

# Report on Sierra Leone's Participation at the Africa Regional Group Formation under the International Federation of Purchasing and Supply Management (Ifpsm) In Nairobi, Kenya



Sierra Leone's Delegation: - Standing (Back row) 5<sup>th</sup> from Left; Alfred Coker- NPPA, Sited 2<sup>nd</sup> from left; Mrs. Patricia Rowe- NPPA; 4<sup>th</sup> from left; Miss Nancy Kamara- PFM, Ministry of Finance & Economic Development.

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## **LIST OF PARTICIPANTS AND ASSOCIATIONS**

Charles Holden	International Federation of Purchasing and Supply Management (IFPSM)
Joseph Ogachi	Kenya Institute of Supply Management (KISM)
Chris Oanda	Kenya Institute of Supply Management (KISM)
Jeremiah Ogola	Kenya Institute of Supply Management (KISM)
Hedwig Nyalwal	Kenya Institute of Supply Management (KISM)
Philip Okumu	Kenya Institute of Supply Management (KISM)
Benon Basheka	Institute of Procurement Professionals in Uganda (IPPU)
Milton Tumutegyerizie	Institute of Procurement Professionals in Uganda (IPPU)
Abdul Mamman	Chartered Institute of Purchasing and Supply Management, Nigeria (CIPSMN)
Festus Daramola	Chartered Institute of Purchasing and Supply Management, Nigeria (CIPSMN)
Gladys Mwale	Malawi Institute of Purchasing and Supply (MIPS)
Benas Mayogu	Procurement and Supply Association of Tanzania (PASAT)
Nancy Kamara	Sierra Leone
Patricia French	Sierra Leone
Alfred Coker	Sierra Leone

## **BACKGROUND**

**P**rocurement as a discipline is expanding rapidly worldwide. Like the rest of the world, as the discipline gained prominence in Africa the need grew also for professionalism and sanity to be inculcated and ingrained as part of the institutional culture. Several countries on the African continent have taken up this challenge by having set up institutions that regulate the practitioners and strive to bring professionalism into the discipline.

## **INTRODUCTION**

The International Federation of Purchasing and Supply Management (IFPSM) is a union of 48 National and Regional Purchasing Associations worldwide. IFPSM's core mission is the advancement of procurement practice through promotion of professionalism in the discipline and further promotion of the expansion of knowledge through active encouragement of high quality educational training.

This conference is the 3<sup>rd</sup> meeting of the Africa Regional Group which is currently in its formative stages of setting up. The last conference for this group was held in Lilongwe, Malawi in March, 2011.

## **DAY 1 – SATURDAY 17<sup>th</sup> MARCH**

Mr. Charles Holden, the current Director General of the IFPSM gave the introductory address. Immediately after formal introductions by all he presented a briefing on all that is currently going on at the IFPSM, namely:

### **The World Summit**

The last World Summit was held in Stockholm, Sweden and it was determined to be a resounding success. The World Summit is a meeting where all the various regional groups and other affiliate organizations converge to discuss topical issues related to promoting excellence and education in the field of procurement/supply chain management. The next World Summit would be held in Bangkok, Thailand In 2013 and he expressed the hope that by then an Executive Vice President for the Africa regional group would have been selected who would then be able to represent the group.

## **Global Standard**

He started by clarifying that IFPSM does not deliver products and that the responsibility for delivering products lies with the national procurement institutes/associations. These products comprise mainly services such as training, continuing educational development programs, consultancies etc. He thereafter went on to give a discourse on the new Global Standards that have been designed by IFPSM. These standards provide a global benchmark with clear, objective criteria for assessment and recognition of educational programs in purchasing and supply management.

## **Membership**

He intimated all that the IFPSM has recently upgraded its requirement for membership and as such a new set of criteria have been designed. The following procedures will be applied:

- A review of each association and their capacity to meet the new criteria would be conducted.
- If registered members cannot meet new criteria they will be given 3 years within which to meet the new criteria.
  
- Some of the nine criteria are:
  - (a) Provision of documentation to show that the national procurement association/institute has an established constitution;
  - (b) That it is a democratic independent association made up of voting members;
  - (c) Evidence that the primary purpose of the organization is aligned with IFPSM's aims and objectives;
  - (d) Should demonstrate financial responsibility (submission of minimum 2 years financial statement);
  - (e) There must be a Code of Ethics for the national procurement association/institute;
  - (f) It must have a minimum membership of 100 members
  - (g) Evidence of the requirements for membership of the association/institute.

If the applying association meets all the above it will be allowed in as an associate member and given 3 years within which it should attain full membership.

