

**PUBLIC PROCUREMENT & CONCESSIONS
COMMISSION
ANNUAL PUBLIC FORUM**

February 27-28, 2008

**THEME: PUBLIC PROCUREMENT & CONCESSIONS REFORM
IN LIBERIA: CHALLENGES AND PROSPECTS**

A REPORT

**Prepared by Development Consultants, Inc.
P. O. Box 1345
Broad & Johnson Streets
Monrovia, Liberia**

I. INTRODUCTION

Background

1. This report is the result of two days deliberations at the first Annual Forum of the Public Procurement and Concessions Commission (PPCC) held at the Monrovia City Hall from 27-28 February 2008. The PPCC was established on January 16, 2006 to succeed the Contract and Monopolies Commission (CMC), which was established as part of the Comprehensive Peace Accord (CPA) for Liberia in Accra, Ghana 2003. The CMC had oversight responsibility for all contracts and concession agreements entered into by the Government of Liberia during the interim period from October 14, 2003 to January 16, 2006.
2. Public procurement and concessions reforms were identified in the donors' needs assessment for Liberia as necessary for ensuring better value for public funds and reducing procurement related corruption. The needs assessment estimated the reforms to cost US\$1.5 million and to be done over a period of one and a half years.
3. The reforms were financed through the LICUS Trust Fund under the economic management programs, which provided US\$1.5 million of which \$1.033 million was for procurement reforms and \$467,000 for reforms in public financial management.
4. The needs assessment of public procurement and concessions systems determined that public procurement and concessions legal framework was highly inadequate because:
 - Procurement rules and procedures were loose (they did not guarantee transparency, efficiency, equal opportunity to bidders, value for money, etc);
 - There were no mechanisms for oversight, appeals and complaints; and
 - The agencies responsible for use of public funds and service delivery were not held accountable for ensuring compliance with approved budget and value for money.
5. The efficiency of public service eroded over many years of war. The private sector was no longer competitive due to many years of breakdown in the public system due to lack of transparency in awarding public contracts. Banking facilities were weak as there were only about three banks working in Monrovia and none in the countryside. There was almost no credit facility to suppliers and contractors. Where suppliers and contractors were available, their capacity to perform was not certain, as opportunities for business had been very low over the years. A number of engineering firms were operating

in Liberia with difficulties due to lack of adequate work to remain marginally operational.

6. The general perception was that procurement by the General Services Agency (GSA) was highly discretionary and decision-making was not collective, given the inadequate procurement rules and procedures. Procurement of works by the Ministry of Public Works (MPW) was equally inefficient, for the same reasons. Contracts were often awarded politically without reference to GSA or MPW. Donors often supervised contracts they financed. Service Ministries and public entities were seldom held accountable for non adherence to approved budget for procurement expenditure.
7. The needs assessment concluded that the country's current public procurement system required reforms in two phases, each of which would include capacity building and logistical support. First, the preparation of an interim Procurement Procedures Manual (PPM) that would contain procurement rules and procedures to be used for all public contracts prior to the enactment of a procurement law. There would be a Training Program covering all procurement staff, including service managers, on the application of the PPM.
8. Second, the assessment recognized the need for the preparation and enactment of a comprehensive public procurement law and procedures to guide the procurement process. The reforms would be achieved in about a year and a half, with phase one taking less than half a year; and phase two more thereafter. The post procurement-law enactment activities included the establishment of oversight bodies created by the law and capacity building to support the new legislation.
9. During the two year reform period, the PPCC engaged in capacity building through workshops and training involving a total of 914 Procurement Practitioners , mainly Procurement Committee Members, County and District Management Committee Members, participants from the private sector, and other stakeholders. They also monitored 60 of the 82 procurement agencies.
10. As part of Government's commitment to the implementation of the Governance and Economic Management Assistance Program (GEMAP), PPCC was mandated to review all contract and concession agreements entered into by the National Transitional Government of Liberia (NTGL). The reviews were to determine whether contracts and concessions entered into by the NTGL were done with transparency and economy for the benefit of the people and Government of Liberians. The review process ran from June through December 31, 2006 following which a final report containing recommendations was submitted to the Government.

11. The PPCC has the following objectives:
- a. Maximize economy and efficiency in procurement and obtain best value for public expenditures;
 - b. Promote economic development of Liberia;
 - c. Build capacity of officials and institutions in procurement;
 - d. Promote competition and foster participation in concession agreements and procurement proceedings by qualified suppliers, contractors and consultants;
 - e. Provide equal access, without discrimination, to all eligible and qualified providers of goods, works and services including fair and equitable treatment of all bidders;
 - f. Promote integrity, fairness, accountability and public confidence in the procurement process;
 - g. Achieve transparency in the procedures, processes and decisions relating to Procurement and Concessions agreement;
 - h. Decentralize public procurement to procuring entities;
 - i. Promote the growth of an indigenous Liberian Private sector;
 - j. Harness private sector financial, human and technical resources through concession agreements; and
 - k. Eradicate monopolies and promote competitiveness in the concession procurement process.

