

The World Bank Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project Report 2019 (P169405): Error or Ignorance?

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Abstract: *The Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) is a professional body in Nigeria, established by an Act of the National Assembly, with the primary responsibility to develop and strengthen the manpower needs of the Purchasing and Supply Management profession. Recently, however, the World Bank published a Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project report (P169405) 2019 which scathes the Institute's standing, functions and efforts as the umbrella body of Purchasing and Supply Management professionals in the country. This paper critically analyses the core functions, roles and responsibilities of the Institute as enshrined in the enabling Act and compares its syllabus with the World Bank (2002) Procurement Consulting Services Manual, the World Bank Standard Bid Evaluation Form (SBEF) (April 1996), the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Documents (SBD) and the syllabus of the Chartered Institute of Procurement and Supply, United Kingdom (2018) syllabus. The paper found that the CIPSMN syllabus compares very well with all the documents mentioned and is even richer in content than some of them. The paper thus concludes that CIPSMN is adequate in terms of syllabus, legal standing and functional effectiveness and efficiency, as the rallying point of all procurement practitioners in the country, and that the World Bank report on SPESSE is either an error or a mischief intended to mislead the general public. The paper recommends that the report should be withdrawn and conciliatory publication made to redirect National and International thinking about manpower development in procurement and supply management in Nigeria; and that the World Bank should support the CIPSMN in its efforts to enhance the capacity of procurement practitioners in Nigeria's public and private sectors who desire to become procurement professionals, rather than circumvent the CIPSMN and its establishment Act in Nigeria.*

Keywords: *Institute of purchasing and supply management, procurement professionals, sustainable procurement, World Bank SPESSE Project Report 2019*

Introduction

Education fights ignorance and facilitates self and societal development. It is also a means of passing values, knowledge and skills to posterity. The purpose of education, in part, is thus the development of morally and mentally competent individuals with appropriate skills to stimulate development in different sectors of an economy. Every so often in this enterprise, the academia partners with professional bodies to develop or fine-tune syllabi for programmes geared towards filling manpower gaps in these professional groupings. Professional bodies are often the custodians of the rules and regulations, as well as the bulwarks of practice in specific vocations. Individuals in

different vocations thus usually form unions, associations, institutes, etc. and seek legislative backing to give such groupings the necessary locus to provide compass and function as bastions of the standards and ethics of the vocation. Hence, there are as many professional groupings as there are vocations and specializations; all working to further the interest and reckoning of their respective professions. The Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) was established in April 2007 through an act of the National Assembly of the Federal Republic of Nigeria; with the mandate to, among others, “*determine and review, from time to time, the academic standards, knowledge and skills that shall be attained by, persons seeking to qualify as professional procurers and registered members of the Chartered Institute of Purchasing and Supply Management*”. Nonetheless, with a view to continually update the competence of members and place the Institute at par with sister professional bodies at home and abroad, the institute regularly resorts to partnering with global bodies on best practices in procurement and supply management. The Institute is also a member of the International Federation of Purchasing and Supply Management (IFPSM).

However, recent developments portray a rather bleak picture of the status and fortune of the CIPSMN; as a World Bank report on Sustainable Procurement, Environmental and Social Standards Enhancement (SPESSE) Project (P169405) 2019 suggest that the Institute does not exist; is not alive to its statutory functions and responsibilities; does not have the required legal backing to serve as the custodian of the rules and minimum benchmarks for training and practice of Purchasing and Supply Management professionals in Nigeria, or does not have the requisite syllabus and content to issue, regulate or otherwise develop Nigeria’ manpower requirement in Purchasing and Supply Management.

In the succeeding sections, this paper presents a background of the CIPSMN; an overview of the World Bank report on SPESSE Project (P169405), the areas of conflict between provisions of the CIPSMN Act, 2007 and the World Bank SPESSE Project report, as well as the implication of the position of the World Bank SPESSE Project report (P169405).

Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN)

The CIPSMN was established to serve as a hub for the development of manpower required to handle procurement and supply management functions in Nigeria’s public and private sectors. Prior to the establishment of the Institute, Nigeria suffered a dearth of qualified personnel with up-to-dated knowledge in the area of procurement and supply management, as there was no holistic manpower training outfit in the area. Nonetheless, the establishment of the Institute addressed this challenge, as the Institute promptly liaised with educational institutions, public and private sector procurement and supply actors, and also consulted with the World Bank and other development partners to develop a framework and syllabus for the study, qualification and certification of procurement and supply management practitioners.

