenegro – Podgorica	Services	"Hewlett-Packard"(Schweizz) GmbH, Dubendorf, Switzerland	Switzerland	139.700,00 €
52	Agency for Electronic Communications and Postal Services - Podgorica	Services	KPMG Croatia d.o.o., Zagreb	Croatia	5.000,00 €
53	Agency for Electronic Communications and Postal Services - Podgorica	Services	Gdi Gisdata d.o.o., Beograd	Serbia	64.456,35 €
54	Agency for Electronic Communications and Postal Services - Podgorica	Goods	Ibis Instruments d.o.o., Beograd	Serbia	59.488,10 €
55	Agency for Electronic Communications and Postal Services - Podgorica	Goods	Ibis Instruments d.o.o., Beograd	Serbia	150.643,35 €
56	Agency for Electronic Communications and Postal Services - Podgorica	Services	Ipsos strategic marketing d.o.o., Beograd	Serbia	5.236,00 €

57	Agencija za lijekove i medicinska sredstva – Podgorica	Services	Oracle Serbia & Crna Gora d.o.o. Beograd	Serbia	2.400,00 €
58	Agencija za nadzor osiguranja - Podgorica	Services	KPMG Croatia d.o.o. Zagreb	Croatia	8.600,00 €
59	Agencija za sprječavanje korupcije - Podgorica	Services	"PROZONE" DOO Novi USA	Serbia	39.567,50 €
60	Agencija za sprječavanje korupcije - Podgorica	Services	"PROZONE" D.O.O. Novi USA	Serbia	29.988,00 €
61	Agencija za zaštitu životne sredine - Podgorica	Services	EKONERG DOO ZAGREB	Croatia	26.762,00 €
62	Agencija za zaštitu životne sredine – Podgorica	Services	EKONERG DOO ZAGREB	Croatia	40.500,00 €
63	Agencija za zaštitu životne sredine – Podgorica	Services	doo ENVIROLAB Subotica	Serbia	15.310,54 €
64	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	Eurotest doo Sarajevo	Bosnia and Herzegovina	11.650,10 €
65	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	"Ekonerg" Zagreb, Croatia	Croatia	59.381,00 €
66	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	DOO Ekonerg Zagreb	Croatia	1.999,20 €
67	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	Doo "Ansar-analitika" Zagreb	Croatia	4.236,40 €
68	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	Ekonerg doo Zagreb	Croatia	21.896,00 €
69	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	"Ekonerg" doo Zagreb	Croatia	5.474,00 €
70	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	“EKONERG” doo Zagreb	Croatia	4.998,00 €
71	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	Doo "Kobis" Zagreb	Croatia	8.878,48 €
72	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "Kemolab" Zagreb	Croatia	7.973,00 €
73	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	DOO „METROALFA” Zagreb/Croatia	Croatia	1.200,00 €
74	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	“SHIMADZU” doo Beograd/R.Serbia	Serbia	59.143,00 €
75	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "UNICHEM" Beograd/R.Serbia	Serbia	14.660,86 €
76	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "DSP Chromatography" Beograd/R.Serbia	Serbia	1.979,30 €
77	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "UNICHEM" Beograd/R.Serbia	Serbia	4.923,03 €
78	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "DONAU LAB" Beograd/R.Serbia	Serbia	2.950,01 €
79	Center for Eco-Toxicological Research	Goods	DOO "SHIMADZU" Beograd/R.Serbia	Serbia	10.998,22 €

	Ltd. – Podgorica				
80	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "Envirolab" Subotica	Serbia	13.463,66 €
81	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	DOO "Donau Lab" Beograd	Serbia	2.000,00 €
82	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	“DONAU LAB” doo Beograd	Serbia	1.948,03 €
83	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	doo "UNI-CHEM" Beograd	Serbia	1.370,58 €
84	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	doo "UNI-CHEM" Beograd	Serbia	11.987,17 €
85	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	Doo „Uni-Chem" Beograd	Serbia	2.826,25 €
86	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	"UNI-CHEM" Beograd	Serbia	9.640,23 €
87	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "UNICHEM" Beograd/R.Serbia	Serbia	14.274,05 €
88	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	"Laboratorija" DOO Beograd	Serbia	625,00 €
89	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	“LABORATORIJA” doo Beograd/R.Serbia	Serbia	3.094,00 €
90	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	doo „Analysis" Beograd	Serbia	6.806,80 €
91	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	Doo „Analysis" Beograd	Serbia	999,60 €
92	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	Doo "Analysis" Novi Beograd	Serbia	5.947,62 €
93	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "Analysis" Beograd	Serbia	3.565,84 €
94	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	"SUPERLAB" Novi Beograd	Serbia	2.391,90 €
95	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	INSTITUT ZA NUKLEARNE NAUKE “VINČA” Beograd	Serbia	5.184,00 €
96	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	INSTITUT ZA NUKLEARNE NAUKE “VINČA” Beograd	Serbia	1.366,12 €
97	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	"LAB PROVA" DOO Beograd	Serbia	963,90 €
98	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	“KRUG INTERNATIONAL LTD MALTA” –Ogranak Krug Beograd	Serbia	1.909,95 €
99	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	“KRUG INTERNATIONAL LTD MALTA” –Ogranak Krug Beograd	Serbia	892,50 €
100	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DOO "SHIMADZU" Beograd	Serbia	17.195,50 €

101	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	DOO "SHIMADZU" Beograd	Serbia	5.000,00 €
102	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	“PRIMA LAB” doo Beograd	Serbia	3.966,32 €
103	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	DSP Chromatography Beograd	Serbia	2.982,15 €
104	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	"Krug Internationa LTD Malta - Ogranak Krug Beograd"	Serbia	6.000,00 €
105	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	LKB Vertriebs Ges.m.b.H Beč/Austria	Austria	4.337,55 €
106	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	FJ SPECIALTY PRODUCTS, INC. Ocala Florida/US	USA	714,00 €
107	Center for Eco-Toxicological Research Ltd. – Podgorica	Services	GMI RAMSEY/USA	USA	9.996,00 €
108	Center for Eco-Toxicological Research Ltd. – Podgorica	Goods	"Eurostandard" R. Czech Republic	Czech Republic	5.807,20 €
109	Central Bank of Montenegro - Podgorica	Services	BTC d.o.o.,Nedelišće,Croatia	Croatia	5.244,33 €
110	Central Bank of Montenegro - Podgorica	Services	CIS d.o.o.,Novi USA	Serbia	21.063,00 €
111	Central Bank of Montenegro - Podgorica	Services	MDS Informatički Inžinjering d.o.o.,Beograd	Serbia	22.372,00 €
112	Central Bank of Montenegro - Podgorica	Goods	Neolibris d.o.o.,Pančevo	Serbia	4.644,16 €
113	Central Bank of Montenegro - Podgorica	Services	CMA Small Systems AB,Stockholm Sweden	Sweden	84.918,40 €
114	Čistoća d.o.o. - Herceg Novi	Goods	"Feroprom" doo Mostar	Bosnia and Herzegovina	19.980,00 €
115	Čistoća d.o.o. - Herceg Novi	Goods	"EurotimEko" doo Split	Croatia	24.871,00 €
116	Čistoća d.o.o. - Pljevlja	Goods	Pinus-Bor DOO Valjevo	Serbia	6.860,35 €
117	Čistoća d.o.o. - Podgorica	Goods	TEHNIX DOO	Croatia	10.412,50 €
118	Čistoća d.o.o. - Podgorica	Goods	TEHNIX DOO	Croatia	10.210,20 €
119	Čistoća d.o.o. - Podgorica	Goods	TEHNIX DOO	Croatia	2.618,00 €
120	Čistoća d.o.o. - Podgorica	Goods	TEHNIX DOO	Croatia	3.445,25 €
121	Čistoća d.o.o. - Podgorica	Goods	TEHNIX DOO	Croatia	13.447,00 €
122	Čistoća d.o.o. - Podgorica	Goods	TEHNIX DOO	Croatia	4.938,50 €
123	Montenegrin Transmission System JSC - Podgorica	Services	Adnet doo Zagreb Croatia	Croatia	17.255,00 €
124	Montenegrin Transmission System JSC - Podgorica	Services	Elektroinštitut Milan Vidmar Slovenia	Slovenia	42.840,00 €
125	Montenegrin Transmission System JSC - Podgorica	Services	Konzorcijum Ekonomski Institut Beograd i Energoprojekt Entel Beograd	Serbia	34.153,00 €
126	Montenegrin Transmission System JSC - Podgorica	Goods	IMP Automatika doo Beograd	Serbia	2.368.158,31 €
127	Direkcija za zaštitu tajnih podataka - Podgorica	Goods	Secunet Security Networks AG, Essen, Germany	Germany	17.375,19 €
128	Državni arhiv - Cetinje	Goods	Papirus papiri Zagreb	Croatia	10.964,00 €
129	Elektroprivreda CG a.d. –	Goods	ERS - Trebinje	Bosnia and	246.332,45 €

	Nikšić			Herzegovina	
130	Elektroprivreda CG a.d. – Nikšić	Goods	Interenergo - Sarajevo	Bosnia and Herzegovina	151.990,94 €
131	Elektroprivreda CG a.d. – Nikšić	Goods	Petrol - Sarajevo	Bosnia and Herzegovina	431.019,56 €
132	Elektroprivreda CG a.d. – Nikšić	Goods	Ezpada - Mostar	Bosnia and Herzegovina	71.507,10 €
133	Elektroprivreda CG a.d. – Nikšić	Goods	EPHZHB - Mostar	Bosnia and Herzegovina	62.162,85 €
134	Elektroprivreda CG a.d. – Nikšić	Goods	GenI - Sarajevo	Bosnia and Herzegovina	854.861,58 €
135	Elektroprivreda CG a.d. – Nikšić	Goods	HSE - Sarajevo	Bosnia and Herzegovina	604.286,32 €
136	Elektroprivreda CG a.d. – Nikšić	Goods	Alpiq - Sarajevo	Bosnia and Herzegovina	139.895,53 €
137	Elektroprivreda CG a.d. – Nikšić	Goods	Axpo - Sarajevo	Bosnia and Herzegovina	77.054,61 €
138	Elektroprivreda CG a.d. – Nikšić	Goods	DOO Energo – Servis - Sarajevo	Bosnia and Herzegovina	57.715,00 €
139	Elektroprivreda CG a.d. – Nikšić	Services	DOO PK PALFINGER KRAN Rijeka	Croatia	32.522,70 €
140	Elektroprivreda CG a.d. – Nikšić	Services	Siemend dd Zagreb	Croatia	89.250,00 €
141	Elektroprivreda CG a.d. – Nikšić	Goods	Siemens d.d. Zagreb	Croatia	24.732,42 €
142	Elektroprivreda CG a.d. – Nikšić	Goods	Siemens d.d. Zagreb	Croatia	9.424,28 €
143	Elektroprivreda CG a.d. – Nikšić	Services	DOO "InfoDom" Zagreb	Croatia	66.283,00 €
144	Elektroprivreda CG a.d. – Nikšić	Services	DOO "InfoDom" Zagreb	Croatia	234.668,00 €
145	Elektroprivreda CG a.d. – Nikšić	Services	DD Končar - institut za elektrotehniku	Croatia	30.226,00 €
146	Elektroprivreda CG a.d. – Nikšić	Services	DOO "InfoDom" Zagreb	Croatia	332.724,00 €
147	Elektroprivreda CG a.d. – Nikšić	Services	Veski d.o.o. Zagreb	Croatia	8.449,00 €
148	Elektroprivreda CG a.d. – Nikšić	Services	DOO "Rade Končar" Skoplje	FYR Macedonia	213.750,00 €
149	Elektroprivreda CG a.d. – Nikšić	Services	UKIM IZIHS Skopje	FYR Macedonia	44.744,00 €
150	Elektroprivreda CG a.d. – Nikšić	Goods	HSE - Ljubljana	Slovenia	204.348,26 €
151	Elektroprivreda CG a.d. – Nikšić	Services	Digit doo Beograd	Serbia	129.999,17 €
152	Elektroprivreda CG a.d. – Nikšić	Works	"Energomontaža" AD Beograd	Serbia	1.070.602,54 €
153	Elektroprivreda CG a.d. – Nikšić	Services	DOO Energoprojekt Hidroinženjering Beograd	Serbia	149.761,51 €
154	Elektroprivreda CG a.d. – Nikšić	Services	Energoprojekt Hidroinženjering AD	Serbia	59.381,00 €
155	Elektroprivreda CG a.d. – Nikšić	Services	El Nikola Tesla Ad Beograd	Serbia	19.754,00 €
156	Elektroprivreda CG a.d. – Nikšić	Services	AD Elektrotehnički institut Nikola Tesla	Serbia	9.520,00 €
157	Elektroprivreda CG a.d. – Nikšić	Services	AD Elektrotehnički institut Nikola Tesla	Serbia	10.997,98 €
158	Elektroprivreda CG a.d. – Nikšić	Services	Institut za ispitivanje materijala AD – Centar za metale i energetiku Beograd	Serbia	33.915,00 €
159	Elektroprivreda CG a.d. – Nikšić	Goods	DOO Potens Perforacija Požega	Serbia	320.699,41 €
160	Elektroprivreda CG a.d. – Nikšić	Goods	DOO PD Termooprema Beograd	Serbia	123.986,10 €

161	Elektroprivreda CG a.d. – Niksić	Goods	DOO PD Termooprema Beograd	Serbia	123.986,10 €
162	Elektroprivreda CG a.d. – Niksić	Works	"Elektromontaža" d.o.o. Kraljevo	Serbia	884.170,00 €
163	Elektroprivreda CG a.d. – Niksić	Services	Centar za kontrolu i ispitivanje doo	Serbia	23.800,00 €
164	Elektroprivreda CG a.d. – Niksić	Services	Centar za kontrolu i ispitivanje d.o.o.	Serbia	29.631,00 €
165	Elektroprivreda CG a.d. – Niksić	Works	PD ELEKTROISTOK IZGRADNJA DOO BEOGRAD	Serbia	86.275,00 €
166	Elektroprivreda CG a.d. – Niksić	Works	DOO Balcan energy team Beograd	Serbia	354.620,00 €
167	Elektroprivreda CG a.d. – Niksić	Services	Girtpro inženjering d.o.o.	Serbia	9.758,00 €
168	Elektroprivreda CG a.d. – Niksić	Goods	EPCG - Beograd	Serbia	5.460.416,61 €
169	Elektroprivreda CG a.d. – Niksić	Goods	GEN-i - Beograd	Serbia	4.705.177,41 €
170	Elektroprivreda CG a.d. – Niksić	Goods	Čez - Beograd	Serbia	263.775,07 €
171	Elektroprivreda CG a.d. – Niksić	Goods	Interenergo - Beograd	Serbia	2.498.161,54 €
172	Elektroprivreda CG a.d. – Niksić	Goods	Petrol - Beograd	Serbia	235.080,59 €
173	Elektroprivreda CG a.d. – Niksić	Goods	EPS - Beograd	Serbia	24.126,14 €
174	Elektroprivreda CG a.d. – Niksić	Goods	Axpo - Beograd	Serbia	1.136.543,42 €
175	Elektroprivreda CG a.d. – Niksić	Goods	Ezpada - Beograd	Serbia	38.938,32 €
176	Elektroprivreda CG a.d. – Niksić	Services	DOO "Digit" Beograd	Serbia	85.680,00 €
177	Elektroprivreda CG a.d. – Niksić	Services	DOO "Digit" Beograd	Serbia	147.583,80 €
178	Elektroprivreda CG a.d. – Niksić	Services	DOO "Digit" Beograd	Serbia	238.000,00 €
179	Elektroprivreda CG a.d. – Niksić	Services	ICI d.o.o. Beograd	Serbia	41.888,00 €
180	Elektroprivreda CG a.d. – Niksić	Services	DOO Elektromont Subotica	Serbia	46.172,00 €
181	Elektroprivreda CG a.d. – Niksić	Services	Univerzitet u Beogradu, Mašinski fakultet	Serbia	23.681,00 €
182	Elektroprivreda CG a.d. – Niksić	Services	Elektrotehnički institut Nikola Tesla	Serbia	6.723,50 €
183	Elektroprivreda CG a.d. – Niksić	Services	Meris d.o.o. Beograd	Serbia	11.894,29 €
184	Elektroprivreda Crne Gore a.d. – Niksić	Services	MGR Energetika d.o.o.	Croatia	7.735,00 €
185	Elektroprivreda CG a.d. – Niksić	Services	Rad Rašo doo	Serbia	30.112,00 €
186	Elektroprivreda CG a.d. – Niksić	Goods	EFT - Switzerland	Switzerland	3.942.309,40 €
187	Elektroprivreda CG a.d. – Niksić	Goods	Danske Commodities - Denmark	Denmark	1.078.537,88 €
188	Elektroprivreda CG a.d. – Niksić	Goods	Alpiq - Prag	Czech Republic	4.703.037,96 €
189	Elektroprivreda CG a.d. – Niksić	Goods	JAS Budapest	Hungary	57.932,77 €
190	Elektroprivreda CG a.d. – Niksić	Goods	Ayen - Tirana	Albania	12.138,18 €
191	Elektroprivreda CG a.d. – Niksić	Services	Nalco Austria Ges.m.b.H.	Austria	355.021,51 €
192	Elektroprivreda CG a.d. – Niksić	Services	IMP Automatika d.o.o.	Serbia	8.449,00 €

