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Annex I

Guidance Note

Prevention of corruption in procurement at various government levels, including good practices, lessons learned and challenges, and the effective use of technology to prevent, detect, deter and counter corruption in procurement

1. The Secretariat has produced this Guidance Note to assist States parties in providing information on initiatives and practices they have implemented regarding the topics under consideration at the fifteenth session of the Working Group on the Prevention of Corruption taking place from 28 August to 6 September 2024.

2. The Secretariat wishes to recall paragraph 12 of the report of the Working Group on Prevention on its second intersessional meeting, which noted that in advance of each meeting, States parties and signatories should be invited to share their experiences of implementing the provisions of the Convention under consideration, preferably by using the self-assessment checklist.

3. In furtherance of this, the Secretariat outlines a set of questions, based on those in the self-assessment checklist, which States parties and signatories may wish to use as a guide when providing information regarding the two topics under consideration. States parties and signatories are encouraged to view the questions below only as guidance and are free to provide any information believed to be relevant to the topics under consideration.

I - Information requested from States parties and signatories in relation to prevention of corruption in procurement at various government levels and the effective use of technology to prevent, detect, deter and counter corruption in procurement (arts. 9 and Conference resolution 10/9).

1. Please describe (cite and summarize) the measures/steps your country has taken (or is planning to take) to implement this provision of the Convention.

In relation to integrity in public procurement processes, States parties and signatories may wish to cite and describe measures that:

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- Ensure the national procurement system is based on principles of transparency, competition and objective criteria in decision-making;
- Establishing in advance the conditions for participation, including selection and award criteria and tendering rules;
- Provide for sufficient time to potential tenders to prepare and submit their tenders and using by default an open tender procedure;
- Provide for transparent publishing of all procurement decisions including publishing the invitations to tender;
- Establish procedures, rules and regulations for review of the procurement process, including a system of appeal;
- Provide for a thorough selection of personnel responsible for procurement, including screening procedures; as well as establishing a conflict of interest management system with declarations of interest and methods to resolve conflicts in particular cases;
- Put in place other administrative practices promoting integrity in procurement (such as the rotation of personnel, debarment procedures, etc.).

Starting 2005, Romania took several steps towards implementing the UN Convention against Corruption provisions on public procurement. The National Authority for the Regulation and Monitoring of Public Procurement was the institution that managed the public services system in Romania, between July 2005 and August 2015, when it was reorganised as the National Agency for Public Procurement. The National Agency for Public Procurement aimed at developing and implementing public procurement policy, in accordance with European legislation, setting in place a mechanism for review and control in public procurement, as well as ensuring the efficient operation of the public procurement system.

In 2016, the Romanian Parliament adopted Law no. 98/2016 regarding public procurement, which set in place a number of principles of public procurement and regulated conditions of participation in public procurement, conduction procedures for public procurement and contract awarding procedures.

The Romanian public procurement legislative framework specifies that contracting authorities/entities should comply with six basic principles of public procurement, which are set up to ensure the integrity in public procurement processes: a) Non-discrimination; b) Equal treatment; c) Mutual recognition; d) Transparency; e) Proportionality; f) Taking responsibility.

Romanian public procurement legislation is fully aligned with the EU Public Procurement Directives¹ in the field of public procurement, which were fully transposed in the national

¹ <https://eur-lex.europa.eu/EN/legal-content/summary/public-procurement.html>



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legislation in 2016, when the national legislative package in the field of public procurement was adopted². In order to implement the primary legislation, a set of Methodological Norms was approved by Government Decision and entered into force in June 2016. Starting 2016, several specific instructions were issued by Order of the President of the National Agency for Public Procurement (ANAP). Moreover, for supporting contracting authorities/entities and economic operators in the public procurement process, a WEB Base Guideline and other operational instruments like standardised tender documents were developed.

The national legislation, in accordance with the EU Directives, stipulates the use of the *European Single Procurement Document*, which is a self-responsible declaration of economic operators which represents a preliminary evidence used instead of certificates issued by public authorities or by third parties confirming that the economic operator in question meets certain conditions established by the contracting authorities/entities. All the exclusion grounds and selection criteria are clearly stated in the tender notices published on the SEAP³ electronic platform (*The electronic public procurement system*) by the contracting authorities/entities and/or in TED (EU Official Journal of Tenders). The reasons for excluding the candidates/tenderers are related to convictions by a final decision of a court for committing crimes related to organised crime, corruption, terrorism, crimes against the financial interests of the European Union, money laundering, human trafficking, fraud and tax evasion. The other conditions requested by the contracting authorities are related to the economic/financial capacity of the economic operator and additional selection criteria according to the law, like experience with similar projects or quality certifications.

