

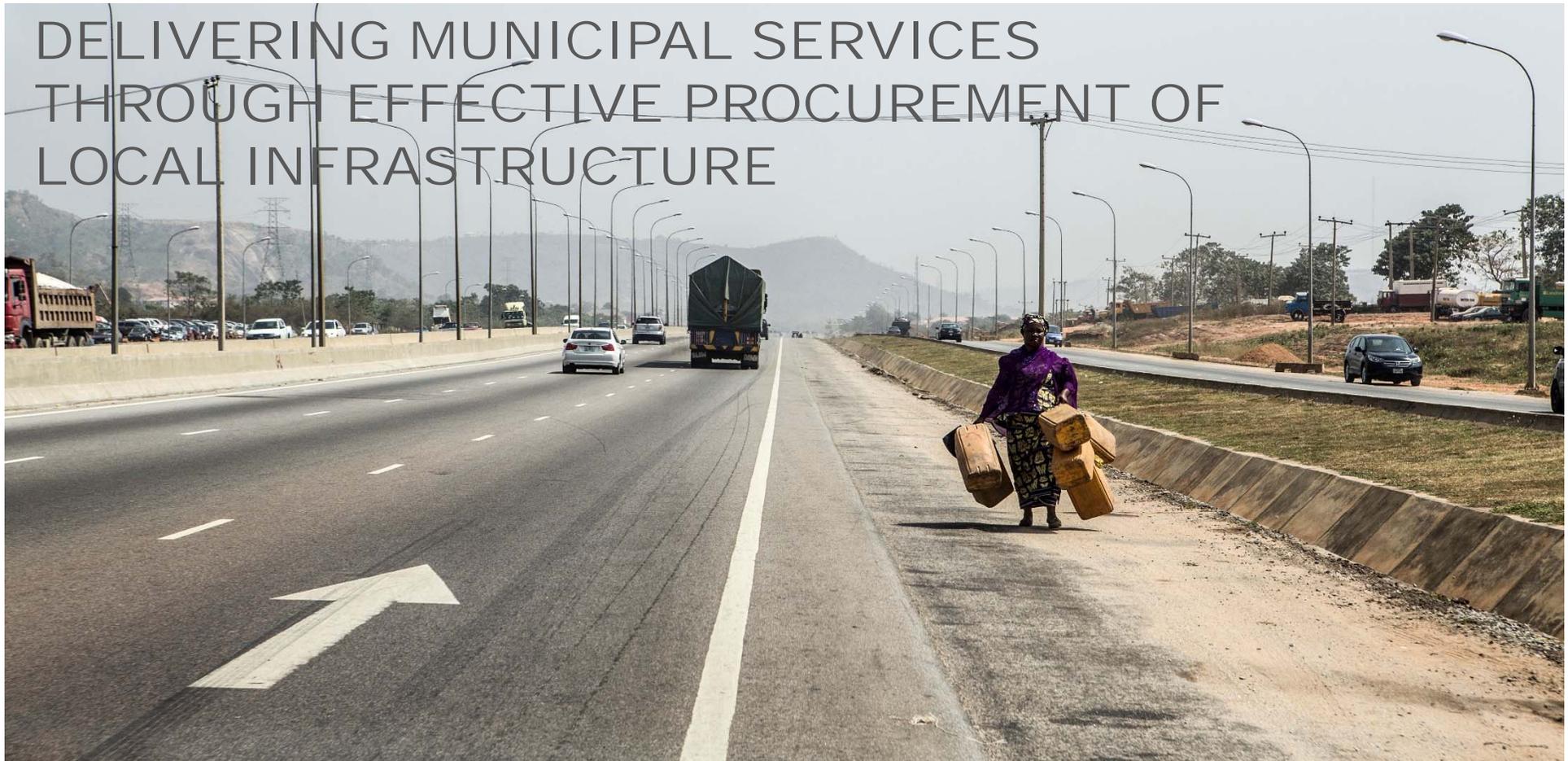
URN URBANISATION
RESEARCH
NIGERIA

URBANISATION RESEARCH
NIGERIA (URN) CONFERENCE
**HOW CAN NIGERIA
BENEFIT FROM
URBANISATION?**

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DELIVERING MUNICIPAL SERVICES
THROUGH EFFECTIVE PROCUREMENT OF
LOCAL INFRASTRUCTURE



RESEARCH TEAM

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Presentation Outline

- Research Background
- Research Purpose
- Research Framework
- Method
- Findings
- Implications
- Outputs

RESEARCH BACKGROUND

- Achievement of the UN Sustainable Development Goals is inextricably linked to the delivery of municipal services such as transport, health, energy, sanitation, education and housing.
- Delivery municipal services is also dependent on the procurement of urban infrastructure including water and waste (solid & liquid) treatment and distribution systems, power generation and distribution systems, transport links (e.g. roads,) health infrastructure (e.g. hospitals and clinics), and educational infrastructure (e.g. schools).