193	Elektroprivreda CG a.d. – Niksić	Services	DOO Z.P. Antikorozijski i DOO Termoelektro Mont	Croatia	69.317,50 €
194	Elektroprivreda CG a.d. – Niksić	Services	Esotech d.d	Slovenia	141.122,10 €
195	Elektroprivreda CG a.d. – Niksić	Services	ProSoft-ID-GmbH Muhlhausen	Germany	23.919,00 €
196	Elektroprivreda CG a.d. – Niksić	Services	Nalco Austria Ges.m.b.H.	Austria	220.058,97 €
197	Elektroprivreda CG a.d. – Niksić	Works	Zajednička ponuda: EthosEnergy Poland S.A. i ZRE Gdansk S.A.	Poland	2.074.765,00 €
198	Elektroprivreda CG a.d. – Niksić	Services	RoTech ei d.o.o.	Serbia	23.681,00 €
199	Elektroprivreda CG a.d. – Niksić	Services	Energ servis d.o.o.	Serbia	8.449,00 €
200	Elektroprivreda CG a.d. – Niksić	Services	RMS d.o.o.	Serbia	4.998,00 €
201	Fund for Health Insurance of Montenegro – Podgorica	Services	Digit d.o.o. Beograd	Serbia	68.200,00 €
202	General Secretariat of the Government of Montenegro – Podgorica	Services	Ipsos Strategic Marketing	Serbia	16.779,00 €
203	General Secretariat of the Government of Montenegro – Podgorica	Services	Eurocontrol	Belgija	43.494,57 €
204	General Secretariat of the Government of Montenegro – Podgorica	Services	Jeppesen	USA	9.080,00 €
205	General Secretariat of the Government of Montenegro – Podgorica	Goods	Europ Star	Austria	53.212,00 €
206	General Secretariat of the Government of Montenegro – Podgorica	Goods	Lux Flight Solutions SA	Germany	64.313,00 €
207	General Secretariat of the Government of Montenegro – Podgorica	Services	Aero Dienst GmbH & CO. KG	Germany	133.048,92 €
208	General Secretariat of the Government of Montenegro – Podgorica	Services	Bombardier-Smart Part Plus	USA	34.500,00 €
209	General Secretariat of the Government of Montenegro – Podgorica	Services	Bombardier-Smart Part Plus	USA	122.643,35 €
210	General Secretariat of the Government of Montenegro – Podgorica	Services	Honeywell	USA	157.011,42 €
211	The capital city of Podgorica	Goods	Elektrovat doo	Serbia	35.000,00 €
212	The capital city of Podgorica	Works	Svetlost Teatar doo	Serbia	15.969,00 €
213	HG Budvas Riviera – Budva	Services	CD Solution Int LTD Sofija	Bulgaria	33.330,00 €
214	HG Budvas Riviera – Budva	Services	Wawa DOO Samobor	Croatia	10.942,39 €
215	HG Budvas Riviera – Budva	Services	Wawa DOO Samobor	Croatia	6.598,88 €
216	Communal company – Niksić	Goods	SZPR Mitrović Zoran Loznica	Serbia	7.698,70 €
217	Communal company – Niksić	Goods	Usluga AD Bačka Topola	Serbia	11.796,00 €
218	Communal company – Niksić	Goods	Miss moda doo Arilje	Serbia	10.995,00 €
219	Radio and Television of Montenegro– Podgorica	Services	" Inbox" d.o.o. Beograd	Serbia	14.280,00 €

220	Radio and Television of Montenegro – Podgorica	Goods	"Amisys" beograd	Serbia	8.687,00 €
221	Radio and Television of Montenegro – Podgorica	Goods	Amisys d.o.o. Beograd	Serbia	44.030,00 €
222	Radio and Television of Montenegro – Podgorica	Services	Amisys, Beograd	Serbia	90.678,00 €
223	Radio and Television of Montenegro – Podgorica	Services	Globecast, France	Francuska	129.948,00 €
224	Regional water supply Crnogorsko primorje – Budva	Works	"Ind-eko" d.o.o. Rijeka	Croatia	298.987,50 €
225	Enterprise for Coastal Zone Management of Montenegro – Budva	Services	Sveučilište U Splitu, Fakultet Građevinarstva, Arhitekture I Geodeziji "HARPA SEA" D.O.O. KOPER	Slovenia	119.000,00 €
226	Enterprise for Coastal Zone Management of Montenegro – Budva	Services	"IS PROJEKT" D.O.O.	Slovenia	6.485,50 €
227	Pre-School Institution "Vukosava Ivanović-Masanović" – Bar	Goods	ZOMEX DOO Beograd	Serbia	19.900,37 €
228	Pre-School Institution "Vukosava Ivanović-Masanović" – Bar	Goods	Zomex DOO Beograd	Serbia	14.929,66 €
229	Library for the blind – Podgorica	Services	BRILLO NORWAY A/S	Norway	8.483,00 €
230	Music Center of Montenegro - Podgorica	Services	KRIS SOUND, Beograd	Serbia	4.500,00 €
231	Resource Center for hearing and speech "Dr. Peruta Ivanović" - Kotor	Goods	"ELMISS line" Kragujevac	Serbia	9.924,60 €
232	Specialist Veterinary Laboratory – Podgorica	Services	Visaris d.o.o. Beograd	Serbia	2.142,00 €
233	Specialist Veterinary Laboratory – Podgorica	Services	Superlab d.o.o. Beograd	Serbia	2.500,00 €
234	Clinical Center of Montenegro - Podgorica	Goods	Omnia medic d.o.o. Zenica	Bosnia and Herzegovina	500,00 €
235	Clinical Center of Montenegro - Podgorica	Goods	Omnia Medic d.o.o. Zenica	Bosnia and Herzegovina	10.399,00 €
236	Clinical Center of Montenegro - Podgorica	Goods	Omnia Medic d.o.o. Zenica	Bosnia and Herzegovina	1.360,00 €
237	Clinical Center of Montenegro - Podgorica	Goods	Gosper d.o.o. Beograd	Serbia	35.190,00 €
238	Clinical Center of Montenegro - Podgorica	Goods	Gosper d.o.o. Beograd	Serbia	133.997,50 €
239	Clinical Center of Montenegro - Podgorica	Goods	DSP Chromatography d.o.o. Beograd	Serbia	40.935,76 €
240	Clinical Center of Montenegro - Podgorica	Goods	Ecotrade BG d.o.o. Niš	Serbia	4.987,41 €
241	Clinical Center of Montenegro - Podgorica	Goods	Neomedica d.o.o. Beograd	Serbia	18.750,00 €
242	Clinical Center of Montenegro - Podgorica	Goods	Tim Co d.o.o. Beograd	Serbia	22.000,00 €
243	Clinical Center of Montenegro - Podgorica	Services	Gorenje GTI d.o.o. Beograd	Serbia	130.000,00 €
244	Clinical Center of Montenegro - Podgorica	Services	Beolaser d.o.o. Beograd	Serbia	11.900,00 €
245	Clinical Center of Montenegro - Podgorica	Services	Voxel d.o.o. Beograd	Serbia	12.000,00 €
246	Clinical Center of Montenegro - Podgorica	Goods	Gorenje GTI d.o.o. Beograd	Serbia	16.873,44 €
247	General hospital – Niksić	Services	Gorenje GTI doo Beograd	Serbia	27.340,00 €
248	Department of Emergency Medical Care Montenegro – Podgorica	Services	PHTLS Serbia	Serbia	11.200,00 €

249	Department of Emergency Medical Care Montenegro – Podgorica	Services	PHTLS Serbia	Serbia	8.400,00 €
250	Blood Transfusion Institute Crne Gore – Podgorica	Goods	Diahem - Gramim doo Beograd	Serbia	40.946,40 €
251	Utilities Ltd. – Podgorica	Goods	Konzorcijum Elitas doo i Irma projekt sistem doo Beograd	Serbia	365.568,00 €
252	Municipal Sewage – Budva	Goods	UNIWAB Beograd	Serbia	3.986,50 €
253	Municipal Sewage – Cetinje	Goods	Eurilast International d.o.o.	Serbia	33.915,00 €
254	Luka Bar a.d. – Bar	Goods	Unis-Usha Višegrad	Bosnia and Herzegovina	13.280,40 €
255	Ministry of Economy – Podgorica	Services	Geoquest system B.V. Hag, Netherlands	Netherlands	29.022,44 €
256	Ministry of Finance – Podgorica	Services	Lanaco doo Banja Luka	Bosnia and Herzegovina	94.848,62 €
257	Ministry of Finance – Podgorica	Services	Lanaco doo Banja Luka	Bosnia and Herzegovina	124.690,45 €
258	Ministry of Finance – Podgorica	Services	Lanaco doo Banja Luka	Bosnia and Herzegovina	59.237,73 €
259	Ministry of Finance – Podgorica	Services	ZZI doo Ljubljana	Slovenia	147.017,36 €
260	Ministry of Finance – Podgorica	Services	Epsilon Software - Informacijske rešitve Ljubljana	Slovenia	24.990,00 €
261	Ministry of Finance – Podgorica	Services	Com trade Ljubljana	Slovenia	142.800,00 €
262	Ministry of Finance – Podgorica	Services	Informatika Beograd	Serbia	69.972,00 €
263	Ministry of Finance – Podgorica	Services	Vekom Geo doo	Serbia	28.878,00 €
264	Ministry of Finance – Podgorica	Services	Oracle Serbia & Crna Gora	Serbia	28.553,60 €
265	Ministry of Finance – Podgorica	Services	Oracle Serbia & Crna Gora Beograd	Serbia	58.112,02 €
266	Ministry of Finance – Podgorica	Services	Nuctech Company Limited China	China	84.000,00 €
267	Ministry of Defense – Podgorica	Services	AS "Ikar" AD Banja Luka	Bosnia and Herzegovina	14.494,20 €
268	Ministry of Defense – Podgorica	Goods	"Netra" doo Skopje	FYR Macedonia	249.918,92 €
269	Ministry of Defense – Podgorica	Goods	"Team traders company" doo Beograd	Serbia	174.922,00 €
270	Ministry of Defense – Podgorica	Goods	"Proizvodnja Mile Dragić" doo Zrenjanin	Serbia	49.995,18 €
271	Ministry of Defense – Podgorica	Goods	"Proizvodnja Mile Dragić" doo Zrenjanin	Serbia	19.993,07 €
272	Ministry of Defense – Podgorica	Goods	"Security Company Kobra" doo Beograd	Serbia	52.657,50 €
273	Ministry of Defense – Podgorica	Services	Vazduhoplovna akademija Beograd	Serbia	14.900,00 €
274	Ministry of Defense – Podgorica	Services	Jugoimport-SDPR	Serbia	39.995,66 €
275	Ministry of Defense – Podgorica	Services	"MC company" Zemun	Serbia	79.611,00 €
276	Ministry of Defense – Podgorica	Services	Jugoimport-SDPR	Serbia	19.893,00 €
277	Ministry of Defense – Podgorica	Services	"Arsenal-Rem" doo Kraljevo	Serbia	419.713,00 €
278	Ministry of Defense – Podgorica	Services	"Teoelektronik" doo Beograd	Serbia	24.636,00 €
279	Ministry of Defense – Podgorica	Services	"Delfin servis" AB Sremska Kamenica	Serbia	14.999,95 €

280	Ministry of Defense – Podgorica	Services	AVIO SERVIS “IKAR” AD	Bosnia and Herzegovina	7.140,00 €
281	Ministry of Defense – Podgorica	Services	AVIO SERVIS “IKAR” AD	Bosnia and Herzegovina	71.400,00 €
282	Ministry of Defense – Podgorica	Services	AVIO SERVIS “IKAR” AD	Bosnia and Herzegovina	47.005,00 €
283	Ministry of Defense – Podgorica	Services	AVIO SERVIS “IKAR” AD	Bosnia and Herzegovina	58.548,00 €
284	Ministry of Defense – Podgorica	Services	AVIO SERVIS “IKAR” AD	Bosnia and Herzegovina	249.679,74 €
285	Ministry of Defense – Podgorica	Goods	"BIM-TEX" doo	Serbia	10.614,80 €
286	Ministry of Sustainable Development and Tourism – Podgorica	Services	Zajednička ponuda "BALKAN MEDIA TIM" doo Beograd i "CINNAMON PRODUCTION" doo Beograd	Serbia	54.480,00 €
287	Ministry of Sustainable Development and Tourism – Podgorica	Services	"BIZNIS LINK" doo	Serbia	21.983,00 €
288	Ministry of Sustainable Development and Tourism – Podgorica	Services	"BIZNIS LINK" doo	Serbia	24.990,00 €
289	Ministry of Sustainable Development and Tourism – Podgorica	Works	ad Novi Pazazar -put Novi Pazar	Serbia	63.974,40 €
290	Ministry of Sustainable Development and Tourism – Podgorica	Services	"HORWATH&HORWATH CONSULTING"	Croatia	39.464,50 €
291	Ministry of Agriculture and Rural Development - Podgorica	Services	doo Igea, Zagreb i doo IN2, Zagreb	Croatia	47.005,00 €
292	Ministry of Agriculture and Rural Development - Podgorica	Goods	Inop Doo, Sabac	Serbia	16.707,60 €
293	Ministry of Agriculture and Rural Development - Podgorica	Goods	doo Tehnoplast, Beograd	Serbia	57.006,95 €
294	Ministry of Agriculture and Rural Development - Podgorica	Goods	doo Tehnoplast, Beograd	Serbia	4.284,00 €
295	Ministry of Agriculture and Rural Development - Podgorica	Goods	Genostar Rinderbesamung GMBH, Austria	Austria	240.429,00 €
296	Ministry of Agriculture and Rural Development - Podgorica	Goods	Genostar Rinderbesamung GMBH, Austria	Austria	119.840,00 €
297	Ministry of Agriculture and Rural Development - Podgorica	Goods	Silva Solis d.o.o.	Bosnia and Herzegovina	8.333,09 €
298	Ministry of Justice – Podgorica	Services	"Info Studio" DOO Sarajevo BIH	Bosnia and Herzegovina	30.000,00 €
299	Ministry of Internal Affairs – Podgorica	Goods	Superlab DOO, Beograd	Serbia	7.988,95 €
300	Ministry of Internal Affairs – Podgorica	Goods	Krug International LTD Malta, Beograd	Serbia	27.441,40 €
301	Ministry of Internal Affairs – Podgorica	Goods	Alfamed DOO, Beograd	Serbia	61.581,31 €
302	Ministry of Internal Affairs – Podgorica	Services	MRG Export Import DOO, Beograd	Serbia	7.996,80 €
303	Ministry of Internal Affairs – Podgorica	Services	Gas Aviation DOO, Smederevska Palanka	Serbia	35.700,00 €
304	Ministry of Internal Affairs – Podgorica	Goods	Analisis DOO, Beograd	Serbia	18.889,11 €
305	Ministry of Internal Affairs – Podgorica	Goods	DSP Chromatography DOO, Beograd	Serbia	14.757,64 €

