African and Asian Economies: Comparative Analysis on Public Procurement and Public Financial Management

Public Procurement process inadvertently affects the economic growth of countries. In developing countries, procurement processes have been politicized, bastardized and not transparent. The skyrocketing discrepancies in Africa has become overly worrisome and breeds corruption. Despite efforts of governments to sanitize public procurement in Africa and improve Public financial management, there seem to be no sustainable solutions promulgated to end it. However, in contributing to the extant literature on public procurement, this paper makes a case for Nudging as the theoretical framework underpinning the study. Furthermore, a comparative analysis between Asia and Africa shows an inverse trend of sustainable procurement; the former advancing in sustainable procurement processes and the latter in a state retrogression. With a descriptive case study design of data from peer reviewed journals, the paper examines the nosedive of public procurement process in Africa as compared with Asia. Japan, Singapore, Nigeria and Ghana were chosen for the comparative analysis. Data from (2010 – 2017) was gathered from Global Integrity Index (GII) of Transparency International, World Bank’s Country Policy and Institutional Assessment (CPIA) and Global Economy. From the nudging theory, the paper discovers palpable advancement of procurement processes in Asia juxtaposed with Africa: These are uncompromising regulations, altering culture, citizen charters and sanctioning defaulters. The study realized that, the culture and values of blacklisting and sanctioning unlawful behaviors of suppliers is fully sanctioned in most countries in Asia. However, corruption and politicization drive procurement processes in developing countries. Moreover, Africa is characterized with high debts and public funds for debt reliefs and reforms do not commensurate with the procurement sequel of reforms in Africa.

Keywords: Public Procurement, Public Financial Management, Nudging, Asia, Japan, Singapore, Africa, Ghana, Nigeria

Introduction

A well-thought-out Public Procurement Process (PPP) and Public Financial Management in the public sector with main focus on citizen’s charter and the protection of the public purse of a country through prudent public expenditure inures to achieving the targets of the Sustainable Development Goals. In light of this, the effort of many governments and countries in promulgating the ideology of the United Nations on economic advancement of countries and sustainable development accentuate reforms that are directed towards optimizing national resources and expenditure, advancing social equity, reducing cost and growing their economies. While some More Economically Developing Countries (MEDC) in Asia are adopting perceptible reforms in strengthening PPP and PFM, the case is quite appalling in most African countries (Griffin et al,
In managing these problems, development agencies like World Bank, specifically, are consistently endeavoring to take lessons from practices across the globe to accomplish a superior comprehension of what works and what does not work in improving PFM, particularly combating poor PPP (Hadley and Miller, 2016; Canagarajah, 2005) in developing countries. For instance, in Singapore, the adoption of the business enterprise model places statutory bodies on a more commercial scale to adopt efficient PFM with key rules and regulations from the central government (Jones, 2006). Considerably, ingenuity of sound PPP and PFM must be employed by Governments of African countries inculcated in the public sector to bring about sound financial management.

Globally, it is estimated that public procurement is the second largest element of public expenditure accounting for about 15% to 20% after salaries and over 70% in developing countries (Thai, 2001; World Bank, 2012; Bawole & Bamfo-Adjei, 2019). The current statistical trends on public expenditure in PPP in ensuring effective PFM in public institutions give governments the thrust to come out with some reforms to contest better management practices and ensure value for money for its citizens. What are some ingenious and quality reforms of successful Asian countries in sound PPP and PFM that Africa could adopt?

In spite of the extant literature on public procurement and public financial management in managing efficient, effective, responsive and accountable public expenditure in the public sector, there are limited inter-continental comparative studies on PPP and PFM between these continents. The paper cogitates on PPP and PFM through public expenditure in a comparative Analysis between Japan, Singapore, Ghana and Nigeria through nudging lens.

The paper is structured as follows: the next section presents the nudging as the methodical lens, followed by literature on PFM and PPP. Further sections cover methodology, analysis and discussions, conclusions and recommendations and policy implications.

