

BELGIAN COURT OF AUDIT

Framework agreements

*Comparing the use of framework agreements by
central procurement offices*

Introduction

The Belgian Court of Audit has carried out an audit within the federal central procurement office, the government body dealing with cross-departmental framework agreements (“FOD-overschrijdende raamcontracten (FOR) – Contrats-cadre multi-SPF (CMS)”). The Court assessed to which extent the existing framework agreements are being used and whether the service offers enough value-for-money agreements.

The study methodology used included benchmarking and a comparative survey with other government offices both in Belgium and abroad as to the product range they offer, the methods they use to calculate economies of scale and savings, the resources available, their status and organizational structure, the nature of their customers and the purchase obligations if any.

The major outcomes of this survey are set out in this report, which is intended for use by the participating offices. It is structured according to the questionnaire they received. The following items will be dealt with: product range, customers profile, performance, available resources. The full audit report with the audit results, conclusions and recommendations in Dutch as well as in French can be downloaded from www.rekenhof.be or www.courdescomptes.be¹.

For the survey, nine procurement offices were selected. The offices of Denmark, Portugal, Austria and the Netherlands were chosen because the size of these countries is comparable to Belgium. The procurement offices of the Belgian regions (Flanders and Wallonia) were included as well. Eventually, the offices of France, the United Kingdom and Italy were included, as they have a large experience and well-designed internet sites with product information.

Conclusions drawn from this survey were issued with due care, as resources, customers profiles, the range of tasks and the organizational structures of these offices are never exactly the same. Differences can often be explained by the administrative environment and vision of the countries or regions involved with respect to the way government entities are administered.

The survey was based on the information available on the websites of the procurement offices. In addition they were sent a short questionnaire. Six out of nine offices replied.

¹ *Framework contracts. Follow-up of earlier recommendations on framework contracts. Report of the Court of Audit to the House of Representatives, Brussels: February 2008.*

1 Products

1.1 Turnover

Our hypothesis is that the more use is made of framework agreements, the more savings are achieved and the more beneficial it is for the taxpayers. As criterion for the use, we looked at the evolution of the turnover.

Figure 1 – Turnover in 2005 and 2006 expressed in million euro and evolution in percentage

	2005	2006	Evolution
<i>FOR/CMS</i>	77,5	82,8	6,4%
<i>Denmark</i>	939,6	1094,8	+16,5%
<i>United Kingdom</i>	2411,3	2935,3	17,9%
<i>Italy</i>	943,9	1325	28,8%
<i>Walloon Region</i>	6,9	6,5	-6,2%

However, comparing the turnover between countries – when figures are available – is not very useful because not all variables (public procurement, tasks, organizational structure ...) are the same. Nonetheless, it is worth noting that the turnover often varies strongly from one year to the other, in positive as well as in negative value.

An increase in turnover must not be a goal in itself. Measures contributing to it should have an added value and framework agreements should have high quality value.

1.2 Market penetration

A comparison of the market penetration, viz. the sales through agreements of a central procurement office compared with the total amount of purchases by public sector organizations is more significant than a comparison of turnover. According to a study by the National Audit Office, the market penetration of the Danish procurement office (SKI) would be 15 %, in Italy 30% and in the United Kingdom itself 10%.² In Belgium, according to the Court of Audit, the figure would be 2,6%. Increasing the market penetration through a better use of existing framework agreements or the addition of new contracts could result in additional savings.

² National Audit Office, *Assessing the value for money of OGC buying solutions*. Report by the comptroller and auditor general, HC 103 Session 2006-2007 14 December 2006, p. 23.

Figure 2 presents in detail the product range of the procurement offices. For each product, the percentage within the total sales volume is indicated for the procurement offices that completed the questionnaire. When this percentage could not be calculated, a cross indicates that the product was offered. The total share for each product group is indicated in bold whenever possible.

