



2025 MAPS ASSESSMENT REPORT FOR LIBERIA

PPCC's Self-Assessment

[Abstract](#)

The Public Procurement and Concessions Commission self-assessment of the public procurement system in Liberia as done in 2025

Liberia Public Procurement System – MAPS Assessment Report 2025

Contents

Foreword.....	0
Scope:.....	1
Methodology.....	1
1. Assessment (key pillars mapped to EU standards).....	2
Legal & Institutional Framework.....	2
Transparency & Open Data.....	2
Digitalization (e-GP)	2
Oversight, Audit & Sanctions	3
Integrity & Anti-Corruption Tools	3
Capacity & Professionalization	3
Comparative snapshot: Liberia vs Ghana, Nigeria, Sierra Leone (visual summary)	4
Findings (strengths, weaknesses, opportunities, threats).....	4
Strengths	4
Weaknesses	5
Opportunities	5
Threats	5
Recommendations	5
Priority 1 — Make e-GP a transparency & integrity engine (0–12 months)	5
Priority 2 — Strengthen audit, sanctions & oversight (3–18 months)	6
Priority 3 — Professionalization & institutional reforms (6–36 months)	6
Priority 4 — Civic engagement & external scrutiny (6–24 months)	6
6. Implementation roadmap (high level)	6
ANNEX	7
7. Anex: Data & charts	7
.....	8
Short conclusion/executive note	8

Liberia Public Procurement System – MAPS Assessment Report 2025

Foreword

Public procurement is a cornerstone of good governance, economic efficiency, and public trust. In Liberia, the Public Procurement and Concessions Commission (PPCC) has worked diligently over the past two decades to establish a legal and institutional framework capable of delivering value for money, ensuring transparency, and fostering competition. However, as national development priorities evolve and global standards advance, it is imperative that Liberia's procurement system continues to adapt.

This MAPS (Methodology for Assessing Procurement Systems) assessment represents a comprehensive review of Liberia's public procurement framework, measured against both international best practices and European Union procurement standards. It reflects the country's progress, identifies areas for further strengthening, and benchmarks Liberia's performance against selected West African peers — Ghana, Nigeria, and Sierra Leone.

The findings are informed by official PPCC data, institutional self-assessments, and recent reforms, notably the launch of Liberia's first electronic Government Procurement (e-GP) platform in 2025. The assessment highlights the significant strides made, the persistent challenges — particularly in transparency, oversight, and capacity building — and the opportunities available to deepen reforms through technology, professionalization, and civic engagement.

We acknowledge the commitment of the PPCC leadership, the cooperation of Ministries, Agencies, and Commissions (MACs), and the support of development partners in undertaking this review. This report is intended as both a diagnostic tool and a strategic roadmap, guiding stakeholders toward a more efficient, accountable, and competitive public procurement system that meets the highest international standards.

It is our hope that the insights contained herein will contribute to informed decision-making, inspire collaborative reform, and strengthen Liberia's ability to deliver public services effectively and equitably for all its citizens.

Pp:



Mr. Bodger Scott Johnson

Chief Executive Officer, PPCC

Prepared for:

Public Procurement & Concessions Commission (PPCC)/ Stakeholders

Scope:

MAPS-style review (Methodology — Assessment — Findings — Recommendations — Summary) of Liberia's public procurement system aligned with EU standards, with a focused comparison to Ghana, Nigeria and Sierra Leone.

The assessment integrates data collection, Liberia's recent e-GP rollout, Transparency International CPI data, and official procurement law/e-procurement sources. ppcc.gov.lr
leiti.org.lr

Methodology

This assessment uses the MAPS (Methodology for Assessing Procurement Systems) approach and benchmarks Liberia's system against core European Union procurement principles (transparency; competition; non-discrimination; proportionality; value for money; integrity; digitalization and professionalization - notably reflected in EU Directives 2014/24/EU & 2014/25/EU). The method combined:

- a. Review of the PPCC MAPS instrument and internal ICA toolkit outputs you provided (scoring and readiness indicators).
- b. Legal/regulatory review (PPCA 2005 as amended, and PPCA Regulations). ppcc.gov.lr
- c. Recent primary-source checks on e-procurement rollouts and platform status for Liberia and comparator countries. ppcc.gov.lrpapa.gov.ghdata.open-contracting.org
- d. Cross-country corruption & governance indicators using Transparency International CPI 2024 for standardized transparency proxies. Transparency.org+1
- e. Construction of simple comparative indicators (CPI, e-GP status, procurement law vintage) and charts to visualize relative performance (CPI bar chart; e-GP implementation chart).