The Institute of Purchasing and Supply Management (IPSM), as it then was, in 1999, was an active member of the Nigerian Task Force in collaboration with the World

Bank and others, and whose recommendation led to the enactment of both the Nigerian Public Procurement Act (PPA), 2007 and the CIPSMN Act 2007, as recommended in the World Bank Nigeria Country Procurement Assessment Report (CPAR) of 2000. The establishment of both bodies was with the intent and purpose of the PPA, to make rules and regulate the procurement process while the CIPSMN train, examine and certify the procurement professionals to manage the process. Particularly, the CPAR of 2000 volume 2, item 58 captioned: "Training and current practice", stated that the Institute of Purchasing and Supply Management (IPSM) now CIPSMN had for many years provided training in public procurement, and so it will be natural to build on the already existing experience of the IPSM to create a certification system for procurement cadres.

The World Bank report on SPESSE Project (P169405) 2019

The World Bank report on SPESSE (P169405) 2019 was the outcome of a project commissioned by the World Bank with the intent to, as expressed on the objective section of the report, "*to develop sustainable capacity in managing procurement, environment and social safeguards in the public sector*". The project was thus intended to identify gaps in capacity requirements in professional procurement staff and environmental and social specialists in the public and private sectors in Nigeria. The project was also supposed to institute strategic programmes to map out the requirements, identify the training/academic institutions, prepare appropriate curricula, carry out capacity building programmes and establish necessary monitoring and evaluation mechanism to assure impact and sustainability.

CIPSM of Nigeria Act Vs the World Bank report (P169405) 2019

The **World Bank report (P169405) 2019** made some claims that does not align with the provisions of the CIPSM of Nigeria Act and also misrepresent the professional reckoning and syllabus of the Institute. These claims are contained in items 8, 13, 14 and 18 of the report.

Item 8 of the **report** states that:

The lack of adequate procurement capacity has been due mainly to absence of capacity development policy and strategy. Public Procurement Officials frequently receive ad hoc trainings that do not produce the required build-up or capacity enhancements. Presently, **there is no alignment of procurement training, no certification program, and no sustainable procurement capacity development in the country.** Migrated through lateral transfer after two-week ad-hoc training at the federal level and without such training at the sub-national level, the procurement cadre in Nigeria requires a holistic and long-term investment in capacity building. The regulatory agency that controls public procurement operations at the federal level, the Bureau of Public Procurement (BPP), has the mandate to build the capacity of public procurement practitioners but **this goal has not been achieved due to limited funding.** Some polytechnics **offer only Purchasing and Supplies** courses at Ordinary and/or Higher National Diploma levels. The Lagos Business School organized short courses in procurement in the past and the Ibadan Business School has

also tried to offer short courses in procurement; both sets of courses are neither well defined and structured nor sustainable.

The Chartered Institute of Purchasing and Supplies Management of Nigeria (CIPSMN) was created for the advancement of the purchasing and supplies cadre; however, the course of study and qualifications for certification are not consistent with those required of a procurement professional.

In item 13, it was stated that:

These sectors have had their fields as part of university curricula for a long time with the universities offering certificate, undergraduate, postgraduate and Master's degree courses. For instance, many universities in Nigeria have been teaching oil and gas, quantity surveying, architecture, engineering, accountancy, etc. These sectors have also got established professional bodies that are responsible for professional advancement of their members. On the other hand, PES Management are new sectors in Nigeria. For example, public procurement was recognized by the government only in June 4, 2007, after the promulgation of the Public Procurement Act. While the Environmental Impact Assessment (EIA) Act and the National Environmental Standards and Regulation Enforcement Agency (NESREA) were recognized on December 10, 1992 and July 30, 2007 respectively. Social Development is also recognized by government as a professional practice. However, a bill to establish a professional regulatory body for the social development is being finalized at the National Assembly. **As a result, procurement and E&S management lag behind the other sectors in the development of their professional practitioners at all the three levels of professional development: academic, statutory and civil association.**

Item 14 stated that:

The proposed project is the first attempt to develop and implement curricula for procurement and E&S standards certification in Nigeria by offering professionalization and academic tracks in a custom-made, fit-for-purpose and sustainable manner as a follow-on to the ACE programmes. However, while ACE's focus is on regional collaboration within Sub-Sahara Africa, this project will focus on international collaboration with Nigerian public, private, academic and sector partners.