Figure 2 - Product range offered by the various procurement offices (percentage of sales)

Products		FOR	Denmark	United Kingdom	Italy	Walloon Region	Flemish Community	the Netherlands
Housing	Electricity		15,9	4,1	7,2			X
	Gas		1,4	2,6	0,3		X	X
	Fuel/heating	27,3		0,3	3,9		X	
	Water							
	Fixed telephony		14,1		16,1			X
	Mobile telephony	10,7			0			X
	Real estate management			0,2				
	Hospital/Insurance	14,5						
	Financial services		0,1	1,2				
	Equipment belonging to the building (e.g. fire extinguishers, drinking fountains,...)				0,1		X	
	Subtotal	52,5	31,5	8,5	27,5	0		
Information and communication technology	Servers/network		26,6	49,1	2,2			X
	PC desktop	7,1			2,3			X
	Laptops				0,6			X
	Printers	0,9			0,7			
	Microsoft licences	3,9	6,2		0,7			X
	Other software licences				0			
	IT Consultancy		2,3					
	Tele- and datacommunication equipment		1,4		1			X
	Print work		0,4					X
	Books, papers, magazines, subscriptions (also by email)		0,4					
	Post			X				X
	Subtotal	11,9	37,3	49,1	7,5	0		
Internal services and resources	Toiletries and maintenance	1,3		0,6		0	X	
	Security services/reception			0,2	0,5			X
	Cleaning			0,3				
	Waste disposal				0			
	Catering		4,6	1,3	38,8			X
	Photocopiers	0	2,3	2,2	2,5	9,9	X	

Products		FOR	Denmark	United Kingdom	Italy	Walloon Region	Flemish Community	the Netherlands
	Paper	2,6	0,9	2	0,1	5,3	X	
	Office supplies	5,8	2,2			12,3	X	
	Presentation equipment		0,9					
	Furniture	13,3	3,7	3,6	0,1	17,3	X	
	Clothing			0,1	0,1	9,5	X	
	Small tools (shovel, hammer, etc.)		0,3					
	Electrical material		0,7					
	Research and lab material		0,8					
	Subtotal	23	16,4	10,3	42,1	54,3		
External services	Delivery vans	1	1,8		0,1	33,5	X	
	Official cars	1,2			1		X	X
	Motorbikes/bikes						X	
	Leasing of vehicles				3,1			
	Public transport				0,2			X
	Car insurances	0,2			0,1	10,1		
	Travel/hotels		7,8	X				
	Petrol/transport	10,2	5	0,9	10,6		X	
	Subtotal	12,6	14,6	0,9	15,1	43,6		
	Training			31,3			X	
Consultancy missions /project management		stopped						
Miscellaneous	Medication/First aid				1,8			
	Medical devices				5,3			
	Spectacles		0,1					
	Town planning services				0,7			

1.3 Procedure

The Court of Audit examined which procedures are applied when new contracts are awarded. The survey of other central procurement offices shows that the aim is always to receive an input from customers/ departments.

Figure 3 – Procedures governing the awarding of contracts

Federal authority in Belgium: New contracts are worked out at the request of several federal government departments through the “network consultation”. The central procurement office is responsible for issuing and awarding public contracts.

Italy: Each year, the Finance department checks with the central procurement office (CONSIP) the needs of government departments. This is done through the procurement officers as well as through mailings and questionnaires. When a certain category of products is considered relevant, Consip informs the Finance department, which decides about the relevance. If the outcome is positive, the product is entered in the planning for the following year.

Denmark: On the basis of the feedback received from the procurement officers and market studies, the central procurement office (SKI) selects a range of new opportunities of framework agreements, which are carefully examined. If the outcome is positive, an advisory body is set up with those procurement officers who will become bulk customers of that selected product. The awarding process is carried out in partnership between SKI and the advisory body.

The Netherlands: a consultation between the procurement managers of the various departments takes place. If a common need is identified, a project team is set up in order to specify the possibilities for a new agreement. Subsequently a framework agreement is passed for all state departments, through a government department. Departments then conclude more specific contracts themselves.

Flemish Community: A framework agreement can be worked out in various ways: after identification of a need of general interest (for instance utilities) or a specific need that allows for an integrated approach, after the implementation of a market survey and on the basis of experience of the current framework agreements.

Walloon Region: at the request of departments.

United Kingdom: Each programme or project is carefully reviewed at its key decision points (including the implementation) by a team of independent experts (‘OGC Gateway Review’).

2 Customers

2.1 Identification

The survey of the procurement offices' customer profile gave the following results.

