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ARMEN GRIGORYAN

*Armenian State University of Economics
PhD in Economics, Associate Professor, Rector at ASUE*

 <https://orcid.org/0000-0002-2552-1043>

EDGAR KIRAKOSYAN

PhD Student Armenian State University of Economics

 <https://orcid.org/0009-0004-2598-6280>

MODERN MECHANISMS FOR IMPROVING PUBLIC PROCUREMENT MANAGEMENT IN THE REPUBLIC OF ARMENIA

The article is devoted to an in-depth study of contemporary mechanisms for modernizing the public procurement management system and analyzing the possibilities of implementing advanced international practices in the Republic of Armenia. Public procurement is a tool used by entrepreneurs to sell goods or services to state-owned companies. The scale of such purchases can vary from the supply of office supplies to the construction of buildings. In today's economic reality, the effective management of public procurement is a decisive factor for promoting socio-economic development. It ensures the purposeful and efficient use of public financial resources and addresses one of the most urgent challenges of our time—the prevention of corruption and the reduction of corruption risks.

The objective of this study is to outline the key directions for improving the public procurement management system in the Republic of Armenia and to define the principles that can enhance the overall efficiency of public administration. A special focus is placed on introducing modern approaches and tools, particularly the use of digital technologies and the development of electronic procurement platforms that comply with international standards. To support this, the research draws on the experience of leading countries and examines the possibilities and prospects of adapting such practices to the Armenian context.

Governments worldwide continuously seek to reform their procurement systems to guarantee the effective, sustainable, and transparent use of public funds. Armenia, over

the past three decades, has undertaken consistent reforms in this field, resulting in the establishment of a stable and functional procurement system. This system aligns with the revised text of the World Trade Organization (WTO) Agreement on Government Procurement, as well as the provisions of the Eurasian Economic Union Treaty.

Given the state's extensive financial resources, it can be regarded as the largest actor in market relations. Procurement, as a vital element of public administration, significantly influences economic, social, and state development priorities. Since procurement represents a major share of government budget expenditures, inefficient use of these funds can undermine the delivery of essential state functions. This highlights the urgent need for an effective, transparent, and optimized procurement process.

Keywords: *public procurement, management efficiency, e-procurement, international experience, digitalization, transparency, anti-corruption mechanisms*

JEL: D73, H57, H61

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INTRODUCTION. In recent decades, public procurement has evolved into a strategic policy instrument that extends far beyond its traditional administrative role. Governments across the globe increasingly recognize the importance of effective procurement systems in ensuring value for money, enhancing public service delivery, combating corruption, and stimulating economic growth (OECD, 2016; Thai, 2009). But at the same time, the size of kickbacks in Russian government procurement has become known. It has almost reached 6.6 trillion rubles, which is a third of the revenue part of the entire country's budget. For winning a tender, companies "kick back" up to 65% of the contract amount, and both the direct customer and other tender participants can participate in the scheme (Interstate Statistical Committee, 2025).

Despite certain obvious advantages, the state procurement management system in the Republic of Armenia cannot be considered mature.

Armenia, being a relatively small country, should give priority to the effective distribution of state funds, which will oblige state and local self-government bodies to be more vigilant and attentive to the given system, the problems it has and the reforms being implemented. Since procurement accounts for the majority of state budget expenditures, the effective organization of the procurement process becomes one of the country's priority issues. The wasteful spending of financial resources directly affects the proper performance of state functions, as a result of which the need arises for the implementation of an effective and optimal procurement process. Therefore, the effective implementation of the procurement process stems from the interests of the state itself. One of the state's priority issues is the development and creation of mechanisms through which an effective procurement process will be implemented, and as a result of which both the state, society, and the economy will benefit, as well as a number of socio-economic indicators will be

significantly improved, making the country more attractive both for economic entities operating in the country and for foreign investors. However, the implementation of such reforms requires overcoming institutional inertia, legal inconsistencies, and technological constraints (European Commission, 2022).

