



2025

PPCC STRATEGIC PLAN 2025 - 2029



PPCC

Public Procurement & Concessions Commission

8/29/2025

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1. OVERVIEW

This Five-Year Strategic Plan outlines the Public Procurement and Concessions Commission's priorities, aligned with Liberia's ARREST Agenda for Inclusive Development (AAID) and the PPCC 2025 Work Plan. It includes strategic goals, objectives, key performance indicators, budget estimates, timelines, and responsible parties.

2. EXECUTIVE SUMMARY

The Public Procurement and Concessions Commission (PPCC) aims to enhance public procurement and concessions integrity, efficiency, transparency, and capacity across Liberia. This strategic plan outlines PPCC's roadmap from 2025–2029, building on identified activities, performance gaps, and evolving national priorities.

3. STRATEGIC VISION, MISSION & CORE VALUES

Vision

A Liberia where public procurement and concessions processes are transparent, accountable, and contribute to national development.

Mission

To regulate, monitor, and build capacity in public procurement and concessions to ensure value for money and promote good governance.

Core Values

Integrity, Transparency, Accountability, Professionalism, Efficiency, Service Orientation.

3. STRATEGIC GOALS & OBJECTIVES

Goal 1: Strengthen Institutional Governance and Oversight

- **Objective 1.1:** Institutionalize monthly Board meetings as a mechanism for sustained oversight, policy direction, and strategic leadership.
- **Objective 1.2:** Undertake a comprehensive review and modernization of Secretariat administrative policies to ensure alignment with evolving governance standards and regulatory mandates.
- **Objective 1.3:** Develop and adopt results-oriented annual work plans under the five-year strategic plan fully aligned with the ARREST Agenda for Inclusive Development (AAID) framework, ensuring coherence with national and sectorial priorities.
- **Objective 1.4:** Design and implement structured capacity-building programs aimed at enhancing the technical, regulatory, and leadership competencies of PPCC staff.

Goal 2: Promote Gender-Inclusive and Professional Public Procurement

- **Objective 2.1:** Formulate and institutionalize gender-sensitive procurement policies that foster equal participation and empowerment across the procurement value chain.
- **Objective 2.2:** Conduct annual analysis of gender-disaggregated contract awards to track progress and inform policy decisions on inclusive procurement practices.
- **Objective 2.3:** Undertake a national assessment of female procurement practitioners across government entities to identify gaps, barriers, and opportunities for advancement.
- **Objective 2.4:** Design and deliver targeted training programs that promote gender inclusion and professional excellence within public procurement systems.

Goal 3 Build National Procurement Capacity

- **Objective 3.1:** Deliver structured training programs for newly established Procurement Committees and practitioners to ensure compliance, efficiency, and ethical standards in procurement execution.
- **Objective 3.2:** Implement targeted training initiatives to support the phased rollout and effective utilization of the Electronic Government Procurement (e-GP) system nationwide.
- **Objective 3.3:** Design and disseminate modular training tools tailored to the specific needs of public procurement actors at central and decentralized levels.
- **Objective 3.4:** Facilitate peer learning exchanges and knowledge-sharing platforms among procuring entities to promote best practices and institutional learning.

Goal 4: Strengthen Monitoring, Compliance, and Evaluation Mechanisms

- **Objective 4.1:** Achieve and sustain at least 95% compliance with annual procurement planning requirements across all procuring entities.
- **Objective 4.2:** Systematically analyze and track "No Objection" requests to identify trends, improve responsiveness, and ensure adherence to regulatory thresholds.
- **Objective 4.3:** Ensure timely publication of at least 90% of awarded contracts on the PPCC website/e-GP platform to promote transparency and public accountability.
- **Objective 4.4:** Conduct periodic monitoring, follow-ups and support evidence-based compliance assessments.

Goal 5: Strengthen Legal Framework and Contract Integrity

- **Objective 5.1:** Draft, review, and standardize procurement contracts and Standard Bidding Documents (SBDs) to enhance legal clarity, to ensure consistency with best practice, and enforceability.
- **Objective 5.2:** Review and strengthen the complaint and appeal mechanism to enhance timely, transparent, and fair resolution of procurement-related grievances.
- **Objective 5.3:** Revise and modernize the Public Procurement Regulations to reflect evolving policy priorities, best practices, and practical implementation realities.
- **Objective 5.4:** Develop and institutionalize a Common User Price Index by 2026 to promote value-for-money procurement and pricing uniformity across government entities.