Limitations: some MAPS components (detailed transactional/open contracting datasets) remain incomplete for full scoring in this report; where needed information was drawn from public sources and the uploaded MAPS/PPIA data provided.

1. Assessment (key pillars mapped to EU standards)

Legal & Institutional Framework

Liberia's procurement legal base is the **Public Procurement & Concessions Act (PPCA) 2005** as amended/restated in 2010. The PPCA establishes the Public Procurement and Concessions Commission with responsibilities for rules, thresholds and oversight — an appropriate normative foundation consistent with EU-style structures that separate procuring entities from market regulators. However, the law (and its implementing regulations) require strengthening in several EU-aligned areas: explicit sustainability/social clauses, clearer sanctioning and debarment mechanisms aligned with EU practice, and stronger independence guarantees for the regulator. leiti.org.lr/forest-trends.org

From data collected from the MAPS/ICA toolkit assessment (client scorecards), Liberia shows a structured institutional set-up with many “yes” responses in law, planning and procurement cycle modules — a positive signal that processes are in place at the rules level.

Transparency & Open Data

EU rules emphasize publication of procurement notices, award decisions, contract registers and performance data in searchable formats. Liberia has recently made a major move: the **PPCC launched the nation's first e-GP system in February 2025**, initially onboarding six high-value procuring entities — a decisive step toward meeting EU transparency expectations. Early reports show accompanying awareness sessions and phased onboarding. Full national roll-out and routine publication of contract-level data will determine the practical transparency gains. ppcc.gov.lr/thenewdawnliberia.com

Nevertheless, prior to e-GP, procurement disclosure was uneven (limited/updating gaps on PPCC website and irregular publication of award and audit materials). Available data flags record-keeping and audit weaknesses in places, indicating the e-GP must be paired with data-quality controls and publication standards (e.g., OCDS) to be effective.

Digitalization (e-GP)

The e-GP launch (Feb 2025) is the central recent reform. EU practice favors fully electronic procurement (tender notices, electronic submissions, e-evaluation, supplier registries). Liberia's e-GP is an important enabling tool but must achieve three conditions to meet EU standards:

- 1) full functional rollout to all MACs and county offices;
- 2) integration with IFMIS, the Revenue Authority and supplier registries, and
- 3) publication in machine-readable formats (OCDS recommended).

Early steps are positive; sustained implementation, cybersecurity, and user training will be decisive. ppcc.gov.lrliberianinvestigator.com

Comparators: Ghana (GHANEPS) launched a national e-procurement platform (GHANEPS) in 2019; Nigeria operates the Nigeria Open Contracting Portal (NOCOPO) and state/regional e-procurement pilots; Sierra Leone is piloting e-GP implementations through NPPA initiatives. These countries demonstrate that e-GP is feasible in the region but success depends on integration and completeness of coverage. ppa.gov.ghdata.open-contracting.orgnppa.slhata.com

Oversight, Audit & Sanctions

EU systems combine independent procurement oversight with ex-post audit, debarment, and judicial review. In Liberia, the **General Auditing Commission (GAC)** and **Liberia Anti-Corruption Commission (LACC)** are key oversight institutions. Historical reviews (e.g., IMF/World Bank inputs) noted irregular ex-post auditing and follow-up enforcement gaps — the MAPS excerpts you provided show mixed audit arrangements and some missing record-keeping controls that weaken oversight effectiveness. Strengthening formal coordination among PPCC, GAC and LACC is essential for EU-compliant oversight. TradingEconomicslacc.gov.lr