The theoretical foundation of this study draws on public procurement theory within the broader field of public economics and institutional economics. Public procurement efficiency is conceptualized as the outcome of the interaction between regulatory design, market competition, administrative capacity, and digital governance mechanisms. From this perspective, procurement systems are not merely procedural arrangements but institutional structures that shape incentives, transaction costs, and value-for-money outcomes. This conceptual framework guides the analysis by linking observed procurement outcomes to their underlying economic and institutional determinants.

Based on this framework, the study is guided by the following research questions:

- (1) What are the key economic and institutional inefficiencies characterizing Armenia's public procurement system?
- (2) What factors explain the persistence of these inefficiencies despite ongoing reforms and digitalization efforts?
- (3) How do these inefficiencies affect competition, fiscal efficiency, and value for money?
- (4) What mechanism-based reforms can improve the performance of Armenia's public procurement system in line with international best practices?

LITERATURE REVIEW. Public procurement is increasingly used to stimulate economic growth such as improving the environmental situation, developing small and medium-sized businesses and introducing innovations. To achieve these goals, practitioners and researchers are paying increasing attention to the importance of interaction between the public customer and potential suppliers (Alhola, Salo, Antikainen, & Berg, 2017; Kelly, Marshall, Walker, & Israilidis, 2021).

Both in the Republic of Armenia and throughout the world, the public procurement management system has certain regional characteristics, due to the specifics of the legislative framework in force in a given region, as well as the traditions and customs that have been formed. In this context, the necessity and expediency of supranational regulation of public procurement has acquired particular importance. In modern conditions, the joint operation of common regulatory and supervisory procedures and mechanisms in Western European countries has ensured the creation of a competitive and transparent system of public procurement. In addition, from the very beginning, public procurement has been considered an important tool for economic progress (Silva & Campos, 2021).

The features of the European Union's public procurement system can be conditionally classified into 3 parts. Firstly, special attention is paid to mechanisms for improving the digitization of procurement and the digital transformation of public procurement. Secondly, organizational measures are being taken to ensure the participation of the maximum number of small and medium-sized enterprises in the procurement process. Third, environmental and social sustainability indicators are actively introduced into the assessment of suppliers. The "green procurement" system is gaining new momentum with its mechanisms for simultaneously solving environmental problems (The European Court of Auditors (ECA), 2023).

In the post-Soviet context, researchers such as Vlasenko (2018), Tkachenko (2020), and Sokolov (2022) have explored challenges related to corruption, administrative capacity, and lack of coordination among regulatory bodies.

This comprehensive review of global, regional, and local academic and institutional literature provides a solid foundation for analyzing Armenia's procurement environment.

In the Asian region, the experiences of China and Singapore are especially significant in shaping approaches to public procurement.

According to Kirill Kuznetsov (2014), one of the leading Russian experts in state and corporate procurement, the concept of "state procurement" is understood differently across countries. In many contexts, it is associated with purchases financed by the state budget to ensure the functioning of public authorities. However, this definition excludes goods and services purchased for subsequent resale.

Irina Smotritskaya (2017), a Russian economist, interprets the notion of state order as the reflection of social needs expressed through government demand. In her view, state procurement constitutes a form of state need that is fulfilled through specific contracts. A state order refers to the identified demand for goods, works, or services necessary to meet government requirements. Placing such an order involves the selection of suppliers, contractors, or service providers to enter into contracts for the delivery of the required goods and services. In this framework, procurement represents the contractual stage of fulfilling a state order, thereby completing the process of meeting social needs through market exchange.

Several scholars equate the terms "state procurement" and "state order," arguing that procurement represents the final phase of executing a state order—the acquisition of goods, works, and services for public purposes.