306	Ministry of Internal Affairs – Podgorica	Goods	Sky Technologies DOO, Beograd	Serbia	20.230,00 €
307	Ministry of Internal Affairs – Podgorica	Goods	Air Tractor Europe, Å panija	Spain	2.641.800,00 €
308	Ministry of Internal Affairs – Podgorica	Goods	Air Tractor Europe, Å panija	Spain	32.459,63 €
309	Ministry of Internal Affairs – Podgorica	Goods	Air Tractor Europe, Å panija	Spain	7.140,00 €
310	Ministry of Internal Affairs – Podgorica	Services	Air Tractor Europe, Å panija	Spain	29.460,00 €
311	Ministry of Internal Affairs – Podgorica	Services	Air Tractor Europe, Å panija	Spain	20.040,00 €
312	Ministry of Internal Affairs – Podgorica	Goods	Norwegian People"s aid-norveÅjka narodna pomoÅ†, VogoÅjÅ†a	Norway	22.000,00 €
313	Ministry of Internal Affairs – Podgorica	Services	Motorflug Baden Baden	Germany	140.000,00 €
314	Ministry of Internal Affairs – Podgorica	Services	Motorflug Baden Baden, NjemaÅka	Germany	124.050,00 €
315	Ministry of Internal Affairs – Podgorica	Services	Motorflug Baden Baden, NjemaÅka	Germany	5.950,00 €
316	Ministry of Internal Affairs – Podgorica	Services	Motorflug Baden Baden, NjemaÅka	Germany	22.400,00 €
317	Ministry of Information Society and Telecommunication – Podgorica	Services	"Biznis Link" doo Beograd	Serbia	29.987,00 €
318	Ministry of Information Society and Telecommunication – Podgorica	Services	"Oracle Serbia i Crna Gora" d.o.o. Beograd	Serbia	39.977,50 €
319	Montecargo a.d. – Podgorica	Goods	Jedinstvo Livnica PoÅzega	Serbia	26.751,20 €
320	Montecargo a.d. – Podgorica	Goods	Aleman trade doo Beograd	Serbia	63.040,25 €
321	Montecargo a.d. – Podgorica	Services	Aleman trade doo Beograd	Serbia	41.352,50 €
322	Montecargo a.d. – Podgorica	Goods	Aleman trade Beograd	Serbia	7.970,20 €
323	Montecargo a.d. – Podgorica	Goods	Aleman Trade doo Beograd	Serbia	64.236,20 €
324	Montecargo a.d. – Podgorica	Goods	Aleman trade doo Beograd	Serbia	39.496,10 €
325	Montecargo a.d. – Podgorica	Goods	Aleman trade doo Beograd	Serbia	19.712,35 €
326	Montecargo a.d. – Podgorica	Goods	Aleman trade doo Beograd	Serbia	64.777,65 €
327	Montecargo a.d. – Podgorica	Goods	Aleman trade doo Beograd	Serbia	34.129,20 €
328	Montecargo a.d. – Podgorica	Goods	Aleman trade dooBeograd	Serbia	23.740,50 €
329	Montecargo a.d. – Podgorica	Services	Aleman trade doo Beograd	Serbia	34.807,50 €
330	Montecargo a.d. – Podgorica	Services	Aleman trade doo Beograd	Serbia	7.854,00 €
331	Montecargo a.d. – Podgorica	Goods	Aleman trade doo Beograd	Serbia	39.466,77 €
332	Montecargo a.d. – Podgorica	Goods	Aleman trade doo Beograd	Serbia	55.692,00 €
333	Montenegro Airlines a.d. – Podgorica	Services	New Company doo Beograd	Serbia	40.137,50 €
334	Montenegro Airlines a.d. – Podgorica	Goods	Sky product doo	Serbia	130.725,66 €
335	Montenegro Airlines a.d. – Podgorica	Goods	Sky product doo	Serbia	29.732,15 €

336	Montenegro Airlines a.d. – Podgorica	Services	LOT Aircraft Maintenance Services Sp. Zoo	Poland	87.000,00 €
337	Montenegro Airlines a.d. – Podgorica	Services	Jetran LLC	USA	217.214,23 €
338	Montenegro Airlines a.d. – Podgorica	Services	Mass Vision doo	Serbia	996,00 €
339	Monteput– Podgorica	Services	Sanef ITS Tehnologije doo Zagreb	Croatia	35.819,00 €
340	Monteput– Podgorica	Works	Signalizacija doo Zagreb	Croatia	31.774,00 €
341	Monteput– Podgorica	Services	Građevinski fakultet Univerziteta Beograd	Serbia	21.896,00 €
342	Monteput– Podgorica	Goods	Konvereks doo Beograd	Serbia	5.176,50 €
343	Monteput– Podgorica	Services	Indra Sistemas S.A. Madrid	Spain	46.576,60 €
344	Monteput– Podgorica	Goods	Indra Sistemas SA Madrid	Spain	19.816,00 €
345	The Municipality of Bar	Goods	Koteks DOO Tesanj	Bosnia and Herzegovina	2.570,40 €
346	The Municipality of Berane	Works	"NOVI PAZAR- PUT" a.d. Novi Pazar	Serbia	49.672,98 €
347	The Municipality of Bijelo Polje	Works	Zlatko Glamočak	Croatia	16.100,00 €
348	The Municipality of Bijelo Polje	Goods	Stevčević co doo	Serbia	2.584,68 €
349	The Municipality of Bijelo Polje	Goods	Koteks doo	Bosnia and Herzegovina	22.746,85 €
350	The Municipality of Bijelo Polje	Goods	Koteks doo	Bosnia and Herzegovina	1.725,50 €
351	The Municipality of Herceg Novi	Goods	M.G.S. grupa Kraljevica	Croatia	66.707,00 €
352	The Municipality of Pljevlja	Goods	"LOVČEN TRADE"DOO Foča	Bosnia and Herzegovina	194.998,44 €
353	The Municipality of Pljevlja	Services	"Esotech" d.d. Velenje	Slovenia	84.900,00 €
354	The Municipality of Rožaje	Works	NOVI PAZAR P PUT AD Novi Pazar Serbia	Serbia	79.003,64 €
355	The Municipality of Rožaje	Works	Novi Pazar put AD Novi Pazar Serbia	Serbia	430.601,13 €
356	The Municipality of Rožaje	Works	NOVI PAZAR PUT AD Serbia	Serbia	96.892,79 €
357	The Municipality of Rožaje	Works	NOVI PAZAR-PUT AD Novi Pazar Serbia	Serbia	177.916,48 €
358	The Municipality of Rožaje	Works	NOVI PAZAR PUT AD Novi Pazar Serbia	Serbia	69.496,90 €
359	The Municipality of Rožaje	Works	NOVI PAZAR PUT AD Novi Pazar Serbia	Serbia	15.876,21 €
360	The Municipality of Rožaje	Works	NOVI PAZAR PUT AD Novi Pazar Serbia	Serbia	69.985,80 €
361	The Municipality of Rožaje	Works	NOVI PAZAR PUT AD Novi Pazar Serbia	Serbia	24.657,87 €
362	The Municipality of Tivat	Goods	Eurotim d.o.o. Split	Croatia	24.800,00 €
363	The Municipality of Tivat	Goods	Eurotim d.o.o.,Split	Croatia	24.800,00 €
364	The Municipality of Tivat	Works	Signalizacija d.o.o.,Zagreb	Croatia	14.325,11 €
365	The Municipality of Zabljak	Goods	Koteks doo Tešanj	Bosnia and Herzegovina	2.984,52 €
366	Funeral Services - Podgorica	Goods	Palma doo Croatia	Croatia	93.849,70 €
367	Post of Montenegro - Podgorica	Services	Energoprojekt Energodata	Serbia	71.280,00 €
368	Post of Montenegro - Podgorica	Services	Fakultet tehničkih nauka	Serbia	9.996,00 €
369	Post of Montenegro - Podgorica	Services	OSA Računarski inženjering	Serbia	49.999,00 €

370	Post of Montenegro - Podgorica	Goods	OSA Računarski inženjering	Serbia	29.999,00 €
371	Pošta Crne Gore a.d. - Podgorica	Goods	Beoteleprom	Serbia	44.792,00 €
372	Post of Montenegro - Podgorica	Goods	Beoteleprom	Serbia	9.877,00 €
373	Post of Montenegro - Podgorica	Services	Algotech d.o.o.	Serbia	4.902,00 €
374	Royal Capital Cetinje	Goods	KOTEKS DOO, Tešanj	Bosnia and Herzegovina	7.015,05 €
375	Broadcasting Center - Podgorica	Goods	Rohde&Schwarz Beč	Austria	637.492,75 €
376	Broadcasting Center - Podgorica	Goods	Ceragon Networks d.o.o. Beograd	Serbia	83.345,00 €
377	Broadcasting Center - Podgorica	Services	Ceragon Networks doo Beograd	Serbia	32.890,00 €
378	Broadcasting Center - Podgorica	Goods	Panos Inženjering d.o.o. Novi USA	Serbia	23.704,80 €
379	Broadcasting Center - Podgorica	Goods	Panos inženjering d.o.o Novi USA	Serbia	5.871,82 €
380	Broadcasting Center - Podgorica	Goods	Panos inženjering d.o.o Novi USA	Serbia	261.651,25 €
381	Regional diving center for underwater demining and training of divers - Bijela, Herceg Novi	Goods	Red Tech doo Zagreb	Croatia	17.806,21 €
382	The Energy Regulatory Agency - Podgorica	Services	Appraisal Associates DOO, Beograd	Serbia	4.760,00 €
383	The Energy Regulatory Agency - Podgorica	Services	Appraisal Associates DOO, Beograd	Serbia	12.495,00 €
384	Sports facilities Ltd. - Podgorica	Goods	Visn Niš Serbia	Serbia	34.510,00 €
385	Tourist Organization - Budva	Services	Visio team doo Beograd	Serbia	86.541,00 €
386	University of Montenegro - Podgorica	Works	"Zlatibor Inženjering" d.o.o.	Serbia	49.973,42 €
387	University of Montenegro - Podgorica	Works	Pro Link Group d.o.o.	Serbia	1.499,86 €
388	University of Montenegro - Podgorica	Services	"Analysis" d.o.o.	Serbia	1.785,00 €
389	University of Montenegro - Podgorica	Services	"BUREAU VERITAS" D.O.O.	Slovenia	27.999,99 €
390	University of Montenegro - Podgorica	Goods	DEX d.o.o.	Serbia	5.390,70 €
391	University of Montenegro - Podgorica	Goods	DEX d.o.o.	Serbia	3.189,20 €
392	University of Montenegro - Podgorica	Services	Tehnicom d.o.o.	Serbia	22.855,54 €
393	University of Montenegro - Podgorica	Services	Tehnicom d.o.o.	Serbia	3.945,00 €
394	University of Montenegro - Podgorica	Goods	"Rafo"d.o.o.	Croatia	38.649,86 €
395	University of Montenegro - Podgorica	Goods	"Krug International LTD"	Serbia	41.412,00 €
396	Water supply Ltd. - Pljevlja	Goods	INSA AD Zemun	Serbia	4.454,81 €
397	Water supply Ltd. - Pljevlja	Services	Zavod za javno zdravlje Užice	Serbia	11.995,36 €
398	Water Supply and Sewage Ltd. - Budva	Goods	Patentu ing Beograd	Serbia	10.202,40 €
399	Water Supply and Sewage Ltd. - Budva	Services	Aqua interma Beograd	Serbia	6.594,12 €
400	Water Supply and Sewage Ltd. - Budva	Services	Fluks Doo Uice	Serbia	16.216,20 €

401	Water Supply and Sewage Ltd. - Budva	Services	Fluks Doo Uice	Serbia	4.000,00 €
402	Water Supply and Sewage Ltd. - Budva	Services	Fluks Doo Uice	Serbia	4.846,14 €
403	Water Supply and Sewage Ltd. - Cetinje	Goods	Insa AD Zemun	Serbia	284.318,37 €
404	Water Supply and Sewage Ltd. - Herceg Novi	Goods	doo Insa Zemun Serbia	Serbia	35.008,97 €
405	Water Supply and Sewage Ltd. - Podgorica	Goods	Aqua V.M.V. Doo Zagreb	Croatia	69.615,00 €
406	Water Supply and Sewage Ltd. - Podgorica	Services	ASW in 3/4 enjering doo Beograd	Serbia	34.986,00 €
407	Water Supply and Sewage Ltd. - Podgorica	Goods	Analysis doo Beograd	Serbia	8.692,03 €
408	Water Supply and Sewage Ltd. - Podgorica	Goods	Hemija patenting doo Lukavac	Bosnia and Herzegovina	13.244,70 €
409	The Supreme State Prosecution - Podgorica	Services	Telegroup DOO Beograd	Serbia	38.768,77 €
410	Institute for Hydrometeorology and Seismology - Podgorica	Services	NOVOS DOO BEOGRAD	Serbia	1.796,90 €
411	Institute for Hydrometeorology and Seismology - Podgorica	Goods	DEX DOO	Serbia	8.389,50 €
412	Institute for Hydrometeorology and Seismology - Podgorica	Services	ANALYSIS DOO	Serbia	1.190,00 €
413	Department of Metrology - Podgorica	Services	Zvezdić Davor Zagreb Bana Jelačića 10	Croatia	1.190,50 €
414	Department of Metrology - Podgorica	Services	„Fakultet za elektrotehniko" Ljubljana tržačka 25	Slovenia	4.520,00 €
415	Department of Metrology - Podgorica	Services	„Fakultet za elektrotehniko" Lubljana Tržačka cesta 25	Slovenia	1.073,23 €
416	Department of Metrology - Podgorica	Services	Popović Dušan Beograd Kneginje Ljubice 24	Slovenia	2.000,00 €
417	Department of Metrology - Podgorica	Services	„Slovenski institut za kakovost in meroslavje" Ljubljana Tržačka cesta 2	Slovenia	1.800,00 €
418	Department of Metrology - Podgorica	Services	Sloven. Instit za kakovost in meroslavje" Ljubljana Tržačka cesta 2	Slovenia	1.270,00 €
419	Department of Metrology - Podgorica	Services	Urad Republike Slovenije za meroslovje" Celje Tkalska ulica 15	Slovenia	439,00 €
420	Department of Metrology - Podgorica	Services	„Fakultet za strojništvo" Maribor Smetanova 17	Slovenia	250,00 €
421	Department of Metrology - Podgorica	Services	„CHIP" Zemun - Beograd	Serbia	5.794,11 €
422	Department of Metrology - Podgorica	Goods	Piktime Systems Sp z.o.o. Poznan Poland	Poland	28.540,00 €
423	Department of Metrology - Podgorica	Services	„Piktime systems" Sp. Z.o.o. Poznan Mazowiecka 59 Poland	Poland	3.000,00 €
424	Department of Statistics (MONSTAT) - Podgorica	Services	Department of Statistics Holandije	Netherlands	8.840,51 €
425	Department of Statistics (MONSTAT) - Podgorica	Services	"SAS" institute doo	Slovenia	9.192,75 €
426	Railway infrastructure of Montenegro - Podgorica	Goods	Mašin Elektro d.o.o. Šabac	Serbia	3.524,78 €
427	Railway infrastructure of Montenegro - Podgorica	Services	Motoremont Rajkov-Rumenka	Serbia	10.000,00 €
428	Railway infrastructure of Montenegro - Podgorica	Services	Šinvoz d.o.o. Zrenjanin R.S.	Serbia	20.000,00 €
429	Railway infrastructure of	Services	SR Pneumatik Zrenjanin	Serbia	9.436,70 €

	Montenegro - Podgorica		R.Serbia		
430	Railway infrastructure of Montenegro - Podgorica	Services	AŽD Praha s.r.o	Czech Republic	19.993,36 €
431	Railway infrastructure of Montenegro - Podgorica	Goods	Betonplus Company SHPK - Kopilnik-Albania	Albania	99.960,00 €
432	Railway transport of Montenegro - Podgorica	Services	TV Gredelj d.o.o. U stecaju Zagreb	Croatia	133.814,91 €
433	Railway transport of Montenegro - Podgorica	Services	TV Gredelj d.o.o. u stecaju Zagreb	Croatia	95.107,80 €
434	Railway transport of Montenegro - Podgorica	Services	TV Gredelj d.o.o. U stecaju Zagreb	Croatia	47.553,90 €
435	Railway transport of Montenegro - Podgorica	Services	TV Gredelj d.o.o. u stecaju Zagreb	Croatia	47.553,90 €
436	Railway transport of Montenegro - Podgorica	Services	TV Gredelj d.o.o. U stecaju Zagreb	Croatia	21.092,65 €
437	Railway transport of Montenegro - Podgorica	Services	Supra informatika d.o.o. Zagreb	Croatia	11.424,00 €
438	Railway transport of Montenegro - Podgorica	Goods	Jedinstvo Livnica Poega doo	Serbia	37.161,32 €
439	Railway transport of Montenegro - Podgorica	Goods	Aleman trade d.o.o.	Serbia	12.661,60 €
440	Railway transport of Montenegro - Podgorica	Goods	Aleman trade d.o.o	Serbia	7.735,00 €
441	Railway transport of Montenegro - Podgorica	Goods	Aleman trade d.o.o.	Serbia	65.533,30 €
442	Railway transport of Montenegro - Podgorica	Services	Aleman trade d.o.o. Beograd	Serbia	11.620,35 €
443	Railway transport of Montenegro - Podgorica	Services	Elsig electronics and signaling d.o.o. Beograd	Serbia	6.896,05 €
444	Railway transport of Montenegro - Podgorica	Services	Elerss d.o.o. Smederevo	Serbia	15.053,50 €
445	Railway transport of Montenegro - Podgorica	Services	Elerss d.o.o. Smederevo	Serbia	12.078,50 €
446	Railway transport of Montenegro - Podgorica	Services	Aleman trade d.o.o. Beograd	Serbia	14.660,80 €
447	Railway transport of Montenegro - Podgorica	Services	Elok centar d.o.o. Ni	Serbia	9.805,60 €
448	Railway transport of Montenegro - Podgorica	Services	Elerss d.o.o. Smederevo	Serbia	5.831,00 €
449	Railway transport of Montenegro - Podgorica	Services	Com trade system integration d.o.o. Beograd	Serbia	7.200,00 €
450	Railway transport of Montenegro - Podgorica	Services	Elektro remont d.o.o. Subotica	Serbia	57.120,00 €
451	Railway transport of Montenegro - Podgorica	Services	Slavija hoteli d.o.o. Beograd	Serbia	28.500,00 €
452	Railway transport of Montenegro - Podgorica	Goods	Toneli doo	Slovenia	16.707,60 €
453	Railway transport of Montenegro - Podgorica	Goods	Kedra d.o.o.	Serbia	46.172,00 €
454	Railway transport of Montenegro - Podgorica	Services	TŽV Gredelj d.o.o.	Croatia	77.350,00 €
455	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	Vetmetal doo Beograd	Serbia	127.081,50 €
456	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	Inopharm doo Beograd	Serbia	8.052,00 €
457	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	Inopharm doo Beograd	Serbia	61.287,00 €
458	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	Inopharm doo Beograd	Serbia	16.384,00 €
459	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	SanMed GMBH Baden	Germany	24.998,38 €
460	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	SanMed GMBH Baden	Germany	15.360,00 €
461	Pharmacies Montenegro	Goods	SanMed GMBH Baden	Germany	23.821,00 €