While item 18 stated thus:

This project will address all the identified capacity gaps through a strategic program that **maps out the requirements, identifies the training/academic institutions, prepares appropriate curricula, carries out the capacity building programs** and establishes the necessary monitoring and evaluation mechanism to assure impact and sustainability.

The claims of the World Bank as contained in their report and stated above are however brought to naught by relevant sections of the Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) Act 2007 which clearly specify the scope and functions of the Institute.

These relevant sections are cited hereunder:

Section 1: ESTABLISHMENT OF THE CHARTERED INSTITUTE OF PURCHASING AND SUPPLY MANAGEMENT AND ITS FUNCTIONS.

1(l) There is established a body to be known as the Chartered Institute of Purchasing and Supply Management of Nigeria (in this Act referred to as "the Institute") which shall be a body Corporate under that name and be charged with the general duty of:

(a) **Determining and reviewing, from time to time, the academic standards, knowledge and skills** that shall be attained by, persons seeking to qualify as registered members of the Chartered Institute of Purchasing and Supply Management in this Act referred to as "the Professional";

(b) **Ensuring that its members maintain a reputable and high standard of behaviour expected of any professional in purchasing, procurement, stores, materials, warehouse; logistics management or supply chain management in Nigeria and other parts of the world;**

(c) **Providing for the training, education and examination of persons desiring to become professional procurers** according to the provisions of this Act; whether in Nigeria or abroad;

(d) Regulating the discipline and professional conduct of its members;

(e) Promoting and projecting the welfare of its members both in Nigeria and abroad;

Section 5:

5(10) A holder of the final professional certificate of the Institute shall be **entitled to employment in private and public service** on the same rank applicable to members of other chartered professional bodies in Nigeria.

5(11) A holder of the final professional certificate of the Institute shall, after 3 years of graduation, be eligible for a practicing certificate as a "**Chartered Procurer**" on satisfying the Institute's requirement by attending two consecutive mandatory professional assessment course, at least once in a year and the certificate is subject to renewal every year, on a fee to be determined by the Council.

Section 11

11(1) Subject to section 5 of this Act, a person shall be entitled to be registered as a member of the profession if he satisfies the Council that:

(a) Immediately before the commencement of this Act, he holds a qualification approved for members of the Institute and has the prescribed post qualification experience;

(b) He is by law entitled to practice for all purposes as a **procurement practitioner** in the country in which the qualification was granted;

11(8) The **purchasing and supply professionals** from abroad who reside in Nigeria and wish to practice shall, within 12 months after the commencement of this Act; seek registration with the Institute to become members.

11(9) A person shall not be entitled to be 'appointed or engaged to head any **purchasing and supply chain management** of any organization unless he is duly registered as a member of the Institute qualified by examination.

Section 13(2) The Institute shall have **powers to accredit any institution of higher learning offering courses leading to the award of Degree**, Higher National Diploma and Diploma in purchasing and supply in order to maintain standard.

Section 16

16(1) If a person for the purpose of procuring the registration of any name, qualification or other matter:

16 (2) If, on or after the commencement date of this Act, a person who is not a member of the Institute practices or holds himself out as a member in expectation of a reward or takes-or uses any name, title, addition or description implying that he is a member, he is guilty of an offence.

16 (4) A person guilty of an offence under this section is liable-

(a) on summary conviction to a fine not exceeding N50,000.00;

(b) on conviction or indictment to a fine not exceeding N20,000.00 or to imprisonment for a term not exceeding two years, or both such fines and imprisonment;

16 (5) Where an offence under this section which has been committed by a body corporate is proved to have been committed with the consent or connivance of or attributable to any neglect on the part of any director, manager, secretary or other similar officer of the corporate body or any person purporting to act in such capacity, he as well as the body corporate shall be deemed to have committed the offence and shall be liable to be prosecuted and punished accordingly.

