



Changing the mindset: an OECD perspective on emerging professionalization trends in public procurement

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2019 APMP Jubilee Conference
Bunnik, the Netherlands
11 April, 2019



The OECD



The OECD...

Better policies for better lives

OECD countries believe
a **stronger, cleaner, fairer**
world is possible



through co-operation

sharing information
and ideas that work

mutual advice



Spanning a variety of policy areas

Advice and global standards

Economics

Competition

Technology

Agriculture

Energy

Social Issues

Education

Entrepreneurship

Science

Financial Affairs

Taxes



Health



Environment

Work-life balance

Tractors



Governance

Development

Anti-corruption



Trade

Employment



Economics

Technology

Agriculture

Energy

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Health



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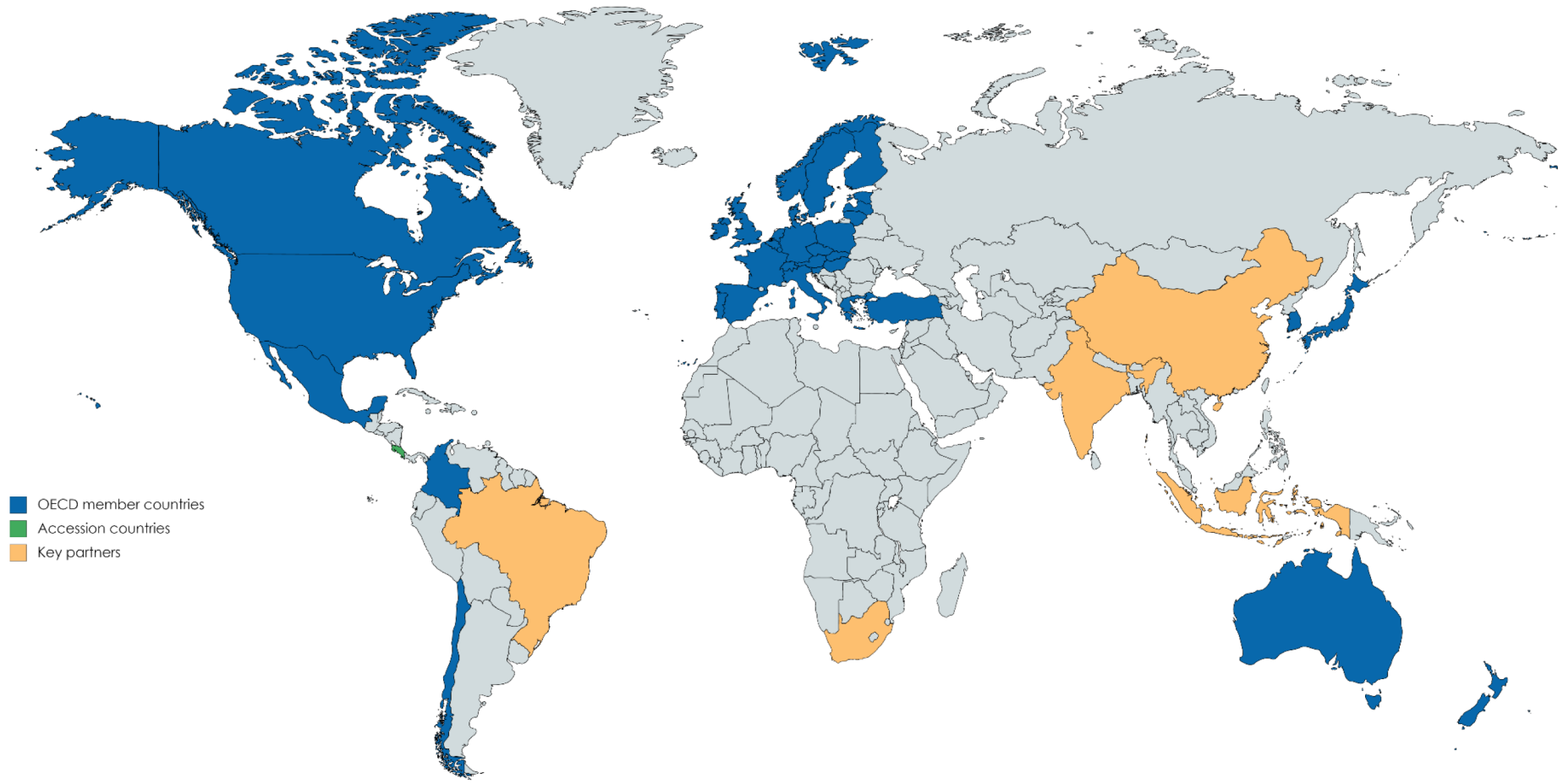