Goal 6: Improve Communication, Transparency, and Public Engagement

- **Objective 6.1:** Design and broadcast targeted multimedia campaigns to raise public awareness on procurement reforms, citizens' and other stakeholders' rights, and integrity in public contracting.
- **Objective 6.2:** Produce and disseminate quarterly newsletters to highlight key achievements, policy updates, and sector performance insights.
- **Objective 6.3:** Convene an annual national procurement forum to foster dialogue, share innovations, and strengthen stakeholder collaboration.
- **Objective 6.4:** Promote the use of the procurement feedback mechanisms to enhance citizen reporting, accountability, and service responsiveness through hotline, social media and e-GP help-desk as well as other means.

Goal 7: Ensure Financial Integrity and Resource Optimization

- **Objective 7.1:** Maintain a robust IPSAS-compliant financial management system that upholds transparency, accountability, and international reporting standards.
- **Objective 7.2:** Ensure timely preparation and submission of financial reports to strengthen institutional accountability and donor confidence.
- **Objective 7.3:** Strengthen internal budget monitoring mechanisms to enhance expenditure tracking, cost-effectiveness, and resource alignment with strategic priorities.
- **Objective 7.4:** Migrate to and operationalize electronic accounting system using applications like QuickBooks for real-time financial recordkeeping, reporting, and performance analysis.

4. STRATEGIC INITIATIVES BY YEAR

Goal 1: Strengthen Institutional Governance and Oversight

Year	Objective 1.1: Institutionalize monthly Board meetings	Objective 1.2: Review and modernize Secretariat policies	Objective 1.3: Develop and adopt work plans aligned with AAID	Objective 1.4: Design and implement PPCC staff capacity-building
2025	Establish annual calendar of Board meetings; develop reporting templates; conduct orientation for Board members on governance expectations.	Conduct policy audit; identify outdated or conflicting provisions; form policy review task force.	Draft five-year strategic plan; validate with stakeholders; align plan structure with AAID priorities.	Conduct comprehensive training needs assessment; draft institutional training strategy; initiate priority trainings (ethics, e-GP basics).
2026	Conduct 12 monthly meetings; introduce Board performance tracking; begin digital archiving of Board resolutions.	Complete first round of policy revisions; conduct internal validation workshops; pilot revised policy manual.	Develop and implement first annual work plan under new strategy; link outputs to AAID indicators.	Launch annual training calendar; partner with civil service and regional institutions; provide regulatory/legal refresher sessions.
2027	Sustain monthly meetings; initiate mid-term governance review; strengthen Secretariat-Board coordination mechanisms.	Roll out revised policies; provide policy interpretation sessions; monitor compliance with new standards.	Evaluate annual work plan execution; refine planning tools; improve linkages to national priorities.	Support staff certification programs; begin leadership and supervisory training; introduce internal mentoring scheme.
2028	Integrate policy feedback loops from Board into strategic implementation; host Board-staff joint retreat.	Review implementation feedback; refine policy provisions; begin second-round updates based on operational needs.	Develop thematic addendum for sectorial alignment (e.g., digital transformation, climate procurement); ensure continued AAID integration.	Implement peer exchange and study tours; integrate e-learning platforms; evaluate capacity-building impact.
2029	Conduct end-of-plan Board review session; document governance lessons learned; propose governance improvements for next strategy cycle.	Finalize full policy modernization; publish digital version; institutionalize policy review cycle every 3 years.	Develop next strategic plan outline; embed AAID monitoring matrix; prepare final report on AAID-aligned results.	Review and revise training strategy; publish staff development impact report; propose institutional learning roadmap for next cycle.