According to the national public procurement legislation mentioned above, the *open tender* is the default procedure that should be used for awarding public procurement contracts. The open tender is initiated by submitting for publication a contract notice, by which the contracting authority requests economic operators to submit offers. The period between the date of transmission of the notice of participation for publication in the Official Journal of the European Union and the deadline for submitting offers is at least 35 days, which provides sufficient time for potential bidders to prepare and submit their tenders. This timeframe can be justifiably reduced to 15 days.

The publication of the contract notice in the Official Journal of the European Union (TED) and the SEAP platform is mandatory in all situations when the estimated value of the public procurement contract/framework agreement is greater than or equal to the value thresholds established by the European Commission⁴, according to EU public procurement directives.

The contracting authorities/entities have the obligation to award the public procurement contracts, conclude framework agreements and organize design contests concerning public procurement contracts, whose estimated value is lower than the corresponding thresholds mentioned in the

² <https://anap.gov.ro/web/legislatie-primara/>

³ <https://www.e-licitatie.ro/pub>

⁴ <https://ted.europa.eu/en/simap/european-public-procurement>



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paragraph above, by applying a *simplified procedure*, following the same rules as an open tender procedure (including publication of the notice in SEAP), but with shorter deadlines.

If the estimated value, without VAT, is less than 270,120 lei (approximately 54.280 euro) for products and services, respectively less than 900,400 lei (approximately 180.940 euro) for works, the contracting authorities/entities can buy through *direct purchase*, which is not an award procedure, but a simple way of purchasing. Even in the case of a direct purchase, the contracting authority has the obligation to use the electronic catalogue provided by SEAP or to publish a notice in a dedicated section, accompanied by a description of the products, services or works to be purchased, if the estimated value is above 200,000 lei (approximately 40.200 euro), excluding VAT, for products and services, respectively 560,000 lei (approximately 112.500 euro), excluding VAT, for works.

According to public procurement legislation, the contracting authorities/entities have the obligation to ensure the transparency of the procedure for awarding public procurement contracts/framework agreements by publishing in SEAP and TED, in accordance with the provisions of this law, notices of intent, contract notices and award notices. Moreover, the contracting authorities/entities have the obligation to publish extracts from the annual program of public/sectoral procurement in SEAP every six months. Therefore, the transparency of the public procurement system is ensured in all stages of the procurement cycle by the public procurement legislation.

The review of the procurement process is regulated by Law no. 101/2016 regarding the remedies and appeals in the matter of awarding public procurement contracts, sectoral contracts and works concession and service concession contracts, as well as for the organization and functioning of the National Council for Solving Complaints, which includes a set of provisions aimed at ensuring, at the national level, effective, fast and efficient mechanisms and procedures for the remedy system. Thus, any stakeholder who considers that his rights or legitimate interests have been violated by an act of a contracting authority or by the failure to resolve a request within the legal term, may file a complaint requesting the contracting authority to cancel or issue an act or to adopt remedial measures, recognition of the claimed rights or legitimate interests, through administrative-jurisdictional or judicial means. The National Council for Solving Complaints (CNSC) is the administrative-jurisdictional body which has the competence to resolve the appeals on matters regarding public procurement contracts, sectoral contracts and work/service concession contracts.

In order to enforce the administrative capacity at the level of contracting authorities/entities, important steps have been developed for the professionalisation of the employees responsible for public procurement. In this regard, two new public functions were introduced in the Administrative Code⁵, a general public function at the level of contracting authorities and a specific public function at the level of the National Agency for Public Procurement (ANAP)⁶. Moreover, the occupational standard "Public Procurement Expert" was updated and was aligned with framework competencies

⁵ <https://control.gov.ro/web/wp-content/uploads/2020/02/Codul-administrativ-2019-cu-modificarile-si-completarile-ulterioare.pdf>

⁶ <https://anap.gov.ro/web/>

elaborated by the EU Commission ProcurCompEU⁷. Also, a study to introduce the procurement function as a profession and a system of incentives was elaborated.