37 member countries

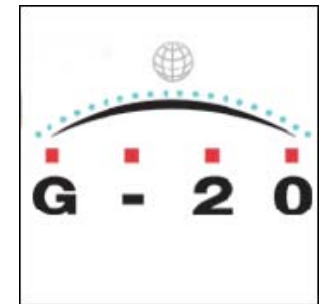
1 accession country

5 Key partners



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Part of a global community





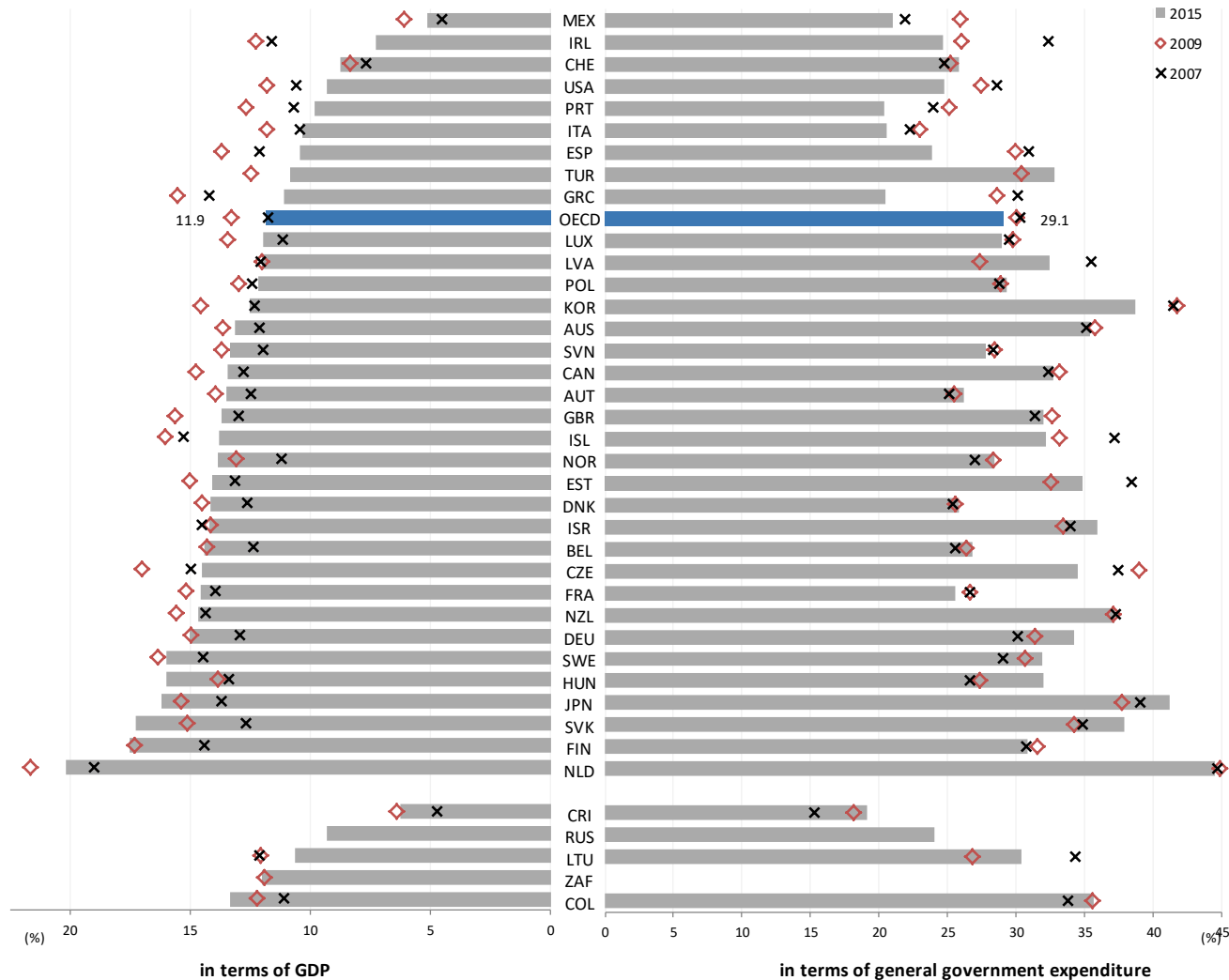
OECD Work on Public Procurement



Public Procurement matters...

