

**CHALLENGES IN PUBLIC PROCUREMENT:
AN INTERNATIONAL PERSPECTIVE
(VOLUME 3)**

Edited by

Khi V. Thai, Armando Araujo, Rosalyn Y. Carter, Guy Callender, David Drabkin, Rick Grimm, Kirsten Jensen, Robert E. Lloyd, Cliff McCue, and Jan Telgen

INTERNATIONAL PUBLIC PROCUREMENT CONFERENCE

October 21-24, 2004

Fort Lauderdale, Florida, USA

Sponsored by:

U.S. General Services Administration

National Institute of Governmental Purchasing, Inc.

United Nations/Inter-Agency of Procurement Services Office

Florida Atlantic University/College of Architecture, Urban and Public Affairs

Curtin University of Technology Business School (Australia)

Florida Association of Public Purchasing Officers, Broward Chapter

The World Bank Procurement Policy and Services Group

CONTENTS

| | |
|---|-----|
| What Is Public Procurement? Definitional Problems and Implications | 1 |
| <i>Robert E. Lloyd and Clifford P. McCue</i> | |
| Public-Private Partnerships in the U.S. and Canada: Case Studies and Lessons | 31 |
| <i>Aidan R. Vining, Anthony E. Boardman, and Finn Poschmann</i> | |
| Technological Change and Institutions: The Role of Public Sector Procurement | 61 |
| <i>Wendy Phillips, John Warrington, Louise Knight and Nigel Caldwell</i> | |
| Software Costing Analysis Model for Evaluating Value for Money | 81 |
| <i>Guy Callender, Diane Jamieson, and Kevin Vinsen</i> | |
| Purchasing Control, Compliance and the Box: Purchasing Management Based on Hard Data | 105 |
| <i>Jan Telgen</i> | |
| Novelties in the Toolkit to Curb Public Procurement Corruption in a 'Newborn' European Union Country | 117 |
| <i>Péter Gelléri and Csaba Csáki</i> | |
| Public Procurement as a Social, Economic and Political Policy | 133 |
| <i>Sudhir Kashap</i> | |
| The Current Trends in Outsourcing as a Practice: Causes, Case Studies and Logic with Emphasis on Governmental Sector | 149 |
| <i>Mary M. Dickens Johnson</i> | |
| Reinterpretation of (Sub-)Project Procurement | 171 |
| <i>Attila Kovács</i> | |
| Procurement Reform in Sierra Leone: A Public Choice Model of Analysis | 189 |
| <i>Farrel J. Elliott</i> | |
| Developing Hypotheses for Meaningful Involvement of Municipal Purchasing Departments in Acquisition Processes for Consulting Services | 199 |
| <i>Joseph J. Schiele and Cliff McCue</i> | |

| | |
|--|-----|
| The Role of Immanence in the Future of Public Procurement | 227 |
| <i>Guy Callender and Darin Matthews</i> | |
| Public Procurement Performance | 253 |
| <i>Sabine Adotévi</i> | |
| The Impact of Contract Bundling on Small U.S. Vendors | 263 |
| <i>Paul Murphy</i> | |
| The Cost of Corruption in Procurement and Public Purchase | 275 |
| <i>Emmanuelle Auriol</i> | |
| Reinventing Government Procurement through Digitalization (in PowrPoint) | |
| <i>Gi Su Kim</i> | |
| Preparing Tomorrow's Acquisition Workforce (in PowrPoint) | |
| <i>Gloria M. Sochon</i> | |

Preface

This book is a collection of selected papers presented at the International Public Procurement Conference, October 21-23, 2004, in Fort Lauderdale, Florida, USA. Organized by the Public Procurement Research Center, the Conference was sponsored by the following organizations:

- Curtin University of Technology Business School (Australia);
- Florida Association of Public Purchasing Officers;
- FAU College of Architecture and Urban and Public Affairs;
- The National Institute of Governmental Purchasing, Inc.;
- South East Florida Local NIGP Chapter;
- United Nations Inter-Agency of Procurement Services Office;
- U.S. General Services Administration; and
- The World Bank Procurement Policy and Services Group.

There were forty-six papers submitted for presentations at the conference. Through a peer review process, six papers were selected for publication in the *Journal of Public Procurement* (Volume 4, Issue 3, 2004); nineteen for publication in this book; and the remaining twenty-one papers are in a CD form of the Conference Proceedings. These papers have been accepted for publication in other publication outlets such as academic journals and books; or need to be revised for publication consideration in future issues of the *Journal of Public Procurement*.

The book will be a great contribution to public procurement knowledge and practices. Practitioners and academic from various cultural, social, economic and political environments and various organizations share their procurement knowledge and experiences. In our current e-world, the readers of this book should not be surprised to see public procurement practitioners in different countries have experienced similar challenges; and researchers have conducted their research on similar procurement issues.

LIST OF EDITORS

Armando Araujo, Ph.D., is the Director of Procurement in the Operations Policy and Country Services Vice-Presidency of The World Bank. He is responsible for formulating the Bank policy in procurement, (and) promoting and maintaining high quality standards for procurement that is carried out by borrowers.

Rosalyn Y. Cater, DBA, is a Professor of the School of Public Administration, and the Dean of the College of Architecture and Urban and Public Affairs, Florida Atlantic University. Her teaching and research interests are public finance and research methodology.

Guy Callender is Foundation Chair and Professor of Strategic Procurement at Curtin University of Technology, Perth Australia. His research interests are (in) strategic procurement, public sector reform and business intelligence.

David Drabkin, JD, is Deputy Chief Acquisition Officer and Senior Procurement Executive, U.S. General Services Administration. His expertise is in all areas of public procurement, especially bid protests and contract laws.

Rick Grimm, CPPO, CPPB has served the National Institute of Governmental Purchasing (NIGP) as its Chief Executive Officer since 1998 and is currently the President of the International Federation of Purchasing and Materials Management (IFPMM). Under Rick's leadership, NIGP has launched a new academic-based curriculum focused on both the public procurement practitioner and the academic student pursuing studies in public administration.

Kirsten R. Ejlskov Jensen, MA, Chartered MCIPD is Manager of the Procurement Advisory and Development Unit of the Inter-Agency Procurement Services Office of the United Nations Development Programme. She is responsible for providing advisory services in the area of public procurement reform and capacity development for developing countries and international organisations.

Robert E. Lloyd, M.A, is the Director of the Policy Division, Office of the Procurement Executive, U.S. Department of State. He is responsible for formulating worldwide procurement policy for the Department.

Clifford P. McCue, Ph.D., is an Associate Professor in the School of Public Administration at Florida Atlantic University. His current research interests include public procurement, public finance, and governmental budgeting and accounting.

Jan Telgen, Ph.D., is Professor of Applied Operations Research and the NEVI Professor of Purchasing Management at the University of Twente, Enschede, the Netherlands. In addition, he is a partner with the consulting firm Significant and president of the Netherlands Platform for Public Procurement.

Khi V. Thai, Ph.D., is a Professor in the School of Public Administration, and the Director of the Public Procurement Research Center, Florida Atlantic University. His current research interests include public budgeting, accounting and public procurement.

"UK Public Procurement Policy and the Delivery of Public Value." In K. V. Thai (Ed.), *Challenges in Public Procurement: An International Perspective* (pp. 335-352). Boca Raton, FL: PrAcademics Press. Public Procurement Indicators. Jan 2013. European Commission (EC, 2015). Public Procurement Indicators 2013. [Online].