Figure 4 – Customer profile

FOR/CMS	Federal departments and other central government services; House of Representatives, Senate; Court of Audit, Constitutional Court, Council of State; special State offices; police, federal offices established under public law; other public sector services if they are empowered by the awarding authorities and, in this case, according to the terms agreed.
Flemish Community	All services (departments, agencies,..) of the Flemish Community and the Flemish Region – also possible for university hospitals and municipalities
Walloon Region	Walloon department for Equipment (MET), Ministry of the Walloon Region (MRW), municipalities, municipal social welfare services, semi-public offices, ministers' personal staff and advisors, provinces
Denmark	Nearly all Danish public sector organizations use the SKI services: central government 50% / local government 40% / public sector organisations 10%
The Netherlands (1)	Central government / departments
United Kingdom	Central Government (54%), local government – health - education – devolved administrations: each public sector organization is allowed to place orders
Italy	Central government, local government, universities and Public Health

(1) The 'Regiebureau Inkoop Rijksoverheid' was only established in 2006 and provides the strategy of co-ordinated purchase by product group and a survey of the agreements concluded with government departments. It also looks after the purchases and contract awarding by email. It is not responsible though for the actual implementation of the framework agreements, which is left to the government departments. As such, it does not have any customers.

For most countries or regions, the procurement services' remit extends across government organizations at all levels and the wider public sector (educational institutions, hospitals...). FOR/CMS's customer profile has been highly influenced by the powers devolved to the regional entities in Belgium, which has led to the creation of separate procurement offices for the regions and the federal authority.

2.2 Customer spend

Customers' purchasing patterns can be analysed with more accuracy by means of customer spend figures. These figures were not available at the Belgian federal procurement office nor at the Flemish and Walloon ones, contrary to the offices in Denmark, the United Kingdom and Italy, which all had these figures available.

An increase in the number of customers does not always lead to a major increase in customer spend. In Denmark the five biggest customers account for 32,7 % of customer spend and in Italy for 35 %. In the United Kingdom 3 % of customers account for 70 % of customer spend. In the United Kingdom these figures raised the question whether it would not be more appropriate to focus solely on the bigger customers³.

2.3 Purchase obligation

The following figure shows a varying picture with regard to a purchase obligation.

Figure 5 – Purchase obligation

Denmark: The Finance minister recently decided that central government services are obliged to buy specific product categories through the central procurement office.

Walloon Region: Departments are obliged to buy.

Italy: Central government departments are obliged to buy certain products through the central procurement office (CONSIP). The other public sector organizations have to use the CONSIP price as a benchmark.

The Netherlands: For each product group, a procurement strategy is developed and implemented which is binding upon the whole of the public sector.

Austria: the federal Government is obliged to use the framework agreements for most products (with the exception of training, project management and public relations).

Flemish Community, United Kingdom: no obligation to buy.

Federal authority in Belgium: The services are free to use the framework agreements offered by FOR/CMS. There is no purchase obligation and services not using a framework agreement, do not have to account for not doing so.

In five out of eight countries/regions there is an obligation to buy through the central procurement office. As is the case in Italy, it is recommendable to add the price of the central procurement office for a purpose of comparison. The obligation to buy already a certain volume before the contract is concluded is not enforced – except in the Netherlands, where sometimes such contractual obligations are included.

³ National Audit Office, o.c., p.23

Imposing a purchase obligation or not remains a moot point. An imposed buying cooperation is more common with unsuccessful buying cooperation partnerships⁴. The absence of a purchase obligation can be an incentive for the central procurement office to provide sufficient quality (you have to acquire your customers). In that case, public sector organizations have to take their decisions by applying the efficiency principle.

⁴ *Resultaten landelijke enquête inkoopsamenwerking* [Outcome of a national survey buying cooperation]. Study by the University of Twente, Nevi en PIANO, p.13, www.bbt.utwente.nl

3 Performance

3.1 Price competitiveness

In order to assess the price competitiveness of a certain framework agreement, the contract price has to be compared with the price to be paid in the absence of a framework contract, the *reference price*. On the basis of this comparison, the economies of scale can be calculated.

All procurement offices ask the same question: how to calculate the money savings generated by the agreements? The survey shows the following outcome.

Figure 6 – Calculation of the economies of scale

Denmark and the Walloon Region do not calculate the savings generated by these agreements.

The Flemish Community calculates the savings generated as far as heating, utilities and furniture is concerned, on the basis of unit prices, comparisons with former files and price reductions.

The United Kingdom employs independent benchmarking organizations to calculate savings. The prices paid through the agreements are compared to those paid for the same or comparable product, at the same unit of quantity, from the same or comparable supplier, within the same time period, by the public sector organizations not taking advantage of contracts or private sector organizations.