6.4 trillion EUR spending in OECD

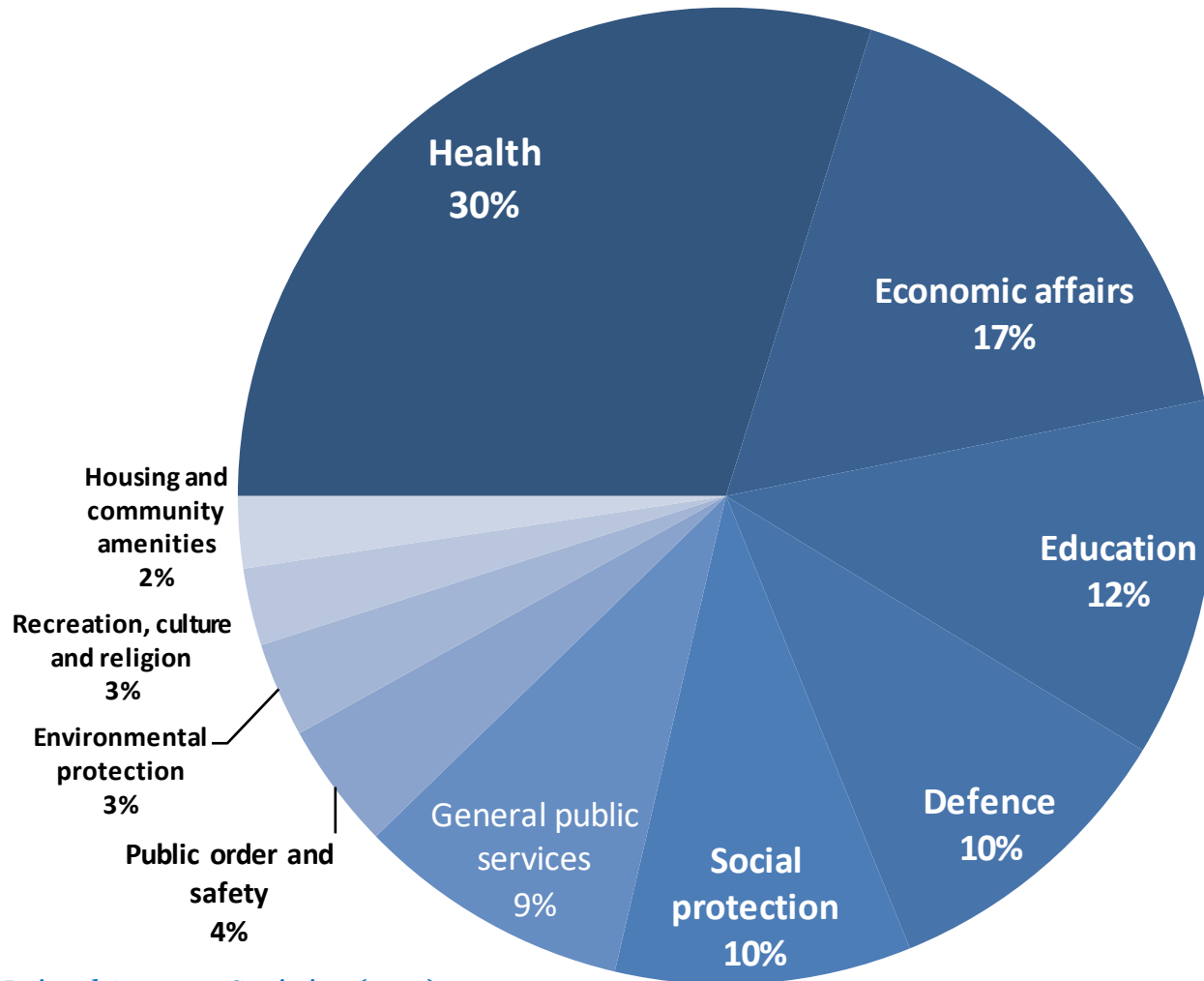
Government procurement as share of GDP and of total govt. expenditures





Public procurement has high implications for public service delivery

Structure of general government procurement spending in OECD countries (2015)





OECD contribution to reforming public procurement over the past 10 years

- Building **evidence** from **useful, reliable and comparable data** across OECD countries on the performance of public procurement – Government at a Glance; Key Performance Indicators
- Undertaking **hands-on peer reviews** that provide assessment of public procurement systems, either national or sectorial, and tailored proposals to address implementation gaps in specific context – in Germany, but also US, Korea, Mexico, Chile, Colombia, Peru, Kazakhstan, EU countries like Greece, Lithuania, Slovakia, Malta or Bulgaria in partnership with the EU - DG REGIO, DG GROW, SRSS, etc.



OECD contribution to reforming public procurement over the past 10 years

- Organising **policy dialogue** to share insights & shape directions for future reforms, build strategic partnership with private sector - Leading Practitioners, G20, MENA OECD Network
- Identifying **good practices** and providing **international standards** on public procurement – The 2015 OECD Recommendation, Compendiums on Integrity, Green Procurement, Innovation, now SMEs
- Coordinating the revision and use of the Methodology for Assessing Procurement Systems (MAPS), an ambitious, **universal tool** for all countries to **evaluate** how their public procurement systems operate