**Public Financial Management**

Bawole and Bamfor-Adjei (2019) postulate that PFM entails all government activities like financial allocation and expenditure, reporting and accounting of money spent and revenue mobilization. Advanced countries perpetuate positive procurement process through PFM. However, in many developing countries especially Africa, “continue to suffer from unsatisfactory and often dysfunctional governance systems that include rent-seeking and malfeasance, inappropriate allocation of resources, inefficient revenue systems, and weak delivery of vital public services” (Almqvist et al, 2013). These inefficiencies leave the public shortchanged especially the poor and economically disadvantaged. In contrast of the dysfunctional governance system, PFM has proved to be an efficient tool in handling the inefficiencies of government in procurement, alleviating poverty, tackling corruption and safeguarding the public purse.
Public Procurement

Uyarra and Flanagan (2010) define Public procurement as “the acquisition of goods and services by government or public sector organizations” (cited in Brammer & Walker, 2011: p2). Neupane (2014) further confirms that Public procurement is the process of acquiring goods and services from a third in the public sector. The process comprises of renting, buying, construction services and leasing or acquiring supplies (Bawole & Bamfo-Adjei, 2019) and it constitutes a chunk of government’s economic activities (Thai, 2001; Uyarra & Flanagan, 2010; World Bank, 2012; Vyas et al, 2017). Procedures in public procurement include some vintage principles that inform public officials. These are, value for money (VfM), ethics, competition, transparency, and accountability (Raymond, 2008). He noted that VfM is the most inimical principle in public procurement (ibid).

Public procurement involves the commitment to be made by the government in progressing its priorities and policies while accomplishing the best return and execution for government expenditure (Bauld & McGuinness, 2006). However, the government could consider other processes like the qualification of personnel, past records of suppliers and technical capabilities without considering the lowest price to ensure efficiency on public expenditure. Lack of training, lack of expertise, politicization, weak government institutions inter alia are said to be a hindrance to sound public procurement (Wescott, 2004). Ethics is also one of the principles of public procurement. Procurement officers are held to higher guidelines of ethical standards than individuals in different professions, yet some don't realize what is anticipated from them (Atkinson, 2003). Therefore, inadequate education on PPP could lead to grievous repercussion on public expenditure. For instance, the World Bank informs that, over $1 million dollars which accounts for 12 per cent of the Gross Domestic Product of countries like Kenya, Nigeria, Sri Lanka was lost to bribery (Nwabuzor, 2005). Due to high levels of poverty and poor salary structures of public officials, they tend to be biased on procurement processes in a bid to enrich themselves.

Next important principle of public procurement is competition. It portrays competitive bidding in the public sector. For instance, the Ghana Health Services (GHS) want to purchase over 200 Ambulance to increase health accessibility in Ghana. The principle of procurement mandates GHS to advertise to call for bids from suppliers. After advertising, suppliers who show their interested are evaluated by a Technical Evaluation Committee and Tender Board in congruence with the laid down rules and regulations of competitive bidding. In reviewing suppliers proposals, the price and creditability of suppliers are considered and thereafter, the most competitive bidder gets to supply the Ambulances to GHS. Ibrahim et al (2017) put it this way, competitive bidding gives room for suppliers to tender in their quotations for the best VfM. Transparency is also an important principle in PPP. Transparency deals with openness (Raymond, 2008) in the process of competitive bidding in PPP. Public Procurement is one of the pertinent areas where corruption amongst government officials is rampant. Therefore, transparency is essential for a government institution to fully implement the culture of transparency to curb corruption and financial malfeasance (Deighton-
Smith, 2004; Transparency International, 2011) and as well give both internal and foreign investors assurance of fair competition in the award of contracts (Thai, 2017). The principle of accountability “requires that authorities are held responsible for procurement decisions to control the abuse of their financial authority” (Jones, 2006; Vyas et al, 2017; Bawole & Bamfo-Adjei, 2019; p5) both at the national and international level. Governments often receive and provide aid, procure goods and services from other countries (Department of Foreign Affairs and Trade, 2006) at the international level and at the national level which exposes the government to accountability problems and serious financial risk (Andrew, 2016): the need for genuine accountability by government officials. Current literature also opines for Complaint system (Bawole and Bamfo-Adjei, 2019) in the public procurement process for dealing with the complaint and eliminating fraudulent suppliers and exposing corrupt officials. These principles have been fully implemented in developed countries as well as some developing countries. However, the trend appears in a reverse form in most African countries with high levels of corruption, transparency, accountability and competitive problems (Barret, 2000; World Bank, 2003; Ochrana & Pavel, 2013; Kuhn & Sherman, 2014). In Organization for Economic Cooperation and Development countries, corruption in public procurement constituted US$2 trillion annually (Kuhn and Sherman, 2014) and US$148 Billion in Sub-Saharan Africa (Mawenya, 2008; Ameyaw et al, 2012).