	"Montefarm" - Podgorica				
462	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	SanMed GMBH Baden	Germany	24.900,00 €
463	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	SanMed GMBH Baden	Germany	21.690,00 €
464	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	SanMed GMBH Baden	Germany	20.064,00 €
465	Pharmacies Montenegro "Montefarm" - Podgorica	Goods	SanMed GMBH Baden	Germany	16.800,00 €
466	Public Health Institute of Montenegro - Podgorica	Services	Yunycom doo Beograd	Serbia	24.995,00 €
467	Public Health Institute of Montenegro - Podgorica	Services	Labolatorija doo Beograd	Serbia	1.832,41 €
468	Public Health Institute of Montenegro - Podgorica	Services	UNI- CHEM doo Beograd	Serbia	3.316,00 €
469	Public Health Institute of Montenegro - Podgorica	Services	Labolatorija doo Beograd	Serbia	571,20 €
470	Public Health Institute of Montenegro - Podgorica	Services	Labolatorija doo Beograd	Serbia	892,50 €
471	Public Health Institute of Montenegro - Podgorica	Services	Labolatorija doo Beograd	Serbia	267,75 €
472	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo Beograd	Serbia	178,50 €
473	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo Beograd	Serbia	199,92 €
474	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo B eograd	Serbia	95,12 €
475	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo Beograd	Serbia	95,12 €
476	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo Beograd	Serbia	95,12 €
477	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo Beograd	Serbia	199,92 €
478	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo Beograd	Serbia	148,75 €
479	Public Health Institute of Montenegro - Podgorica	Services	Labprova doo Beograd	Serbia	5.800,00 €
480	Public Health Institute of Montenegro - Podgorica	Services	DSP cgmotograply doo Beograd	Serbia	10.487,04 €
481	Public Health Institute of Montenegro - Podgorica	Services	Analysis doo Beograd	Serbia	5.597,00 €
482	Public Health Institute of Montenegro - Podgorica	Services	Hemolab doo Beograd	Serbia	5.530,00 €
					60.754.730,42 €

Appendix 9: Bidders with the largest public procurement contracts in 2016

No.	Bidder	Contracted Value
1	Mehanizacija i programat a.d. – Nikšić	30.695.219,27 €
2	Alpiq – Prag	27.009.347,04 €
3	Glosarij d.o.o. – Podgorica	23.196.257,84 €
4	Tehnoput d.o.o. – Podgorica	17.223.878,26 €
5	Bemax d.o.o. – Podgorica	15.432.622,62 €
6	Jugopetrol a.d. – Podgorica	13.381.280,33 €
7	Eminent d.o.o. - Podgorica	10.070.390,26 €
8	Fini dom d.o.o. – Podgorica	7.357.014,98 €

9	Farmegra d.o.o. – Podgorica	6.243.374,70 €
10	Veletex d.o.o. – Podgorica	4.448.821,94 €
11	Toškovići d.o.o. – Podgorica	4.087.934,73 €
12	Cijevna Commerce d.o.o. – Podgorica	3.928.878,80 €
13	Medica d.o.o. – Podgorica	3.816.545,60 €
14	Arsenal-Rem d.o.o. – Kraljevo	3.626.310,03 €
15	Neimar inženjering d.o.o. – Podgorica	3.552.651,81 €
16	Electro Team d.o.o. – Budva	3.325.326,91 €
17	Ind-eko d.o.o. – Rijeka, Croatia	3.082.682,44 €
18	Meso-promet d.o.o. – Bijelo Polje	3.064.823,21 €
19	Urion d.o.o. – Podgorica	3.035.560,89 €
20	Montenegro bonus d.o.o. – Cetinje	2.738.357,24 €
21	Air Tractor Europe – Spain	2.730.899,63 €
22	Erlang d.o.o. – Podgorica	2.632.453,75 €
23	Civil engineer d.o.o. – Podgorica	2.609.082,37 €
24	IMP Automatika d.o.o.	2.376.607,31 €
25	Čikom d.o.o. – Podgorica	2.177.161,62 €
26	Kastex d.o.o. – Podgorica	2.132.397,15 €
27	Baranka Export-Import Pejanović d.o.o. – Bar	2.070.033,08 €
28	Normal Tours d.o.o. – Podgorica	1.890.000,00 €
29	Osmanagić Co d.o.o. – Nikšić	1.853.339,41 €
30	Unipred d.o.o. – Podgorica	1.765.492,89 €
31	IGP Fidiya d.o.o. – Podgorica	1.738.459,20 €
32	Carinvest d.o.o. – Kotor	1.610.547,61 €
33	Farma Lab d.o.o. – Podgorica	1.585.703,33 €
34	Lovćen osiguranje a.d. – Podgorica	1.577.718,50 €
35	Glosarij CD d.o.o. – Podgorica	1.460.938,68 €
36	Sigillum Co d.o.o. – Podgorica	1.443.731,02 €
37	Comtrade Distribution d.o.o. – Podgorica	1.415.259,91 €
38	Eurozox d.o.o. – Danilovgrad	1.404.909,52 €
39	Crnogorski telekom a.d. – Podgorica	1.396.883,85 €
40	Goranović d.o.o. – Nikšić	1.325.760,68 €
41	Alliance d.o.o. – Podgorica	1.325.668,96 €
42	Hemomont d.o.o. – Podgorica	1.306.933,20 €
43	Ving d.o.o. – Pljevlja	1.271.763,42 €
44	Pošta Crne Gore a.d. – Podgorica	1.209.306,52 €
45	Hidrocop d.o.o. – Podgorica	1.206.816,89 €
46	Lukoil Montenegro d.o.o. – Podgorica	1.191.915,16 €
47	Artek d.o.o. – Podgorica	1.188.707,68 €
48	Generali osiguranje a.d. – Podgorica	1.179.127,42 €
49	Crnagoraput a.d. – Podgorica	1.095.291,01 €
50	Energomontaža a.d. – Beograd	1.070.602,54 €
51	AP Print d.o.o. – Podgorica	1.018.321,90 €

52	Refena d.o.o. – Podgorica	1.005.542,44 €
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Annex 10: Comparative overview of planned and contracted public procurement for healthcare institutions

No.	CONTRACTING AUTHORITY	TOTAL PLAN VALUE (Public Procurement Plan for 2016)				CONTRACTED VALUE (Report on Public Procurement for 2016)			
		Goods	Works	Services	TOTAL	Form A	Form B	Form C	TOTAL
1	Health Insurance Fund of Montenegro	7.004.491,67 €	79.000,00 €	984.960,00 €	8.068.451,67 €	6.638.935,15 €	52.053,13 €	83.940,40 €	6.774.928,68 €
2	Health Center - Andrijevica	77.215,91 €	15.000,00 €	14.100,00 €	106.315,91 €	0,00 €	14.795,62 €	7.808,41 €	22.604,03 €
3	Health Center - Bar	159.000,00 €	135.000,00 €	204.000,00 €	498.000,00 €	133.218,86 €	13.387,00 €	61.804,60 €	208.410,46 €
4	Health Center - Bijelo Polje	53.500,00 €	15.000,00 €	39.500,00 €	108.000,00 €	0,00 €	56.362,55 €	18.474,39 €	74.836,94 €
5	Health Center - Budva	48.500,00 €	9.000,00 €	13.000,00 €	70.500,00 €	0,00 €	48.296,08 €	44.478,57 €	92.774,65 €
6	Health Center - Cetinje	140.000,00 €	55.200,00 €	22.200,00 €	217.400,00 €	0,00 €	79.353,65 €	36.178,37 €	115.532,02 €
7	Health Center - Kolašin	218.710,00 €	10.000,00 €	27.250,00 €	255.960,00 €	0,00 €	1.428,00 €	28.963,87 €	30.391,87 €
8	Health Center - Kotor	379.496,00 €	37.957,00 €	119.900,00 €	537.353,00 €	0,00 €	20.571,62 €	31.130,12 €	51.701,74 €
9	Health Center - Nikšić	1.016.878,40 €	30.000,00 €	82.340,25 €	1.129.218,65 €	53.062,82 €	126.615,27 €	80.836,52 €	260.514,61 €
10	Health Center - Pljevlja	544.800,00 €	14.000,00 €	126.400,00 €	685.200,00 €	27.286,11 €	56.835,92 €	13.455,36 €	97.577,39 €
11	Health Center - Podgorica	2.710.000,00 €	54.000,00 €	202.000,00 €	2.966.000,00 €	212.900,67 €	20.360,96 €	20.975,88 €	254.237,51 €
12	Health Center - Rožaje	483.500,00 €	5.000,00 €	46.000,00 €	534.500,00 €	0,00 €	20.502,19 €	20.070,14 €	40.572,33 €
13	Health Center - Tivat	266.500,00 €	27.000,00 €	8.500,00 €	302.000,00 €	0,00 €	5.460,32 €	20.808,46 €	26.268,78 €
14	Health Center „Bogdan Vujošević" - Ulcinj	100.300,00 €	42.500,00 €	35.200,00 €	178.000,00 €	14.000,00 €	45.822,70 €	35.924,54 €	95.747,24 €
15	Health Center „Boško Dedejić" - Mojkovac	192.600,01 €	0,00 €	14.780,00 €	207.380,01 €	0,00 €	23.765,26 €	35.122,48 €	58.887,74 €
16	Health Center „Dimitrija-Dika Marenčić" - Danilovgrad	25.220,00 €	8.500,00 €	23.200,00 €	56.920,00 €	0,00 €	18.353,67 €	20.575,67 €	38.929,34 €
17	Health Center „dr Branko Zogović" - Plav	341.650,00 €	20.000,00 €	29.150,00 €	390.800,00 €	0,00 €	76.818,22 €	90.740,79 €	167.559,01 €
18	Health Center „dr Nika Labović" - Berane	414.000,00 €	1.600,00 €	38.100,00 €	453.700,00 €	32.000,00 €	1.800,00 €	45.520,28 €	79.320,28 €
19	Health Center „dr Stevo Mrden" - Herceg Novi	597.768,00 €	25.000,00 €	48.850,00 €	671.618,00 €	32.500,00 €	47.487,48 €	50.947,09 €	130.934,57 €
20	Clinical Center of Montenegro - Podgorica	37.141.154,81 €	300.000,00 €	2.452.440,00 €	39.893.594,81 €	7.193.091,05 €	373.945,74 €	477.076,85 €	8.044.113,64 €
21	General hospital - Berane	1.178.257,73 €	0,00 €	102.700,00 €	1.280.957,73 €	258.931,95 €	54.007,30 €	64.697,78 €	377.637,03 €
22	General hospital - Bijelo Polje	1.352.400,00 €	25.000,00 €	177.600,00 €	1.555.000,00 €	124.719,74 €	127.865,32 €	103.183,44 €	355.768,50 €
23	General hospital - Kotor	942.560,00 €	0,00 €	52.600,00 €	995.160,00 €	281.385,80 €	123.069,58 €	66.033,48 €	470.488,86 €
24	General hospital - Nikšić	1.486.590,00 €	90.000,00 €	161.648,00 €	1.738.238,00 €	445.744,55 €	54.676,04 €	110.613,25 €	611.033,84 €
25	General hospital - Pljevlja	209.672,85 €	30.000,00 €	0,00 €	239.672,85 €	116.693,89 €	81.938,61 €	51.048,80 €	249.681,30 €

26	General hospital „Blažo Orlandić" - Bar	1.088.000,00 €	5.000,00 €	145.600,00 €	1.238.600,00 €	242.204,67 €	140.169,64 €	62.226,42 €	444.600,73 €
27	General hospital „Danilo I" - Cetinje	669.950,00 €	8.600,00 €	48.400,00 €	726.950,00 €	92.866,88 €	105.015,76 €	100.296,18 €	298.178,82 €
28	Special hospital for orthopedics, neurosurgery and neurology „Vaso Čuković" – Risan, Kotor	663.500,00 €	5.000,00 €	95.000,00 €	763.500,00 €	88.277,17 €	31.143,09 €	75.704,90 €	195.125,16 €
29	Special Hospital for Pulmonary Diseases „dr Jovan Bulajić" – Brezovik, Nikšić	875.077,25 €	12.000,00 €	38.000,00 €	925.077,25 €	35.219,12 €	111.947,14 €	74.263,04 €	221.429,30 €
30	Special Hospital for Psychiatry – Dobrota, Kotor	412.676,00 €	78.000,00 €	85.180,00 €	575.856,00 €	332.478,39 €	14.732,85 €	41.932,09 €	389.143,33 €
31	The Emergency Department of Montenegro - Podgorica	650.000,00 €	0,00 €	177.220,00 €	827.220,00 €	85.586,03 €	252.906,08 €	45.086,13 €	383.578,24 €
32	The Chamber of Physicians of Montenegro - Podgorica	11.100,00 €	0,00 €	48.500,00 €	59.600,00 €				0,00 €
33	Blood Transfusion Institute of Montenegro - Podgorica	186.457,83 €	0,00 €	11.700,00 €	198.157,83 €	70.946,40 €	91.347,70 €	40.946,15 €	203.240,25 €
34	Pharmacy Health Institute of Montenegro Crne Gore „MONTEFARM" - Podgorica	39.997.896,60 €	100.000,00 €	74.000,00 €	40.171.896,60 €	32.862.232,90 €	413.154,74 €	391.394,59 €	33.666.782,23 €
35	Public Health Institute of Montenegro Crne Gore - Podgorica	1.410.745,00 €	35.500,00 €	468.855,00 €	1.915.100,00 €	1.493.950,58 €	194.971,38 €	86.965,99 €	1.775.887,95 €
TOTAL:		103.050.168,06 €	1.272.857,00 €	6.218.873,25 €	110.541.898,31 €	50.868.232,73 €	2.900.960,61 €	2.539.225,03 €	56.308.418,37 €

Appendix 11: Comparative overview of planned and contracted public procurement of local self-governments

No.	CONTRACTING AUTHORITY	TOTAL PLAN VALUE (Public Procurement Plan for 2016)				CONTRACTED VALUE (Report on Public Procurement for 2016)			
		Goods	Works	Services	TOTAL	Form A	Form B	Form C	TOTAL
1	The Municipality of Andrijevica	60.000,00 €	300.000,00 €	113.000,00 €	473.000,00 €	0,00 €	21.444,44 €	7.422,29 €	28.866,73 €
2	The Municipality of Bar	384.300,00 €	2.929.300,00 €	423.700,00 €	3.737.300,00 €	1.007.365,65 €	126.692,59 €	55.413,26 €	1.189.471,50 €
3	The Municipality of Berane	527.820,00 €	423.000,00 €	269.550,00 €	1.220.370,00 €	542.512,61 €	37.462,49 €	46.839,28 €	626.814,38 €
4	The Municipality of Bijelo Polje	587.200,00 €	1.758.350,00 €	382.750,00 €	2.728.300,00 €	845.347,40 €	417.076,12 €	87.355,35 €	1.349.778,87 €
5	The Municipality of Budva	922.100,00 €	4.933.500,00 €	1.149.000,00 €	7.004.600,00 €	1.031.613,75 €	95.089,94 €	178.843,96 €	1.305.547,65 €
6	Royal Capital Cetinje	167.350,00 €	492.000,00 €	145.100,00 €	804.450,00 €	418.991,22 €	63.795,80 €	42.026,46 €	524.813,48 €
7	The Municipality of Danilovgrad	218.000,00 €	653.000,00 €	295.100,00 €	1.166.100,00 €	626.340,16 €	58.531,12 €	51.564,25 €	736.435,53 €
8	The Municipality of Gusinje	48.519,00 €	657.000,00 €	96.230,00 €	801.749,00 €				
9	The Municipality of Herceg Novi	600.000,00 €	1.090.000,00 €	195.000,00 €	1.885.000,00 €	860.863,53 €	231.743,59 €	158.419,23 €	1.251.026,35 €
10	The Municipality of Kolašin	28.400,00 €	0,00 €	15.240,00 €	43.640,00 €	0,00 €	33.914,41 €	19.791,84 €	53.706,25 €
11	The Municipality of Kotor	236.000,00 €	42.000,00 €	239.500,00 €	517.500,00 €	228.282,92 €	24.744,01 €	57.040,63 €	310.067,56 €