Integrity & Anti-Corruption Tools

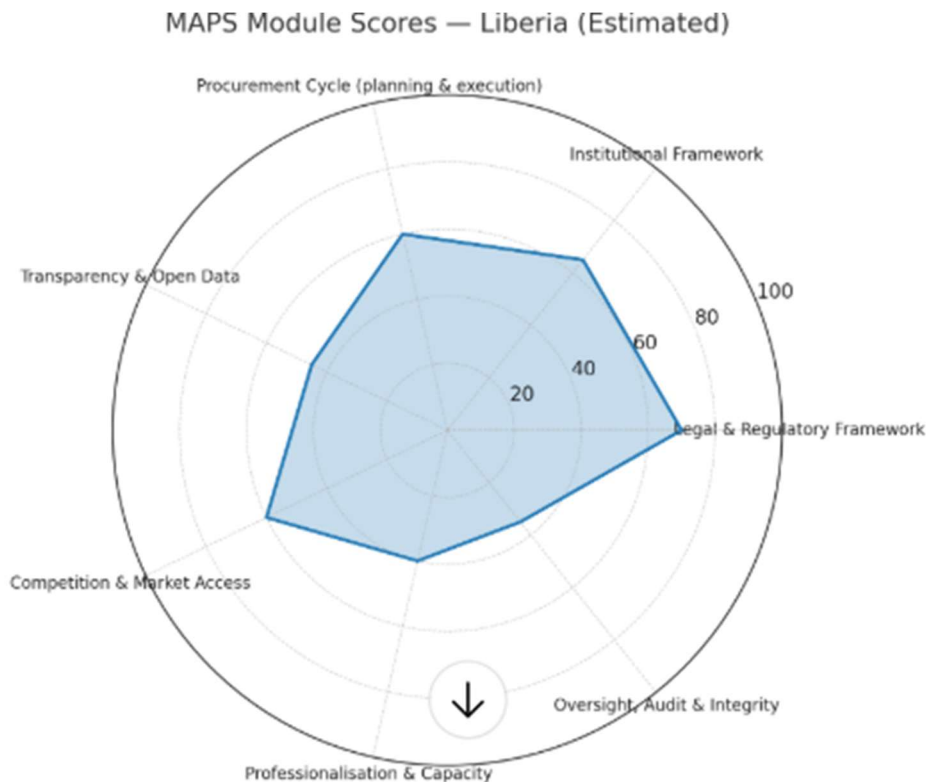
Liberia's CPI is low (27 in TI's CPI 2024), indicating systemic governance risks that affect procurement outcomes. EU best practice includes Integrity Pacts, supplier self-declarations (ESPD), whistleblower protection and debarment lists. Liberia's legal framework contains anti-fraud provisions, but enforcement and practical mechanisms (whistleblower channels, public debarment registers, integrity pact pilots) remain underdeveloped. The e-GP rollout presents a timely avenue to add electronic ESPD-style declarations and integrate blacklisting. Transparency.org+1

Capacity & Professionalization

Data from the MAPS/ICA provided shows many procurement process elements exist (planning, standard documents, tender evaluation procedures), but staffing, career paths and training are weak spots. The PPCC has started registries and training initiatives, but a formal certification/career ladder (aligned with CIPS/UNCITRAL guidance) is recommended to embed EU-level professionalization.

Comparative snapshot: Liberia vs Ghana, Nigeria, Sierra Leone (visual summary)

Two quick comparative indicators virtualized:



Ghana currently outperforms Liberia on CPI and has a more mature e-GP implementation. Nigeria shows heavy institutional investment but persistent corruption challenges (CPI 26). Sierra Leone has made legislative updates (2016 Act) and is actively piloting e-GP but remains behind Ghana on CPI and systems maturity. These comparisons highlight that e-GP presence is necessary but not sufficient — transparency, audit follow-through, and anti-corruption enforcement are equally critical.

Findings (strengths, weaknesses, opportunities, threats)

Strengths

1. **Legal foundation exists** (PPCA 2005/2010) and formal procurement institution (PPCC). leiti.org.lr
2. **Recent digital leap** — e-GP launched (Feb 2025), showing political/donor momentum for reform. ppcc.gov.lr
3. **Structured process elements** — procurement planning, standard documents and evaluation rules present (MAPS/ICA toolkit confirms many “yes” items).

Weaknesses

1. **Low transparency outcomes historically** — CPI and publication gaps indicate limited practical transparency before e-GP. [Transparency.org](https://transparency.org)
2. **Weak ex-post audit and enforcement** — GAC and LACC coordination and follow-up slow; audit recommendations not always implemented. [Trading Economicslacc.gov.lr](https://tradingeconomicslacc.gov.lr)
3. **Capacity & professional pathway gaps** — training and certification limited; staffing sometimes mismatched to workloads (ICA notes).