Goal 2: Promote Gender-Inclusive and Professional Public Procurement

Year	Objective 2.1: Gender-sensitive procurement policies	Objective 2.2: Gender-disaggregated contract awards analysis	Objective 2.3: Assessment of female procurement practitioners	Objective 2.4: Gender- inclusive procurement training
2025	Establish technical working group on gender-sensitive procurement; draft initial policy framework; conduct stakeholder validation sessions.	Develop data collection tool and reporting format; pilot gender-disaggregated contract award tracking in select ministries.	Design assessment tool; collect baseline data on number and roles of female practitioners in central government.	Design gender-sensitive procurement training modules; partner with gender experts and training institutes.
2026	Finalize and adopt gender-sensitive procurement policy; integrate key provisions into revised SBDs and guidelines.	Conduct first full-year analysis; publish baseline report on gender-disaggregated contract awards; brief stakeholders.	Expand assessment to sub-national entities and SOEs; analyze data for gender gaps and professional development needs.	Roll out training to procurement officers in central agencies and vendors; gather feedback for module refinement.
2027	Monitor initial implementation; gather feedback from procuring entities; refine policy elements based on field experience.	Expand data collection to all procuring entities; integrate reporting into annual procurement report.	Host national dialogue on advancing women in procurement; publish policy brief with actionable recommendations.	Scale up training to include decentralized procurement actors and oversight bodies.
2028	Institutionalize policy across all government agencies; publish case studies and success stories to encourage replication.	Use trend analysis to inform procurement planning and capacity-building interventions; revise reporting indicators if needed.	Track changes in female participation levels across public procurement institutions; create mentorship networks.	Incorporate gender-inclusion training into certification programs; document training outcomes and participant impact.
2029	Review and update the policy to reflect new gender equality standards; conduct impact evaluation of policy implementation.	Conduct cumulative five-year trend analysis; publish national progress report on inclusive procurement.	Evaluate long-term impact of interventions; propose policy and institutional reforms for sustained gender equity.	Review and revise training curriculum; launch a digital toolkit for ongoing gender-inclusive procurement learning.

Goal 3: Build National Procurement Capacity

Year	Objective 3.1: Training for Procurement Committees and Practitioners	Objective 3.2: e-GP System Training	Objective 3.3: Modular Training Tools Development	Objective 3.4: Peer Learning Exchanges
2025	Map existing and newly established Procurement Committees; conduct foundational training workshops on compliance and ethics.	Design and pilot e-GP training modules; train early adopter institutions; gather feedback for improvement.	Develop modular training content based on key procurement functions; validate modules with practitioners and experts.	Identify pilot institutions for peer learning; host inaugural procurement experience-sharing workshop.
2026	Introduce advanced modules on procurement planning, evaluation, and contract management; implement refresher sessions.	Expand e-GP training to all central-level entities; introduce troubleshooting and helpdesk support training.	Distribute modular toolkits through digital and printed channels; train trainers across key sectors.	Establish regional learning clusters; rotate hosting responsibilities among counties and SOEs.
2027	Develop a national certification framework; conduct third-party evaluations of committee performance post-training.	Train procurement actors in counties and SOEs; integrate e-GP simulation labs into training sessions.	Translate modules into local languages where applicable; adapt content for different institutional contexts.	Document peer learning outcomes; create annual peer review report to inform policy and training.
2028	Integrate case-based simulations and scenario planning into training programs; align with evolving procurement regulations.	Monitor e-GP usage trends; offer specialized refreshers and updates on new platform features.	Update modules based on user feedback; integrate interactive elements (quizzes, case exercises).	Introduce thematic learning series (e.g., contract management, sustainable procurement); partner with academia.
2029	Conduct a five-year training impact assessment; publish best practice guide for sustainable committee functionality.	Evaluate national e-GP training coverage and user competency; propose continuous digital learning framework.	Institutionalize use of modular tools in training centers and induction programs; conduct content sustainability review.	Host national peer learning summit; institutionalize peer exchange as a regular knowledge management activity.