In *Italy* the procurement office calculates the savings in three ways:

- 1) Price savings: the difference between the contract value and the price reduction obtained.
- 2) Process cost savings: the costs incurred by a medium-sized public sector organization multiplied by the number of government bodies using framework agreements.
- 3) Savings calculated by the Italian Office for statistics on the basis of ten product categories, by comparing the public sector market prices with the price obtained by the procurement office.

FOR/CMS (the Belgian federal service) is able to calculate the savings for a number of products. In 2006 savings were calculated for 62% of customer spend.

It appears from the survey that several procurement offices do not calculate savings at all while others calculate them for the whole product range. The two bigger countries in the survey (Italy and the United Kingdom) belong to the latter category. The added value that can be generated by additional information with regard to economies of scale should be put in balance with the cost price.

3.2 Process cost savings

In Italy and in the United Kingdom, the savings on the cost of the buying process itself are assessed. Mostly smaller customers are satisfied with

these process costs savings. Because of their limited human resources, some buying offices cannot easily organise the whole awarding procedure themselves. Those smaller customers consider the use of framework agreements as a guarantee of the quality and compliance with the regulations on public contracts. The NAO study about OGCbuying.solutions states that savings due to customers paying lower prices accounted for 52% of total savings while savings due to avoiding the process costs of letting and managing contracts accounted for 48%⁵.

3.3 Size

In practice most cooperation partnerships consist of partners of different size. In case all customers are charged the same price, the smaller organizations realize the most savings. Indeed, beyond a certain volume, the savings yielded for a larger organization hardly increase. In such case, it is sometimes not interesting for larger public sector organizations to be part of such a partnership because they can already secure cheaper prices themselves⁶.

3.4 Electronic auctions

In addition to the formalisation of the rules governing centralized procurement offices, the new European directive on the coordination of procedures for the award of public contracts (Directive 2004/18/EC) also defines the concept of 'electronical auction'. In all countries included in the survey – except Belgium (the law has been promulgated but implementing decrees are pending) – this directive has been transposed⁷. In the United Kingdom, the NAO estimates that the use of e-auctions could reduce prices significantly (an average 22% saving).⁸

3.5 More advantageous products

In the questionnaire, central procurement offices were asked to name the top five products that generated higher savings. The following overview contains their answers (verbatim). The Flemish Community and the Netherlands mentioned more than five products. The offices of the United Kingdom and Italy were the only ones that gave the five products in descending rank order; the others gave them in random order.

Figure 7 – More advantageous products

⁵ National Audit Office, o.c., key facts

⁶ Schotanus Fredo, Marieke van der Lans and Jan Telgen, *Inkoopsamenwerking, van theorie naar praktijk*, 2004, p.105 e.v. en Van Leeuwen, R., "Effect van inkoopsamenwerking: Verdeling besparingen bepaalt succes", in: *Transport en logistiek*, 2006, 1 (12 January 2006), p. 18

⁷ Various authors, *Aanbesteden in Europa. Een rechtsvergelijkend onderzoek naar de aanbestedingsregelgeving in 14 EU-lidstaten*. Amsterdam, 11 September 2006, 78p.

⁸ National Audit Office, o.c., p. 18 and following.

United Kingdom	MFD's (integrated printer and photocopier)	Managed Telecommunications Service	PCs	Management consultancy	General Procurement card (payment cards)
Italy	Luncheon vouchers	Fixed line telephony	Local Network	Mobile telephony	Public Switched Telephone network
Denmark	Telecommunications	Photocopiers	Energy	Information technology	Catering
The Netherlands	Telecom	Energy	ICT, External contracting (ICT professionals)	Office supplies	Transport
Flemish Community	PABX (telephone switchboard) and cabling	Leasing photocopiers	Natural gas and gas oil	Office supplies	Furniture, clothing
Walloon Region	Photocopiers	Office supplies	Paper	Furniture	Vehicles

The Belgian federal procurement office was not asked this question but it also provides photocopiers, PCs, office supplies, mobile phones, furniture and vehicles.

Among the top five products, telecommunications (five countries out of six), photocopiers (four out of six), energy, PCs and office supplies (three out of six) are listed most frequently. Catering, furniture and vehicles are also considered as advantageous by two out of six services.