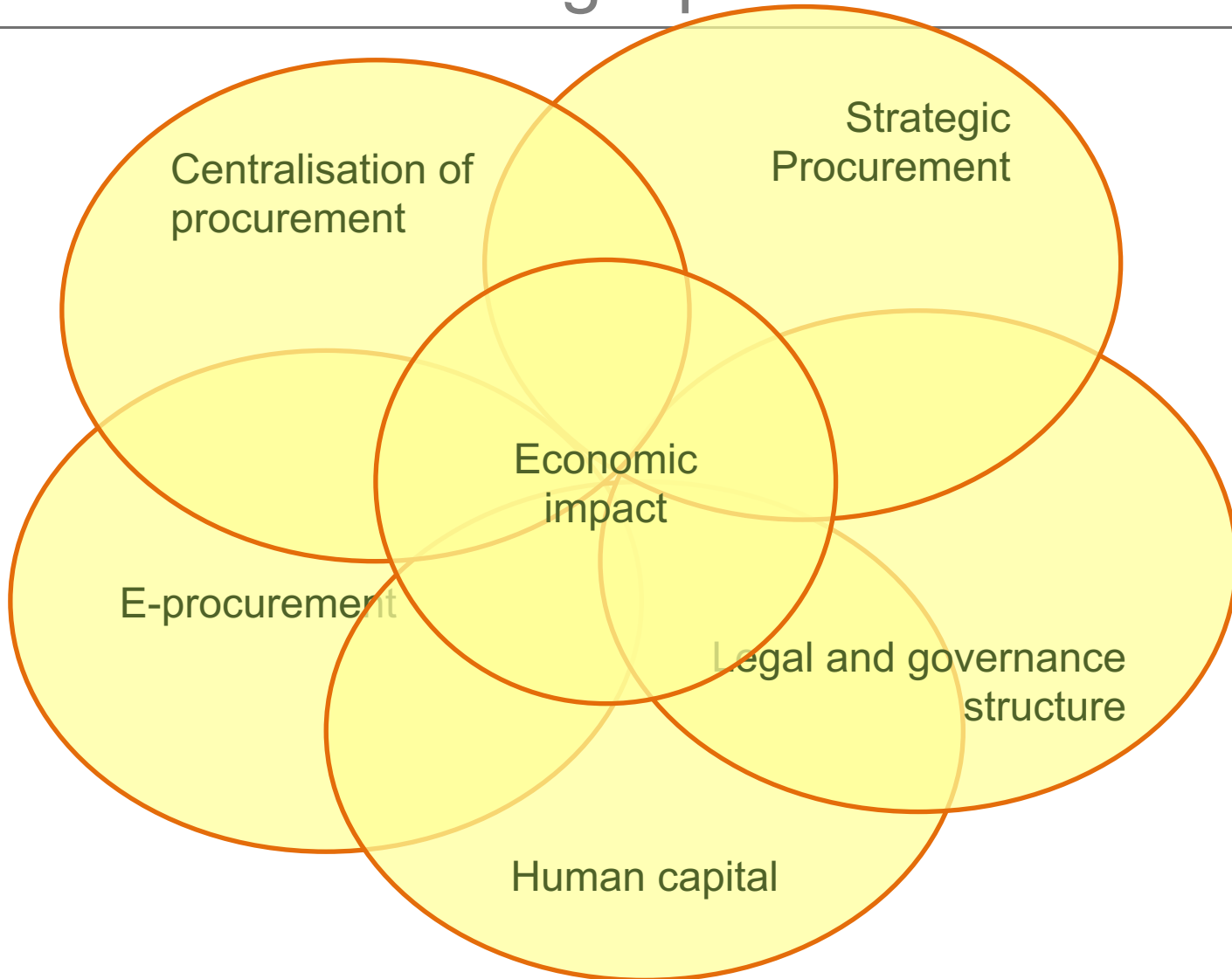


The [2015 OECD Recommendation on public procurement](#): 12 integrated principles for achieving strategic procurement