## **The Africa Region**

Currently, the Africa region group is made up of Kenya, Uganda, Malawi and Nigeria. Their membership status would be reviewed in line with the new criteria. Tanzania is working actively towards becoming a member.

### **DETAILED DISCUSSIONS**

After the above briefing the plenary session then got underway.

The first task the group dealt with was deciding on a Vision statement for the Africa group. After much discussion the group agreed on:

**“Procurement and Supply Chain Management practice in Africa is recognized nationally and accepted internationally.”**

The group then proceeded to flesh out a Mission statement and eventually came up with:

**“To develop professional practice in procurement and supply chain management through national associations for Africa’s socio-economic transformation through:**

- a. Education**
- b. Representation**
- c. Networking**
- d. Practice development.”**

Having agreed on the vision and mission statements, each national association was asked to present an update on tasks which were given at the last conference. Each national association had been assigned a core task related to the formation of the Africa Regional Group.

The following presentations were made based on work done:

**I. DEVELOP A STRATEGY FOR THE DEVELOPMENT OF HIGH QUALITY EDUCATION PROGRAMS ACROSS THE GROUP – Presented by the Kenya Institute of Supply Management (KISM)**

**Basis**

There is a need for regional associations to be able to deliver internationally recognized educational programs.

KISM presented the following as elements of a strategy to attain the above:

- An MoU for collaboration among regional associations should be drawn up.
- A country educational gap analysis to be conducted by each association.
- Curriculum development based on the results of the gap analysis.
- National examination and certification program to be administered by each association.
- Draw up an agreement for mutual recognition of professionally certification regionally.
- Seek global recognition through IFPSM of the professional certifications offered in the region.
- Establish close relationship with institutions of higher learning.

**See appendix I for complete document.**

**ii. DEVELOP A STRATEGY THAT WOULD ENGENDER PROFESSIONALISM – Presented by Legal Sector Reform Programme (LSRP) Tanzania (Procurement and Supply Association of Tanzania (PASAT - has yet to be established).**

**Basis**

To define standards for entry requirements, certification and professionalism regionally.

- Professional Practice – Practitioners should be registered and their activities properly regulated.
- Values and Ethics – Define values and a code of ethics that will form a foundational pillar for individual codes of ethics for all members of the group.
- Entry Requirements – Uniform entry level requirements should be agreed applicable to the whole region and hierarchy of positions created.
- Scope of Practice – Should be defined.
- Continuing Education Competence and Development courses should be tailored to meet market demands.

**See appendix II for complete document.**

**iii. DEVELOP A STRATEGY THAT WOULD FOSTER REGIONAL COHESION - Presented by Chartered Institute of Purchasing and Supply Management, Nigeria (CIPSMN)**

**Basis**

Propose possible solutions to reduce friction and misunderstanding within the group and identify common grounds that the group would rally around.

- To establish a common and acceptable integrating agenda for the region of Africa as regards SCM profession.

- Identifying the dimension for professional cohesion and corresponding measuring instruments.
- Evaluating the standard of practice currently in existence
- Critically analyses and suggest an enduring strategy plans for implementation.

**See appendix III for complete document.**

## **DAY 2 – SUNDAY 18<sup>th</sup> MARCH**

### **iv. USING APPLIED RESEARCH FOR DEVELOPING PURCHASING AND SUPPLY MANAGEMENT PROFESSIONALISM – Presented by the Institute of Procurement Practitioners Uganda (IPPU)**

#### **Basis**

Using applied research as an organizational tool can greatly enhance fundamental understanding of the dynamics of procurement in Africa.

IPPU identified the following issues in existing associations:

- Limited interest in purchasing research activities
- Most decisions are based on intuition
- No budget is allocated to research
- Findings from research are not taken into consideration during decision making.
- No linkage with what purchasing research universities do.
- No publications made by experienced procurement professionals.
- No attendance at conferences by procurement professionals.

And made the following recommendations:

- Establish a research section under the IFPSM.
- Solicit funding for purchasing and supply research activities.
- Encourage research-based decision making in all activities.
- Engage in procurement policy debates based on findings from research.
- Share research findings with all stakeholders.
- Establish research sections staffed with research associates.
- Allocate budget for research activities.
- Share research findings with other colleagues.
- Joint researches across Africa on agreed problems.

#### **v. PROPOSE A STRATEGY TO ESTABLISH EFFECTIVE COMMUNICATIONS REQUIREMENTS – Presented by Malawi Institute of Purchasing and Supplies (MIPS)**

##### **Basis**

All the above strategies can only be attainable if effective communications is maintained within the regional group.