Goal 4: Strengthen Monitoring, Compliance, and Evaluation Mechanisms

Year	Objective 4.1: Compliance with procurement planning	Objective 4.2: Analysis of 'No Objection' requests	Objective 4.3: Contract publication on PPCC website	Objective 4.4: Periodic monitoring and follow-ups
2025	Conduct national awareness campaign on planning compliance; procurement plan hearing, issue standardized templates; initiate baseline compliance review.	Develop digital tracking system for 'No Objection' requests; categorize requests by sector and value.	Update contract publishing protocols; assign focal points in entities; monitor first-year compliance trends.	Develop annual field monitoring plan; select priority sectors and counties for site visits.
2026	Implement annual compliance scorecard; offer planning clinics to low-performing entities; publish first compliance ranking report.	Publish semi-annual reports on request trends; develop internal benchmarks and processing standards.	Establish publication compliance thresholds; automate data extraction from e-GP for web posting.	Conduct quarterly field visits; issue compliance advisories; document recurring implementation gaps.
2027	Introduce performance-linked technical support to high-risk entities; conduct mid-term compliance audit.	Introduce automated alerts for delayed responses; train reviewers on risk-based decision analysis.	Host training for entity procurement officers on data submission standards and deadlines.	Create monitoring database to track field findings and resolutions; strengthen follow-up coordination.
2028	Integrate at least 80% of procuring entities on planning compliance into national e-GP dashboard; offer peer-learning on planning practices.	Conduct case-based policy reviews based on data trends; refine guidelines on high-risk procurement types.	Launch public dashboard for contract visibility by sector, region, and value; solicit public feedback.	Align field visits with audit planning and procurement training cycles for integrated support.
2029	Conduct end-of-plan compliance evaluation; institutionalize contract performance indicators in procurement planning	Evaluate systemic outcomes of 'No Objection' reforms; integrate analytics into procurement policy revisions.	Conduct impact assessment of transparency reforms; refine digital access tools for citizens and CSOs.	Compile multi-year field compliance trends; publish lessons-learned bulletin; recommend policy actions.

Goal 5: Strengthen Legal Framework and Contract Integrity

Year	Objective 5.1: Procurement contracts and SBDs	Objective 5.2: Investigative complaints mechanism	Objective 5.3: Public Procurement Regulations	Objective 5.4: Common User Price Index
2025	Conduct legal audit of existing SBDs and model contracts; form expert committee to lead drafting process.	Review existing complaints procedures and caseload trends; benchmark with international practices.	Initiate stakeholder consultations and policy review sessions; draft proposed amendments to the Regulations.	Establish task team to design methodology; collect baseline market prices for commonly procured items.
2026	Finalize and publish revised SBDs and contract templates; train procuring entities on standardized use.	Revise complaints handling guidelines; establish complaints registry; train staff and stakeholders on revised mechanism.	Validate and adopt revised Regulations; publish and disseminate official version to all entities.	Develop and publish the 2026 Common User Price Index; train procurement officers on its use.
2027	Monitor application of revised SBDs; collect user feedback; begin drafting specialized templates (e.g., consultancy, PPP).	Digitize the complaints filing and tracking process; launch awareness campaign for suppliers and CSOs.	Host regional implementation workshops; develop FAQ and interpretation guide for procurement actors.	Monitor price trends and market volatility; adjust index for inflation and emerging goods.
2028	Review and update standard documents based on evolving procurement practices; ensure integration with e-GP templates.	Assess complaint resolution timelines and user satisfaction; adjust procedures for efficiency and fairness.	Monitor challenges in application; propose targeted amendments or clarifications as needed.	Review user feedback; enhance usability and accessibility through digital formats.
2029	Institutionalize a periodic 5 year review process for contracts and SBDs; archive versions digitally for public access.	Publish five-year complaints resolution report; recommend legal amendments where necessary.	Conduct legal impact review of revised Regulations; propose next-phase legal priorities for 2030+.	Institutionalize index update cycle; explore expansion to sector-specific price indices.