Section 20: Interpretation section

"**Institute**" means The Chartered Institute of Purchasing and Supply Management of Nigeria established under section 1 (1) of this Act;

"**Member**" means a chartered member of the Institute registered in any of the six classes of membership;

"**Purchasing and supply professional**" means any qualified member who is into practice or employed by any organization, ministry, corporation and engaged in purchasing, supply, **procurement**, stores, logistics, materials or warehouse management;

"Supply chain management" denotes the general coordination of activities that involves **procurement**, purchasing, stores, warehousing, logistics, materials and supply management;

The foregoing shows that the claims of the World bank report does not represent the truth about the status of procurement and supply management in Nigeria as it appears not to understand or has refused to acknowledge that the interpretation of a Purchasing and Supply Professional in section 20 the CIPSMN Act covers the field of procurement in both the public and private sectors in Nigeria as provided for in section 5(10) and 11(9). Therefore, the attempt by the World Bank to distinguish between a purchasing and supply cadre and a procurement cadre is a nullity as procurement is accommodated in purchasing and supply. This fact is further confirmed by the World Bank Procurement Manual (2001) (Procurement Policy and Services Group Operations Policy and Country Services VPU) which states that procurement is a purchasing activity whose purpose is to give the purchaser best value for money. In actuality, the CIPSMN has since its establishment in 2007 been actively engaged in partnering with relevant institutions to develop capacity in procurement and supply management; and the syllabus of the Institute for professional examinations in purchasing and supply management compares to any other used anywhere in the world, as it is based on global best practices, challenges and demand. Below is a comparison of the syllabus of the CIPSMN (2012) and that of the World Bank (2002) Consulting Services Manual.

Insert Table 1:

Table 1 shows that the consulting services management content of the CIPSMN syllabus for professional examinations in purchasing and supply management (2012) adequately compares to that of the World Bank procurement consulting services manual (2002). It is therefore uncharitable for the SPESSE Project Report 2019 (P169405) to state that the course of study and qualifications for certification of the CIPSMN is not consistent with those required of procurement professionals in Nigeria. As the Tables indicate, the syllabus of the CIPSMN (2012) is adequate for study, qualification and certification in procurement.

To further buttress the adequacy of the syllabus of the CIPSMN (2012), Table 2 below presents a tripartite comparison of the World Bank Standard Bid Evaluation Form (SBEF) (April 1996) and Standard Procurement Document (SPD) for goods and works (July 2016), and the CIPSMN Bidding Process and Evaluation content of the syllabus for professional examinations in purchasing and supply management (2012), and the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Document (SBD).

Insert Table 2:

Table 2 also indicates that the syllabus of the CIPSMN (2012) is at par with the contents of World Bank Standard Bid Evaluation Form (SBEF) (April 1996) and Standard Procurement Document (SPD) for goods and works (July 2016), and the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Document (SBD).

In Table 3 below, we compare the current syllabus of the Chartered Institute of Procurement and Supply (CIPS) UK in Procurement and Supply (2018) to that of CIPSMN (2012). The CIPS UK was until the 8th of October 2014 known as the Chartered Institute of Purchasing and Supply (CIPS) UK before the British government substituted "Purchasing" with "Procurement".

Insert Table 3:

Table 3 shows that the syllabus of CIPSMN (2012) is richer in content than that of the CIPS UK in Procurement and Supply (2018), as the syllabus for CIPSMN (2012) contains more core procurement related subjects/courses. The CIPSMN (2012) syllabus incorporates international best practices and builds in global competitiveness while also aligning with the Nigerian Public Procurement Act and system.

Conclusion and Recommendations

The World Bank has been involved in Nigeria's developmental journey over the years. Its involvement is felt in economic, social, environmental, infrastructural, and human capital development. The World Bank is thus regarded not only as a partner; but also as cornucopia of facts about issues in the different sectors of the nation. Therefore, any information given by the body is viewed as true, foolproof and fail-safe. However, the **World Bank report on SPESSE Project (P169405) 2019** falls short of this high regards and expectations; as the report distorted facts, misrepresented the true status of the development of the procurement and supply management profession and the regulatory role and efforts of CIPSMN in Nigeria; and thus misleads the public. One wonder, if the report was deliberately calibrated to serve preconceived ends of vested interests in the World Bank as represented in Nigeria or an innocent mistake resulting from poor research.