Nevertheless, Svetlana Bordunova (2011), a Russian legal scholar, emphasizes that from a legal perspective, the two categories should not be merged. She argues that procurement refers strictly to the acquisition of goods through purchase contracts, while contracts for works and services fall under the broader category of state orders. Thus, the concept of a state order is broader

than that of procurement and should be defined separately. Bordunova suggests that a state order be understood as an action initiated by a state customer to conclude a contract for works, goods, or services financed primarily from taxpayers' funds, to ensure the performance of state functions and powers.

In our assessment, the definitions proposed by Smotritskaya most accurately capture the economic essence of both "state procurement" and "state order," as they emphasize the social and functional role of these processes.

Overall, the reviewed literature demonstrates that modern public procurement systems increasingly serve not only as administrative instruments but also as strategic tools for economic development, innovation promotion, SME support, and corruption prevention. International studies emphasize the growing role of digitalization, e-procurement platforms, and sustainability-oriented procurement, while regional and post-Soviet research highlights persistent challenges related to institutional capacity, regulatory fragmentation, and transparency deficits. Despite the expanding body of international research, empirical and system-oriented analyses focused on the Armenian public procurement system remain limited. This gap underscores the need for a comprehensive assessment of Armenia's procurement mechanisms, combining international best practices with country-specific institutional and legal contexts, which constitutes the core contribution of the present study.

In addition to international academic literature, the study draws on Armenian-language sources, including analytical reports and policy documents produced by national institutions. These materials provide important insights into the institutional design, implementation challenges, and performance assessment of Armenia's public procurement system. Local studies and official reports complement international theoretical frameworks by reflecting country-specific regulatory practices, administrative capacity constraints, and market conditions.

RESEARCH METHODOLOGY. Research methods in this study are applied as practical analytical tools aimed at addressing the research objectives and examining the effectiveness of public procurement management mechanisms in the Republic of Armenia. The selected methodological framework ensures consistency between the research questions, empirical data, and analytical outcomes.

The study employs a combination of quantitative, comparative, and institutional analysis methods. Quantitative methods are used to examine key public procurement indicators, including procurement volume as a share of GDP, tender duration, levels of competition, and the number of complaints filed with oversight bodies. Time-series analysis is applied to data covering the period 2019–2024 in order to identify trends, structural shifts, and recurring patterns in Armenia's procurement system. The primary data sources include

statistics from the Ministry of Finance of the Republic of Armenia, the ARMEPS electronic procurement platform, and Audit Chamber reports.

Comparative analysis is used to assess differences between Armenia and selected international benchmarks, particularly EU and OECD countries, with regard to procurement cycle duration, the degree of competition, and the level of digitalization. This method allows for the identification of both strengths and structural weaknesses in Armenia's procurement practices relative to international standards.

Institutional analysis is applied to examine the regulatory and organizational framework governing public procurement in Armenia. This includes an assessment of the Law "On Procurement," Government Resolution No. 526-N, procurement planning procedures, and the role of contracting authorities and evaluation committees. Through analytical decomposition, the procurement process is divided into key stages—planning, tendering, contract award, and contract management—allowing for the identification of bottlenecks related to pricing mechanisms, professional capacity, automation, and accountability.

The historical-logical approach is used to analyze the evolution of Armenia's public procurement system in the context of broader institutional reforms and international integration processes. This method enables the identification of causal relationships between regulatory changes, digitalization initiatives, and observed procurement outcomes.

Inductive reasoning is applied to derive general conclusions based on empirical observations from specific sectors and procurement cases, particularly in construction, healthcare, education, and IT services, which account for the majority of procurement volume and complaints.

Overall, the applied methodological framework ensures that each research method is directly reflected in the analytical section of the article. The integration of quantitative indicators, comparative benchmarks, and institutional assessment provides a comprehensive basis for identifying systemic inefficiencies and formulating evidence-based recommendations for improving public procurement management in the Republic of Armenia.