Goal 6: Improve Communication, Transparency, and Public Engagement

Year	Objective 6.1: Multimedia campaigns	Objective 6.2: Quarterly newsletters	Objective 6.3: Annual procurement forum	Objective 6.4: Hotline and e-GP feedback
2025	Design communication strategy; develop campaign content on procurement rights and reforms; enhance radio and social media series.	Enhance newsletter format and editorial team; publish enhanced editions highlighting strategic plan and early reforms.	Plan and host inaugural forum on strategic plan rollout; invite stakeholders from public, private, and civil society sectors.	Upgrade hotline infrastructure; integrate with e-GP platform; promote use via public awareness drives.
2026	Expand multimedia outreach to include TV and community platforms; engage influencers and media partners for broader reach.	Introduce guest commentary, CSO spotlights, and infographic summaries; grow distribution list.	Focus second forum on digital transformation in procurement (e-GP); launch thematic sub-sessions.	Develop feedback categorization and tracking tools; analyze quarterly data to inform service improvement.
2027	Introduce storytelling and testimonial-based campaigns from beneficiaries and procurement actors.	Digitize newsletter for mobile and web viewing; track reader engagement and feedback.	Introduce innovation awards and youth engagement session; document proceedings for publication.	Launch user-friendly online feedback portal linked to procurement dashboards.
2028	Evaluate campaign impact; adjust messaging based on audience feedback and data analytics.	Align newsletter themes with national priorities (e.g., gender inclusion, e-GP adoption).	Host regional forums as pre-events to national forum; deepen local stakeholder participation.	Conduct user satisfaction surveys; publish feedback trends and PPCC responses.
2029	Develop knowledge-based advocacy content; institutionalize annual campaign cycle tied to procurement reform themes.	Publish special edition summarizing five-year achievements; transition newsletter into institutional communications archive.	Evaluate forum outcomes over five years; publish recommendations and lessons learned; explore permanent stakeholder platform.	Institutionalize feedback loop in M&E system; build real-time response mechanisms into e-GP and hotline protocols.

Goal 7: Ensure Financial Integrity and Resource Optimization

Year	Objective 7.1: IPSAS-compliant financial system	Objective 7.2: Timely financial reporting	Objective 7.3: Budget monitoring mechanisms	Objective 7.4: QuickBooks migration and use
2025	Conduct IPSAS compliance audit; identify gaps; initiate staff orientation on IPSAS standards.	Review and revise financial reporting calendar; integrate and synchronize donor project reporting with GOL funding, build capacity in report preparation and data validation.	Enhance internal budget monitoring mechanisms; design dashboard for expenditure tracking.	Conduct further training of finance staff on advance modules of QuickBooks Software and IFMIS
2026	Enhance implementation of financial procedures manual aligned with IPSAS; begin internal reporting using IPSAS formats.	Enhance standardize templates for monthly, quarterly, and annual reports; enforce submission timelines.	Conduct quarterly budget review sessions; issue variance reports with recommendations.	Fully migrate to QuickBooks/IGMIS for all financial operations; asset management; set up internal controls and backup protocols.
2027	Train finance team on advanced IPSAS modules; automate IPSAS reporting tools.	Enhance financial report quality assurance system; publish summary reports for transparency.	Improve alignment of budget monitoring with procurement performance data; introduce corrective action framework.	Use QuickBooks/IFMIS for real-time budget execution tracking and monthly reconciliation.
2028	Conduct external validation of IPSAS compliance; integrate audit feedback into financial systems.	Improve the alignment of reporting calendar with donor reporting requirements; develop integrated reporting dashboard.	Introduce budget forecast and risk analysis tools; train managers on financial accountability.	Integrate QuickBooks/IFMIS with procurement and HR systems; train users on analytical features.
2029	Institutionalize annual IPSAS compliance self-assessment; share results with stakeholders and partners.	Conduct peer review of financial reports; document best practices for reporting excellence.	Evaluate effectiveness of monitoring system mechanisms; institutionalize budget monitoring as a leadership tool.	Conduct full system audit; document lessons learned and update financial SOPs based on systems use.