**Public Procurement and PFM Reforms in Asia and Africa**

Over the years, due to the high levels of corruption, transparency, competition and accountability problems, there have been several reformations in public procurement process to relieve the high levels of public expenditure on government and to improve PFM (Preuss, 2009). For instance, the government of Singapore and Malaysia over the years have adopted strict laws and regulations on public procurement that must be adhered to. In Singapore, the Government Procurement Act of 1997 has laid down procurement instruction manual which needs to be followed to the latter after its accession to the World Trade Organization (Jones, 2002; Jones, 2007). The Public Procurement Act 663 enacted and amended by the Parliament of Ghana regulate public procurement at the central and local levels (Ameyaw et al, 2012) and making the Public Procurement Authority an oversight body. The Philippines have also established a Government Procurement Policy Board to review, implement regulations, enforce and monitor compliance and to draft bidding documents and provide training for government officials on public procurement (Philippines Government Procurement Policy Board, 2006). In Ethiopia, the government has also passed diverse financial and legal frameworks to deal with the public procurement process to strengthen PFM systems (World Bank, 2004). Example the directive of the World Bank to harmonize and deal with the challenge of the public procurement process and thereby the setting up of the Public and Property Administration Proclamation No.649/2009 (Bawole & Bamfo-Adjei, 2019). In Hong Kong, the Stores and Procurement Regulations inclines that procurement of goods and services exceeding HK$1.43 million shall seek the approval of the tender boards and selection boards before the process could be completed. The boards consist of at least three government officials who decide independently on the acceptance of such offers and these board members are appointed by the
Financial Secretary (Vyas et al, 2017). Surprisingly, the procurement process in Hong Kong is guided by the principles of accountability, open competition and transparency (Ibid). The Single Source of all tenders offered by the government has contributed to a modest stride in ensuring transparency in the procurement process through effective PFM by harmonizing and clarifying rules by the Vietnamese Tenders being published daily (Intellasia, 2006). The directive by the European Union to Central Africa Republic (CAR) for securing assistance from the European Union, compelled the government to adopt a new public procurement law and budget system to help classify public expenditure into administrative, economic and functional basis in its national budget in 2009 (IMF, 2009). The newly adopted system helped to keep track of public expenditure for efficient PFM through a computerized system. Although these reforms have helped curb some of the negative repercussions of public procurement on public expenditure in both continents, African countries seem to be in more default in most of the principles of PPP. This paper discusses public procurement through nudging lens in bid to alleviate the problems of poor PPP and PFM which tends to increase public expenditure.