The applied research methods were operationalized through the use of secondary empirical data and institutional documentation. Statistical and time-series methods were used to analyze procurement indicators for the period 2019–2024 based on data from the Ministry of Finance of the Republic of Armenia, the ARMEPS platform, and Audit Chamber reports. Comparative analysis was applied to benchmark Armenia's procurement performance against selected regional and EU countries using internationally available datasets. Inductive reasoning was employed to derive general conclusions from observed sector-specific patterns, particularly in construction, healthcare, education, and IT procurement. The dialectical and historical-logical methods supported the

interpretation of procurement reforms as a dynamic institutional process shaped by regulatory changes and administrative capacity constraints.

ANALYSIS AND RESULTS. The legislative framework governing procurement in the Republic of Armenia is based on the Civil Code, the Law “On Procurement,” and a set of complementary legal acts. Among these, a particularly significant role is played by the *Procedure for the Organization of the Procurement Process*, adopted by Government Resolution No. 526-N on May 4, 2017.

This regulation establishes the legal and procedural foundations for the entire procurement cycle. It defines the rules for procurement planning, the approval of technical specifications for procurement objects, the conduct of preliminary oversight, and the execution, management, and financing of contracts. It also regulates the establishment and operation of evaluation committees, clarifies the application of different procurement procedures and their specific features, and introduces the concept of “related parties.”

The empirical analysis combines quantitative procurement indicators, comparative benchmarks, and institutional evidence derived from administrative records and audit reports. Rather than relying on isolated statistics, the study integrates multiple data sources to assess procurement performance across time, sectors, and institutional dimensions. This approach allows for identifying not only surface-level outcomes but also structural drivers of inefficiency within the procurement system.

Furthermore, the resolution specifies the circumstances under which related parties may be restricted from participating in procurement procedures, as well as the key conditions to be included in procurement invitations and contracts. Furthermore, one of the obvious problems of the system is the long procurement period. According to the European Commission’s report on the Public Finance Management of the Republic of Armenia, state procurement tenders last 35-45 days longer than the EU average, which indicates procedural obstacles in the system.

Finally, one of the inherent shortcomings of the procurement system is insufficient market engagement: Many small and medium-sized enterprises (SMEs) report barriers to participation due to complex documentation and lack of access to timely information (TI Armenia, 2021).

In terms of digital infrastructure, Armenia has made progress through the ARMEPS platform, which provides electronic tendering, bidding, and contract registration. However, limitations persist in areas such as real-time monitoring, data analytics, and user-friendly interfaces, particularly for non-technical users and local governments.

Procurement activities are heavily concentrated in sectors such as construction, health, education, and IT services, which together account for over

65% of annual procurement volume. However, these sectors also experience the highest incidence of complaints, project delays, and audit discrepancies.

Table 1
Key Procurement Indicators in Armenia (2019–2024)*

<i>Indicator</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>
Public procurement (% of GDP)	16.3%	15.8%	17.1%	16.7%	17.5%	17.9%
Competitive tenders with ≥2 bidders	58%	56%	53%	55%	52%	51%
Share of direct awards	21%	24%	25%	23%	22%	22%
Average duration of tender procedures	91 days					
Complaints filed to oversight bodies	432	507	623	580	612	595