5. KPIs, TIMELINES, COSTS, AND RESPONSIBILITIES

Goal 1: Strengthen Institutional Governance and Oversight

Objective	Key Performance Indicators (KPIs)	Assessment Timeline (Quarterly, Semi-annually or Annually)	Estimated Cost of implementation of strategic initiatives over the five years period (USD)	Responsible Division/Person
Objective 1.1: Institutionalize monthly Board meetings	Number of Board meetings held annually; % of resolutions digitally archived; Board performance tracking report completed	Quarterly	30,000	Office of the Executive Director / Board
Objective 1.2: Review and modernize Secretariat policies	Number of policies revised and adopted; % staff compliance with updated policies; Policy manual published and disseminated	Semi-annually	160000	Policy, Standards, and Procedures Division/Legal division
Objective 1.3: Develop and adopt work plans aligned with AAID	Strategic plan finalized and validated; Number of annual work plans developed and implemented; % alignment with AAID indicators	Annually	20,000	Policy, and Administration Division
Objective 1.4: Design and implement PPCC staff capacity-building	Training strategy developed; % of staff trained annually; Number of certifications obtained; Capacity-building impact report produced	Semi-annually	320,000	Human Resource Division in collaboration with Executive Office
Total			230,000.00	

Goal 2: Promote Gender-Inclusive and Professional Public Procurement

Objective	Key Performance Indicators (KPIs)	Assessment Timeline (Quarterly, Semi-annually or Annually)	Estimated Cost of implementation of strategic initiatives over the five years period (USD)	Responsible Division/Person
Objective 2.1: Gender-sensitive procurement policies	Gender-sensitive procurement policy adopted; % of SBDs revised with gender provisions; number of agencies implementing the policy	Annually	100,000	Policy, Standards, and Procedures with Gender Unit
Objective 2.2: Gender-disaggregated contract awards analysis	Number of contract awards tracked with gender data; annual gender analysis report published; % of entities reporting disaggregated data	Annually	5,000	Compliance Monitoring Division in collaboration with Gender Unit
Objective 2.3: Assessment of female procurement practitioners	Baseline and follow-up assessments completed; % increase in female procurement professionals; number of mentorship networks established	Annually	10,000	Gender Unit with Policy, Standards, and Procedures
Objective 2.4: Gender-inclusive procurement training	Number of staff trained using gender-inclusive modules; training curriculum integrated into certification programs; digital toolkit launched	Semi-annually	70,000	Training and Capacity Building division in collaboration with Gender Experts
			185,000.00	

Goal 3: Build National Procurement Capacity

Objective	Key Performance Indicators (KPIs)	Assessment Timeline (Quarterly, Semi-annually or Annually)	Estimated Cost of implementation of strategic initiatives over the five years period (USD)	Responsible Division/Person
Objective 3.1: Training for Procurement Committees and Practitioners	Number of committees trained annually; % of trained practitioners demonstrating improved compliance; national certification framework adopted	Semi-annually	220,000	Training and Capacity Building / Compliance Monitoring Division
Objective 3.2: e-GP System Training	Number of institutions trained on e-GP; % of e-GP modules completed; user satisfaction score from post-training evaluations	Semi-annually	285,000	e-GP Implementation Unit/Project in collaboration with IT and Capacity Building Units
Objective 3.3: Modular Training Tools Development	Number of modular training tools developed and disseminated; % of training institutions using standardized modules; toolkit updated with user feedback	Annually	160,000	Training and Capacity Development / Policy
Objective 3.4: Peer Learning Exchanges	Number of peer learning events held; number of participating institutions; peer review reports produced and recommendations implemented	Annually	155,000	Capacity Building with support from Regional Coordinators
			620,000.00	

Goal 4: Strengthen Monitoring, Compliance, and Evaluation Mechanisms

Objective	Key Performance Indicators (KPIs)	Assessment Timeline (Quarterly, Semi-annually or Annually)	Estimated Cost of implementation of strategic initiatives over the five years period (USD)	Responsible Division/Person
Objective 4.1: Compliance with procurement planning	% of entities submitting procurement plans on time; number of compliance scorecards published; % compliance rate improvement annually	Annually	70,000	Compliance
Objective 4.2: Analysis of 'No Objection' requests	Number of 'No Objection' requests analyzed; processing time trends; % of requests meeting internal benchmarks	Semi-annually	10,000	Compliance division
Objective 4.3: Contract publication on PPCC website	% of awarded contracts published on PPCC website; timeliness of uploads; public access and usage statistics	Quarterly	10,000	IT & Communications with Monitoring and Compliance division
Objective 4.4: Field visits and report follow-ups	Number of field visits conducted; % of follow-up actions completed; compliance gaps documented and resolved	Quarterly	220,000	Compliance Monitoring division
			310,000.00	