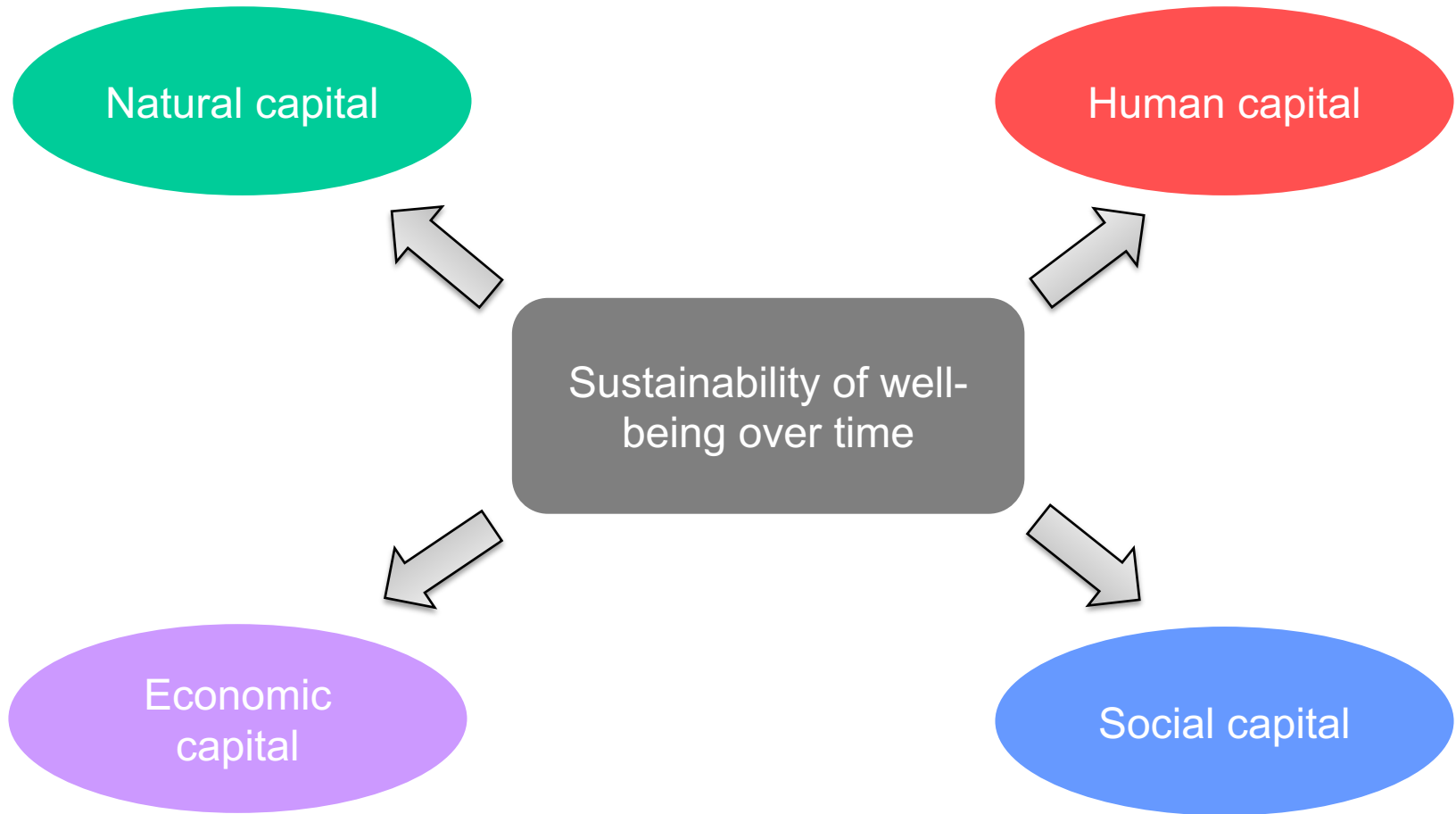


Organisational, human and technological enablers of strategic procurement





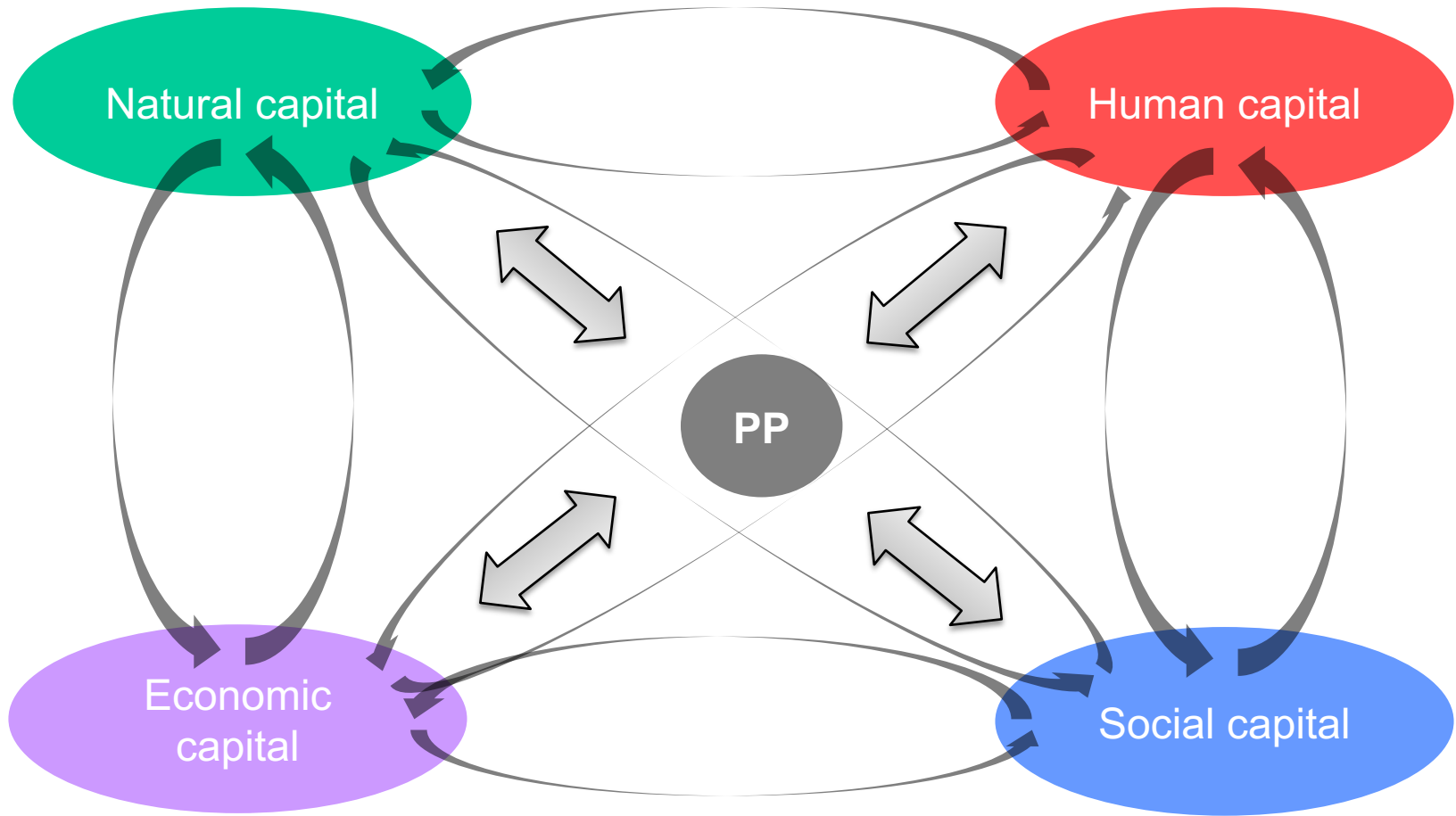
Assessing the impact of policies beyond economic performance