**Nudging Theory**

According to Thaler and Sustein (2008: p6), nudge is “is an aspect of the choice architecture that alters people’s behavior in a predictable way without forbidding any options or significantly changing their economic incentives”. A historical introduction of the subject matter was popularized in 2008 by American scholars: Richard Thaler and Cass Sunstein in the field of behavioral economics in 2008. They wrote extensively on the heuristic work of Israeli-American psychologists Daniel Kahneman and Amos Tversky published in the 1970s. Nudge theory can likewise be utilized to investigate, comprehend, and clarify existing impacts on how individuals act, particularly impacts which are unhelpful, with the end goal of expelling or modifying them. The concept justifies the reasons why individuals make certain decisions with the intentions of altering or removing those behaviors. In PPP, there are some procedures that individuals, businesses, governments’ needs to follow to ensure that those laid down procedures are complied with. In the public sectors, wrong decisions of compromising on the processes of PPP mostly leads to a negative toll on the public purse by increasing public expenditure and further leading to unsound PFM system. Devoto et al (2012: p71), conducted a ‘nudge’-type experiment with a private water utility in Morocco, where staff went door-to-door to inform and encourage low-income families in urban Tangiers without a piped water connection to pay for a connection through an interest-free loan. Nearly 70 per cent of those households took up the programme, compared to 10 per cent of households that did not experience active encouragement (that is, the control group). They concluded that ‘households have a relatively large willingness to pay for the convenience of a water connection at home’. Andhov and Andov (2019) argue that public procurement regulations could be adopted by government agencies to nudge public officials to advance and support sustainability goals. PPP is a process by which government institutions acquire goods and services from a third party (Neupane et al, 2016). The procurement process deals with a systematic procedure that government institutions follow and the processes followed
demands that choices should be made. For instances principles of accountability and transparency requires that public officials should be held responsible for the choices they make in the procurement process in the latter and the former open in contracting out in the various types of procurements. Mostly, the choices made by public officials have diverse repercussion on public expenditure: either a decrease or increase in public expenditure leading to sound or unsound PFM. Central to the behaviors of public officials is decision making from the choices available. An example of nudging behavior of public officials for better PPP and PFM is that, while imposing strict regulations on the procurement process, there could be an inculcation of a diligent culture to that effect. The example given does not ignore the argument of Andov and Andov on using public procurement regulations to nudge the various stakeholders to advance and support sustainability goals but rather adds up to the process of procurement. Thus, a culture of transparency and accountability are inherently regulations (Pongsiri, 2002) to ensure sanity in the procurement process of which most African countries lack as compared with some Asian countries.

Methodology
The paper adopts a comparative case study design to investigate how PPP influence effective PFM in Africa and Asia based on “transparency corruption index”, “accountability”, “regulatory quality” and “government effectiveness index”. Furthermore an intra-continent comparative analysis was conducted for the selected countries in Africa based on “quality of budget and financial management” and “efficiency of revenue mobilization”. The study excludes the selected countries in Asia in the second part of the analysis because of unavailability of data. The study affords an in-depth analysis of the new developments in PPP and PFM in Africa and Asia with the adoption of this type of design. With the various conceptual analysis given, a full empirical analysis is compared with it in charts. Nudging theory is adopted to analyze how governments could incorporate this approach into the public procurement process for optimum use of the resource, minimize public expenditure through procurement and ensure efficient public financial management.
The paper selects four countries from Asia and Africa based on two main criteria. The first criteria identified for the study is that the countries selected all classified by the developing nations (United Nations, 2019). The African countries identified have benefited from the Asian countries identified through loans, grants and investments. Bawole and Bamfo-Adjei (2019) inform that development donors demand efficient use of resources through PFM. Therefore, there is a need for selected countries to be accountable and transparent with its public procurement process. Ghana and Nigeria have benefited from loans, investments, grants from Japan and Singapore. The study was buttressed with the descriptive dataset (2010-2017) from Global Integrity Index (GII) of the Transparency International, World Bank’s Country Policy and Institutional Assessment (CPIA) and Global Economy. “Accountability” and “Transparency and corruption” are some of the relevant indicators of PFM used for analyzing the study. Also from the Global Economy, “Regulatory Quality” and “Government Effectiveness Index” were also extracted as indicators of the study. These indicators selected are relevant for institutionalizing nudge in public institutions to ensure efficient PPP and PFM.