The professionalization of personnel responsible for procurement has been a constant priority for ANAP. Through the National Strategy in the field of Public Procurement 2015-2020, important measures for the professionalization of the personnel have been implemented. ANAP organized a specialized training program in the field of public procurement for 4100 persons working in contracting authorities/entities responsible for public procurement. ANAP also organized a training program in the field of public procurement for local elected officials and ANAP personnel.

Through the 2023-2027 National Strategy in the field of Public Procurement⁸, ANAP will establish a specialized structure to manage public procurement policy, working mechanisms and procedures for promoting employment in public procurement. The new National Strategy in the field of Public Procurement adopted in 2023 aims to build a more performant public procurement system on the long-term, oriented towards innovation and sustainability, easily accessible to all actors involved and designed to ensure greater transparency in the use of public funds.

The general objective of SNAP 2023-2027 is promoting the use of public procurement as a strategic tool to contribute to the resilience and economic recovery of Romania, including by ensuring social, environmental and innovative benefits and increased access of SMEs to the public procurement market. For this purpose, the measures are designed to achieve five strategic objectives, the last three of which are in relation to integrity in public procurement processes:

- Using public procurement as a strategic tool, including ensuring SME access to public procurement markets and ensuring social, environmental and innovation benefits
- Achieving savings and streamlining processes through the use of centralized procurement
- Strengthening trust in the public procurement system in Romania by increasing the transparency of the public procurement process
- Continue to develop the capacity, capability and integrity of procurement professionals to support the achievement of all the other objectives of the current Strategy
- Ensuring the efficiency and effectiveness of the public procurement system through the effective use of data and strengthening the monitoring, supervision and control functions.

Several measures regarding integrity in public procurement were provided in the National Anticorruption Strategy (SNA) 2021-2025. SNA 2021-2025 was approved in 2021 and carried on the accomplishments of the previous strategy. The Department for Crime Prevention from Ministry of Justice fulfils the role Technical Secretariat of SNA. Increasing integrity, reducing vulnerabilities and risk of corruption in public procurement is one of the specific objectives

⁷ https://commission.europa.eu/funding-tenders/tools-public-buyers/professionalisation-public-buyers/procurcompeu-european-competency-framework-public-procurement-professionals_en

⁸ <https://anap.gov.ro/web/hotararea-de-guvern-nr-554-pentru-aprobarea-strategiei-nationale-in-domeniul-achizitiilor-publice-2023-2027/>



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assumed by SNA 2021-2025. Ministry of Justice alongside Prosecutor's Office attached to the High Court of Cassation and Justice, ANAP, Ministry for Development, Public Works and Administration and National Agency for Civil Servants are involved in the following actions in order to achieve the specific objective previously mentioned:

- Performing an analysis of judicial practice in public procurement in order to unify the practice in this domain;
- Developing a national risk map with the purpose to identify the functions involved in public procurement which are prone to corruption and the areas where public procurement is more vulnerable to corruption;
- Attracting and retaining public procurement staff in the system, as well as strengthening their status, staff training programmes and ensuring an adequate protection regime against intimidation and corruption attempts;
- Developing public procurement guidelines and procedure models for institutional procedures exempted from Law no. 98/2016 on public procurement;
- Further reforming the ex-ante control by increasing the capacity of the personnel involved in this activity to identify those elements that may affect the intensity and quality of competition in the verified award procedures;
- Encouraging the use of innovative approaches to involve the civil society in the public procurement integrity monitoring activity;
- Introducing a series of questionnaires in public procurement documentation regarding the integrity programmes of the bidders.

2. Please describe (cite and summarize) the measures/steps your country has taken, if any (or is planning to take, together with the related appropriate time frame) to promote the effective use of technology to prevent, detect, deter and counter corruption in procurement.

States parties and signatories may wish to provide information on measures that:

- Utilize technology, such as online platforms for the distribution of information relating to public procurement and tenders as a way to prevent corruption, enhance transparency and ensure competition and objective criteria in procurement decision-making.

Information sought may, in particular, include the following:

- Description of any electronic system of public procurement, including, for example:

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- The means by which tender invitations are published;
- The inclusion of all pertinent information on the award of contracts;
- Ways in which applications may be submitted (including the use of electronic procurement platforms); and
- Ways in which the criteria to be used for selection and award are publicized.
- Any other ways, in which technology is used in the procurement process
- Any other ways, in which technology is used to detect corruption or identify irregularities.