The following recommendations were made:

- The Internet can be used as a tool for keeping actively in touch by making use of multi-dimensional communications facilities, especially with the advent of audio-visual technologies.
- Cultural diversity and multi-lingual nature of the African landscape can be used as a positive force to integrate the group.
- Common areas within the Internet can be created where the group can share experiences and maintain regular communications.
- Meetings, workshops and other activities can be planned for the group based on a rotational country programme.

## DAY 3 – MONDAY 19<sup>th</sup> MARCH

This day was designated as a “start-up workshop” and all related discussions were specifically targeted for participants whose countries do not yet have a professional association/institute but are currently contemplating the creation of such an entity.

Sierra Leone turned out to be the sole participant that met these criteria and as such most of the discussion at this session was directed specifically at Sierra Leone.

Charles Holden gave a discourse on the necessary steps that must be undertaken in the course of starting such a professional body. He stated that a logical sequence would be as follows:

- i. Deciding on a vision for the entity and forming a vision statement to embody this vision.
- ii. The entity’s core mission should then be stated and it too should be embodied in a mission statement.
- iii. The business environment
- iv. Governance
- v. Infrastructure
- vi. Capacity building

Using the above as guidelines and working as a team under the supervision of Charles Holden, the Sierra Leone contingent, with minor input from other participants came up with the following:

### VISION

Tentative vision statement:

**“Procurement and supply-chain management is internationally recognized to be of the highest standard and contributing to the socio-economic excellence in Sierra Leone.”**

### Mission

Tentative mission statement:

**“To develop procurement and supply-chain management in Sierra Leone such that it is recognized internationally as being of the highest standard and contributing to the national socio-economic success through:**

- **Networking**
- **Professional development**
- **Education**
- **Representation”**

After the vision and mission statement the following other issues were discussed and guidelines given as to how they should be approached:

- **Business Environment** - Strategic goals need to be determined encapsulating a 3 – 5 years strategic plan. However, no firm activity was discussed in detail.
- **Governance** - A clear and democratic constitution needs to be drafted. A proper mix of individuals with various skills must form the drafting team.
- **Infrastructure** – The various categories of membership should be determined and membership fee structure determined.
- **Capacity Building** – Use different analytical methods to determine the average level of procurement knowledge and procurement efficiency that exists nationwide.
- **Fund Raising** – Fund raising strategies for the new association should be developed which can include the following:
  - a. Annual subscriptions
  - b. Offering of courses under Continuous Professional Development (CPD) for all levels of practitioners
  - c. Provision of consulting services;
  - d. Raising funds through sponsorship by large scale enterprises
  - e. Sale of information, education and communication materials
  - f. Hosting business conferences/ banquets;
  - g. Tuition fee, Examination fees, Reference fees etc
  - h. Provision of bookshop services
  - i. Provision of a resource centre

## **ASSIGNED TASKS**

During the plenary session several assignments were given to Sierra Leone as detailed below:

1. Sierra Leone was tasked with the responsibility of identifying relevant institutions in other African countries and contacting them to make them aware about the existence of the IFPSM and especially the African Regional Group. Also, to share with them the aspirations of the African Regional Group and invite them to become members.
2. To develop a list of high level contacts especially in multi-lateral institutions whom IFPSM in conjunction with the African Regional Group can contact to obtain their support in establishing the regional entity.
3. To use Sierra Leone as a case study in the creation of a professional procurement institute/ association.

## **NEXT STEPS FOR SIERRA LEONE**

Upon the formation of a regulatory committee within the NPPA, one of its primary focus was on the current state of the practice of procurement in Sierra Leone. The regulatory committee unanimously agreed that there is a dire need for regulating the practitioners. Though the regulatory committee acknowledges that the NPPA through its fundamental regulatory role has a responsibility to regulate the practice as well as the practitioners, the regulatory committee was of the overwhelming opinion that a body, dedicated specifically to bringing discipline and sanity in the practice needs to be created. Currently, there are no set standard requirements for practitioners including the lack of a comprehensive curriculum, no defined qualifications and classification levels and no disciplinary arm of professional misconduct.

Creation of an institute dedicated to addressing all these issues is a required next step in Sierra Leone's progression to the next level in its much acclaimed development in ensuring transparency and accountability in the field of public sector procurement.

Of worthy note is the fact that such an institute would impact on all practitioners in all sectors including the private sector.

Whilst awaiting formal approval and funding, in an effort to proactively push the process the following are currently being worked on:

- a. **Draft constitution** – This constitution would be finalized by the Working Group.
- b. **Draft Act** – Guided by several models, a draft Act is being crafted also to be finalized b the Working Group.

Attached is a draft action plan (annex VI) for initiating this process.