As a respected development partner, the World Bank is in the circumstance invited to apprise itself of the provisions of the **Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN) Act No. 21 of 2007**, as well as the syllabus of the CIPSMN (2012) and juxtapose it with the World Bank consulting services manual (2002), and the syllabus of any sister institute anywhere in world to determine if the **SPESSE Project report (P169405) 2019** can be allowed to exist as truth. In the event

that the World Bank realizes its errors (whether of omission or commission), it is expected that they (the World Bank) withdraw the **SPESSE Project report (P169405) 2019**, offer conciliatory publication in national and international media to redirect national and international thinking of the truth about manpower development in procurement and supply management in Nigeria. It is also recommended that the World Bank, in keeping with its high global status as a repository of knowledge and information should, always get all required facts before publishing reports in order to circumvent the recurrence of erroneous and misleading publications.

Finally, the World Bank is implored to support the CIPSMN in its efforts to enhance the capacity of procurement practitioners in Nigeria's public and private sectors who desire to become procurement professionals, rather than seek to circumvent the CIPSMN and its establishment Act and further create unnecessary conflict between the BPP and the CIPSMN in Nigeria. Also, the World Bank is invited to strengthen CIPSMN in the advancement of the cause for the institutionalization of training for procurement and supply management professionals by creating and supporting existing departments of procurement and supply management in Nigerian institutions of higher learning; as the seeming politically motivated two weeks ad hoc trainings presently being organized by the BPP pursuant to section 5(k) **“organize training and development programmes for procurement professionals”** and (s) **“co-ordinate relevant training programs to build institutional capacity** of the Public Procurement Act, 2007 is harmful to Nigeria's procurement system in particular and the economy in general. It also does not make the trainees procurement professionals or the BPP a professional body to certify procurement professionals. Rather, the BPP is lawfully required to organize training and development programmes for procurement professionals/professional procurers/purchasing and supply professionals that are certified by the Institute as provided for in section 1(1)(c) of the CIPSMN Act of 2007. Hence, the World Bank should encourage the BPP to enter into a training and capacity building Memorandum of Understanding (MOU) with the CIPSMN, the same way the United Kingdom Government Commercial Function (GCF) on behalf of the UK Cabinet Office did with the CIPS UK in 2017.

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Table 1: Comparison between the contents of the CIPSMN syllabus for professional examinations in purchasing and supply chain management (2012) and the World Bank (2002) Procurement Consulting Services Manual: A Comprehensive Guide to Selection of Consultants