Goal 5: Strengthen Legal Framework and Contract Integrity

Objective	Key Performance Indicators (KPIs)	Assessment Timeline (Quarterly, Semi-annually or Annually)	Estimated Cost of implementation of strategic initiatives over the five years period (USD)	Responsible Division/Person
Objective 5.1: Procurement contracts and SBDs	Number of SBDs revised and adopted; % of procuring entities using updated templates; digital archive of contract templates established	Annually	75000	Legal Division / Policy, Standards, and Procedures Division
Objective 5.2: Investigative complaints mechanism	Number of complaints resolved within timeline; user satisfaction scores; complaints tracking system operationalized	Semi-annually	60000	Complaints and Review Panel / Legal and Compliance division
Objective 5.3: Public Procurement Regulations	Revised Regulations adopted and disseminated; number of training sessions conducted; stakeholder feedback reports generated	Annually	50,000	Policy, Standards, and Procedures in collaboration with Legal Division
Objective 5.4: Common User Price Index	Common User Price Index developed and updated; % of procuring entities applying the index; index accessibility rating	Annually	50,000	Policy, VR and Compliance divisions
			185,000.00	

Goal 6: Improve Communication, Transparency, and Public Engagement

Objective	Key Performance Indicators (KPIs)	Assessment Timeline (Quarterly, Semi-annually or Annually)	Estimated Cost of implementation of strategic initiatives over the five years period (USD)	Responsible Division/Person
Objective 6.1: Multimedia campaigns	Number of campaigns launched; reach and engagement across platforms; % of citizens demonstrating awareness of procurement rights	Semi-annually	25,000	Communications division
Objective 6.2: Quarterly newsletters	Number of newsletters published annually; readership statistics; stakeholder satisfaction with content	Quarterly	30,000	Communications division with Compliance Division
Objective 6.3: Annual procurement forum	Number of participants in annual forums; diversity of stakeholders represented; policy actions informed by forum outcomes	Annually	100,000	Executive Director's Office with Policy
Objective 6.4: Hotline and e-GP feedback	Number of hotline/e-GP feedback cases logged; resolution turnaround time; % of users reporting improved accessibility	Quarterly	5,000	IT division and Compliance in collaboration with e-GP Unit/Project
			\$160,000.00	

Goal 7: Ensure Financial Integrity and Resource Optimization

Objective	Key Performance Indicators (KPIs)	Assessment Timeline (Quarterly, Semi-annually or Annually)	Estimated Cost of implementation of strategic initiatives over the five years period (USD)	Responsible Division/Person
Objective 7.1: IPSAS-compliant financial system	IPSAS compliance audit completed; financial procedures manual in place; % compliance with IPSAS reporting standards	Annually	20,000	Finance Division / Internal Audit Unit
Objective 7.2: Timely financial reporting	Timeliness of monthly, quarterly, and annual reports; quality assurance scores; % of reports meeting accuracy benchmarks	Quarterly	7,000	Finance Division / Compliance Monitoring
Objective 7.3: Budget monitoring mechanisms	Number of budget review sessions conducted; variance reports issued; corrective actions implemented	Quarterly	15,000	Finance Division / Executive Office Oversight
Objective 7.4: QuickBooks/IFMIS migration and use	QuickBooks/IFMIS fully operational; % of financial records processed through QuickBooks/IFMIS; system integration completed	Semi-annually	7,000	Finance Division / IT division
			\$42,000.00	

6. MONITORING & EVALUATION (M&E) FRAMEWORK

- **Quarterly Review:**
Quarterly performance tracking will be conducted for selected strategic objectives that require high-frequency monitoring (e.g., financial reporting, contract publication, hotline feedback, and field inspections). These reviews will focus on short-term outputs and operational responsiveness.
- **Biannual (Semi-Annual) Internal Reviews:**
Biannual internal strategic reviews will assess cumulative progress, address implementation challenges, and update management on mid-cycle performance across all goals.
- **Annual Review:**
A **consolidated M&E report** will be prepared and submitted every **December**, summarizing annual achievements, challenges, KPI performance, and recommendations for the following year.
- **Midterm Review (2027):**
A comprehensive **Midterm Evaluation** will be conducted in **2027** to assess relevance, efficiency, and progress toward strategic outcomes. This review will inform necessary adjustments and realignment for the remaining implementation period.
- **End-Term Evaluation (2029):**
A final **End-Term Evaluation** will be conducted in **2029** to assess the full impact, effectiveness, and sustainability of the strategic plan and provide strategic insights for the next planning cycle.