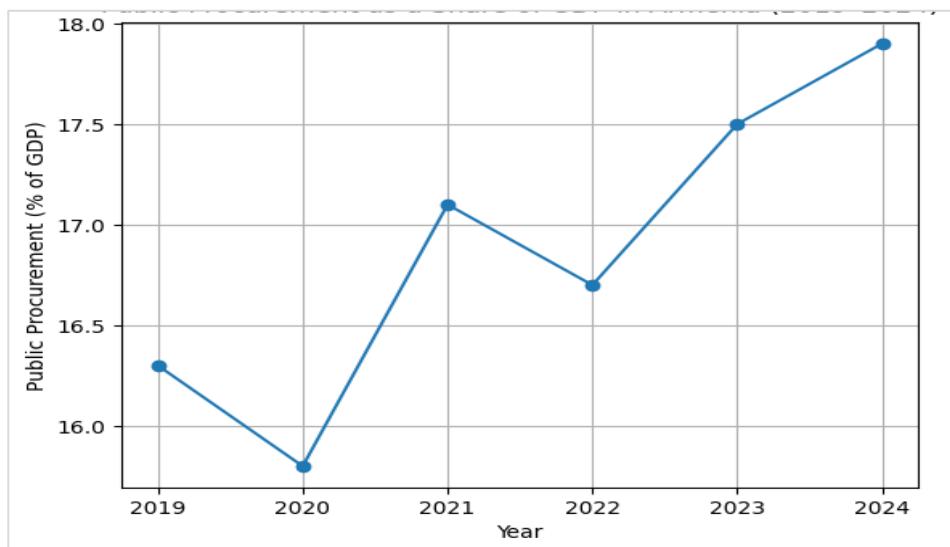
* Note: 2024 figures are preliminary estimates based on Q1–Q3 trends.

Source: The Ministry of Finance of Armenia (2024), ARMEPS platform data, Audit Chamber Annual Reports (2019–2024).

The data presented in Table 1 are compiled from official administrative and statistical sources, including the Ministry of Finance of the Republic of Armenia, the ARMEPS electronic procurement platform, and annual reports of the Audit Chamber. Data collection was based on officially published procurement records and aggregated annual indicators. Data processing involved cross-checking procurement volumes, tender characteristics, and complaint statistics across sources to ensure internal consistency. Verification was conducted through comparison with audit findings and publicly available oversight reports, reducing the risk of reporting bias and data inconsistencies.

Table 1 presents key public procurement indicators in Armenia for the period 2019–2024. Public procurement consistently accounts for a significant share of GDP, confirming its macroeconomic importance. However, this quantitative scale is not matched by qualitative performance indicators. The declining share of competitive tenders with two or more bidders, alongside the persistent reliance on direct awards, signals weakening competitive pressure and limited market contestability. These trends suggest structural inefficiencies that affect price formation, supplier participation, and overall value for money.

The observed dynamics of procurement indicators reflect both external shocks and structural characteristics of the procurement system. The temporary decline in procurement volume in 2020 corresponds to the COVID-19 shock and postponed public investment projects, while the subsequent increase from 2021 onward reflects fiscal expansion and recovery-oriented spending. The gradual decline in competitive tenders with multiple bidders suggests increasing procedural complexity and limited supplier participation, particularly among SMEs. The stability of tender duration indicates rigid procedural design, while the persistent number of complaints points to unresolved institutional and governance challenges.

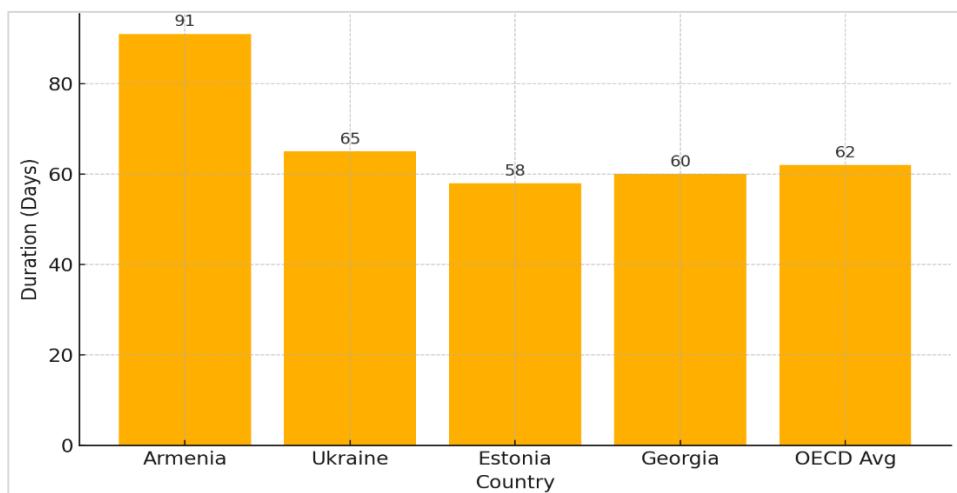


Source: The Ministry of Finance of Armenia (2024), ARMEPS platform data

Figure 1. Public Procurement as a Share of GDP in Armenia (2019–2024)