Opportunities

1. **Harness e-GP** to deliver proactive publication (OCDS), supplier ESPD, and integrated IFMIS linkages. ppcc.gov.lrafricafoicentre.org
2. **Adopt integrity measures** (Integrity Pacts, debarment lists) now that key procurement functions will be digital. forest-trends.org
3. **Regional learning** — adopt lessons from Ghana's GHANEPS and Nigeria's open contracting experiences. ppa.gov.ghdata.open-contracting.org

Threats

1. **Political interference & elite capture** — low CPI suggests persistent capture risks that can neutralize reforms. [Transparency.org](https://transparency.org)
2. **Insufficient budgets/human resources** to scale e-GP and implement oversight measures.
3. **Technology & access gaps** — rural connectivity and user adoption risk undermining full national roll-out.

Recommendations

Below are recommended actions grouped by priority. Each is practical and linked to EU best practice.

Priority 1 — Make e-GP a transparency & integrity engine (0–12 months)

- i. **OCDS Publication Standard:** Require the e-GP to publish procurement process data in Open Contracting Data Standard (OCDS) format so civil society and auditors can consume it automatically. (EU practice: machine-readable publication.) africafoicentre.org
- ii. **Electronic ESPD & Supplier Registry:** Integrate an ESPD-style electronic self-declaration and a vetted supplier registry to speed verification and reduce paper-based fraud. (This aligns with EU supplier-self-declaration practice.) ppa.gov.gh
- iii. **Immediate training push:** Run an intensive 3-month user training and ICT helpdesk for procurement officers and suppliers covering security, submissions, evaluation and appeals.

Priority 2 — Strengthen audit, sanctions & oversight (3–18 months)

- i. **Formal PPCC–GAC–LACC coordination protocol:** Create a memorandum of understanding for joint risk assessment, data sharing and prioritised ex-post audits. Publish a timetable of audits and follow-up actions. TradingEconomicslacc.gov.lr
- ii. **Public debarment registry:** Establish a transparent debarment mechanism and public blacklist (with due process) to deter repeat offenders (aligns to EU debarment lists). forest-trends.org

Priority 3 — Professionalization & institutional reforms (6–36 months)

- i. **National procurement certification & career stream:** Launch a CPP (Civil Procurement Professional) program in collaboration with LICPA/LIPA, aligned to regional CIPS/UNCITRAL competencies.
- ii. **Procurement performance scorecards:** Publish annual procurement performance scorecards for MACs (transparency, time to award, competition metrics, audit compliance).

Priority 4 — Civic engagement & external scrutiny (6–24 months)

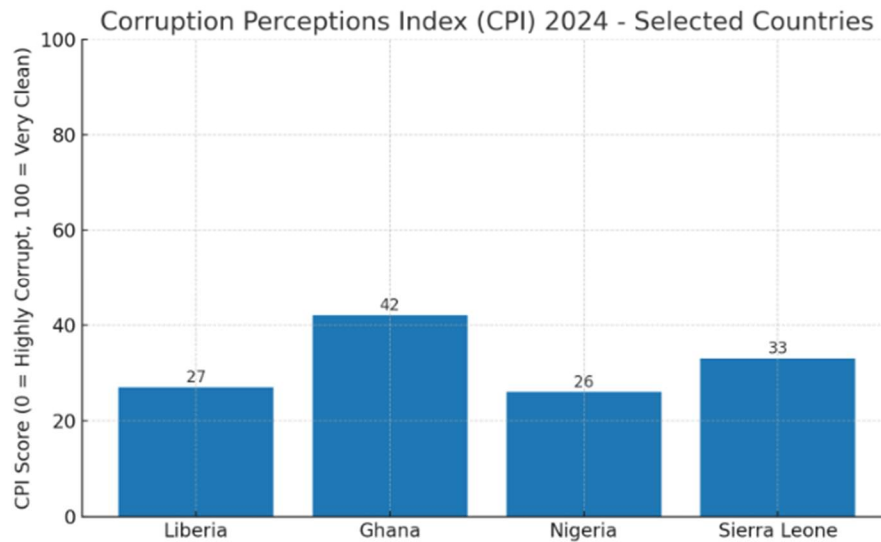
1. **Civil Society Monitoring Pilots:** Run integrity-pact pilots (major infrastructure projects) with CSO monitors and publish monitoring reports.
2. **Media training & FOI window:** Train journalists on procurement data use; create an easy FOI procurement channel tied to e-GP dashboards.