When providing information on the use of technology to prevent, detect, deter and counter corruption in procurement, States parties and signatories may wish to refer to their submissions for the sixth meeting of the Working Group, held in 2015.

Romania has taken important steps to promote the effective use of technology to prevent and counter corruption in public procurement, by increasing the transparency of the public procurement system.

SEAP (Electronic Public Procurement System), the electronic platform for public procurement in Romania, operated by the Authority for the Digitization of Romania (www.e-licitatie.ro) was established in 2002. Through SEAP, public authorities in Romania carry out public procurement procedures and direct purchases in a transparent and competitive manner. By implementing SEAP, the transparency of the public procurement system has significantly increased, thus contributing to the significant reduction of the risk of corruption.

The public procurement process in Romania is fully based on digital technologies. The public procurement procedures are carried out 99% electronically on the SEAP platform. According to data from February 2024, SEAP is used by 22,427 contracting authorities/entities and 216,873 economic operators (Romania -212,843, EU - 2,833 and non-EU -1197). In accordance with the legal provisions, all public procurement notices are published in SEAP. The award documentation containing all relevant information is also included in the notice. Some of the tenders are verified in advance by the National Agency for Public Procurement (ANAP) before being published in SEAP. The selection of tenders that are subject to ex-ante control is based on a selection methodology in line with the principles which are the basis for awarding public procurement contracts.

In Romania, ex-ante control in public procurement is carried out by ANAP, while the ex-post control in public procurement is carried out by the Court of Accounts. ANAP carries out the ex-

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ante control of the award documentation, award procedures and amendments to contracts/framework agreements, as well as the documents related to their development, respectively their completion, regarding compliance with the legislation in the field of public procurement, sectoral procurement, works concessions and service concessions.

The ex-ante control of the award documentation is carried out by electronic means since 2012. The ex-ante control on the public procurement procedures is carried out exclusively by means of electronic means starting from 2020. As an exception, the negotiation procedures without prior publication notice are not carried out through SEAP.

In carrying out the function of ex-ante control and the function of monitoring and supervising the public procurement system in Romania, ANAP has access for this purpose to the SEAP platform.

ANAP, through the function of monitoring the national public procurement system, provides statistical information that reflects a global picture of the public procurement market. In 2023, ANAP implemented a monitoring mechanism in order to create a complex, unitary and modern framework for statistical data reporting, in order to provide a detailed picture of the performance of the public procurement system, necessary for decision-makers in the development of policies in the field of public procurement and the evaluation at system level of the effectiveness and efficiency of the public procurement procedures carried out in Romania, in order to identify the dysfunctions of the system and the causes that generate them.

By promoting modern data and information analysis techniques, data on the public procurement system in Romania can be processed with increased accuracy and detailed information, depending on the specific criteria identified, using a unitary framework for reporting statistical data.

The functionalities of SEAP are diverse and are constantly improving, in accordance with the legislative changes. Through SEAP, contracting authorities/entities can carry out various types of public procurement procedures, such as open tender, restricted tender, competitive dialogue, competitive negotiation, design contest and simplified procedure. Specific tools and techniques for awarding public procurement contracts such as framework agreements, dynamic purchasing and e-auctions are also available in SEAP. Direct purchases can also be completed in SEAP, ensuring a high level of transparency and therefore, contributing to decreasing the risk of corruption.

The most recent developments of SEAP implemented within PNRR (National Recovery and Resilience Plan), are the following:

- SEAP interconnection with the National Integrity Agency by aligning the Integrity Form with the requirements for flexibility in use;
- Interconnection of SEAP with the CNSC (National Council for Solving Complaints) portal in order to publish the appeal decision at the level of the award procedure;
- SEAP interconnection with SPV (Virtual Private Space) - National Agency for Fiscal Administration;

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- SEAP interconnection with the MySMIS application in order to develop and maintain a functional and efficient information system for the implementation of structural and cohesion funds;
- the implementation of eForms, in accordance with Regulation (EU) 2019/1780 of 23 September 2019 establishing standard forms for the publication of notices in the field of public procurement ('eForms'). The transition to eForms was completed on December 4, 2023. e-Forms increase the transparency of the public procurement system and the ability of governments to make data-driven decisions about public spending and reduce the administrative burden for buyers and contracting authorities.

