

# Investing in Human Capital for Enhancing Public Procurement Performance

A PRESENTATION AT THE AFRICAN PUBLIC PROCUREMENT NETWORK  
THIRD GENERAL ASSEMBLY - THEME - PUBLIC PROCUREMENT FOR  
SUSTAINABLE DEVELOPMENT IN AFRICA

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# The Key questions!

1. What are the issues in Public sector Procurement in Africa?
2. What kind of Human Capital do we need to develop?

- Dilapidated staff-quarters at a Hospital





## Scene 6





Scene 7



Scene 8



**Ibii community in Ebonyi cries over bad roads!**









# 1. The issues (1)

- Public procurement refers to the acquisition by governments and state-owned enterprises of goods, services and works.
- In low-income economies, the figure is about 15% of the GDP (Djankov, Saliola and Islam, 2016).
- For East Africa, the figure is about 13% of GDP (Djankov, et. al, 2016)

## issues, cont'd (2)

ADB , World Bank and the Donor Countries' Infrastructure Consortium for Africa (ICA) has found that:

- **Fewer than 20%** in poor African countries have electricity
- **Only 56% drink clean water**
- Barely **a third of rural Africans** live near a road
- **Just 4% of Africa's farmland is irrigated**
- **Over 60%** of the population lacks basic sanitation facilities.
- Poor road, rail and harbour facilities add 30–40% to the cost of goods traded among African countries (UN Report, 2023).
- **Yet, Agenda 2063, the Africa we want promises “A high standard of living, quality of life and wellbeing for all citizens” Agenda 2063**

## issues, cont'd... (3)

In Uganda, for example:

- **65%** of infrastructure projects are delayed in procurement!
- **42%** of infrastructure projects have budget overruns!
- **About 9.4%** of the value of contracts is lost in corrupt payments!

Corruption perceptions index (CPI)/ 180 countries:

- BURKINA FASO (77)
- Côte d'Ivoire (106)
- Guinea (147)
- Uganda (142)**
- Zimbabwe (157)

## 2. What kind of Human Capital do we need to develop?

- Innovative
- Productive
- Healthy - esp. mental health
- Resilient
- Digital
- **Competent (skills, knowledge and attitudes /values / professionalism) - for an individual to perform a task in a given context**

**N.B - Competency requires training and practice !**

## Knowledge -

- Cognitive processing of information
- Theoretical understanding of subjects/issues
- Is the foundation for skills and attitudes. e.g naming the parts of a standard bidding document

## Skills

- ability to perform a task
- it is the application of knowledge e.g writing/developing specifications, conducting negotiations, etc

**Attitudes -** “feelings or emotions about someone or something. They determine enthusiasm, and motivation. e.g valuing supplier relationships

## RANK MEDIUM HUMAN DEVELOPMENT

<b>117</b>	<b>Botswana</b>	<b>0.693</b>
123	Morocco	0.683
133	Ghana	0.632
139	Namibia	0.615
144	Eswatini	0.597
145	Equatorial Guinea	0.596
146	Cambodia	0.593
146	Zimbabwe	0.593
148	Angola	0.586
151	Cameroon	0.576
152	Kenya	0.575
153	Congo	0.571
154	Zambia	0.565
<b>159</b>	<b>Côte d'Ivoire</b>	<b>0.550</b>

Human Development Index (HDI) - a measure of how well countries invest in their people (World Bank, 2020).

### HDI Four tiers:

- Very high HD (0.8-1.0)
- High HD (0.7-0.79)
- Medium HD (0.55-.70); and
- Low HD (below 0.55).

*The HDI - geometric mean (equally-weighted) of life expectancy, education, and Gross National Income (GNI) per capita*



## **RANK LOW HUMAN DEVELOPMENT**

160	Tanzania	0.549
162	Togo	0.539
163	Nigeria	0.535
165	Rwanda	0.534
166	Benin	0.525
166	Uganda	0.525
168	Lesotho	0.514
169	Malawi	0.512
170	Senegal	0.511
171	Djibouti	0.509
172	Sudan	0.508
173	Madagascar	0.501
174	Gambia	0.500
175	Ethiopia	0.498
176	Eritrea	0.492

- Very high HD (0.8-1.0)
- High HD (0.7-0.79)
- Medium HD (0.55-.70); and
- Low HD (below 0.55).