12	The Municipality of Mojkovac	64.500,00 €	221.400,00 €	40.000,00 €	325.900,00 €	30.597,00 €	47.183,72 €	47.093,75 €	124.874,47 €
13	The Municipality of Nikšić	532.500,00 €	2.267.500,00 €	366.500,00 €	3.166.500,00 €	1.351.041,06 €	244.935,12 €	117.040,55 €	1.713.016,73 €
14	The Municipality of Petnjica	404.100,00 €	63.500,00 €	123.800,00 €	591.400,00 €	83.882,15 €	57.830,46 €	22.464,52 €	164.177,13 €
15	The Municipality of Plav	42.920,00 €	142.000,00 €	56.520,00 €	241.440,00 €	58.987,42 €	0,00 €	44.196,84 €	103.184,26 €
16	The Municipality of Plužine	87.300,00 €	437.600,00 €	143.500,00 €	668.400,00 €	332.624,14 €	26.784,61 €	38.751,27 €	398.160,02 €
17	The Municipality of Pljevlja	1.118.622,00 €	8.744.940,00 €	814.299,00 €	10.677.861,00 €	2.556.702,49 €	124.186,20 €	71.765,27 €	2.752.653,96 €
18	The capital city of Podgorica	1.938.545,00 €	524.500,00 €	1.630.950,00 €	4.093.995,00 €	2.297.389,45 €	322.275,14 €	192.826,78 €	2.812.491,37 €
19	City Council Golubovci	50.500,00 €	0,00 €	57.000,00 €	107.500,00 €	36.779,00 €	31.264,57 €	23.810,30 €	91.853,87 €
20	City Council Tuzi	42.000,00 €	104.000,00 €	27.500,00 €	173.500,00 €	0,00 €	151.627,03 €	12.340,37 €	163.967,40 €
21	The Municipality of Rožaje	45.500,00 €	2.685.600,00 €	382.500,00 €	3.113.600,00 €	2.402.843,51 €	228.558,24 €	130.410,41 €	2.761.812,16 €
22	The Municipality of Šavnik	67.900,00 €	45.000,00 €	28.400,00 €	141.300,00 €	50.000,00 €	67.116,37 €	17.676,07 €	134.792,44 €
23	The Municipality of Tivat	663.850,00 €	6.501.450,00 €	278.500,00 €	7.443.800,00 €	4.980.154,94 €	444.581,18 €	122.578,55 €	5.547.314,67 €
24	The Municipality of Ulcinj	402.100,00 €	3.196.400,00 €	550.250,00 €	4.148.750,00 €	305.071,63 €	28.002,49 €	21.443,92 €	354.518,04 €
25	The Municipality of Žabljak	35.600,00 €	421.700,00 €	137.950,00 €	595.250,00 €	344.626,19 €	69.848,02 €	51.852,03 €	466.326,24 €
TOTAL:		9.275.626,00 €	38.633.740,00 €	7.961.839,00 €	55.871.205,00 €	20.392.016,22 €	2.954.687,66 €	1.618.967,18 €	24.965.671,06 €

Annex 12: Comparative overview of planned and contracted public procurement for educational institutions

No.	CONTRACTING AUTHORITY	TOTAL PLAN VALUE (Public Procurement Plan for 2016)				CONTRACTED VALUE (Report on Public Procurement for 2016)			
		Goods	Works	Services	TOTAL	Form A	Form B	Form C	TOTAL
1	Elementary School „Bajo Jojić“ – Andrijevića Pre-School Institution „Andrijevića“ – Andrijevića	17.400,00 €	10.900,00 €	3.600,00 €	31.900,00 €	0,00 €	11.000,00 €	14.576,92 €	25.576,92 €
2	Elementary School „Milić Keljanović“ – Konjuhe, Andrijevića	750,00 €	1.500,00 €	950,00 €	3.200,00 €	0,00 €	0,00 €	474,66 €	474,66 €
3	Middle Mixed School - Andrijevića	1.900,00 €	2.500,00 €	9.400,00 €	13.800,00 €	0,00 €	0,00 €	1.938,08 €	1.938,08 €
4	Pre-School Institution „Vukosava Ivanović - Mašanović“ - Bar	175.700,00 €	20.000,00 €	29.500,00 €	225.200,00 €	79.335,15 €	108.222,75 €	20.239,68 €	207.797,58 €
5	Students dorm „Dušan Marović“ - Bar	35.000,00 €	10.000,00 €	4.000,00 €	49.000,00 €	0,00 €	24.957,32 €	0,00 €	24.957,32 €
6	Elementary School „Anto Đedović“ - Bar	8.200,00 €	13.810,00 €	21.450,00 €	43.460,00 €	0,00 €	20.355,20 €	19.357,21 €	39.712,41 €
7	Elementary School „Blažo Jokov Orlandić“ - Bar	6.000,00 €	6.000,00 €	1.800,00 €	13.800,00 €	12.300,00 €	0,00 €	12.182,50 €	24.482,50 €
8	Elementary School „Bratstvo - Jedinstvo“ – Đuravci, Bar	1.617,00 €	1.000,00 €	177,00 €	2.794,00 €	0,00 €	885,60 €	1.684,02 €	2.569,62 €
9	Elementary School „Đerd K. Skenderbeu“ – Ostros, Bar	13.225,00 €	5.000,00 €	6.726,00 €	24.951,00 €	0,00 €	0,00 €	27.473,72 €	27.473,72 €

10	Elementary School, „Jovan Tomašević“ – Virpazar, Bar	2.423,00 €	17.000,00 €	2.429,00 €	21.852,00 €	0,00 €	13.649,00 €	4.257,35 €	17.906,35 €
11	Elementary School, „Jugoslavija“ - Bar	15.600,00 €	0,00 €	28.500,00 €	44.100,00 €	0,00 €	22.533,36 €	15.353,63 €	37.886,99 €
12	Elementary School, „Kekec“ – Sutomore, Bar	2.515,00 €	0,00 €	26.180,00 €	28.695,00 €	0,00 €	25.761,97 €	4.935,94 €	30.697,91 €
13	Elementary School, „Meksiko“ – Bar	9.390,00 €	1.000,00 €	18.240,00 €	28.630,00 €	11.175,00 €	4.462,51 €	10.129,54 €	25.767,05 €
14	Elementary School, „Mrkojevići“ – Pečurice, Bar	9.800,00 €	0,00 €	12.325,00 €	22.125,00 €	0,00 €	6.045,00 €	8.099,54 €	14.144,54 €
15	Elementary School, „Serbia“ - Stari Bar	3.860,00 €	0,00 €	8.110,00 €	11.970,00 €	0,00 €	7.000,00 €	4.334,00 €	11.334,00 €
16	Middle Music School „Petar II Petrović Njegoš“ - Bar	2.904,00 €	0,00 €	2.820,00 €	5.724,00 €	0,00 €	0,00 €	6.303,27 €	6.303,27 €
17	Gymnasium „Niko Rolović“ – Bar	4.200,00 €	0,00 €	34.143,00 €	38.343,00 €	28.815,00 €	0,00 €	11.008,93 €	39.823,93 €
18	Secondary Economic - Catering School - Bar	4.780,00 €	0,00 €	35.540,00 €	40.320,00 €	0,00 €	0,00 €	8.181,24 €	8.181,24 €
19	Vocational School- Bar	80.350,00 €	32.000,00 €	18.000,00 €	130.350,00 €	0,00 €	46.141,58 €	5.057,91 €	51.199,49 €
20	Students Dorm - Berane	109.500,00 €	8.000,00 €	5.250,00 €	122.750,00 €	49.773,91 €	2.000,00 €	6.487,03 €	58.260,94 €
21	Pre-School Institution „Radmila Nedić“ - Berane	77.500,00 €	62.000,00 €	19.300,00 €	158.800,00 €	60.297,12 €	0,00 €	8.284,50 €	68.581,62 €
22	Elementary School, „Radimir Mitrović“ - Berane	5.300,00 €	1.700,00 €	5.200,00 €	12.200,00 €	0,00 €	0,00 €	7.177,00 €	7.177,00 €
23	Elementary School, „Vuk Karadžić“ - Berane	8.500,00 €	20.000,00 €	22.100,00 €	50.600,00 €	0,00 €	11.405,00 €	5.034,20 €	16.439,20 €
24	Elementary School, „Vukašin Radunović“ - Berane	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	6.065,02 €	6.065,02 €
25	Elementary School, „Donja Ržanica“ - Donja Ržanica, Berane	15.000,00 €	6.000,00 €	5.000,00 €	26.000,00 €	0,00 €	0,00 €	438,20 €	438,20 €
26	Elementary School, „Lubnice“ - Lubnice, Berane	3.400,00 €	72.455,52 €	300,00 €	76.155,52 €	0,00 €	0,00 €	797,15 €	797,15 €
27	Elementary School, „Polica“ - Polica, Berane	8.550,00 €	11.000,00 €	3.250,00 €	22.800,00 €	0,00 €	0,00 €	10.148,58 €	10.148,58 €
28	Elementary School, „Vladislav R. Korać“ - Štitari, Berane	1.800,00 €	400,00 €	1.100,00 €	3.300,00 €	0,00 €	0,00 €	5.284,00 €	5.284,00 €
29	Elementary School, „Vukajlo Kukulj“ - Šekular, Berane	9.900,00 €	7.000,00 €	4.050,00 €	20.950,00 €				0,00 €
30	Middle Music School - Berane	5.300,00 €	1.900,00 €	1.000,00 €	8.200,00 €	0,00 €	0,00 €	4.920,33 €	4.920,33 €
31	Gymnasium „Panto Mališić“ - Berane	4.400,00 €	0,00 €	28.040,00 €	32.440,00 €	0,00 €	22.950,00 €	2.849,13 €	25.799,13 €
32	Secondary Medical School „Dr Branko Zogović“ - Berane	24.500,00 €	17.000,00 €	37.000,00 €	78.500,00 €	0,00 €	13.925,00 €	27.945,14 €	41.870,14 €
33	Vocational School- Berane	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	9.334,17 €	9.334,17 €
34	Vocational School, „Vukadin Vukadinović“ - Berane	23.250,00 €	108.500,00 €	2.700,00 €	134.450,00 €	85.937,25 €	0,00 €	22.779,79 €	108.717,04 €
35	Pre-School Institution „Dušo Basekić“ - Bijelo Polje	151.600,00 €	0,00 €	4.900,00 €	156.500,00 €	0,00 €	134.700,76 €	58.439,90 €	193.140,66 €
36	Elementary School, „21. Maj“ – Goduša, Bijelo Polje	10.750,00 €	70.000,00 €	4.360,00 €	85.110,00 €	0,00 €	0,00 €	13.719,77 €	13.719,77 €
37	Elementary School, „9. Maj“ - Sutivan, Bijelo Polje	7.005,91 €	5.750,00 €	4.283,31 €	17.039,22 €	0,00 €	0,00 €	18.478,92 €	18.478,92 €
38	Elementary School, „Aleksa Bećo Đilas“ - Ravna Rijeka, Bijelo Polje	58.650,00 €	24.400,00 €	5.680,00 €	88.730,00 €	0,00 €	11.306,19 €	16.565,52 €	27.871,71 €
39	Elementary School, „Braća Ribar“ - Zaton, Bijelo Polje	17.310,00 €	71.700,00 €	9.100,00 €	98.110,00 €	0,00 €	0,00 €	31.236,84 €	31.236,84 €
40	Elementary School, „Dušan Korać“ - Bijelo Polje	4.700,00 €	0,00 €	350,00 €	5.050,00 €	0,00 €	0,00 €	7.113,14 €	7.113,14 €
41	Elementary School, „Krsto Radojević“ - Tomaševo, Bijelo Polje	14.300,00 €	550,00 €	900,00 €	15.750,00 €	0,00 €	0,00 €	11.706,02 €	11.706,02 €
42	Elementary School, „Marko Miljanov“ - Bijelo Polje	6.000,00 €	37.000,00 €	63.330,00 €	106.330,00 €	0,00 €	49.410,00 €	7.082,48 €	56.492,48 €

43	Elementary School, „Milimir Đalović" - Sušica, Bijelo Polje	11.350,00 €	15.000,00 €	4.150,00 €	30.500,00 €	0,00 €	0,00 €	11.676,99 €	11.676,99 €
44	Elementary School, „Milovan Jelić" - Pavino Polje, Bijelo Polje	9.400,00 €	23.000,00 €	3.100,00 €	35.500,00 €	0,00 €	0,00 €	10.222,16 €	10.222,16 €
45	Elementary School, „Mladost" - Kanje, Bijelo Polje	6.510,00 €	98.000,00 €	4.413,00 €	108.923,00 €	0,00 €	0,00 €	10.205,90 €	10.205,90 €
46	Elementary School, „Nedakusi" - Nedakusi, Bijelo Polje	8.000,00 €	200.800,00 €	20.000,00 €	228.800,00 €	0,00 €	0,00 €	14.241,06 €	14.241,06 €
47	Elementary School, „Pavle Žižić" - Njegnjevo, Bijelo Polje	17.705,00 €	2.300,00 €	2.400,00 €	22.405,00 €	0,00 €	0,00 €	6.991,37 €	6.991,37 €
48	Elementary School, „Rifat Burdžović Tršo" - Lozna, Bijelo Polje	10.200,00 €	50.000,00 €	4.000,00 €	64.200,00 €	0,00 €	0,00 €	11.826,12 €	11.826,12 €
49	Elementary School, „Risto Ratković" - Nikoljac, Bijelo Polje	6.450,00 €	65.000,00 €	11.500,00 €	82.950,00 €	0,00 €	0,00 €	16.459,21 €	16.459,21 €
50	Elementary School, „Šukrija Mededović" - Godijevo, Bijelo Polje	8.050,00 €	30.000,00 €	2.550,00 €	40.600,00 €	0,00 €	0,00 €	6.584,73 €	6.584,73 €
51	Elementary School, „Vladislav Sl. Ribnikar" - Rasovo, Bijelo Polje	2.960,00 €	1.450,00 €	550,00 €	4.960,00 €	0,00 €	0,00 €	8.968,71 €	8.968,71 €
52	Elementary School, „Vuk Karadžić" - Bistrica, Bijelo Polje	88.294,50 €	10.493,85 €	460,00 €	99.248,35 €	0,00 €	0,00 €	11.092,65 €	11.092,65 €
53	Middle Music School - Bijelo Polje	1.700,00 €	0,00 €	2.400,00 €	4.100,00 €	0,00 €	0,00 €	3.758,48 €	3.758,48 €
54	Gymnasium „Miloje Dobrašinić" - Bijelo Polje	10.000,00 €	5.000,00 €	9.700,00 €	24.700,00 €	0,00 €	0,00 €	38.755,66 €	38.755,66 €
55	Secondary Electro - Economic School - Bijelo Polje	15.600,00 €	0,00 €	8.930,00 €	24.530,00 €	0,00 €	0,00 €	24.421,73 €	24.421,73 €
56	Vocational School- Bijelo Polje	19.900,00 €	2.000,00 €	3.000,00 €	24.900,00 €	0,00 €	0,00 €	10.891,10 €	10.891,10 €
57	Pre-School Institution „Ljubica Jovanović - Maše" - Budva	228.700,00 €	19.000,00 €	7.900,00 €	255.600,00 €	0,00 €	2.014,00 €	24.933,10 €	26.947,10 €
58	Ju Druga Osnovna Škola - Budva	20.500,00 €	0,00 €	101.500,00 €	122.000,00 €	0,00 €	0,00 €	6.511,66 €	6.511,66 €
59	Elementary School, „Mirko Srzentić" – Petrovac, Budva	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	10.017,66 €	10.017,66 €
60	Elementary School, „Stefan Mitrov Ljubiša" - Budva	19.000,00 €	13.056,46 €	74.000,00 €	106.056,46 €	61.716,96 €	18.920,00 €	18.020,98 €	98.657,94 €
61	Middle Music School - Budva	1.800,00 €	0,00 €	1.700,00 €	3.500,00 €	0,00 €	0,00 €	3.571,55 €	3.571,55 €
62	Middle Mixed School „Danilo Kiš" -Budva	4.800,00 €	2.000,00 €	55.800,00 €	62.600,00 €	0,00 €	0,00 €	10.168,27 €	10.168,27 €
63	Dormitory And Students Home - Cetinje	47.870,00 €	28.200,00 €	7.565,00 €	83.635,00 €	38.982,67 €	8.102,37 €	7.354,28 €	54.439,32 €
64	Pre-School Institution „Zagorka Ivanović" - Cetinje	100.000,00 €	80.000,00 €	0,00 €	180.000,00 €	63.518,21 €	0,00 €	23.108,72 €	86.626,93 €
65	Elementary School, „Boro Vukmirović" - Rijeka Crnojevića, Cetinje	0,00 €	0,00 €	0,00 €	0,00 €				0,00 €
66	Elementary School, „Lovčenski Partizanski Odred" - Cetinje	3.140,00 €	0,00 €	16.860,00 €	20.000,00 €	0,00 €	0,00 €	5.285,30 €	5.285,30 €
67	Elementary School, „Njegoš" – Cetinje	3.950,00 €	0,00 €	1.150,00 €	5.100,00 €	0,00 €	0,00 €	5.016,55 €	5.016,55 €
68	Elementary School, „Šunjo Pešikan" – Trešnjevo, Cetinje	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	6.785,20 €	6.785,20 €
69	Middle Music School „Savo Popović" - Cetinje	2.080,00 €	0,00 €	400,00 €	2.480,00 €	0,00 €	0,00 €	3.620,00 €	3.620,00 €
70	Gymnasium - Cetinje	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	7.269,89 €	7.269,89 €
71	Middle Art School „Petar Lubarda" - Cetinje	1.550,00 €	0,00 €	770,00 €	2.320,00 €	0,00 €	0,00 €	1.633,64 €	1.633,64 €
72	Vocational School- Cetinje	8.810,00 €	0,00 €	24.300,00 €	33.110,00 €				0,00 €
73	Pre-School Institution „Irena Worksc" - Danilovgrad	167.000,00 €	43.987,00 €	9.000,00 €	219.987,00 €	85.651,53 €	19.031,79 €	10.431,60 €	115.114,92 €
74	Elementary School, „Blažo Mraković" - Donji Zagarač, Danilovgrad	6.000,00 €	6.000,00 €	1.800,00 €	13.800,00 €	0,00 €	0,00 €	269,56 €	269,56 €