Results and Discussion of Findings
This section uses the nudging theory to explain some of the inefficiencies in PPP and PFM through a comparative data analysis. The paper further explains nudging theory with altering culture, citizen charters, uncompromising regulations and sanctioning defaulters underlining the Procurement process in both Asia and Africa.

Transparency and Corruption Index (TCI)
In analyzing the transparency and corruption index, Fig.2 shows that, in 2010, Ghana and Nigeria scored 41 and 24 respectively while Japan and Singapore scored 78 and 93 respectively.
Subsequently, from 2011 to 2016, although there were slight surges in transparency and corruption amongst the four countries, Ghana and Nigeria were not able to rise above the percentage of 50 per cent. Moreover, from 2016 to 2017, Japan saw a rise in its TCI from 73 to 74 while Singapore maintained its score of 84 in that same period. However, Ghana and Nigeria’s scores in TCI decreased from 43 to 40 and 28 to 27 in that same period. This suggests a high level of corruption and a low level of transparency in the procurement process in the selected African countries and high levels of transparency and low level of corruption in the selected Asian countries.

![Transparency and Corruption Index](image)

Fig 2: Transparency and Corruption Index  

**Accountability**

In analyzing the accountability index of the four countries with scale (-2.5= weak; 2.5= strong), Fig.3 shows that Japan scored 1.04 followed by Ghana with a score of 0.51, Singapore with a score of -0.21 and Nigeria scoring the lowest, -0.78. In 2011, Japan’s Accountability Index increased to 1.07. This continued till in 2014 when it dropped to 1.04 then a further drop in 2015 to 0.99. It was able to maintain the same score in 2016. Then in 2017 figure rose up to 1.01. Ghana’s figure dropped in 2011 and had further drops in 2012 and 2013 till in 2015 when the figure rose from 0.46 to 0.5, and further increase in 2016 with a score of 0.59 and maintaining the same score in 2017. Singapore’s score on accountability improved in 2011 with a score of -0.1 and further improved in 2012 and 2013. However, there was a downward surge in the score in 2014 and 2015 with scores of -0.1 and -0.16 respectively. In 2016, there was an increase of score to -0.15 but dropped to -0.17 in 2017. Nigeria’s Accountability Index from 2011 with a score of -0.71 and this continued through to 2016 with a score of -0.31. However, in 2017, it decreased to -0.34. Japan and Ghana performed better than Singapore and Nigeria but with a relative comparison of both continents, Asia performed better than Africa.
Regulatory Quality
In analyzing the regulatory quality of the four countries with scale (-2.5= weak; 2.5= strong), Fig.4 shows that Singapore performed better followed by Japan, Ghana and lastly Nigeria. Singapore had a score of 1.79 in 2010 and there was an upward surge in 2012, 2013, 2014 and 2015. However, the score decreased to 2.18 in 2016 and 2.12 in 2017. In 2010, Japan scored 1.02 in Regulatory Quality. The score increased in 2011, 2012, 2013, 2014, 2015 and 2016. However, there was a decrease in 2017 with a score of 1.37. Ghana’s score on regulatory quality in 2010 and 2011 was 0.12. There was an increase in 2012 with a score of 0.13 but in 2013, the score decreased to 0.08 and it continued throughout to 2016. In 2017, it increased to -0.14. Nigeria had a score of -0.73 in 2010. The figure increased in 2011 to -0.68 and decreased to -0.71 in 2012. In 2012, Nigeria’s score increased to -0.66 in 2013 however, the figure decreased to -0.82 in 2014, -0.85 in 2015 and -0.92 in 2016. In 2017, there was an increase from -0.92 in 2016 to -0.089 in 2017. A comparative analysis of the four countries shows that Singapore and Japan performed well in regulatory quality than Ghana and Nigeria.
In analyzing the government effectiveness index of the four countries with scale (-2.5= weak; 2.5= strong), Fig. 5 shows that Singapore performed better on government effectiveness index with a score of 2.24 in 2010. However, it dropped to 2.15 in 2011 but increased to 2.17 in 2012. In 2013, the score decreased to 2.09 but again increased to 2.18 in 2014 and 2.24 in 2015. In 2016, the score decreased to 2.19 but again increased to 2.21 in 2017. Japan had a score of 1.53 in 2010. However, there was a decrease in 2011 and 2012 with a score of 1.47 and 1.42 respectively. In 2013 and 2014, there were increases in scores of 1.62 and 1.81. Ghana’s score in 2010 was pegged at -0.04. It further decreased in 2011, 2012, 2013, 2014 with scores of -0.05, -0.05, -0.1 and -0.28 respectively. In 2015, 2016 and 2017 there were increases of -0.25, -0.2 and -0.11. Nigeria also had decreasing scores of -1.17, -1.1, -1 and -0.99 in 2010, 2011, 2012 and 2013. Nonetheless, there was a decrease of scores in 2014 to -1.19 and an increase in 2015 to -0.96. In 2016, Nigeria scored -1.09 but the scores increased to -0.96 in 2017.
Fig 5: Government Effectiveness Index Source: Global Economy (2010-2017)