## **RANK LOW HUMAN DEVELOPMENT**

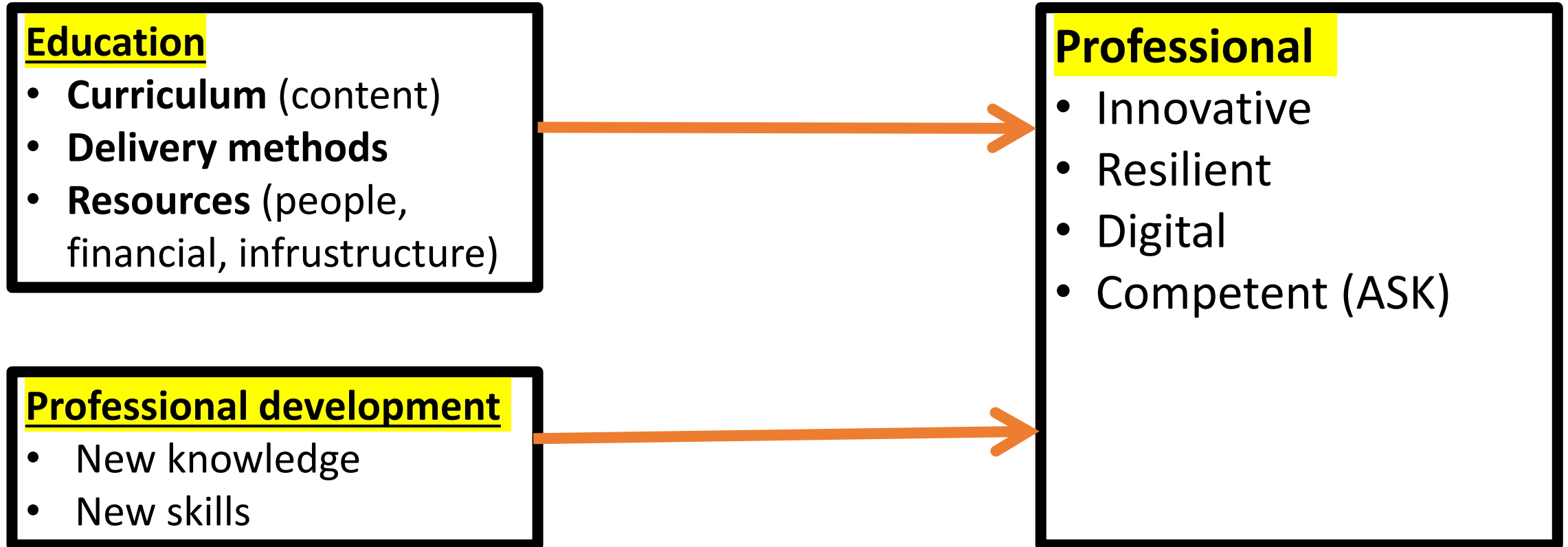
177	Guinea-Bissau	0.483
178	Liberia	0.481
179	DRC	0.479
181	Sierra Leone	0.477
182	Guinea	0.465
184	Burkina Faso	0.449
185	Mozambique	0.446
186	Mali	0.428
187	Burundi	0.426
188	CAR	0.404
189	Niger	0.400
190	Chad	0.394
191	South Sudan	0.385

- Very high HD (0.8-1.0)
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# How do we get there? - Some thoughts -

- **Education and training** (long term)
- **(Core) Skills development** (short term)- The Institute of Procurement Professionals of Uganda (IPPU) trains 300-500 procurement cadres per year
- **Non-core training courses** - e.g **mental health**, health living, soft skills, etc
- **Industry attachments** (training and practice)
- **Benchmarking** and documenting lessons learned
- **Mentorship**
- Joint projects (especially complex ones) for **skills development and transfer**

# The Professional we want to deliver the services we need!



**The Professional Journey!**

# Effective education

## Curriculum/content

- Responsive to evolving world
- Under score research/self study
- learner centered

Delivery methods - to transfer theoretical knowledge to real life application

Resources - adquate teaching and learning resources (facilitators, financial, infrustructure)

# Key concepts

## A. Professional - means:

“ a person who has professional qualifications in a specialized field and who is engaged in the practice of a skill or trade, having undertaken the relevant formal academic and professional training, including undertaking practical learning in the form of apprenticeship or tutelage under the guidance of a suitably qualified and experienced person in the field of training or tutelage”;

## B. Procurement professional

- Is a person who has professional qualifications in procurement or supply chain management from a recognized institution and is a member of a Professional body or tutelage”;
- Should exercise discretion in decision-making within the scope of his/her expertise and **assume some authority** for own professional development.

# Professional development (PD)

- The focus is on building ones skillset and knowledge in a particular field (e.g public procurement)
- The purpose of PD is to offer the individual the opportunity to learn and apply new knowledge and skills to perform his/her job better
- PD should be organised and conducted by the Professional body
- Professional body - means a body representing members of a profession, which is **regulated by statute, code of conduct or rules** as may be amended from time to time;
- **The Institute of Procurement Professionals of Uganda** is the professional body. Government is in the process of enacting a law for it.



## C. Professionalism?

- **Professionalism** - is an ideal to which individuals and occupational groups aspire, in order to distinguish themselves from other workers.
- Merriam-Webster dictionary defines a profession as "a calling requiring specialized knowledge and often long and intensive academic preparation."

**Competence to  
perform the  
tasks**

**Ethics**

**Integrity**

**Commitment to  
quality**

**Allegiance to the  
field's social  
contract**

**Professional  
responsibility**

**Qualities of  
professionalism**

**Service  
orientation**

# Concluding Remarks

There is need to:

1. Support countries to set up procurement Professional bodies and capacitate them to deepen professionalism of members.
2. Conduct a Procurement skills Audit to establish any skill gaps in the country(s)
3. Support Procurement & SCM Education and Training institutions in curriculum developement and review to ensure they are responsiveness to the needs and challenges of the marketplace;
4. Equip Education and Training institutions with teaching and learning materials, and personnel, where needed, to achieve the desired learning outcomes

# Some Quotations!

1. An investment in Knowledge always pays the best interest (Ben Franklin)
2. The problem is not the problem; the problem is your attitude about the problem (Jack Sparrow)
3. Repetition is the mother of skill (Anthony Robbins)



- Thank you for your kind attention!
- Merci de votre aimable attention