7. FUNDING SUMMARY (2025–2029)

- **Total Estimated Cost of Programmatic Implementation:**
Approximately **USD \$2,232,000** over the five-year strategic period.
- **Proposed Funding Sources:**

Government of Liberia: USD \$300,000.00

Development Partners: USD \$1,900,000.00

(Primary focus on the World Bank – GREAT Project, UNDP, and other bilateral/multilateral contributors)

Internally Generated Revenue (IGR): USD \$32,000.00

8. CONCLUSION

This strategic plan serves as a blueprint for advancing procurement reform, enhancing professional standards, strengthening compliance, and promoting inclusiveness—thereby positioning Liberia to achieve the goals of the ARREST Agenda for Inclusive Development (AAID) and Vision 2030.

BOARD OF COMMISSIONERS

RESOLUTION No. 009/ Fiscal Year 2025

WHEREAS, the Amended and Restatement of the Public Procurement and Concessions Act, 2010, ("PPCA") Part II, Section 3(1) establishes the Public Procurement and Concessions Commission; and

WHEREAS, the PPC Act, 2010, Part II, Section 14(1), Administration of the Commission, provides that the Commissioners as a body shall have overall leadership for the Commission; and

WHEREAS, the PPC Act, 2010, Part II, Section 14(2)(a) delegates, assigns and authorizes the Board of Commissioners to formulate, develop and adopt policies and regulations, including without limitations; (a) to make, approve, alter or repeal policies governing or to govern the operations of the Commission; and

WHEREAS, the Commission, through the Board of Commissioners, has decided to and in consonance with the authority vested by the PPC Act, 2010 has developed a five-year Strategic Plan for the operation and implementation of the Commission's goals and objectives pursuant to Government's ARREST Agenda; and

WHEREAS, the Strategic Plan, when adopted, shall be the working tool relied upon by the Administration of the PPCC to effectively implement, fulfill, realize, and achieve the goals and objectives of the Commission over a five years period, consistent with Government's ARREST Agenda; and

WHEREAS, the Strategic Plan, which is a representation of the views, inputs and aspirations of divisions and units of the Commission, shall be implemented with the collective involvement of every division and unit within the Commission, in meeting the goals and objectives as set forth in said instrument; and

NOW THEREFORE, we the Commissioners sitting in Board meeting, held on Friday, August 29, 2025, in the City of Monrovia at the Office of the Public Procurement and Concessions Commission, Executive Mansion Grounds on Capitol Hill, consent and:

RESOLVED, that the Five-Year Strategic Plan as adopted by the Board of Commissioners, for the purpose(s) of this Commission, shall serve as and shall be the working tool relied upon to implement, fulfill, realize, and achieve the Commission's goals and objectives consistent with Government's developmental plan as enshrined in its ARREST Agenda.

FURTHER RESOLVED, that the Commission, through the Executive Director, from time to time, on a periodic basic, shall report to the Board of Commissioners as to the form and manner of implementation, fulfillment, realization and achievement of the goals and objectives as outlined in the Strategic Plan.

IN WITNESS WHEREOF, WE HEREUNTO SET OUR HANDS AND AFFIX OUR SIGNATURES THIS 29TH DAY OF AUGUST, A.D. 2025.

Signed: 
Hon. Ivan Fayeah Tehndahn Camanor, MD,
CHAIRMAN

Signed: 
Hon. Roosevelt A.K. Woods
MEMBER

Signed: 
Hon. Mardia Parker Jallah
MEMBER

Signed: _____
Hon. Edrick F. Noah
MEMBER

Signed: 
Hon. Martha F. Korpu
MEMBER

Signed: _____
Hon. Robert Clarke
MEMBER

Signed: 
Hon. Matthew Kantan
MEMBER