3.6 Product range

The product range cannot be extended indefinitely. The point is to select those products that generate more value for money. Literature shows that joint awarding of agreements is mainly used for products with a lower added value⁹. In the United Kingdom, the NAO states that the focus should be more on a core set of products, because staff costs increase when the product range is extended¹⁰.

An agreement for a new product should be feasible, yield clear savings and suppliers should be able to deliver the product¹¹. In the Netherlands this led, for instance, to drop the preparatory work to award a national service contract for content management (a central system for website management).

⁹ Schotanus, Fredo, Marieke van der Lans en Jan Telgen, o.c., p.45 en p. 80. "Inkoopsamenwerking bij de rijksoverheid", in: *Facto Magazine*, nr. 4 april 2006, p.30-32.

¹⁰ National Audit Office, o.c., p. 26: 91% of sales are undertaken through 25% of framework agreements.

¹¹ www.fmoverheid.nl 23 October 2006.

4 Resources

4.1 Resources and organizational form

The following survey shows that with the exception of federal Belgium and the Walloon Region, all procurement offices are autonomous services or agencies. Such autonomy provides the procurement office with more flexibility, makes it accountable and allows for a result-oriented monitoring, for instance by way of an agreement concerning management. Unlike the federal Belgian, Flemish and Walloon offices, foreign procurement offices are always part of the ministry of Finance or Economy.

Three procurement offices use exclusively own revenues (Denmark, the United Kingdom and France) and four others receive exclusively budget allocations (Flemish Community, Walloon Region, Italy and FOR/CMS).

The survey did not offer clear-cut results about whether or not technical staff are employed – offices differ too much in this respect. In the procurement offices using exclusively own revenues, operational costs are borne by suppliers (Denmark, the United Kingdom).

Figure 8– Organizational form and nature of revenues

	Organizational form	Revenue	Budget	Staff
Denmark	<i>National Procurement Ltd Denmark</i> is a commercial organization with the Finance ministry (55%) and the National Association of Local Authorities in Denmark (45%) as shareholders	100% own revenues Suppliers pay 1% of contract spend.	9.3 million euro	51 (8 lawyers and 3 engineers)
United Kingdom	<i>OGCbuying.solutions</i> is the executive agency of the Office of Government Commerce, which is part of HM Treasury	100% own revenues Suppliers pay a percentage for each sale	32.5 million euro	110 (no lawyers or engineers)
Italy	<i>Acquisiti rete della Repubblica Consip S.p.A.</i> is an establishment governed by public law and is part of the Italian ministry of Economy and Finance (MEF)	100% budget allocations	38 million euro	173 (20 lawyers and 5 engineers)
The Netherlands (1)	<i>Regiebureau Inkoop Rijksoverheid</i> is an autonomous body within the Ministry of Economic Affairs		1.9 million euro (operational costs)	9

	Organizational form	Revenue	Budget	Staff
Austria (2)	<i>Bundesbeschaffung (Austrian Federal Procurement Company Ltd.)</i> is wholly part of the federal Ministry of Finance			38
France (2)	<i>Union des Groupements d'achats Publics (UGAP)</i> is a public establishment with industrial and commercial purposes and reports both to the minister for Economy, Finance and Industry and to the minister for Education	100% own revenues		About 100 staff members
Flemish Community	<i>Agency for Facility Management</i> is an internal autonomous agency without legal personality (IVA) within the Flemish ministry of Administrative Affairs (administered through a management contract)	100% budget allocations	12 million euro(3)	21,5
Walloon Region	<i>Direction de la Gestion mobilière</i> is a directorate within the ministry for Equipment and Transport	100% budget allocations		4 (3 engineers)

- (1) The Regiebureau Inkoop Rijksoverheid does not provide framework agreements itself.
(2) The data about France and Austria are downloaded from their websites. In France there is also a central procurement agency ('Agence centrale des achats'). Its remit is limited to the ministry for Economy, Finance and Industry but supervises the UGAP too.
(3) Estimate on basis of budget documents (Flemish Parliament Doc. 15 (2006-2007) – nr.1

4.2 Integration

Finally, in addition to the resources and the organizational form, the need for integration is an indispensable condition for a good functioning of a central procurement office.