Inspired by the OECD well-being framework



Understanding the multidimensional impacts of procurement



Sustainability of well-being over time

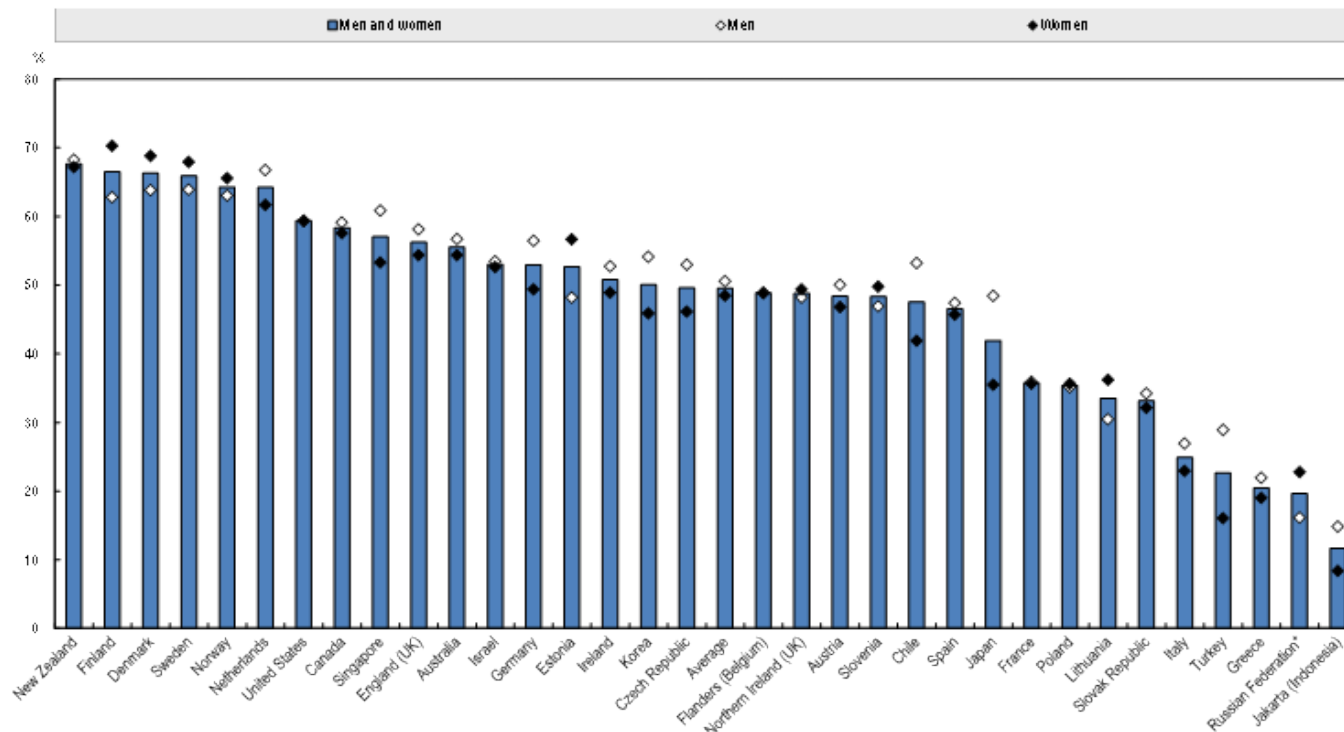


Professionalisation



Capacity building unlocks productivity

Across OECD countries, in average, 50% of all adults take part in either formal and non-formal education in a given year.