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Efficiency of Resource Mobilization

The dataset ranges from 2010 to 2017 with a scale of (1= low and 6=high). In Fig 6, Ghana had a score of 3.5 in 2010 to 2012 but there was a decrease in efficiency in 2013 and 2014 to 3. In 2014 to 2017, there was a constant score of 3.5. Nigeria maintained a score of 3 from 2010 to 2017. Comparatively, Ghana performed better in resource mobilization as compared to Nigeria.

Fig 6: Efficiency of Resource Mobilization Source: World Bank CPIA, 2010-2017
Quality of Budgetary and Financial Management

From the Fig 7, Ghana had a score of 4 from 2010 to 2013 but dropped to 3.5 in 2014. The score however increased to 4 in 2015 and 2016 and decreased to 3.5 in 2017. Nigeria had a constant score of 3 from 2010 to 2017. Comparatively, Ghana performed better in quality of budgetary and financial management than Nigeria.

![Quality of Budgetary and Financial Management](image)

**Fig: 7** Quality of Budgetary and Financial Management **Source:** World Bank CPIA, 2010-2017

Nudging Theory Perspective of Effective PPP and PFM

**Altering Culture**

Public Procurement involves decision making either by a tender board of a public official. The conception of culture in Williams’s most generic and fourth definition defines culture as a total way of life of a group of people in a particular locality (Inglis, 2004). Siong and Geraldine (2007) further informs that, culture represents group values and beliefs upheld in common by a group of people. Culture has several implications on Public Procurement and Public Financial Management (Bawole & Bamfo-Adjei, 2019). Thus rules that governs the procurement process could be altered by a group of people with their way of life. Particularly, culture could be influenced in three ways known as the 3Cs; Constraint, Confront or Catalyze (Siong & Geraldine, 2007). Nudge perpetuates the catalyst system which influences decision makers in the procurement process to actively look for ideas that are implicit and understood. In this way, the culture becomes accumulated and imprinted in the minds of people and public officials to become a cultural heritage. This trend of culture has been accentuated by the Singaporeans in the public sector to increase efficiencies (Elias Sarker, 2006) having a positive sign on public procurement in reducing unnecessary public expenditure. However, in Africa, little effort has been made by government to promote a common cultural heritage that addresses several menace in the society including procurement. The
lackadaisical attitude of government to ensure efficient PFM in procurement has led to high levels of corruption and financial malfeasance (Tripp, 2012).