75	Elementary School „Milosav Koljenšić" - Slap, Danilovgrad	27.900,00 €	14.400,00 €	3.800,00 €	46.100,00 €	0,00 €	14.139,58 €	1.275,98 €	15.415,56 €
76	Elementary School „Njegoš" - Spuž, Danilovgrad	0,00 €	22.000,00 €	25.000,00 €	47.000,00 €	0,00 €	0,00 €	7.193,52 €	7.193,52 €
77	Elementary School „Vuko Jovović" - Danilovgrad	5.700,00 €	2.500,00 €	42.700,00 €	50.900,00 €	0,00 €	12.457,50 €	1.362,12 €	13.819,62 €
78	Gymnasium „Petar I Petrović Njegoš" - Danilovgrad	2.600,00 €	0,00 €	56.150,00 €	58.750,00 €				0,00 €
79	Elementary School „Džafer Nikočević" - Gusinje	12.000,00 €	500,00 €	16.000,00 €	28.500,00 €	0,00 €	0,00 €	6.469,82 €	6.469,82 €
80	Pre-School Institution „Naša Radost" - Herceg Novi	174.600,00 €	18.500,00 €	0,00 €	193.100,00 €	95.552,00 €	35.550,50 €	14.009,41 €	145.111,91 €
81	Elementary School „Dašo Pavičić" - Herceg Novi	12.400,00 €	2.500,00 €	37.000,00 €	51.900,00 €	0,00 €	31.153,05 €	10.879,33 €	42.032,38 €
82	Elementary School „Ilija Kišić" – Zelenika, Herceg Novi	3.800,00 €	0,00 €	16.160,00 €	19.960,00 €	0,00 €	5.400,00 €	8.387,03 €	13.787,03 €
83	Elementary School „Milan Vuković" - Herceg Novi	5.400,00 €	0,00 €	32.250,00 €	37.650,00 €	0,00 €	20.436,84 €	5.571,95 €	26.008,79 €
84	Elementary School „Orjenski Bataljon" - Bijela, Herceg Novi	0,00 €	0,00 €	29.500,00 €	29.500,00 €	0,00 €	28.880,00 €	16.703,77 €	45.583,77 €
85	Middle Music School - Herceg Novi	9.400,00 €	4.800,00 €	11.500,00 €	25.700,00 €	0,00 €	0,00 €	5.287,94 €	5.287,94 €
86	Middle Mixed School „Ivan Goran Kovačić" - Herceg Novi	19.000,00 €	14.000,00 €	4.500,00 €	37.500,00 €	0,00 €	0,00 €	3.733,85 €	3.733,85 €
87	Pre-School Institution „Sestre Worksć" - Kolašin	11.080,00 €	12.150,00 €	1.750,00 €	24.980,00 €	0,00 €	11.457,22 €	10.826,84 €	22.284,06 €
88	Elementary School „Dr Radoslav Jagoš Vešović" - Bare Kraljske, Kolašin	11.080,00 €	12.150,00 €	1.750,00 €	24.980,00 €	0,00 €	0,00 €	6.551,87 €	6.551,87 €
89	Elementary School „Meduriječje" - Meduriječje, Kolašin	8.200,00 €	0,00 €	2.350,00 €	10.550,00 €	0,00 €	0,00 €	9.058,77 €	9.058,77 €
90	Elementary School „Mojsije Stevanović" - Manastir Morača, Kolašin	9.500,00 €	24.300,00 €	7.350,00 €	41.150,00 €	0,00 €	3.500,00 €	6.749,98 €	10.249,98 €
91	Elementary School „Risto Manojlović" - Kolašin	20.100,00 €	10.000,00 €	34.050,00 €	64.150,00 €	0,00 €	35.850,00 €	25.299,35 €	61.149,35 €
92	Elementary School „Vojin Čepić" - Dragovića Polje, Kolašin	9.500,00 €	5.300,00 €	7.300,00 €	22.100,00 €	0,00 €	3.500,00 €	5.698,83 €	9.198,83 €
93	Middle Music School - Kolašin	2.550,00 €	0,00 €	2.150,00 €	4.700,00 €	0,00 €	0,00 €	2.068,05 €	2.068,05 €
94	Middle Mixed School „Braća Selić" - Kolašin	63.520,00 €	55.000,00 €	27.960,00 €	146.480,00 €	0,00 €	27.363,12 €	42.703,68 €	70.066,80 €
95	Students Dorm „Spasić - Mašera" - Kotor	315.000,00 €	56.000,00 €	23.000,00 €	394.000,00 €	224.924,19 €	31.303,13 €	50.895,03 €	307.122,35 €
96	Pre-School Institution „Radost" - Kotor	143.900,00 €	25.000,00 €	3.000,00 €	171.900,00 €	103.768,00 €	2.165,33 €	14.497,36 €	120.430,69 €
97	Elementary School „Ivo Visin" – Prčanj, Kotor	300,00 €	200,00 €	0,00 €	500,00 €	0,00 €	0,00 €	244,85 €	244,85 €
98	Elementary School „Narodni Heroj Savo Ilić" - Dobrota, Kotor	0,00 €	240.000,00 €	48.310,00 €	288.310,00 €	210.476,63 €	37.250,86 €	4.628,00 €	252.355,49 €
99	Elementary School „Nikola Đurković" - Radanovići, Kotor	0,00 €	0,00 €	0,00 €	0,00 €				0,00 €
100	Elementary School „Njegoš" - Kotor	5.400,00 €	7.000,00 €	63.350,00 €	75.750,00 €	0,00 €	49.143,26 €	19.235,81 €	68.379,07 €
101	Elementary School „Veljko Drobnjaković" - Risan, Kotor	6.335,00 €	1.262,00 €	5.610,00 €	13.207,00 €	0,00 €	3.910,00 €	9.538,85 €	13.448,85 €
102	Ju Škola Za Osnovno I Sredne Muzičko Obrazovane "Vida Matjan" - Kotor	34.000,00 €	10.000,00 €	7.000,00 €	51.000,00 €	0,00 €	13.909,62 €	6.028,97 €	19.938,59 €
103	Middle Maritime School - Kotor	810.000,00 €	250.000,00 €	25.000,00 €	1.085.000,00 €	34.899,51 €	13.138,58 €	205.391,40 €	253.429,49 €
104	Gymnasium - Kotor	13.000,00 €	2.000,00 €	7.010,00 €	22.010,00 €	0,00 €	1.498,98 €	18.667,63 €	20.166,61 €
105	Resource Center For Hearing And Speaking „Dr. Peruta Ivanović" - Kotor	152.500,00 €	1.209.500,00 €	37.000,00 €	1.399.000,00 €	19.555,63 €	42.755,25 €	40.542,23 €	102.853,11 €

106	Pre-School Institution „Jevrosima Jevra Rabrenović" - Mojkovac	10.500,00 €	0,00 €	4.800,00 €	15.300,00 €	0,00 €	0,00 €	12.355,73 €	12.355,73 €
107	Elementary School„Aleksa Đilas Bećo" - Mojkovac	4.200,00 €	0,00 €	14.050,00 €	18.250,00 €	0,00 €	0,00 €	59.898,93 €	59.898,93 €
108	Elementary School„Milovan Rakočević" – Lepenac, Mojkovac	4.760,00 €	0,00 €	1.220,00 €	5.980,00 €	0,00 €	0,00 €	4.194,00 €	4.194,00 €
109	Elementary School„Radomir Rakočević" – Prošćenje, Mojkovac	4.350,00 €	0,00 €	1.210,00 €	5.560,00 €	0,00 €	0,00 €	4.168,00 €	4.168,00 €
110	Middle Mixed School „Vuksan Đukić" - Mojkovac	10.500,00 €	0,00 €	4.800,00 €	15.300,00 €	0,00 €	0,00 €	7.369,68 €	7.369,68 €
111	Dormitory And Students Home „Braća Vučinić" - Nikšić	282.900,00 €	294.900,00 €	63.000,00 €	640.800,00 €	288.165,05 €	8.602,43 €	22.462,33 €	319.229,81 €
112	Pre-School Institution „Dragan Kovačević" - Nikšić	185.000,00 €	69.520,00 €	30.950,00 €	285.470,00 €	134.845,74 €	46.409,19 €	4.432,64 €	185.687,57 €
113	Elementary School„Braća Bulajić" – Vilusi, Nikšić	8.000,00 €	1.800,00 €	1.530,00 €	11.330,00 €				0,00 €
114	Elementary School„Braća Labudović" - Nikšić	6.500,00 €	5.000,00 €	23.000,00 €	34.500,00 €	0,00 €	195,00 €	14.250,16 €	14.445,16 €
115	Elementary School„Braća Ribar" - Nikšić	2.400,00 €	3.500,00 €	22.900,00 €	28.800,00 €	0,00 €	13.129,60 €	1.377,17 €	14.506,77 €
116	Elementary School„Branko Višnjić" - Krstac, Nikšić	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	7.602,93 €	7.602,93 €
117	Elementary School„Dobrislav Đedo Perunović" - Bogetići, Nikšić	3.930,00 €	10.000,00 €	1.980,00 €	15.910,00 €	0,00 €	0,00 €	3.721,56 €	3.721,56 €
118	Elementary School„Dragan Kovačević" - Nudo, Nikšić	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	668,10 €	668,10 €
119	Elementary School„Dušan Bojović" - Župa Nikšićka, Nikšić	900,00 €	0,00 €	9.800,00 €	10.700,00 €	0,00 €	0,00 €	5.699,47 €	5.699,47 €
120	Elementary School„Dušan Đukanović" - Lukovo, Nikšić	2.850,00 €	0,00 €	900,00 €	3.750,00 €	0,00 €	0,00 €	3.701,25 €	3.701,25 €
121	Elementary School„Ivan Vušović" - Vidrovan, Nikšić	5.230,00 €	2.500,00 €	3.950,00 €	11.680,00 €	0,00 €	0,00 €	6.447,99 €	6.447,99 €
122	Elementary School„Jagoš Kontić" - Straševina, Nikšić	3.200,00 €	4.000,00 €	24.107,00 €	31.307,00 €	0,00 €	19.840,00 €	3.592,32 €	23.432,32 €
123	Elementary School„Janko Bjelica" - Donje Crkvice, Nikšić	2.200,00 €	0,00 €	0,00 €	2.200,00 €	0,00 €	0,00 €	2.631,75 €	2.631,75 €
124	Elementary School„Janko Mićunović" - Moštanica, Nikšić	15.050,00 €	31.476,00 €	5.750,00 €	52.276,00 €	0,00 €	19.836,47 €	7.232,08 €	27.068,55 €
125	Elementary School„Jovan Draganić" - Petrovići, Nikšić	9.750,00 €	0,00 €	3.630,00 €	13.380,00 €	0,00 €	0,00 €	11.527,81 €	11.527,81 €
126	Elementary School„Jovan Gnjatović" - Vraćenovići, Nikšić	10.600,00 €	0,00 €	2.200,00 €	12.800,00 €	0,00 €	0,00 €	7.638,85 €	7.638,85 €
127	Elementary School„Luka Simonović" - Nikšić	5.700,00 €	4.000,00 €	67.400,00 €	77.100,00 €	13.620,00 €	0,00 €	3.642,33 €	17.262,33 €
128	Elementary School„Mileva Lajović - Lalatović" - Nikšić	4.000,00 €	0,00 €	43.700,00 €	47.700,00 €	0,00 €	17.010,00 €	10.639,39 €	27.649,39 €
129	Elementary School„Milija Nikčević" - Kličevo, Nikšić	5.730,00 €	2.000,00 €	17.260,00 €	24.990,00 €	0,00 €	8.477,00 €	7.353,84 €	15.830,84 €
130	Elementary School„Olga Golović" - Nikšić	8.040,00 €	83.000,00 €	20.420,00 €	111.460,00 €	8.298,69 €	0,00 €	6.475,18 €	14.773,87 €
131	Elementary School„Pavle Kovačević" - Grahovo, Nikšić	1.500,00 €	0,00 €	2.800,00 €	4.300,00 €	0,00 €	0,00 €	5.405,96 €	5.405,96 €
132	Elementary School„Rade Perović" - Velimlje, Nikšić	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	6.414,91 €	6.414,91 €
133	Elementary School„Radoje Čizmović" - Ozrinići, Nikšić	3.800,00 €	0,00 €	400,00 €	4.200,00 €	0,00 €	0,00 €	6.052,08 €	6.052,08 €
134	Elementary School„Ratko Žarić" - Nikšić	4.280,00 €	2.000,00 €	52.400,00 €	58.680,00 €	29.625,00 €	17.910,00 €	4.290,55 €	51.825,55 €
135	Middle Music School „Dara Čokorilo" - Nikšić	0,00 €	0,00 €	0,00 €	0,00 €				0,00 €
136	Gymnasium „Stojan Cerović" - Nikšić	27.200,00 €	5.000,00 €	109.350,00 €	141.550,00 €	83.265,00 €	0,00 €	13.497,53 €	96.762,53 €
137	Economic and Catering School - Nikšić	15.700,00 €	1.600,00 €	61.450,00 €	78.750,00 €	20.400,00 €	9.618,69 €	8.878,14 €	38.896,83 €
138	The first vocational school - Nikšić	20.000,00 €	12.000,00 €	41.395,00 €	73.395,00 €	15.540,00 €	10.354,59 €	20.224,72 €	46.119,31 €