RESEARCH BACKGROUND

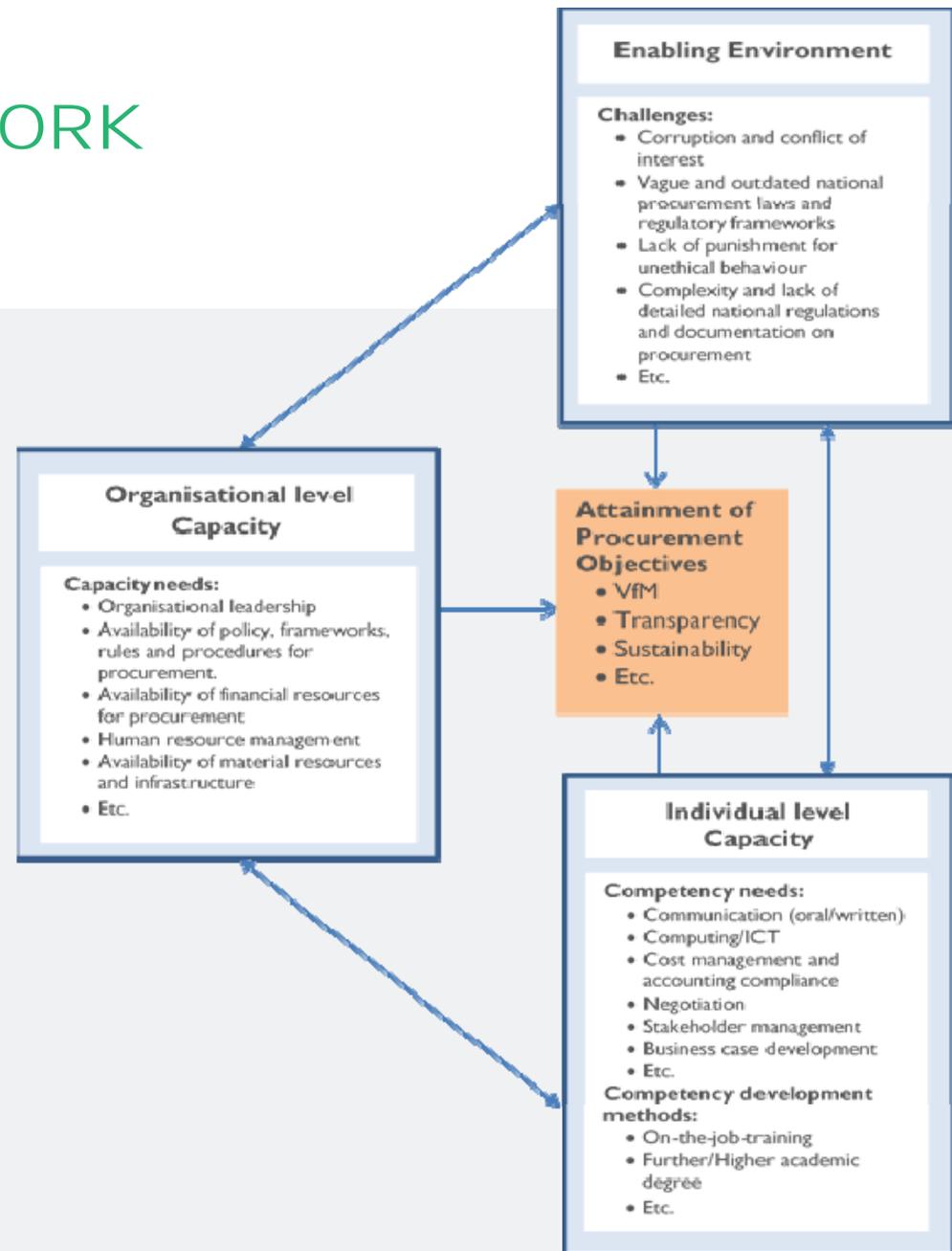
- There is an acute infrastructure deficit in sub-Saharan Africa (SSA)
 - E.g. In 2014, 55% of urban populace in SSA lived in slum-like conditions (United Nations Economic and Social Council, 2016)
- The poor state of infrastructure in SSA is reflected by the situation in Nigeria.
 - E.g. Only 18% of Nigeria's estimated 197,000 km of roads is paved; and about 53 percent of the rural population live more than two km away from an all-season road (AfDB, 2013).
- In Nigeria, procurement of public infrastructure is however riddled with challenges including deficiencies in the capacity of public procuring entities (World Bank, 2013).