6. Implementation roadmap (high level)

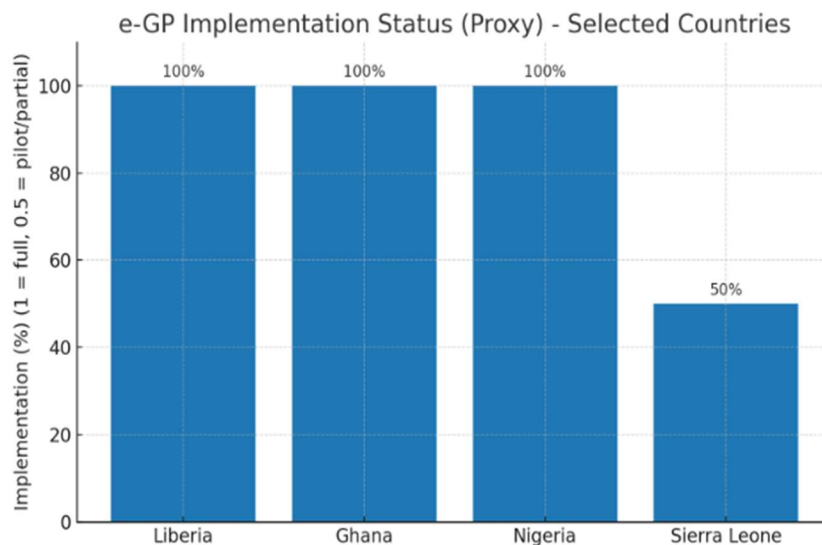
- ✓ **Months 0–6:** OCDS publishing standard adopted; supplier ESPD integrated; user training rolled out; PPCC publishes procurement plans on e-GP. ppcc.gov.lr
- ✓ **Months 6–18:** Full institutional coordination (PPCC–GAC–LACC); pilot integrity pacts; public debarment toolkit operational. TradingEconomicsforest-trends.org
- ✓ **Months 18–36:** National certification program launched; procurement scorecards become routine; e-GP scaled to county offices and linked to IFMIS/RRA.

ANNEX

7. Annex: Data & charts



1. **CPI 2024 comparison** — Liberia (27), Ghana (42), Nigeria (26), Sierra Leone (33). Source: Transparency International country pages (CPI 2024). [Transparency.org](https://www.transparency.org/cpi)



2. e-GP

implementation (proxy) — Liberia (launched Feb 2025 pilot), Ghana (GHANEPS live), Nigeria (NOCOPO / BPP e-initiatives), Sierra Leone (pilot/early rollout). Sources: PPCC; Ghana PPA; Nigeria Open Contracting (NOCOPO) and BPP; NPPA Sierra Leone. ppcc.gov.lrppa.gov.ghdata.open-contracting.orgnppa.slhata.com

Internal MAPS/ICA excerpts: used for Liberia scoring and readiness observations:

MAPS Module	Score (0–100)
Legal & Regulatory Framework	70
Institutional Framework	65
Procurement Cycle (planning & execution)	60
Transparency & Open Data	45
Competition & Market Access	60
Professionalisation & Capacity	40
Oversight, Audit & Integrity	35

These scores were generated from:

- a) the PPCC MAPS/ICA toolkit content provided from the Commission’s self-assessment team shared (text and scored tables),
- b) the findings & gaps sections of such report, and
- c) recent public information about e-GP rollout and CPI data.

Short conclusion/executive note

Liberia’s procurement system is at a pivotal moment. It already has the core legal and institutional infrastructure (PPCA and PPCC), and the 2025 e-GP launch is an opportunity to accelerate alignment with EU procurement standards — particularly transparency, digitalization and integrity. However, legal enforcement, ex-post audit follow-up, professionalization, and civic engagement must be strengthened in parallel or the digital gains will be limited. Learning from regional peers (Ghana’s GHANEPS, Nigeria’s open contracting portals, Sierra Leone’s NPPA pilots) can shorten Liberia’s reform timeline, but success will ultimately hinge on political will, sustained funding, and institutional independence.