139	Vocational School- Nikšić	16.000,00 €	0,00 €	54.500,00 €	70.500,00 €	0,00 €	0,00 €	7.372,54 €	7.372,54 €
140	Elementary School,„Mahmut Adrović" - Petnjica	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	5.565,45 €	5.565,45 €
141	Elementary School,„25. Maj" – Vrbica, Petnjica	3.790,00 €	0,00 €	1.200,00 €	4.990,00 €	0,00 €	0,00 €	4.544,16 €	4.544,16 €
142	Elementary School,„Savin Bor" - Savin Bor, Petnjica	5.870,00 €	4.100,00 €	1.000,00 €	10.970,00 €	0,00 €	0,00 €	6.342,02 €	6.342,02 €
143	Elementary School,„Trpezi" - Trpezi, Petnjica	7.430,00 €	11.500,00 €	2.490,00 €	21.420,00 €	0,00 €	0,00 €	10.600,00 €	10.600,00 €
144	Elementary School,„Tucanje" - Tucanje, Petnjica	6.191,00 €	1.200,00 €	1.226,00 €	8.617,00 €	0,00 €	0,00 €	894,76 €	894,76 €
145	Pre-School Institution „Plav" - Plav	32.700,00 €	4.500,00 €	1.700,00 €	38.900,00 €	0,00 €	19.909,63 €	8.563,09 €	28.472,72 €
146	Elementary School,„Hajro Šahmanović" - Plav	5.000,00 €	40.000,00 €	0,00 €	45.000,00 €	0,00 €	0,00 €	11.033,56 €	11.033,56 €
147	Elementary School,„Petar Dedović" – Murino, Plav	3.600,00 €	65.475,00 €	3.300,00 €	72.375,00 €	63.059,31 €	0,00 €	2.940,00 €	65.999,31 €
148	Middle Mixed School „Bećo Bašić" -Plav	26.700,00 €	53.000,00 €	25.800,00 €	105.500,00 €	0,00 €	0,00 €	16.311,83 €	16.311,83 €
149	Elementary School,„Bajo Pivljanin" - Donja Brezna, Plužine	7.970,00 €	2.000,00 €	3.050,00 €	13.020,00 €	0,00 €	0,00 €	7.838,94 €	7.838,94 €
150	Elementary School,„Bećko Jovović" - Stabna, Plužine	0,00 €	0,00 €	0,00 €	0,00 €				0,00 €
151	Ju „Obrazovni Centar" - Plužine	28.500,00 €	20.000,00 €	32.750,00 €	81.250,00 €	19.375,00 €	24.803,00 €	15.551,12 €	59.729,12 €
152	Pre-School Institution „Eko Bajka" - Pljevlja	70.500,00 €	10.500,00 €	9.000,00 €	90.000,00 €	29.625,00 €	0,00 €	3.124,77 €	32.749,77 €
153	Elementary School,„Boško Buha" - Pljevlja	20.000,00 €	10.500,00 €	30.500,00 €	61.000,00 €	0,00 €	9.570,00 €	1.025,19 €	10.595,19 €
154	Elementary School,„Bratstvo - Jedinstvo" - Kovačevići -Pljevlja	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	9.816,34 €	9.816,34 €
155	Elementary School,„Dušan Ivović" – Kosanica, Pljevlja	0,00 €	0,00 €	0,00 €	0,00 €				0,00 €
156	Elementary School,„Jakub Kubur" - Boljanići, Pljevlja	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	10.324,33 €	10.324,33 €
157	Elementary School,„Kruševo" - Kruševo, Pljevlja	7.860,00 €	0,00 €	2.020,00 €	9.880,00 €	0,00 €	0,00 €	6.247,61 €	6.247,61 €
158	Elementary School,„Mataruge" - Mataruge, Pljevlja	3.380,00 €	0,00 €	1.490,00 €	4.870,00 €	0,00 €	0,00 €	4.472,94 €	4.472,94 €
159	Elementary School,„Mihailo Žugić" - Odžak, Pljevlja	10.810,00 €	4.000,00 €	2.120,00 €	16.930,00 €	0,00 €	0,00 €	7.866,93 €	7.866,93 €
160	Elementary School,„Mile Peruničić" - Maoče, Pljevlja	27.110,00 €	12.300,00 €	2.359,00 €	41.769,00 €	0,00 €	0,00 €	8.326,49 €	8.326,49 €
161	Elementary School,„Radoje Kontić" - Gradac, Pljevlja	2.540,00 €	350,00 €	2.520,00 €	5.410,00 €	0,00 €	0,00 €	4.688,64 €	4.688,64 €
162	Elementary School,„Radoje Tošić" - Srdanov Grob, Pljevlja	5.530,00 €	1.370,00 €	28.150,00 €	35.050,00 €	0,00 €	0,00 €	2.063,22 €	2.063,22 €
163	Elementary School,„Ristan Pavlović" - Pljevlja	5.530,00 €	1.370,00 €	28.150,00 €	35.050,00 €	0,00 €	0,00 €	10.036,78 €	10.036,78 €
164	Elementary School,„Salko Aljković" - Pljevlja	4.250,00 €	1.750,00 €	41.000,00 €	47.000,00 €	0,00 €	0,00 €	4.853,92 €	4.853,92 €
165	Elementary School,„Vladimir Rolović" - Šula, Pljevlja	6.150,00 €	1.000,00 €	650,00 €	7.800,00 €	0,00 €	0,00 €	7.952,41 €	7.952,41 €
166	Elementary School,„Živko Džuver" - Bobovo, Pljevlja	8.870,00 €	4.500,00 €	1.490,00 €	14.860,00 €	0,00 €	0,00 €	4.776,41 €	4.776,41 €
167	Middle Music School - Pljevlja	610,00 €	0,00 €	130,00 €	740,00 €	0,00 €	0,00 €	738,30 €	738,30 €
168	Gymnasium „Tanasije Pejatović" - Pljevlja	22.200,00 €	4.500,00 €	54.200,00 €	80.900,00 €	0,00 €	0,00 €	13.852,41 €	13.852,41 €
169	Vocational School- Pljevlja	4.500,00 €	800,00 €	19.700,00 €	25.000,00 €	0,00 €	0,00 €	4.966,70 €	4.966,70 €
170	Center for Education and Training „I. Jun" - Podgorica	24.000,00 €	10.000,00 €	17.000,00 €	51.000,00 €	0,00 €	4.511,18 €	36.509,97 €	41.021,15 €
171	Public Institutions For Children And Youth „Ljubović" - Podgorica	57.500,00 €	7.800,00 €	1.940,00 €	67.240,00 €	0,00 €	24.588,43 €	57.856,65 €	82.445,08 €

172	Pre-School Institution „Dina Vrbica" - Podgorica	622.000,00 €	95.000,00 €	163.000,00 €	880.000,00 €	428.050,62 €	76.407,70 €	57.885,78 €	562.344,10 €
173	Pre-School Institution „Ljubica Popović" - Podgorica	765.000,00 €	66.000,00 €	67.000,00 €	898.000,00 €	369.549,07 €	76.941,90 €	31.931,46 €	478.422,43 €
174	Dormitory And Students Home - Podgorica	2.490.000,00 €	730.000,00 €	279.000,00 €	3.499.000,00 €	1.989.074,51 €	196.767,88 €	164.219,60 €	2.350.061,99 €
175	Gymnasium „25. Maj" - Tuzi, Podgorica	4.000,00 €	1.500,00 €	27.500,00 €	33.000,00 €	20.316,41 €	16.875,00 €	2.787,52 €	39.978,93 €
176	Gymnasium „Slobodan Škerović" -Podgorica	8.060,00 €	1.300,00 €	157.840,00 €	167.200,00 €	147.820,00 €	0,00 €	17.745,21 €	165.565,21 €
177	Elementary School„18. Oktobar" – Bioče, Podgorica	3.025,00 €	200,00 €	7.600,00 €	10.825,00 €	0,00 €	0,00 €	10.769,73 €	10.769,73 €
178	Elementary School„21. Maj" - Podgorica	10.700,00 €	0,00 €	80.900,00 €	91.600,00 €	76.586,00 €	358,27 €	17.218,64 €	94.162,91 €
179	Elementary School„29. Novembar" - Dinaša, Podgorica	3.550,00 €	800,00 €	1.650,00 €	6.000,00 €	0,00 €	0,00 €	1.085,88 €	1.085,88 €
180	Elementary School„Boško Radulović" - Komani, Podgorica	820,00 €	0,00 €	1.340,00 €	2.160,00 €	0,00 €	0,00 €	2.950,71 €	2.950,71 €
181	Elementary School„Božidar Vuković Podgoričanin" - Podgorica	29.700,00 €	0,00 €	19.800,00 €	49.500,00 €	0,00 €	0,00 €	22.520,75 €	22.520,75 €
182	Elementary School„Branko Božović" - Podgorica	19.580,00 €	1.000,00 €	55.600,00 €	76.180,00 €	0,00 €	0,00 €	1.994,14 €	1.994,14 €
183	Elementary School„Dr Dragiša Ivanović" - Podgorica	3.350,00 €	0,00 €	169.800,00 €	173.150,00 €	84.550,00 €	0,00 €	2.026,77 €	86.576,77 €
184	Elementary School„Derđ Kastrioti - Skenderbeg" -Zatrijebač, Podgorica	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	6.948,63 €	6.948,63 €
185	Elementary School„Đoko Prelević" - Ubli, Podgorica	9.900,00 €	0,00 €	0,00 €	9.900,00 €	0,00 €	0,00 €	6.363,84 €	6.363,84 €
186	Elementary School„Gornja Zeta" - Srpska, Podgorica	2.850,00 €	2.000,00 €	7.100,00 €	11.950,00 €	0,00 €	0,00 €	3.508,02 €	3.508,02 €
187	Elementary School„Jedinstvo" - Skorač, Podgorica	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	3.845,77 €	3.845,77 €
188	Elementary School„Mahmut Lekić" - Tuzi, Podgorica	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	3.843,85 €	3.843,85 €
189	Elementary School„Maksim Gorki" - Podgorica	9.700,00 €	30.000,00 €	140.100,00 €	179.800,00 €	132.129,54 €	18.792,33 €	10.987,76 €	161.909,63 €
190	Elementary School„Marko Miljanov" - Podgorica	5.000,00 €	5.000,00 €	25.000,00 €	35.000,00 €	0,00 €	15.146,96 €	0,00 €	15.146,96 €
191	Elementary School„Milan Vukotić" - Golubovci	88.670,00 €	8.760,00 €	2.000,00 €	99.430,00 €	4.251,00 €	16.000,00 €	12.846,52 €	33.097,52 €
192	Elementary School„Milorad - Musa Burzan" - Podgorica	8.600,00 €	29.500,00 €	31.810,00 €	69.910,00 €	22.468,00 €	6.554,61 €	5.203,05 €	34.225,66 €
193	Elementary School„Niko Maraš" - Bijelo Polje, Podgorica	1.500,00 €	0,00 €	6.500,00 €	8.000,00 €	0,00 €	0,00 €	1.179,00 €	1.179,00 €
194	Elementary School„Oktoih" - Podgorica	16.650,00 €	0,00 €	113.780,00 €	130.430,00 €	51.897,00 €	4.714,90 €	17.060,36 €	73.672,26 €
195	Elementary School„Pavle Rovinski" - Podgorica	5.100,00 €	0,00 €	53.200,00 €	58.300,00 €	0,00 €	0,00 €	16.924,08 €	16.924,08 €
196	Elementary School„Radojica Perović" - Podgorica	9.700,00 €	0,00 €	108.600,00 €	118.300,00 €	0,00 €	70.672,00 €	7.239,33 €	77.911,33 €
197	Elementary School„Savo Kažić" - Barutana, Podgorica	1.100,00 €	250,00 €	200,00 €	1.550,00 €	0,00 €	0,00 €	8.946,43 €	8.946,43 €
198	Elementary School„Savo Pejanović" - Podgorica	3.950,00 €	400,00 €	36.350,00 €	40.700,00 €	11.520,00 €	15.089,34 €	3.373,98 €	29.983,32 €
199	Elementary School„Sutjeska" - Podgorica	6.100,00 €	54.000,00 €	246.800,00 €	306.900,00 €	128.650,00 €	4.980,13 €	17.644,18 €	151.274,31 €
200	Elementary School„Šćepan Đukić" - Lijeva Rijeka, Podgorica	0,00 €	0,00 €	0,00 €	0,00 €				0,00 €
201	Elementary School„Štampar Makarije" - Podgorica	7.510,00 €	15.392,00 €	150.850,00 €	173.752,00 €	149.600,30 €	0,00 €	26.687,56 €	176.287,86 €
202	Elementary School„Vladimir Nazor" - Podgorica	6.600,00 €	2.000,00 €	96.780,00 €	105.380,00 €	15.847,75 €	12.008,00 €	14.125,55 €	41.981,30 €
203	Elementary School„Vlado Milić" - Donja Gorica, Podgorica	3.100,00 €	500,00 €	16.250,00 €	19.850,00 €	0,00 €	15.124,90 €	4.464,24 €	19.589,14 €
204	Elementary School„Vojin Popović" - Drezga, Podgorica	1.550,00 €	0,00 €	0,00 €	1.550,00 €	0,00 €	0,00 €	651,21 €	651,21 €

205	Elementary School „Vuk Karadžić" - Podgorica	4.500,00 €	4.500,00 €	15.475,00 €	24.475,00 €	0,00 €	15.570,92 €	1.353,65 €	16.924,57 €
206	Elementary School „Zarija Vujošević" - Mataguži, Podgorica	7.600,00 €	3.000,00 €	27.890,00 €	38.490,00 €	0,00 €	8.318,50 €	5.032,40 €	13.350,90 €
207	Resource Center For Children and Youth „Podgorica“ - Podgorica	42.350,00 €	14.500,00 €	19.650,00 €	76.500,00 €	0,00 €	30.256,48 €	17.504,78 €	47.761,26 €
208	Secondary Economic School „Mirko Vešović" - Podgorica	14.500,00 €	2.000,00 €	146.600,00 €	163.100,00 €	90.750,00 €	16.974,91 €	16.964,89 €	124.689,80 €
209	Secondary Technical School „Vaso Aligrudić" - Podgorica	48.000,00 €	0,00 €	132.000,00 €	180.000,00 €	116.700,00 €	46.437,06 €	16.569,26 €	179.706,32 €
210	Middle Graduate Geodetic School „Inž. Marko Radević" - Podgorica	32.700,00 €	4.500,00 €	29.000,00 €	66.200,00 €	0,00 €	31.012,77 €	9.760,30 €	40.773,07 €
211	Vocational School „Ivan Uskoković" - Podgorica	37.500,00 €	28.500,00 €	54.990,00 €	120.990,00 €	0,00 €	111.509,80 €	9.494,59 €	121.004,39 €
212	Vocational School „Sergije Stanić" - Podgorica	468.450,00 €	79.000,00 €	89.350,00 €	636.800,00 €	247.944,54 €	192.810,81 €	272.639,95 €	713.395,30 €
213	Vocational School „Spasoje Raspopović" - Podgorica	10.000,00 €	0,00 €	24.700,00 €	34.700,00 €	0,00 €	1.880,00 €	15.526,01 €	17.406,01 €
214	Education Medical School - Podgorica	19.000,00 €	2.000,00 €	81.500,00 €	102.500,00 €	42.350,00 €	12.419,23 €	7.343,01 €	62.112,24 €
215	Art School Of Elementary And Middle Musical Education For Talent „Andre Navara" - Podgorica	4.800,00 €	0,00 €	7.500,00 €	12.300,00 €	0,00 €	0,00 €	3.278,30 €	3.278,30 €
216	Art School Of Primary, Secondary Music And Ballet Education „Vasa Pavić" - Podgorica	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	17.191,99 €	0,00 €	17.191,99 €
217	Pre-School Institution „Boško Buha" - Rožaje	21.150,00 €	300,00 €	2.500,00 €	23.950,00 €	0,00 €	14.105,50 €	9.309,18 €	23.414,68 €
218	Elementary School „25. Maj" - Rožaje	12.500,00 €	14.638,74 €	5.000,00 €	32.138,74 €	0,00 €	8.000,00 €	7.126,11 €	15.126,11 €
219	Elementary School „Bać" – Bać, Rožaje	10.400,00 €	0,00 €	1.820,00 €	12.220,00 €	6.748,65 €	3.046,68 €	2.320,76 €	12.116,09 €
220	Elementary School „Balotiće" - Balotiće, Rožaje	11.500,00 €	3.500,00 €	1.900,00 €	16.900,00 €	0,00 €	4.793,00 €	8.579,00 €	13.372,00 €
221	Elementary School „Bratstvo - Jedinstvo" - Skarepača, Rožaje	3.810,00 €	5.000,00 €	2.200,00 €	11.010,00 €	0,00 €	0,00 €	6.682,76 €	6.682,76 €
222	Elementary School „Bukovica" - Bukovica, Rožaje	16.450,00 €	1.500,00 €	5.950,00 €	23.900,00 €	4.050,53 €	4.937,18 €	1.472,78 €	10.460,49 €
223	Elementary School „Daciće" - Daciće, Rožaje	5.650,00 €	500,00 €	1.240,00 €	7.390,00 €	4.272,69 €	4.078,60 €	1.422,07 €	9.773,36 €
224	Elementary School „Donja Lovnica" - Donja Lovnica, Rožaje	2.550,00 €	106.375,00 €	4.000,00 €	112.925,00 €	0,00 €	0,00 €	8.624,43 €	8.624,43 €
225	Elementary School „Milun Ivanović" - Biševo, Rožaje	6.280,00 €	6.700,00 €	3.260,00 €	16.240,00 €	0,00 €	0,00 €	12.958,00 €	12.958,00 €
226	Elementary School „Miroslav Đurović" - Bašča, Rožaje	7.950,00 €	600,00 €	1.240,00 €	9.790,00 €	2.500,00 €	4.813,77 €	899,07 €	8.212,84 €
227	Elementary School „Mustafa Pećanin" - Rožaje	4.100,00 €	0,00 €	2.490,00 €	6.590,00 €	0,00 €	0,00 €	3.186,10 €	3.186,10 €
228	Gymnasium „30. Septembar" - Rožaje	3.800,00 €	0,00 €	22.600,00 €	26.400,00 €	0,00 €	0,00 €	2.617,11 €	2.617,11 €
229	Vocational School – Rožaje	11.950,00 €	2.200,00 €	9.200,00 €	23.350,00 €	0,00 €	0,00 €	11.567,46 €	11.567,46 €
230	Elementary School „Bogdan Kotlica" – Boan, Šavnik	13.000,00 €	0,00 €	4.950,00 €	17.950,00 €	0,00 €	0,00 €	13.186,47 €	13.186,47 €
231	Elementary School „Jovan Ćorović" - Gornja Bukovica, Šavnik	3.700,00 €	0,00 €	600,00 €	4.300,00 €	0,00 €	0,00 €	2.918,94 €	2.918,94 €
232	„Educational Center" - Šavnik	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	21.494,11 €	21.494,11 €
233	Pre-School Institution „Bambi" - Tivat	96.000,00 €	15.000,00 €	2.000,00 €	113.000,00 €	56.058,11 €	0,00 €	26.463,88 €	82.521,99 €
234	Elementary School „Branko Brinić" – Worksći, Tivat	0,00 €	0,00 €	0,00 €	0,00 €				0,00 €
235	Elementary School „Drago Milović" - Tivat	12.900,00 €	6.000,00 €	72.650,00 €	91.550,00 €	0,00 €	40.611,66 €	13.061,31 €	53.672,97 €
236	Middle Music School - Tivat	700,00 €	0,00 €	0,00 €	700,00 €	0,00 €	0,00 €	0,00 €	0,00 €