**Uncompromising Regulations**
Regulations has an impact on Public Procurement Process and Public Financial Management. Thai (2001) informs that procurement regulations and procedures has been one of the major area of reforms by government. Therefore, to ensure an efficient public financial management on procurement in the public sector, there be a “well-defined authorities and responsibilities delineated throughout the structure, from the issuance of policies, regulations and standards of performance to the supervision and management of the workforce” (Thai, 2001: p19). For instance, In Philippines, the establishment of Government Procurement Reform Act has led to a uniform and coherent procurement processes in public institutions. The responsibilities, roles, manner of appointing procurement officials and committees and accountability has been streamlined (Jones, 2007), competitive bidding well prescribed within the confines of the regulations and a greater level of transparency (IMF, 2004a; Jones, 2009). The multiplicity of procurement boards to regulate procurement activities in Africa has led to duplication of functions leading to inefficiencies in the public procurement process.

**Sanctioning Defaulters**
Bawole and Bamfo-Adjei (2019) informs that one of the measures to control and sanitize the procurement process is to sanction suppliers who go contrary to procurement procedures. These control systems could take both internal and external such a rewards, appropriations, sanctioning measures and authorizations (Ibid). Sanctions may take complete or outright ban from purchasing from suppliers or a temporary suspension of defaulting suppliers. This is to ensure that, suppliers comply with the regulations of government on procurement. In a study conducted by Bawole and Bamfo-Adjei (2019), they realized a general instability in sanctioning defaulters amidst the several reforms by most governments in Africa. However, in some Asian countries, outright ban on suppliers are fully implemented by public institutions and mostly, suppliers face prosecution by the state.

**Citizen Charter**
A citizen charter is a document which constitutes an efficient attempt to concentrate on the dedication of public institutions towards its citizen with respect to information, non-discrimination and accessibility, courtesy, standard of services, choice and consultation, value for money and grievance redressal. Citizen Charter involves various stakeholders and serves as a tool for promoting prescribed standards and promoting quality (Klein, 2007) in procurement process in public institutions. For instance the adoption of the citizen charter by the Indian government has increased standard of services and accountability (Haque, 2005) in public procurement in India.
Conclusions and Implications
To conclude with, this paper contributes to the nudging literature in Public Procurement Process and Public Financial Management. A comparative study between Africa and Asia on Public Procurement suggest that, Africa still lags behind on public procurement and ensuring efficient PFM. While Asia makes some advancement in procurement process, there are still high levels of corruption, nepotism and blacklisting of unlawful behaviors is not fully sanctioned. This research has several implications on procurement process in enhancing efficient PFM in Africa. First, transparency in public procurement in public institutions reduces public expenditure of government and ensure proper PFM. Development donors influence the decisions of government officials in public procurement thus, they could nudge the behavior of government officials to advance loans for the purpose of public procurement. Secondly, the prime ministerial type of government has proven to be effective in promoting accountability in public institutions instead of the presidential type of government (Bawole & Bamfo-Adjei, 2019). The practice of the Prime Ministerial (parliamentary form of government) in some Asia countries gives parliament a high accountability role in procurement process. The presidential system of government in Africa is overwhelmingly dependent on “winner takes all” decision making process. Thus the president appoints officials based on partisan basis which does not promote accountability. However, the case of prime ministerial type of government has proven otherwise. For instance the parliamentary system practiced in Singapore gives parliament a more accountable role in the public procurement process to ensure efficient PFM as compared to the Presidential system of government. Furthermore, nudging approach through parliament can make public officials more accountable in public procurement process. Lastly, the nudging approach of reducing human contact is likely to increase efficiency in procurement process. The use of Information Technology and Management Information System decreases the contact of public officials with suppliers and in cases of misbehavior, it becomes easier to ban defaulting suppliers. For instance, the adoption of IT by the Japanese government has reduced some form of maladies in procurement process in the country. However, in Africa, the use of IT is now being promoted in public institutions. This approach serves as a motivation to ensuring efficient procurement process in reducing public expenditure and effective PFM in Africa.

References