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<p>4. CONFLICT OF INTEREST 4.1 Main Considerations 4.2 Bank Policy 4.3 Categories of Conflicts of Interest 4.4 Prevention of Conflicts of Interest 4.5 Utility Management Contracts 4.6 Partnerships 4.7 Consultants Engaged by the Bank</p> <p>5. FRAUD AND CORRUPTION 5.1 General Considerations 5.2 Most Common Corrupt Practices 5.3 Sources of Allegations 5.4 Investigations and Sanctions by the Bank 5.5 Prevention of Corrupt Practices</p> <p>6. TRANSFER OF KNOWLEDGE IN CONSULTANT CONTRACTS 6.1 Main Considerations 6.2 On-the-Job Training of Borrower Staff 6.3 Stand-Alone Training 6.4 Twinning of Organizations</p> <p>7. FINANCING CONSULTING SERVICES 7.1 Introduction 7.2 Reimbursable Funds 7.3 Grants and Trust Funds 7.4 Disbursements and Suspension of Disbursements 7.5 Cofinancing of Consulting Services</p> <p>8. THE ROLE OF THE BANK 8.1 Main Considerations 8.2 Prior Review 8.3 Post Review 8.4 Assistance to Borrowers</p> <p>9. THE SELECTION PROCESS AND SELECTION METHODS 9.1 Steps in the Selection Process 9.2 General Criteria for Selection Procedures 9.3 Selection Methods 9.4 Selection of Particular Types of Consultants 9.5 Time Schedule of the Selection Process</p> <p>10. DEVELOPING THE TERMS OF REFERENCE 10.1 Main Considerations 10.2 Drafting Terms of Reference 10.3 Outline of the Terms of Reference</p> <p>11. ESTIMATING COST AND BUDGET 11.1 Main Considerations 11.2 Estimating Cost Components</p>	<p>D. CONFLICT OF INTEREST D.1 Main Considerations D.2 Categories of Conflicts of Interest D.3 Prevention of Conflicts of Interest D.4 Utility Management Contracts</p> <p>E. Nil</p> <p>F. CAPACITY BUILDING, TRANSFER OF KNOWLEDGE AND TRAINING IN CONSULTANT CONTRACT ASSIGNMENT F.1 Main Considerations F.2 Objectives and guiding principles F.3 responsibilities of the Consultant</p> <p>G. Nil</p> <p>H. Nil</p> <p>I. THE SELECTION PROCESS AND SELECTION METHODS I.1 Steps in the Selection Process I.2 Selection Methods I.3 Effectiveness and efficiency in the selection process</p> <p>J. DEVELOPING THE TERMS OF REFERENCE J.1 Main Considerations J.2 Drafting Terms of Reference J.3 Outline of the Terms of Reference</p> <p>K. ESTIMATING COST AND BUDGET K.1 Estimating Cost Components and Main Considerations</p>
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<p>12. SETTING THE EVALUATION CRITERIA 12.1 Main Considerations 12.2 Specific Experience 12.3 Methodology and Work Plan 12.4 Qualifications and Competence of Key Staff 12.5 Transfer of Knowledge (Training) 12.6 National Participation 12.7 The Point System 12.8 Evaluation Criteria and Subcriteria</p> <p>13. ADVERTISING AND SHORTLIST 13.1 Main Considerations 13.2 Advertising 13.4 Associations between Consultants 13.5 Review and Approval of the Shortlist 13.6 DACON Registration</p> <p>14. REQUEST FOR PROPOSALS 14.1 Introduction 14.2 Letter of Invitation 14.3 Information to Consultants 14.4 Technical and Financial Proposal Standard Forms 14.5 Standard Forms of Contract</p> <p>15. TYPES AND FORMS OF CONTRACTS 15.1 Types of Consultant Contracts 15.2 Selection of the Appropriate Contract Form 15.3 Bank Standard Contract Forms</p> <p>16. PREPARATION, SUBMISSION, AND EVALUATION OF PROPOSALS 16.1 Introduction 16.2 Preparation of Proposals 16.3 Evaluation Committee 16.4 Receipt and Opening of Proposals 16.6 Evaluation of Financial Proposals 16.7 Combined Evaluation and Final Score 16.8 Rejection of All Proposals 16.9 Role of the Bank in the Evaluation Process</p> <p>17. EVALUATION PRACTICES OF TECHNICAL PROPOSALS 17.1 Rating System 17.2 Specific Experience of Consultants that Relates to the Assignment 17.3 Adequacy of Proposed Methodology and Work Plan 17.4 Qualifications and Competence of Proposed Key Staff</p> <p>18. NEGOTIATIONS AND AWARD OF CONTRACT 18.1 Preparations for Negotiation</p>	<p>L. SETTING THE EVALUATION CRITERIA L.1 Types of Technical Proposal L.2 Evaluation Criteria of Technical Proposal L.3 Key professional staff qualifications and competence for the assignment L.4 The Point System and Sub-criteria</p> <p>M. ADVERTISING AND SHORTLIST M.1 Advertising M.2.Preparation of Shortlist</p> <p>N. REQUEST FOR PROPOSALS N.1 Introduction N.2 Letter of Invitation N.3 Instruction to Consultants N.4 Technical and Financial Proposal Standard Forms</p> <p>O. Nil</p> <p>P. PREPARATION, SUBMISSION, AND EVALUATION OF PROPOSALS P.1 Introduction P.2 Preparation of Proposals P.3 Evaluation Committee P.4 Request and Opening of Proposals P.6 Evaluation procedure for Technical and Financial Proposals P.7 Combined Quality and Cost Evaluation P.8 Rejection of All Proposals</p> <p>Q. Nil</p> <p>R. NEGOTIATIONS AND AWARD OF CONTRACT</p>
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<p>18.2 Items Subject to Negotiation 18.3 Outline of Negotiation Procedures 18.4 Limits of Negotiations 18.5 Negotiations of Technical Aspects 18.6 Negotiation of Financial Conditions 18.7 Negotiation of Contract Conditions</p> <p>19. SUPERVISING CONSULTANTS 19.1 Contract Effectiveness 19.2 Execution of the Assignment 19.3 Completing the Assignment 19.4 Bank Role in Supervision</p> <p>20. PREPARATION, SUBMISSION, AND EVALUATION OF PROPOSALS</p> <p>21. SELECTION OF INDIVIDUAL CONSULTANTS 21.1 Individual Consultants Versus Consulting Firms 21.2 Selection of Individual Consultants 21.3 Hiring of Government Officials and Academics 21.4 Nepotism</p>	<p>R.1 Preparations for Negotiation R.2 Items Subject to Negotiation R.3 Outline of Negotiation Procedures R.4 Limits of Negotiations R.5 Negotiations of Technical Aspects R.6 Negotiation of Financial Conditions R.7 Negotiation of Contract Conditions</p> <p>S. SUPERVISING CONSULTANTS S.1 Management of Contracts, Execution and Completing the Assignment</p> <p>T. Nil</p> <p>U. Nil</p>
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Table 2: Comparison amongst the contents of the World Bank (WB) Standard Bid Evaluation Form (SBEF) (April 1996) and Standard Procurement Document (SPD) for goods and works (July 2016), the CIPSMN syllabus for professional examinations in purchasing and supply chain management (2012), and the Bureau of Public Procurement (BPP) in Nigeria Standard Bidding Document (SBD) for goods and works (May 2011).