The efficiency of the public procurement process is also ensured by the operational tools developed by ANAP, such as the web-based Guideline and the help-desk activity. The web-based Guideline (<https://achizitiipublice.gov.ro/home>) contains practical information for those involved in public procurement and is designed for guidance and support. The Helpdesk activity of ANAP is based on an electronic platform, through which the contracting authorities/entities are provided operational support by ANAP on specific matters.

The National Integrity Agency (ANI) was established in 2007, in order to identify, prevent and combat integrity incidents. In June of 2017, the ANI implemented the PREVENT system, following the adoption of Law no. 184/2016 *on the establishment of a mechanism to prevent conflicts of interest in the procedure for the award of public procurement contracts*.

The PREVENT system is based on high performance SAP software applications which function as follows: predictive analysis, management of investigated cases, intelligent analysis, strategic performance management and reporting, database management and decision support databases, application server and tools for technical administration, data integrator (Integration with external data sources).

The objective of the PREVENT System is to prevent conflict of interest situations from occurring in public procurement procedures by automatically detecting family ties and close links between bidders and the management of contracting authorities. The System also aims at empowering people at the top of public institutions and holding them accountable for their actions, with a view to avoiding situations where projects involving European funds are blocked, leading to a higher absorption rate of structural and European funds.

Specifically, this prevention mechanism involves the analysis of data and information entered in the Integrity Form (available in the Electronic Public Procurement System - SEAP) by the designated person within the contracting authority by linking the PREVENT system with relevant databases (National Trade Register Office - ONRC, Directorate for Personal Evidence and Database Management - DEPABD, the Database of Asset and Interest Disclosures).

The Integrity Form is part of the award documentation for public procurement contracts and has 3 sections, as follows:

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Section I – General data on the public procurement procedure; decision-making positions within the Contracting Authority (CA), related to the procedure; the assessment committee; consultants and co-opted experts;

Section II – Data regarding tenders;

Section III – Measures and steps imposed by head of CA, in order to remove a potential conflict of interests.

The following data can be retrieved from the integrity form:

- Information on the public procurement procedure i.e. the source of funding for public procurement, estimated value, identification data of the CA, type of contract etc;
- Information regarding the decision-maker i.e. personal identification data, position within the authority, membership or decision-making function within the NGO or associations;
- Information on consultants i.e. position, personal identification data, tax registration number;
- Information regarding the evaluation committee i.e. personal identification number of the members, function/quality, if they have worked for participating bidders in the past;
- Data on bidders/candidates i.e. function/quality, tax registration number, headquarters.

In the next stage, the PREVENT System can automatically detect, following the information entered in the integrity form, the presumptive relationships that may exist between persons from the contracting authority and persons from economic operators who are bidders in procurement procedures. The system issues an integrity warning in the cases of persons that are mentioned as „decision-making positions within the contracting authority” or as „assessment committee members” and fall under obligation to submit asset and interest disclosures under Law no. 176/2010, or a notification in the cases concerning persons that are not deponents of asset or interest disclosures.

In the event of a possible conflict of interest, an integrity warning is issued by the system, that is sent electronically within a maximum of 3 working days by the integrity inspectors through the PREVENT system, to the designated person. The designated person is obliged to inform immediately the person concerned by the potential conflict of interest, as well as the head of the contracting authority/entity, in order to take all measures to remove the possible conflict of interest signalled by the PREVENT System. However, removing the root cause of these conflicts of interest does not affect the ongoing procedures and does not block the procurement procedure process.

The Agency subsequently monitors the consequences of the issued integrity warning until the situation that has generated it is removed, and in the event of failure to do so, ANI may start an investigation regarding the possible conflict of interest, after the completion of the award procedure, exclusively with regard to the persons to whom the provisions of Law no. 176/2010 apply. The System is designed to detect possible conflicts of interest resulting from kinship relationships, as well as relationships with third parties - collaborators, consultants, subcontractors.

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The PREVENT System is essentially an administrative tool that controls all the ongoing procedures and contracts within its scope, as opposed to other existing systems that only verify on a sample basis.

Since 2017, through the PREVENT system, the National Integrity Agency analysed over 117.000 public procurement procedures and issued 197 integrity warnings for potential conflicts of interest in public procurement procedures, amounting to approx. 1.9 billion Euros.