Figure 1 visualizes the dynamics of public procurement as a share of GDP. Despite temporary fluctuations—particularly during the COVID-19 shock in 2020—the upward trend after 2021 underscores the structural role of public procurement in Armenia’s economy. This reinforces the argument that the central policy challenge lies not in expanding procurement volume, but in improving efficiency, governance quality, and competitive outcomes.

To visually reinforce the identified bottlenecks in Armenia’s public procurement system, two complementary diagrams are presented below: a comparative bar chart and a fishbone diagram (Ishikawa chart).

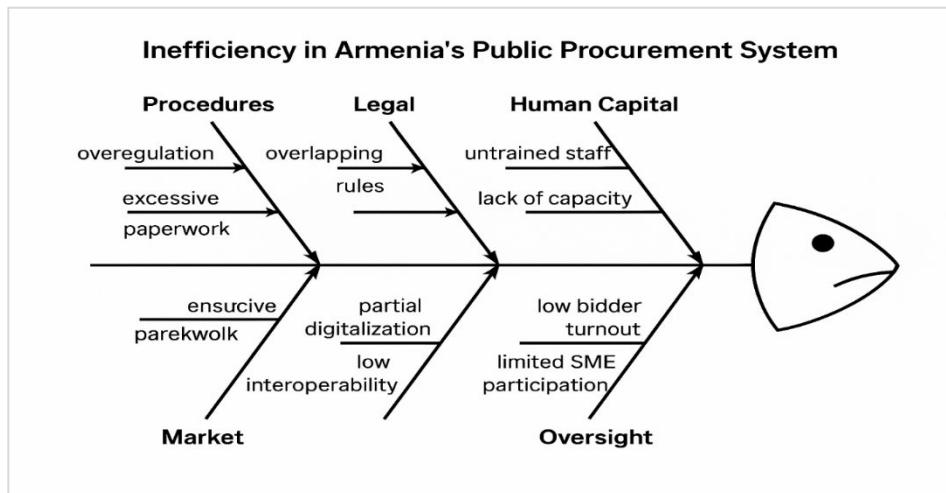


Source: Ministry of Finance of Armenia (2024); World Bank Procurement Dataset (2023); OECD Procurement Statistics.

Figure 2. Average Procurement Cycle Duration by Country (2019–2023)

Figure 2 presents a comparative analysis of average procurement cycle duration based on officially reported national procurement statistics and internationally harmonized datasets. The figure is constructed using annual average tender duration indicators derived from administrative procurement records of Armenia and benchmark countries. The comparative approach allows for isolating procedural efficiency differences across institutional contexts. Armenia's extended procurement duration reflects rigid procedural design and limited process automation, which is consistent with the stable tender duration indicators reported in Table 1. From an economic perspective, prolonged procurement cycles increase transaction costs and reduce supplier participation incentives, particularly for small and medium-sized enterprises.

This bar chart highlights Armenia's comparatively long procurement cycles, averaging 91 days, significantly exceeding regional peers such as Ukraine, Georgia, and Estonia. These delays reflect procedural inefficiencies and administrative burden, which hinder timely project implementation and disincentivize supplier participation.



Source: Author's elaboration based on data from ARMEPS (2023), Transparency International Armenia (2022), and OECD (2021).

Figure 3: Fishbone Diagram – Inefficiency in Armenia's Public Procurement System*

Figure 3 employs a cause-and-effect (Ishikawa) analytical framework to systematize the key drivers of inefficiency identified through statistical trends and institutional analysis. The diagram is based on synthesized evidence from procurement indicators (Table 1), audit reports, and oversight assessments. Rather than serving as a descriptive illustration, the fishbone diagram functions as an analytical tool that links observed outcomes—such as reduced competition and procedural delays—to their underlying economic, institutional, and organizational causes. This visual synthesis complements the quantitative analysis by highlighting interdependencies that are not directly observable through isolated indicators.