Its application to the public procurement workforce brings several benefits

- Public Procurement is one area of strategic governance where practice has an immediate economic effect
- Its surrounding environment (Directive 2014/24/EU, 2015 OECD Recommendation on Public Procurement, 2017 EU Recommendation on Public Procurement, National legal frameworks) supports a shift from an administrative exercise to a strategic approach

Greater strategic influence generates additional complexity calling for a skilled workforce



The challenges

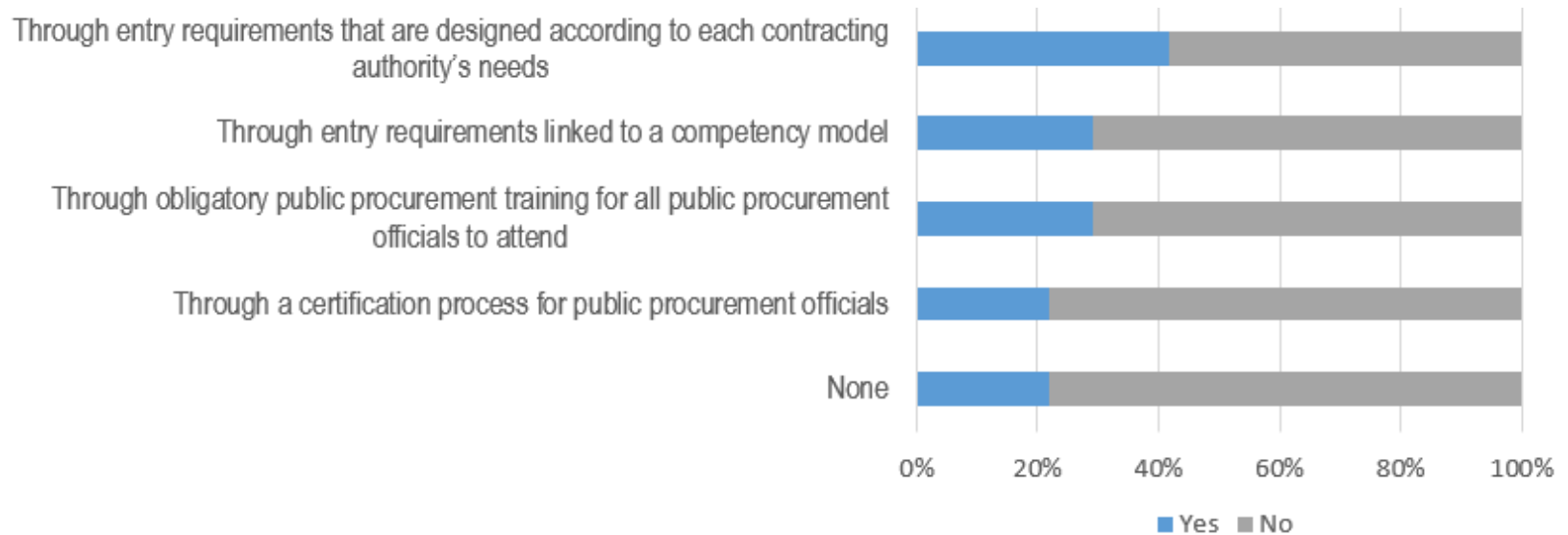
Developing Appropriate Capacity:

- Requires both short-term and long-term planning and prioritisation
- Requires coordination of actors across a number of public and private spheres
- Requires political will for the necessary gradual change



Developing the procurement workforce with the Capacity

- Professionalisation of public procurement officials was one of the needs highlighted during the implementation of the Recommendation.
- Governments are addressing this issue through several channels:



- Many governments have also developed collaborative approaches together with academic/research institutions and private sectors.