RESEARCH PURPOSE

- To investigate the capacity building needs of local and state authorities to achieve effective procurement of local infrastructure for the delivery of essential municipal services.
 - Effective procurement – considered from the perspective of the achievement of public procurement objectives e.g. value-for-money (VfM), transparency, and sustainability.

RESEARCH FRAMEWORK

A tripartite research framework based on UNDP (2010) procurement capacity framework was developed to inform the data collection



METHOD

- A questionnaire survey of built environment and public personnel involved in the procurement of local infrastructure within SLGAs.
- Survey diagnosed the capacity development needs at: *individual level; organisational level; and environmental (national/state) level*
- Locales:
 - Northern Nigeria – Kaduna & Zaria
 - Southern Nigeria – Ibadan
- Questionnaire Administration: 373 from August – October 2016
- Useable Responses:
 - Northern Nigeria - 117 respondents
 - Southern Nigeria – 171 respondents
 - Total: 288 respondents nested across 28 SLGAs

FINDINGS

MAIN HIGHLIGHTS:

- Individual level capacity: **Inadequate**
- Organisational level: **Inadequate**
- Environmental level (i.e. impact of procurement challenges): **Moderate**

INDIVIDUAL CAPACITY

- Of 45 procurement competencies examined, there is need for further development in 38 of them including the following:
 - Computing/ICT; problem solving; communication; decision making; health and safety management; quality management; relationship management; team building; project monitoring and evaluation; and time management.
- Of 15 methods of skills development, 11 methods are deemed suitable for procurement skills development including the following:
 - Conferences and workshop attendance; Networking and sharing ideas with other professionals; On-the-job-training; Further / Higher academic degree courses; and Work team retreats.

ORGANISATIONAL CAPACITY

- Of 23 areas of organisational procurement capacity that were examined, none is perceived to be adequate by the procurement personnel. Amongst the capacity areas are:
 - Leadership and top management support for procurement; vision and strategic planning for procurement; internal mechanisms that ensure conformance to national policy and legal frameworks for procurement; number of qualified procurement personnel; human resource management of procurement staff; and internal anti-corruption mechanisms.

ORGANISATIONAL CAPACITY

- Of 14 procurement objectives that were examined, **only one (i.e. professionalism)** is perceived as being attained to at least a high extent. The other objectives being under-achieved include:
 - **Accountability; private sector participation; promotion of equality, diversity and opportunity (e.g. for SMEs, marginalised groups in society etc.); sustainability; fairness; transparency; and competition in procurement process.**

ENVIRONMENTAL CAPACITY

- The impact of 30 procurement challenges on the effectiveness of infrastructure procurement was examined.
 - The 30 challenges generally have a moderate impact.
 - Challenges related to transparency, integrity and accountability are amongst the topmost challenges adversely impacting effectiveness of public infrastructure procurement.

IMPLICATIONS

- Policy makers at state and local government levels would have to formulate a comprehensive procurement capacity development plan(s) covering appropriate short and long term capacity development goals and clear performance measures to guide implementation of capacity development reforms.
- Procurement capacity development plan(s), would have to be cascaded down into well-resourced and structured operational elements/components with appropriate schemes that will address the capacity deficiencies highlighted by the study.
- Procurement competencies development initiatives must be so designed to take into account the suitable methods of competency development.

IMPLICATIONS (CONTINUED)

- Regarding the environmental facet of procurement capacity, concerted, and sustained efforts by policy makers at various levels of government, public infrastructure procuring entities and civil society groups, are still needed to mitigate the effect of the procurement capacity challenges examined, in particular issues regarding corruption, transparency, integrity and accountability.
- The three facets of procurement capacity (i.e. individual, organisational and environmental) ought to be periodically assessed by infrastructure procurement entities/organisations through self-assessment and also by independent entities in order to provide a clear indication of the status of procurement capacity.

IMPLICATIONS (CONTINUED)

- International donor agencies and development partners could offer or sponsor procurement capacity development programmes at state and/or local government levels. Donor sponsorship could also be directed towards periodic nation-wide or state-wide infrastructure procurement capacity assessments across all sectors of infrastructure or priority sectors.
- Further studies would need to be undertaken to cover multiple cities and states in the entire six geopolitical zones of Nigeria e.g. a comparison between states where the PPA 2007 has been ratified and those where it has not been ratified.

IMMEDIATE OUTCOMES

- Publication:- Infrastructure procurement skills gap amongst procurement personnel in Nigeria's public sector. *Journal of Engineering Design and Technology*. doi: 10.1108/JEDT-09-2017-0089.
- SSA infrastructure procurement capacity assessment: Research instrument from the URN work has been applied in a similar capacity assessment in Ghana.

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THANK YOU

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