Although the current procurement system model in the Republic of Armenia is trying to be largely in line with international standards, in practice the system does not operate effectively enough and the following problems are currently visible:

- Imperfection of pricing mechanisms,
- Inadequate procurement planning practices,
- Low level of capabilities and low training of qualified specialists,
- Low level of automation and high operating costs,
- Inadequate contract management and quality control system,
- Lack of accountability and accurate statistical data.

The relatively high and persistent share of direct (single-source) awards reflects both objective and institutional factors. In certain cases, direct procurement is justified by urgency, limited supplier availability, or specialized technical requirements. However, the continued reliance on this procurement method reduces competitive pressure and weakens price discipline. The absence of systematic ex-post justification and transparency mechanisms for single-source awards increases the risk of inefficiency and undermines confidence in procurement outcomes.

The listed phenomena are problematic in the following respects:

1. The prices stipulated in the purchase contracts sometimes differ from the average market prices formed for similar purchases. In addition to the “Objective” factors of external influence, this phenomenon is also explained by “Subjective” factors. Among them are the cases of price determination by non-market mechanisms in individual cases, as well as the inappropriate attitude shown to the price study process by the tender committees. Basically, the committees do not assess the validity of the financial proposals of the participants.

2. One of the key challenges in Armenia’s procurement system remains the insufficient capacity and limited professional training of qualified specialists. While the legal framework provides for regular training and retraining of procurement coordinators, this requirement is only partially implemented. According to current regulations, a procurement coordinator must undergo retraining every three years after receiving their initial qualification. Individuals who hold such a qualification, even if they are not employed by a contracting authority or an organization providing procurement services, are eligible to participate in these courses upon submitting a written application with proof of identity.

The Ministry of Finance of the Republic of Armenia is responsible for organizing and coordinating the training process, funded both from the state budget and from other legally permissible sources. Between January 2020 and March 2023, approximately 590 specialists obtained the qualification of procurement coordinator. Order No. 131-A of the Minister of Finance, issued on

March 30, 2023, scheduled the retraining of 384 specialists between September and November 2023. By comparison, in 2021, retraining was planned for 423 specialists, yet the qualifications of 186 were revoked due to non-attendance, suggesting that many had either changed their jobs or were no longer working in the field. In 2022, retraining was planned for 269 specialists, although the official list of revoked qualifications has not yet been published; however, available reports indicate that at least 37 failed to attend the courses.

Another critical direction for reform is the enhancement and expansion of the e-procurement system, which aims to maximize automation throughout the procurement cycle. Automation is expected to significantly strengthen the efficiency of public expenditure management. Currently, delays in contract execution often lead to cost increases for goods and services, while certain contracts remain unreasonably extended, making the overall process inefficient.

The adoption of digital technologies offers substantial opportunities to modernize public procurement and public administration as a whole. Such tools can deepen procurement reforms in Armenia more comprehensively than traditional measures. However, technology alone cannot ensure success. Without complementary reforms in organizational design, procedural rules, and supporting practices, the introduction of e-procurement systems risks falling short of its transformative potential.

4. Imperfections of the regulatory and legal framework

Although Armenia has aligned key articles of its procurement legislation with EU directives to the extent possible, certain inconsistencies still exist. This primarily concerns the provisions on the competence of participants and conflict of interest. There is a legal fragmentation between the Procurement Law and sectoral regulations.

These systemic inefficiencies contribute to suboptimal outcomes, ranging from unspent budgets and delayed projects to reduced value for money and public distrust.