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<p>Table 3. Bid Submission and Opening</p> <p>Table 4. Bid Prices (as Read Out)</p> <p>Table 5. Preliminary Examination</p> <p>Table 6. Corrections and Unconditional Discounts</p> <p>Table 7. Exchange Rates</p> <p>Table 8. Currency Conversion (Multiple Currencies)</p> <p>Table 9. Currency Conversion (Single Currency)</p>	<p>G3. Domestic preference G4. Computational error</p> <p>G5. Currency conversion</p> <p>G6. General procedure G7. Lower price G8. Price plus other factors G9. Minimum technical specification G10. Life cycle cost G11. Quality, price and cost G12. Multiple lots G13. Bid selection G14. Post qualification G15. Contract award</p> <p>G3. Domestic preference</p> <p>G15. Contract award</p>	<p>Section 2.</p> <p>E. Submission of Tender</p> <p>F. Opening and Evaluation of Tenders</p> <p>F. Opening and Evaluation of Tenders</p> <p>H. Evaluation Criteria for Domestic Preference for Goods</p> <p>H. Evaluation Criteria for Domestic Preference for Goods</p> <p>G. Contract Award</p>
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<p>Table 10. Additions, Adjustments, and Priced Deviations</p> <p>Table 11. Domestic Preference for Goods</p> <p>Table 12. Domestic Preference for Works</p> <p>Table 13. Proposed Contract Award</p>		
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Table 3: Comparison between the contents of the CIPSMN syllabus for professional examinations in Purchasing and Supply Management (2012) and the CIPS UK syllabus in Procurement and Supply (2018)

COURSES/SUBJECTS IN THE CIPS UK SYLLABUS	COURSES/SUBJECTS IN THE CIPSMN SYLLABUS
<p>LEVEL 4: DIPLOMA IN PROCUREMENT AND SUPPLY, REF: 603/3924/X</p> <p>This level 4 is the highest entry level for CIPS UK leading to their final professional Diploma qualification “MCIPS Chartered Procurement and Supply Professional”.</p> <p>Entry requirements: A minimum of at least two A-levels (or international equivalent) or a CIPS Level 3 Advanced Certificate qualification is required. Alternatively, the candidate will need a minimum of two years’ relevant experience in a business environment.</p> <p>Courses (all compulsory)</p> <ol style="list-style-type: none"> 1. Scope and Influence of Procurement and Supply (L4M1) 2. Defining Business Need (L4M2) 3. Commercial Contracting (L4M3) 4. Ethical and Responsible Sourcing (L4M4) 5. Commercial Negotiation (L4M5) 6. Supplier Relationships (L4M6) 7. Whole Life Asset Management (L4M7) 8. Procurement and Supply in Practice 	<p>PROFESSIONAL STAGE 1:</p> <p>This professional state 1 is an entry level for CIPSMN leading to their final professional Diploma qualification “MCIPSN Chartered Procurer”.</p> <p>Entry requirements: A minimum of HND/B.Sc in related fields from recognized Polytechnics and Universities or a recognized and relevant Professional qualification.</p> <p>Subjects (all compulsory)</p> <ul style="list-style-type: none"> ▪ Materials Production Planning and Control ▪ Strategic Distribution Methods and Logistics Management ▪ Finance for Supply Chain Managers ▪ Economic Policy Formulation In Nigeria ▪ International Business Management ▪ Contract Procedures and Techniques ▪ Legal Aspects of Supply Chain Management ▪ Introduction to Procurement Management

