



# The Journey of Public Procurement Professionalization in Rwanda

**Knowledge and  
Experience Sharing  
Exchange Session**

**Professionalization of  
Public Procurement  
and Capacity Building**

**Presenter:  
UWINGENEYE Joyeuse  
DG RPPA**



## Quick facts about Rwanda

- ▶ Aspirations as defined by NST 1 and Vision 2050
  - Upper Middle income economy/country by 2035
  - High Income economy/country by 2050
- ▶ Average GDP growth 2010-2019: 7.2 % ,
- ▶ Government spending 12.3 % of GDG IN 2019 (WB)
- ▶ Growth dropped by 3.4 % in 2020 due to Covid 19 impact
- ▶ Main sectors affected: Tourism, transport, exports,
- ▶ Ranks 38<sup>th</sup> globally( 2<sup>nd</sup> in Africa) by Doing Business report
- ▶ Ranks 49<sup>th</sup> globally(4<sup>th</sup> in Africa) by TI corruption index



# About RPPA

- ▶ Established in 2007 by the law as regulatory body
- ▶ RPPA mission in capacity building
  - To develop professionalism of the staff involved in public procurement
  - To provide technical assistance as needed and develop teaching material,
  - organize trainings and lay down the requirements which must be met by public procurement officers;



- ▶ The National Capacity development Policy( recent enacted in 2015)
- ▶ NCD provides that capacity development is guided by sector stakeholders
- ▶ Public Procurement is part of Public Financial Management (PFM)
- ▶ Professionalisation is the Key pillar of PFM Sector Strategic Plan
- ▶ Hence, PFM Learning & Development strategy 2018-2024 is in place
- ▶ RPPA focuses on procurement professionalization and implements this in partnership with:
  - Ministry of Finance
  - DPs( WB, ENABEL, DFID, etc)
  - International learning institutions( ITCILO, CIPS, etc)
  - Universities in Rwanda ( Private, Public )
  - National training centers( RMI/ short courses, ILPD/procurement practice)

# National Capacity development Framework



# PFM L&D Strategy

- ▶ Defines procurement competency framework
- ▶ Defines 8 competencies for procurement professionals
- ▶ Defines 48 skills for procurement professionals
- ▶ Map the skills and competencies to job categories
- ▶ Defines types of capacity building approaches:
  - Short courses
  - Qualification/Certification





## Key facts on procurement in PFM L&D Strategy

### The Strategy plans ( 2018-2024) to :

- ▶ Develop national program and qualify first cohort of 30 professionals by 2023
- ▶ Qualify 39 procurement officer MCIPS in Government in 2 years (professional level/diploma)
- ▶ Train 646 procurement officers
- ▶ Support the professional body
- ▶ Allocated budget: 10.8\$ for professionalization



# The Professional qualification initiatives

- ▶ In 2008- 2012: Partnership with Maastricht School of Management to provide a Postgraduate Diploma in Procurement Management: around 50 graduates
- ▶ 2011-2016: Contracted IMA for teaching CIPS qualification: 39 enrolled, 19 achieved MCIPS, 3 are still in public services, others are consultants & entrepreneurs
- ▶ 2011- 2018: Partnership with ITCILO/University of Turin:
  - Masters Degree: 55
  - ToT for National trainers : 7 trained certified
- ▶ Local universities: Have graduated 605 students in procurement (Bachelors and masters Degree)





# Short courses initiatives



- ▶ RPPA conducts on annual basis short courses: **2,586 government staff attended from 2016/2017 to 2020/2021**
- ▶ ITCLIO has provided short courses to **272 government staff (May- July 2013 intakes and 1 course delivered in September 2014)**
- ▶ RMI provides annual short courses in procurement: **156 government staff attended between 2017-2020)**





## Current Trend



- ▶ Establishment of Procurement Professional body
- ▶ Established by the law in 2016
- ▶ Mandate include:
  - Regulation of the profession across the national industry( public, private and non-profit sectors)
  - Establish the National qualification framework
- ▶ GoR is sponsoring the development of a national Professional Certification in Procurement
- ▶ GoR sponsored consultancy for the operationalization of the professional body
- ▶ GoR intends to sponsor procurement for CIPS qualification
- ▶ RPPA is updating its training modules per user and per level:
  - Users: Procurement officers, tender Committees, suppliers, legal officers, etc
  - Levels: Beginners, intermediate and advanced





# Challenges

- ▶ Procurement Professional body not operational
- ▶ Professionalization driven by GoR and private sector interest becomes less
- ▶ Inadequate staff retention after qualification and career path (especially in Government)
- ▶ Inadequate partnerships: Ex. Learning institutions teaching procurement do not follow the same competency framework)
- ▶ Confusion between academic vs professional qualification
- ▶ COVID 19 related challenges
  - Our culture not adapted to working from home
  - Not used to online learning
  - Difficult online attendance control(some just login and leave)





# Lessons Learnt

- ▶ Political will is very important to profesionalisation : Success depends highly on how it's prioritized from the top leadership of the country
- ▶ Professionalization and capacity building is a continuous journey
- ▶ Qualification programs need to move from academic point of view to be more professional
- ▶ Qualification programs must be contextualized to meet local industry needs and practices
- ▶ Our programs must take into account ethical and professional behaviours but also soft skills ( prompt support to others, remain positive and accountable, minimum supervision/ self supervision)
- ▶ Enhance partnerships/stakeholder mapping( local, private to government, international
- ▶ Motivate people to become professional ( incentives but also clear frameworks/job profiles and career path\_ **stick and carrot**)
- ▶ Technology is the way to go!
  - Increase the internet penetration
  - Improve ICT literacy
  - Rwanda automated its procurement transaction since 2016
  - Procurement was less affected by COVID 19, trainings continued( 804 staff trained on legal framework, 409 staff and 58 suppliers trained on E-procurement