237	Middle Mixed School „Mladost" - Tivat	13.400,00 €	260.000,00 €	47.670,00 €	321.070,00 €	185.200,98 €	1.831,83 €	15.001,52 €	202.034,33 €
238	Pre-School Institution „Solidarnost" - Ulcinj	43.500,00 €	0,00 €	0,00 €	43.500,00 €	34.065,85 €	0,00 €	21.452,49 €	55.518,34 €
239	Elementary School„Bedri Elezaga" – Vladimir, Ulcinj	11.300,00 €	0,00 €	63.470,00 €	74.770,00 €	0,00 €	6.000,00 €	14.947,94 €	20.947,94 €
240	Elementary School„Boško Strugar" - Ulcinj	10.310,00 €	5.500,00 €	11.650,00 €	27.460,00 €	0,00 €	6.794,00 €	13.220,67 €	20.014,67 €
241	Elementary School„Marko Nukulović" – Štoj, Ulcinj	7.800,00 €	300,00 €	25.000,00 €	33.100,00 €	0,00 €	0,00 €	14.278,03 €	14.278,03 €
242	Elementary School„Maršal Tito" - Ulcinj	4.350,00 €	200,00 €	24.350,00 €	28.900,00 €	0,00 €	14.062,00 €	12.393,55 €	26.455,55 €
243	Middle Music School - Ulcinj	1.500,00 €	0,00 €	3.400,00 €	4.900,00 €	0,00 €	0,00 €	1.117,70 €	1.117,70 €
244	Middle Mixed School „Bratstvo -Jedinstvo" - Ulcinj	4.050,00 €	1.000,00 €	67.600,00 €	72.650,00 €				0,00 €
245	Elementary School„Dušan Obwojskić" - Žabljak	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	10.481,41 €	10.481,41 €
246	Elementary School„Vuk Knežević" – Njegovuda, Žabljak	16.190,00 €	0,00 €	3.100,00 €	19.290,00 €	0,00 €	0,00 €	8.038,88 €	8.038,88 €
247	Middle Mixed School „17. Septembar" - Žabljak	2.500,00 €	0,00 €	9.750,00 €	12.250,00 €	0,00 €	0,00 €	1.627,18 €	1.627,18 €
TOTAL:		9.972.830,41 €	5.756.141,57 €	5.549.863,31 €	21.278.835,29 €	6.395.449,10 €	2.408.198,04 €	3.074.871,48 €	11.878.518,62 €

Appendix 13: Comparative overview of planned and contracted public procurement for ministries

No.	CONTRACTING AUTHORITY	TOTAL PLAN VALUE (Public Procurement Plan for 2016)				CONTRACTED VALUE (Report on Public Procurement for 2016)			
		Goods	Works	Services	TOTAL	Form A	Form B	Form C	TOTAL
1	Ministry of Culture - Cetinje	89.650,00 €	45.000,00 €	208.210,00 €	342.860,00 €	233.331,01 €	58.046,61 €	84.708,39 €	376.086,01 €
2	Ministry of Economy - Podgorica	77.893,43 €	0,00 €	401.694,24 €	479.587,67 €	290.571,18 €	18.052,79 €	17.141,58 €	325.765,55 €
3	Ministry of Finance - Podgorica	845.350,23 €	0,00 €	2.773.068,52 €	3.618.418,75 €	2.270.780,99 €	68.382,55 €	174.091,30 €	2.513.254,84 €
4	Ministry of Information Society and Telecommunication - Podgorica	210.050,00 €	0,00 €	2.399.000,00 €	2.609.050,00 €	2.053.956,42 €	0,00 €	70.517,81 €	2.124.474,23 €
5	Ministry of Science - Podgorica	28.025,38 €	0,00 €	45.500,00 €	73.525,38 €	31.270,00 €	17.073,66 €	14.415,79 €	62.759,45 €
6	Ministry of Defense - Podgorica	9.360.097,30 €	1.749.824,00 €	2.936.080,77 €	14.046.002,07 €	8.348.021,22 €	170.809,85 €	280.921,36 €	8.799.752,43 €
7	Ministry of Sustainable Development and Tourism - Podgorica	1.502.322,99 €	64.538.000,00 €	8.005.221,92 €	74.045.544,91 €	30.419.026,50 €	40.729,11 €	387.785,34 €	30.847.540,95 €
8	Ministry of Agriculture and Rural Development - Podgorica	1.177.860,73 €	43.000,00 €	999.845,14 €	2.220.705,87 €	1.740.824,77 €	29.692,29 €	119.785,71 €	1.890.302,77 €

9	Ministry of Justice - Podgorica	1.706.070,00 €	0,00 €	547.400,00 €	2.253.470,00 €	1.712.039,85 €	198.141,62 €	91.894,21 €	2.002.075,68 €	
10	Ministry of Education - Podgorica	3.331.583,00 €	446.000,00 €	468.750,00 €	4.246.333,00 €	3.015.773,59 €	199.299,67 €	96.054,75 €	3.311.128,01 €	
11	Ministry of Labor and Social Welfare - Podgorica	263.128,38 €	11.398.925,21 €	650.351,69 €	12.312.405,28 €	8.646.698,96 €	71.638,08 €	283.701,47 €	9.002.038,51 €	
12	Ministry of Transport and Maritime Affairs - Podgorica	155.627,00 €	175.292.998,00 €	4.575.114,00 €	180.023.739,00 €	36.918.145,01 €	0,00 €	575.188,87 €	37.493.333,88 €	
13	Ministry of Internal Affairs - Podgorica	26.088.076,00 €	1.068.500,00 €	5.259.015,15 €	32.415.591,15 €	11.574.006,80 €	274.461,55 €	740.687,06 €	12.589.155,41 €	
14	Ministry of Foreign Affairs - Podgorica	207.611,71 €	60.000,00 €	622.350,00 €	889.961,71 €	293.964,90 €	50.967,44 €	170.864,66 €	515.797,00 €	
15	Ministry for Human and Minority Rights - Podgorica	48.745,43 €	0,00 €	110.760,00 €	159.505,43 €	180,00 €	16.218,00 €	17.420,15 €	33.818,15 €	
16	Ministry of Health - Podgorica	131.750,00 €	0,00 €	140.100,00 €	271.850,00 €	193.225,16 €	7.000,00 €	18.488,84 €	218.714,00 €	
TOTAL:		45.223.841,58 €		254.642.247,21 €	30.142.461,43 €	330.008.550,22 €	107.741.816,36 €	1.220.513,22 €	3.143.667,29 €	112.105.996,87 €

Appendix 14 Annexes

No.	Contracting Authority	Opis predmeta	The value of the basic contract	issued approval for the extension of the contract - negotiated procedure (15%)	No. of PPA Approval	Legal Basis for Implementation of Negotiating Procedure	Estimated value	Contracted Value	Name of the bidder	The publication on the Public Procurement Portal	Reported in the report
1	The capital city of Podgorica	Construction of the monument to Duke Mirko Petrović		100.000,00 €	01-5276 od 21.07.2016	Article 25, paragraph 1, item 4, indent 2	100.000,00 €	99.995,70 €	Dimitrije Popović - Zagreb	On the Public Procurement Portal there is no basic contract or contract concluded by negotiatio proceduren. Only a decision on	<i>The contract is not presented in the 2016 Report</i>

										award wa publishe for the negotiating procedure	
2	Ministry of Justice	Employee insurance	17.150,40 €	2.752,50 €	01-7533 od 09.12.2016	Article 25, paragraph 1, item 4, indent 2	2.752,50 €	2.750,94 €	Sava Montenegro a.d. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
3	Ministry of Sustainable Development and Tourism	Reconstruction of the House of the Army	1.664.867,89 €	249.730,18 €	01-4967 od 04.07.2016	Article 25, paragraph 1, item 4, indent 1				There are no published documents on the Portal	<i>The contract is not presented in the 2016 Report</i>
4	Ministry of Foreign Affairs and European Integration	Supply of petroleum products	19.160,00 €	4.000,00 €	01-5471 od 22.07.2016	Article 25, paragraph 1, item 4, indent 2	4.000,00 €	3.644,00 €	Jugopetrol a.d. - Podgorica	All documents published on the Public Procurement Portal	Not shown in the Report for 2016, but main contract is
5	HG "Budvas rivijera" a.d. - Budva	Delivery of juices, coffee, milk chocolate	110.953,22 €	16.642,00 €	01-5887 od 21.09.2016	Article 25, paragraph 1, item 4, indent 2	16.642,00 €	16.625,97 €	Nektar Natura d.o.o. - Herceg Novi	All documents published on the Public Procurement Portal	Not shown in the Report for 2016, but main contract is
6	HG "Budvas rivijera" a.d. - Budva	Products from fish, frozen sea fish and seafood	122.441,66 €	18.366,25 €	01-6212 od 22.09.2016	Article 25, paragraph 1, item 4, indent 2	1.891,00 €	1.888,65 €	Veletex d.o.o. - Podgorica	All documents published on the Public Procurement Portal	Not shown in the Report for 2016, but main contract is
							16.474,00 €	16.141,08 €	Ledo d.o.o. - Podgorica	All documents published on the Public Procurement Portal	Not shown in the Report for 2016, but main contract is

7	Ministry of Foreign Affairs and European Integration	Purchase of additional amount of commodity office supplies	15.953,00 €	2.392,96 €	01-6243 od 23.09.2016	Article 25, paragraph 1, item 4, indent 2	2.392,96 €	2.392,96 €	Kastex d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
8	HG "Budvas rivijera" a.d. - Budva	Purchase of additional quantities of cured meats	178.224,10 €	26.733,00 €	01-6211 od 23.09.2016	Article 25, paragraph 1, item 4, indent 2	26.733,00 €	26.565,04 €	Meso-promet d.o.o. - Bijelo Polje	All documents published on the Public Procurement Portal	Not shown in the Report for 2016, but main contract is
9	Ministry of Justice	Printed material	22.931,05 €	3.370,08 €	01-7267 od 23.11.2016	Article 25, paragraph 1, item 4, indent 2	3.439,65 €	3.198,72 €	DPC d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
10	HG "Budvas rivijera" a.d. - Budva	Supply of milk and milk products	175.693,40 €	14.055,00 €	01-7305 od 24.11.2016	Article 25, paragraph 1, item 4, indent 2	14.055,00 €	14.050,56 €	Veletex d.o.o. - Podgorica	All documents published on the Public Procurement Portal	Not shown in the Report for 2016, but main contract is
11	Public Procurement Authority	Purchase of additional amount of commodity office supplies	9.683,52 €	1.452,00 €	01-7598 od 06.12.2016	Article 25, paragraph 1, item 4, indent 2	1.452,00 €	1.452,00 €	Raster Office d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website

12	Montenegro Airlines a.d. - Podgorica	Insurance of airline fleet	\$980.208,67	133.104,50 €	01-1021 od 25.02.2016	Article 25, paragraph 1, item 4, indent 1	133.104,50 €	111.155,46 €	Generali Osiguranje Montenegro a.d. - Podgorica	On the Portal is unclear situation. There is a published negotiation procedure and after a month the decision and the contract have been published	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
13	ELEMENTARY SCHOOL "Stefan Mitrov Ljubiša" - Budva	Works reconstruction on	69.751,26 €	8.256,46 €	01-1394 od 10.03.2016	Article 25, paragraph 1, item 4, indent 1	8.256,46 €	8.196,96 €	Ening d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
14	Clinical Center of Montenegro	Employee insurance	99.357,30 €	14.903,60 €	01-5412 od 22.07.2016	Article 25, paragraph 1, item 4, indent 1	14.903,60 €	14.823,78 €	Lovćen osiguranje a.d. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
15	Ministry of Sustainable Development and Tourism	Communal waste vasove vode	109.357,23 €	16.400,00 €	01-5657 od 10.08.2016	Article 25, paragraph 1, item 4, indent 1	16.400,00 €	16.398,00 €	Tehnopot-MNE d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website

16	Public Procurement Authority	Procurement of additional services of mobile telephony	6.500,00 €	747,00 €	01-6601 od 28.10.2016	Article 25, paragraph 1, item 4, indent 1	747,00 €	747,00 €	Crnogorski Telekom a.d. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
17	Public Procurement Authority	Procurement of additional services of fixed telephony	5.000,00 €	970,00 €	01-6601 od 28.10.2016	Article 25, paragraph 1, item 4, indent 1	970,00 €	970,00 €	Crnogorski Telekom a.d. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
18	Disposal Ltd. - Podgorica	Construction of sanitary ware	1.149.807,77 €	45.838,04 €	01-6231 od 09.11.2016	Article 25, paragraph 1, item 4, indent 1	45.838,04 €	45.837,43 €	Bemax d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
19	Ministry of Sustainable Development and Tourism	Creating Geodetic Surfaces	100.000,00 €	40.162,50 €	01-6751 od 11.11.2016	Article 25, paragraph 1, item 4, indent 1	40.162,50 €	40.162,50 €	Arhicon d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
20	Clinical Center of Montenegro	Property insurance	27.551,40 €	4.132,71 €	01-7133 od 14.11.2016	Article 25, paragraph 1, item 4, indent 1	4.063,82 €	4.063,82 €	Lovćen osiguranje a.d. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's

											report for 2016 was published on the website
21	Ministry of Sustainable Development and Tourism	Additional works on the modernization of local roads in The Municipality of Petnjica	110.516,38 €	16.500,00 €	01-7193 od 16.11.2016	Article 25, paragraph 1, item 4, indent 1	13.000,00 €	12.997,96 €	Crnagoraput a.d. - Podgorica	All documents published on the Public Procurement Portal	The contract is not presented in the 2016 Report
22	Ministry of Transport and Maritime Affairs	Reconstruction of the intersection on the highway	916.855,79 €	125.000,00 €	01-7300 od 14.12.2016	Article 25, paragraph 1, item 4, indent 1	125.000,00 €	124.978,92 €	Met&Alu Plast d.o.o. - Danilovgrad	All documents published on the Public Procurement Portal (Osnovni ugovor je objavljen na starom Portalu javnih nabavki)	The contract is not presented in the 2016 Report
23	National Security Agency	Maintenance of motor vehicles	70.000,00 €	10.500,00 €	01-7652 od 16.12.2016	Article 25, paragraph 1, item 4, indent 1	10.500,00 €	10.500,00 €	Omnioil d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
24	Ministry of Internal Affairs	Insurance services	775.109,41 €	116.200,00 €	01-6119 od 19.09.2016	Article 25, paragraph 1, item 4, indent 1	15.510,00 €	15.281,44 €	Lovćen osiguranje a.d. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
							4.265,00 €	4.223,05 €	Lovćen osiguranje a.d. - Podgorica		
							27.723,00 €	27.570,24 €	Lovćen osiguranje a.d. - Podgorica		

							3.417,00 €	3.410,62 €	Lovćen osiguranje a.d. - Podgorica		
							63.820,00 €	55.241,21 €	Lovćen osiguranje a.d. - Podgorica		
							1.465,00 €	1.161,98 €	Lovćen osiguranje a.d. - Podgorica		
25	Ministry of Justice	Purchase of additional postal services	11.000,00 €	1.650,00 €	01-6356 od 27.09.2016	Article 25, paragraph 1, item 4, indent 1	490,00 €	490,00 €	Pošta Crne Gore a.d. - Podgorica	All documents published on the Public Procurement Portal	<i>The contract is not presented in the 2016 Report</i>
26	Administration for prevention of money laundering and terrorist financing	Software Upgrade and Network Configuration		5.000,00 €	01-3571 od 28.04.2016	Article 25, paragraph 1, item 4, indent 1	5.000,00 €	3.570,00 €	MG-SOFT d.o.o. - Podgorica	Na Portalu javnih nabavki nema osnovnog ugovora, dok je za pregovarački postupak objavljena kompletna dokumentacija	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
27	National Tourism Organization	Organization of trade fairs	160.000,00 €	24.000,00 €	01-2714 od 05.04.2016	Article 25, paragraph 1, item 4, indent 1	24.000,00 €	24.000,00 €	Congress Travel d.o.o. - Podgorica	All documents published on the Public Procurement Portal (The basic contract is published on the old Public Procurement Portal)	<i>The contract is not presented in the 2016 Report</i>

28	Secondary education school "Sergije Stanić" - Podgorica	Procurement of additional works	207.720,59 €	25.000,00 €	01-5710 od12.08.2016	Article 25, paragraph 1, item 4, indent 1	25.000,00 €	24.692,40 €	Aking d.o.o. - Podgorica	All documents published on the Public Procurement Portal	The contract is presented in the 2016 Report. The contracting authority's report for 2016 was published on the website
TOTAL:			7.135.794,04 €	1.027.858,78 €			773.468,03 €	739.178,39 €			