This can be achieved through a uniform classification as part of a facilities management. A facilities management is concerned with the integrated monitoring of real estate management, workplace layout, building-related facility service provision, cleaning, catering, document management, goods and contract management and logistics transport. The integrated approach of a procurement and housing policy clarifies

what needs for supplies and services have to be filled and contributes to cost control.

What public organisations buy, where they buy it and at what price they pay, is essential information in this respect. Each procurement office should record its costs under the same heading in accordance with agreed standards. In doing so, figures can be generated and used as a basis for a uniform comparison of facilities' costs. To this effect, no costs should be left out (the classification must be complete), all relevant costs should be included (the classification must be accurate) and the definitions of costs should be univocal. Such comparisons can also help to decide where savings can be realized (why do certain services have higher costs than others), what role framework agreements can play in the cost control process and what are the value for money products and services to be selected.

The “*Netherlands Facility Costs Index*” can be cited as an example of such a standard¹². The classification used in this standard also served as a basis for the overview of the product ranges offered by the various procurement offices (see figure 2)

Figure 9 – Cost breakdown by workplace

For 2006, the median costs in office buildings by work place amounted to € 12.185, exclusive VAT. Those costs are broken down into five categories.

- | | |
|--|-----|
| 1. <i>Housing</i> (rent, maintenance and renovation of real estate, buildings, land, insurances, energy and water, management); | 42% |
| 2. <i>Information and communication technology</i> (transmission infrastructure, hardware, software and support, consultancy and calamities). | 36% |
| 3. <i>Other internal services and means</i> (consumption services (catering, vending machines), risk management (surveillance, protection and reception), cleaning, removals, document management (creation, processing in the mail room, duplication, follow-up and archiving), office supplies, green space, artwork and signage as well as industrial clothing and workplace layout). | 17% |
| 4. <i>External equipment</i> (stays in external conference accommodation, workplaces at home, business trips, leased cars and other company transport). | 1 % |
| 5. <i>Facilities management</i> (integrated management of headings mentioned above, a/o aspects such as environment and quality). | 4 % |

There is also a budget tool which help bodies make their budget, costs and code numbers more comprehensible and comparable in accordance with this standard¹³.

¹² Zie <http://www.nfcindex.nl/> . NEN 2748 the ‘Netherlands Facility Costs Index Coöperatie u.a.’, in short the NFC Index, is an independent cooperation of public and private entities. It provides the Dutch facility management market with an objective and updated benchmark for cost development.

¹³ www.aosgroup.com

Another example of integration is the survey of the arrangements concluded with departments in the Netherlands. The '*Regie bureau Inkoop Rijksoverheid*' is not involved in the actual implementation of framework agreements but makes this survey. Such a survey of the major agreements concluded could also be useful for other procurement offices, even for products for which framework agreements are not taken for granted, such as consultancy. The updating work of such a survey can, preferably, be centralised as is the case in the Netherlands.

5 Conclusion

The market penetration of the various procurement offices varies from 2,6 % (federal office in Belgium) to 30 % (Italy). An increase of market penetration through a better use of the existing framework agreements as well as the offer of new contracts can yield additional savings for quite a number of such bodies.

The various procurement offices offer a wide product range, but telecommunications, photocopiers, energy, ICT, office supplies, catering, furniture and transport are considered to offer most value for money.

Customers'/public bodies' input is essential to work out contracts dealing with new products. The survey also showed that customers profiles differ widely and that purchase obligations exist in five procurement offices out of eight.

With the exception of the Belgian federal procurement office and the Walloon Region office, all procurement offices enjoy a certain degree of autonomy.

A full facilities management is necessary to allow for a Government's integrated procurement and housing policy.

Websites:

<http://forcms.p-o.be> SPD web site with password

Other procurement offices:

The Netherlands: www.minez.nl ; www.ovia.nl ; www.pianoo.nl

Denmark : www.ski.dk ; www.doip.dk (public procurement portal)

Flanders: http://www2.vlaanderen.be/ned/sites/facilitair_management/

United Kingdom: www.ogc.gov.uk

<http://online.ogcbuyingsolutions.gov.uk>

Italy: www.acquistinretepa.it/portal/ ;

www.consip.it (Studi e progetti / EUlab)

Wallonia: www.met.wallonie.be (Direction de la Gestion mobilière)

Portugal: www.compras.gov.pt

Austria: www.bbg.gv.at ; www.e-shop.gv.at

France: www.ugap.fr ; www.minefi.gouv.fr