Economic Causes of Procurement Inefficiencies

The observed inefficiencies in Armenia's public procurement system are driven by a combination of economic, institutional, and organizational factors. Imperfect pricing mechanisms result from weak pre-tender market analysis, limited use of benchmark pricing, and insufficient scrutiny of financial proposals by evaluation committees. As a result, contract prices in certain cases diverge from prevailing market levels, reducing allocative efficiency.

Capacity constraints constitute another major cause. Although the legal framework mandates periodic training of procurement specialists, empirical evidence suggests inconsistent implementation. High rates of non-attendance in retraining programs and frequent personnel turnover undermine institutional memory and reduce the quality of procurement planning and evaluation.

Furthermore, regulatory fragmentation between procurement legislation and sector-specific regulations creates ambiguity in areas such as conflict-of-

interest management and participant qualification. This weakens enforcement consistency and increases compliance costs for both contracting authorities and suppliers.

Economic Impact Assessment

The economic consequences of these inefficiencies are multifaceted. Reduced competition and reliance on direct awards weaken price discipline, increasing the likelihood of inflated contract values and lower-quality outcomes. Extended procurement timelines delay infrastructure and service delivery, generating indirect fiscal costs and reducing the socio-economic returns of public spending.

Weak contract management further exacerbates these effects by increasing the risk of cost overruns, incomplete implementation, and delayed project completion. Collectively, these factors contribute to suboptimal value for money, inefficient budget execution, and declining public trust in procurement institutions.

Mechanisms for Improving Public Procurement Efficiency

Based on the analysis, several mechanism-based reforms can be proposed. First, mandatory pre-tender market analysis and the introduction of standardized price benchmarks would strengthen price formation and reduce information asymmetries. Second, simplifying tender documentation and introducing targeted SME participation mechanisms would enhance competition and supplier diversity. Third, expanding the analytical and monitoring capabilities of the ARMEPS platform to include contract performance tracking and risk indicators would improve accountability. Finally, linking procurement specialist training to performance evaluation would strengthen institutional capacity and professional incentives.

CONCLUSIONS. The article examined the procurement sector and identified the existing problems in the Republic of Armenia. As a result of the conducted analyses, it became clear that although:

1. After the adoption of the Law "On Procurement", starting from 2011, the procurement process in the Republic of Armenia has been decentralized and state government bodies are now independently implementing their procurement. The decentralization of procurement was aimed at improving the efficiency, publicity and transparency of the organization of the procurement process for the needs of the state and communities, as well as contributing to the implementation of procurement on economically advantageous terms.

2. Procurement processes are organized on a competitive, efficient, transparent, public and non-discriminatory basis.

3. There is a modern, functioning national system of electronic procurement, through which more than half of the tenders for the needs of the state are organized.

4. The characteristics of the procurement items approved by the customers, the qualification requirements presented to the participants, and the stages of contract implementation are evaluated by state and private organizations on a sample basis.

5. The Ministry of Finance of the Republic of Armenia regularly organizes continuous training courses for procurement specialists.

To solve the problems in the procurement system, it is necessary to develop a comprehensive program of reforms, which will be based on the following principles and goals:

- Improving the legal framework,
- Implementing institutional reforms,
- Automation of the procurement process as much as possible - improving the electronic procurement system and expanding its scope,
- Designing a new electronic single platform,
- Creating an online state market platform,
- Centralizing state procurement by creating a single authorized body,
- Introducing a unified and fully regulated procurement planning system,
- Ensuring pricing exclusively through market mechanisms,
- Developing the capabilities of procurement specialists, training certified specialists,
- Introducing a contract management and quality control system,
- Introducing a mechanism for holding customers accountable.

Thus, although the current procurement system model is characterized as generally compliant with international standards, the government should be able to create mechanisms through which an effective procurement process will be implemented, which will promote access to state markets for economic entities, ensure a higher level of competition, which in turn will lead to either lower prices or higher quality of goods, works, services, or both at the same time. The procurement sector of our state should contribute to the maximum effective satisfaction of state and public needs.

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