ANI constantly carries out a series of awareness raising measures addressed to interested stakeholders. PREVENT's results have been quarterly disseminated in the public space and ANI also offers written and oral clarifications to interested persons.

Moreover, the PREVENT System was marked as a good practice within the *2023 European Commission's Handbook of good practices in the fight against corruption* (<https://tinyurl.com/4388878r>). The Executive Summary of the Second Implementation Review Cycle of the United Nations Convention against Corruption mentions the system under *Section 2.2. Successes and good practices*, for the implementation of Article 9, paragraph 1 (e) of the Convention.

Together with the implementation of PREVENT System, ANI faced as well a large number of clarification requests from relevant stakeholders with regard to the ways of filling in the integrity form, as well as faulty or incomplete data filled in integrity forms.

The National Anticorruption Directorate (DNA) conducts the prosecution in high and medium level corruption cases. In this respect, DNA uses a variety of databases, such as the Electronic System of Public Procurement, the database of the Directorate for Persons Record and Databases Management, the database of the National Trade Register Office, the database of the National Agency for Cadastre and Land Registration, the database of the National Agency of Fiscal Administration, as tools in discovering, investigating and indicting high and medium level corruption cases that involve public procurement.

3. Please outline actions required to strengthen or improve the measures described above and any specific challenges you might be facing in this respect.

Examples of the types of challenges States parties and signatories may have faced include:

- Challenges in developing the proper legislative framework;
- Coordination challenges between government agencies responsible for integrity in procurement and other bodies;

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- Communication challenges between government bodies, agencies responsible for integrity in procurement, and business community representatives;
- Other implementation challenges; and
- Financial challenges with respect to maintaining sufficient and consistent funding for government bodies and other government agencies responsible for integrity in procurement and management of public finances.

The National Integrity Agency aims to further develop the PREVENT system through Romania's Recovery and Resilience Plan, achieving a technological upgrade and the modernization of the system through the transition to an intelligent IT platform (BIG DATA type) for the prevention of conflicts of interest in public procurement procedures.

This upgrade is needed as the system launched in 2017 is technologically outdated in terms of software and hardware.

Thus, the project aims at three aspects:

1. The implementation of an integrated BIG DATA IT system for easy access to our own (e-DAI platform) and other institutions' data with the help of intelligent process automation tools with AI (Artificial Intelligence) and ML (Machine Learning) capabilities.
2. Ensuring the interoperability with IT systems dedicated to e-government services (type 2.0) centered on events in the lives of citizens and businesses (the National Trade Register Office, the Electronic Public Procurement System, the Superior Council of Magistracy, the National Tax Administration Agency, the Treasury).
3. Supporting the verification and analysis processes of elements with high-risk potential in the matter of public procurement, by modernizing the hardware/software infrastructure and work processes of the PREVENT IT system.

The allocated budget for these developments of the PREVENT system is approximately 13.5 million euro.

Also, the National Agency for Public Procurement is interested in identifying funding opportunities and/or technical assistance to ensure the implementation of the actions in the National Strategy for Public Procurement 2023-2027 for which ANAP is responsible.

4. Do you require technical assistance in relation to the measures described above? If so, please specify the forms of technical assistance that would be required. In case you have received or are receiving technical assistance to implement these measures, please indicate so in your response.

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To support the ex-ante and monitoring functions described above, the National Agency for Public Procurement needs technical assistance in relation to the following measures that contribute to the reduction of corruption risk in public procurement:

- Analysis of the effectiveness of anti-fraud mechanisms in Romania;
- Analyse and review of Romanian legislation and developing guidance on personal and institutional liability to ensure that provisions are clear and the distinction between error, negligence and fraud is fully understood;
- Evaluation of the efficiency and effectiveness of the ex-ante control system and the identification of opportunities for gradual improvement;
- Methodology for data collection, processing and analysis regarding the problems identified by the competent institutions with the implementation of ex ante and ex post control / audits regarding public procurement;
- Development of the methodology for the systematic and consistent collection of data on the implementation of contracts, especially for major projects, based on the systems and practices established for EU-financed projects, according to the recommendations of the World Bank;
- Professional training sessions for the staff of the Competence Center that will be established within ANAP which will later support contracting authorities/entities, workshops/training sessions for ANAP staff in data processing and analysis.