<p>(L4M8)</p> <p>LEVEL 5: ADVANCED DIPLOMA IN PROCUREMENT AND SUPPLY, REF: 603/3925/1</p> <p>Entry requirements: For candidates who have successfully completed the CIPS Level 4 Diploma in Procurement and Supply.</p> <p>Compulsory courses</p> <ol style="list-style-type: none">1. Managing Teams and Individuals (L5M1)2. Managing Supply Chain Risk (L5M2)3. Managing Contractual Risk (L5M3)4. Advanced Contract & Financial Management (L5M4)5. Ethical Procurement and Supply (L5M5) <p>Elective Courses To choose three electives only</p> <ol style="list-style-type: none">(i) Category Management (L5M6)(ii) Achieving Competitive Advantage Through the Supply Chain (L5M7)(iii) Project and Change Management (L5M8)(iv) Operations Management (L5M9)(v) Logistics Management (L5M10)(vi) Advanced Negotiation (L5M15) <p>LEVEL 6: PROFESSIONAL DIPLOMA IN PROCUREMENT AND SUPPLY, Ref: 603/3926/3</p> <p>Entry requirements: Candidate will need to have achieved CIPS Level 5 Advanced Diploma in Procurement and Supply.</p> <p>Compulsory courses</p> <ol style="list-style-type: none">1) Strategic Ethical Leadership (L6M1)2) Global Commercial Strategy (L6M2)3) Global Strategic Supply Chain Management (L6M3)4) Future Strategic Challenges for the Profession (L6M4) <p>Elective Courses</p>	<p>PROFESSIONAL STAGE 2:</p> <p>Entry requirements: This is the highest entry level for candidates who have successfully completed all the CIPSMN professional stage 1 (one) subjects by examinations or for holders of HND or B.Sc in Purchasing and Supply Management but must still write Economic Policy Formulation In Nigeria.</p> <p>Subjects (all compulsory)</p> <ol style="list-style-type: none">1. Project management2. International purchasing management3. Entrepreneurship development in Nigeria4. Purchasing practice and techniques5. Purchasing and supply chain management I6. Government procurement policy and stores regulations7. Stock audit and verification <p>Elective subjects No electives</p> <p>PROFESSIONAL STAGE 3:</p> <p>Entry requirements: For candidates who have successfully completed all the CIPSMN professional stage 2 (two) subjects by examinations.</p> <p>Subjects (all compulsory)</p> <ol style="list-style-type: none">1. Bidding Process and Evaluation Management2. Consulting Services Management3. Purchasing and Supply Chain Management II4. Stores Management and Inventory Control5. Procurement Audit and Investigation6. Procurement Case Study7. Research Methodology <p>Elective subjects No elective</p>
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<p>To choose three electives only</p> <ol style="list-style-type: none">1. Strategic Programme Leadership (L6M5)2. Commercial Data Management (L6M7)3. Innovation in Procurement and Supply (L6M8)4. Supply Network Design (L6M9)5. Global Logistics Strategy (L6M10) <p>On successful completion the candidate will need to formally apply to be upgraded to MCIPS, or with an up to date CIPS Ethical Procurement and Supply certificate you will be eligible to upgrade to "MCIPS Chartered Procurement and Supply Professional".</p>	<p>PROFESSIONAL STAGE 4: Entry requirements: For candidates who have successfully completed all the CIPSMN professional stage 3 (three) subjects by examinations. Subject (compulsory)</p> <ol style="list-style-type: none">1. Project writing and defense <p>Elective subjects No elective</p> <p>On successful completion of the project work and defense, the candidate will be issued with a Graduate Membership Diploma (Purchasing and Supply Professional). After 3years of graduation, he or she is required by law to attending two consecutive mandatory professional assessment course, at least once in a year, and will need to formally apply to be upgrade to "MCIPSN" status as a "Professional Procurer/Chartered Procurer". Please see sections 1(1)(c), 5(11) and 20 of the CIPSMN Establishment Act 2007.</p>
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