A comprehensive approach in one EU member country

Key Deliverables

- **Analytical Report**
 - Assessment of the capacity
 - Identification of the training priorities
- **Certification Framework**
 - Two Level (Basic & Advanced)
 - Curriculum
- **Professionalization Strategy**
- **Training of Trainers (ToT) Workshop**
 - Training Materials
 - Pre-examination and Post-examination
- **Pilot Sessions**



Certification Framework (Level)

Level	Basic	Advanced
Competency	<ul style="list-style-type: none">• Being able to implement basic and standard tasks of whole the procurement procedures	<ul style="list-style-type: none">• Being able to implement complex procurement procedures• Being able to provide colleagues with advice on every aspect of public procurement• Being able to propose issues to be improved in their daily work
Course Requirements	Completion of 42-hour courses	Completion of 18-hour courses
Examination	Multiple choice questions	Multiple choice questions and open questions



Certification Framework (19 Course Requirements)

Course subjects	Duration (hours)		
	Basic	Advanced	TOTAL
Public Procurement Law	2		2
Introduction to Public Procurement	3		3
Market Analysis	3		3
Calculation of Estimated Procurement Value	3		3
Selection criteria (Pre-qualification criteria)	2	1	3
Technical Specification	2.5	2.5	5
Award Criteria	2.5	3.0	5.5
Tender Evaluation & Contract Awarding	2		2
Contract Management	4		4
Ex-ante & Post Control	2		2
Integrity in Public Procurement	3.5		3.5
E-Procurement	2	1	3
Centralised Procurement	2	2	4
Introduction to Strategic Procurement	2		2
Strategic Public Procurement /Green Public Procurement	2.5	1.5	4
Strategic Public Procurement / SMEs	2.5		2.5
Strategic Public Procurement / Innovation		3	3
Socially responsible public procurement		2.5	2.5
Negotiation methods and tactics	1.5	1.5	3
TOTAL	42	18	60



Professionalization Strategy Tools

Module Training

CF Face-to-face workshop

E-learning

Degree program

Self Support

Manuals & Guidelines

Standardized templates

Ad-hoc Support

Help desk

Consultation
(OJT, Mentor, CoP)

Practical Training

OJT

Job-Swapping

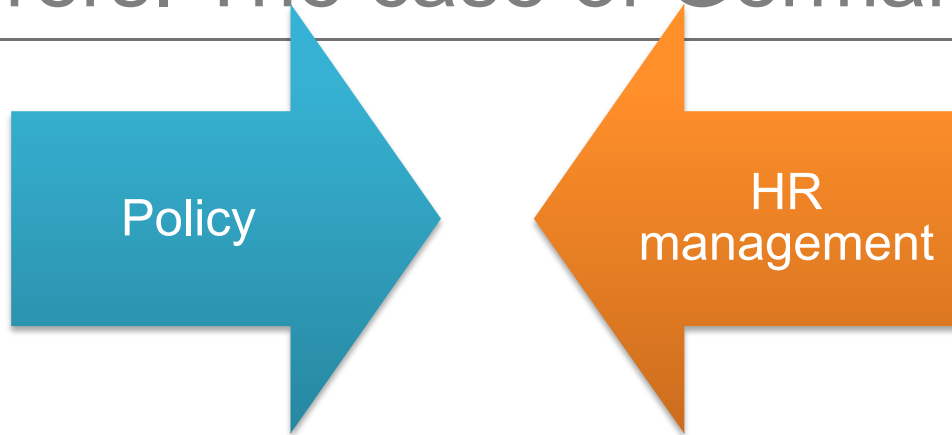
Regular event of
Community of
Practice (CoP)

Internship

one-stop shop procurement portal
(All contents centralized)



Excellent procurement requires excellent procurers. The case of Germany



Tension: strategic aims and the capacity to implement them

Centralisation, strategic procurement, EU rules
→ Complex processes that require specialised skills

Generalist profile of the average German civil servant and decentralised system
→ Challenges in building capacity evenly throughout the system



Building capacity is paramount to achieving strategic procurement

No. 1 challenge: disseminating good practices

→ Procurers are at the heart of that

Offer more resources for voluntary use

- Expand initiatives like the competence centres for procurement in general
- Offer more training
- Offer sample profiles and career paths
- Support professional bodies



Capabilities and capacity: a key principle for a sound PP system

- **Integrity:** More capable PP officers are better able to comply with procedures and ensure that they are applied fairly and effectively to avoid integrity breaches and mismanagement.
- **Access:** A trained PP workforce can ensure the delivery of clear and integrated tender documentation, standardised where possible.
- **Balance:** An adequate capability of the PP workforce can support strategic procurement and achieve complimentary policy objectives.
- **Efficiency:** A PP workforce with adequate capacity ensures an efficient and effective delivery of value for money.
- **E-procurement:** The PP workforce and potential bidders/suppliers need to know how to use e-procurement systems and tools.
- **Evaluation:** Designating specific evaluation units or teams to analyse PP information and monitor performance in the PP system boosts capacity.
- **Risk management:** RM strategies, related implementation plans and measures set up to deal with the identified risks need to be known and understood among the PP workforce in order to be used.
- **Accountability:** Internal control and external controls need to understand the subject matter, be coordinated, sufficiently resourced and integrated to be effective.

For more information



www.oecd.org/gov/public-procurement.htm