

**ACE Impact**  
**Pre-identified Regional Development Challenge**  
**Public Procurement**

**Terms of Reference**

**Guidance**

Proposals that respond to the Public Procurement Pre-identified Regional Development Challenge should address the following Terms of Reference (ToRs) in the appropriate section of the proposal. While it is unlikely that a single proposal can address all of the ToRs, the proposal should make a substantial and credible effort to respond in a way that presents a cohesive and integrated program of education, research and partnership activities that aligns both with the ToRs and with the goals of the ACE Impact project.

**Background**

Africa has the potential to become an economic giant by virtue of its size, human talent, rich resource endowment, and economic capacity. However, a large proportion of the population is still poor, and in many places youth unemployment is high and on the increase. Among the main reasons for the increasing poverty level are the following: the lack of appropriate control and oversight systems for public funds and corruption. It has been estimated that between 60 to 70 percent of budget expenditure passes through the procurement process, and a significant proportion of public contracts are usually over inflated leading to losses to the State.

In this context, the strengthening of procurement institutions and systems and improving capacities of the economic operators will significantly contribute to efficiency and effectiveness of public expenditure. Currently, public procurement officials frequently receive ad hoc and insufficient training, and there is inadequate knowledge of (or confidence in) public procurement by both the public and the private sectors. In addition, national reforms are often not transposed to regional and local authorities. The proposed ACE Impact Center will provide training for current civil servants, private and civil society employed individuals and postgraduate students in all aspects of public procurement.

The strategic benefits expected from implementing the partnerships underlined in these Terms of Reference can be summarized as follows:

- 1) Integration of key governance and sustainability dimensions in academia; public procurement professionalization will not only become feasible but also abundant, systematic and sustainable throughout West and Central Africa;
- 2) The execution of public procurement in SSA will become more efficient, effective, modern and smart - facilitating generation of higher public value and more cost savings;
- 3) The incidence of corruption and the cost of governance will reduce; Professionalism in public procurement will propagate in a consistent and growing manner across SSA;
- 4) The trust of multilateral development banks and other stakeholders in the civil service will increase;
- 5) The trust of economic operators, citizens, civil society and development partners in public institutions will increase; and
- 6) A culture of integrity, ethics and social/environmental responsibility will be promoted among all stakeholders in the region.

**Terms of Reference**

- I. The selected Africa Center of Excellence in Public Procurement will consider the following skills related aspects of the Development Challenge
- a) Digitization:
    - 1. Digital Policies and Digital Transformation to enable e-procurement;
    - 2. Skills to design, develop and manage e-procurement systems;
    - 3. Data management skills and competencies (data collection and analytics); and
    - 4. Utilizing technology to support decision making in PP.
  - b) Procurement Modernization
    - 1. Skills and competencies in the conduct, management, and audit of Procurement
      - i. Strategic Planning
      - ii. Requirements Practices and Market Analysis
      - iii. Risk Management
      - iv. Procurement Process Management
      - v. Evaluation Management
      - vi. Contract Management
      - vii. Sustainable Procurement
      - viii. Performance Audit
    - 2. Proficiency in the management of procurement for complex power and energy, digital transformation, transportation, infrastructure, and health projects;
    - 3. Procurement management skills as a key contributor to good public sector governance;
    - 4. Tendering skills for economic operators and SME's; and
    - 5. Procurement monitoring skills for civil society.

<b>Master's Degree Programs</b>
1. Masters Degree in Public Procurement Management
<b>Ph.D. Programs</b>
1. Ph.D. in Public Procurement Management

- II. To address professional trainings needs, short term courses should include:

<b>Short Term Courses</b>
1. Strategic Procurement Planning and Sustainable Procurement
2. Risk Management across the full PP cycle
3. Market analysis and Market engagement practices
4. Requirement engineering practices: Terms of Reference and Technical Specifications
5. Managing prequalification and shortlisting
6. Designing and implementing quality and cost based evaluation criteria
7. Procurement of physical services
8. Procurement of consulting services: technical assistance and studies
9. Procurement of complex supplies and equipment: industrial, medical and transportation
10. Procurement of complex works: power and major infrastructure
11. Advanced contract and acceptance management
12. Managing variations and disputes in contracts
13. Conformance Review and Performance Audit of PP operations
14. Designing key performance indicators, benchmarking and measurement in PP
15. How civil society can effectively monitor PP operations?
16. How to prepare compliant bids?

17. Ethics and Integrity in PP
--------------------------------

III. The selected Africa Center of Excellence in Public Procurement will address the following applied research related aspects of the Development Challenge:

1. Digital transformation and good governance
2. Digitalization and regional integration in Procurement and national economic development
3. Procurement and good governance
4. Procurement and Government service delivery
5. The optimal size of the State

IV. The selected Africa Center of Excellence in Public Procurement will undertake an applied research program that includes the following themes:

<b>Applied Research Themes</b>
1. Green logistics/equipment for sustainable development
2. Smart digital development in smart cities
3. Cloud computing, cybercrime and their legislation
4. The role of Digitalization and e-procurement in enhancing good governance
5. The role of Digitalization in streamlining PP operations across the State
6. The impact of life-cycle-cost procurement on national economies
7. The impact of quality-based evaluation criteria on service delivery
8. Government service delivery as a function of sound public procurement practices
9. Procurement, outsourcing, concessions and privatization: what is the optimal route?
10. Procurement and contracting for large scale complex projects
11. Legal and Regulatory framework reform in line with modern trends
12. The cost of corruption

V. The selected Africa Center of Excellence in Public Procurement will have an established network of core industry/sectoral partners identified in the proposal, including:

1. Central Governments, Federal governments and municipalities
2. Syndicates and orders of established professions
3. Professional bodies engaged with any one or more research theme/aspect identified above
4. Leaders in capacity building in PP
5. Representatives of industrial sectors
6. Leaders in digitalization at the international level

VI. The selected Africa Center of Excellence in Public Procurement will have an established network of academic and/or research institute partners identified in the proposal, including:

1. Regional universities that maintain active education and/or research activities focused on public procurement
2. Recognized global universities and research centers that maintain active international training and research collaborations focused on procurement