Purpose and Objectives of the Forum

12. The overall purpose of the Forum was to bring together PPCC's stakeholders and to create the avenue for stocktaking of its activities since its inception and identify areas necessary for further action and improvement.
13. The specific objectives of the Forum were to:
- Review the PPC Act to determine areas where amendments were necessary to ensure efficiency and enhance the effective achievement of its objectives;
 - Determine the efficiency of collaboration between stakeholders in the public and private sector involved with procurement;
 - Determine avenues for strengthening capacity building of stakeholders involved with procurement at human and financial levels;
 - Identify key components to be addressed in regulations and step by step manual for procurement;
 - Review the levels of thresholds set forth in the Act to determine if the amounts specified were adequate enough for contract awards in the procurement of goods, works, and services involving national and international competitive bidding processes;

- Review procedures for compliance monitoring of procuring entities and determine feedback /sanctions for non-compliance.

Participation

14. The Forum brought together Government Ministers, Legislators, procurement professionals, consultants, procurement officers, stakeholders from the public and private sectors, procurement experts from the World Bank and the PPCC, and representatives from the international donor community (see Appendix-1 for List of Participants).

II. ACCOUNT OF PROCEEDINGS

Opening of the Forum

15. Welcome remarks were made by the Acting Chairman of the PPCC, Hon. Charles E. Collins, Sr. who challenged participants to help brainstorm and suggest ways in which the PPCC could move readily to develop rules, policies and standards with the aim of enhancing reforms in the public financial management system under the GEMAP Program. He stressed the need to assess the activities of the PPCC in conformity with the PPCA to find out if the PPCC had the requisite authority to effect the Act, as well as to identify areas of weakness and ambiguity in the PPCA, and make recommendations for effectiveness and efficiency.
16. The Keynote Address was given by Hon. Yarsuo Weh Dorliae, Commissioner Designate of the Governance Commission. In his keynote address, Hon. Dorliae highlighted the problems corruption provokes when issues of procurement, general services, vouchers and concession agreements were discussed in the Liberian circles. These problems were compounded by the centralization of political administration. Low capacity of public institutions also hampered Government's ability to deliver effective and efficient services. To rectify this, a decentralized, national system of participatory governance with responsible individuals of integrity was necessary. He noted the Liberian Government had put into place an anti-corruption strategy. The proposed Act to establish an Anti-Corruption Commission was before the National Legislature. Procurement reforms would help curb some of the excesses in the system.
17. The World Bank Representative, Amadu Tidiane Toure, Lead Procurement specialist, Ghana Hub, the Director of the Bureau of the Budget, Hon. Augustine Ngafuan, and Hon. Dusty Wolokollie, Member of the House of Representatives, also made remarks. Mr. Toure expressed the Bank's support for Public Procurement within the context of the reform agenda of the Government of Liberia. The World Bank believed increased efficiency and

transparency were critical to development. The Bank's support was through capacity building because a well functioning public procurement system would include a legal framework with international best practice and standards. The Bank provided a grant of US\$1.1 million in support of the PPCA and pledged another US\$11.0 million to support key government reforms, including public procurement. He urged participants to take stock of the PPCC's activities and reflect on ways to improve them. He said the World Bank looked forward to an effective database for better service delivery to the Liberian people.

18. In his remarks, Hon. Augustine Ngafuan observed Liberia's transition from an era of a lack of accountability to one of accountability and the need to find a delicate balance between pronouncements and implementation of programs. There was a need to translate budget amounts into implementable programs and projects. Hurdles in the procurement process affected the BGA process and eventually the suppliers. He advised participants to identify provisions of the PPCA that created bureaucratic bottlenecks and stagnated the procurement process and to recommend necessary adjustments to reflect Liberian realities without sacrificing accountability and transparency.
19. Hon. Dusty Wolokollie commended the PPCC for holding the required Forum and suggested a review of the PPCA to ensure the efficient use of public resources to get value for money. He said the Legislature would engage in fruitful exchanges to make the Act effective.

III. PRESENTATIONS AND DISCUSSIONS

PPCC Progress Report on the Public Procurement Reforms

Presentation

20. The PPCC Progress Report, which was presented by its Executive Director, Mr. Joseph S. Neufville, highlighted PPCC's achievements, constraints and challenges, and the way forward. He reported that in keeping with the mandate of PPCA, the PPCC had accomplished the following:
 - Reviewed 95 contract and concession agreements entered into during the interim period (October 14, 2003-January 16, 2006) and recommended that 52 be accepted, 16 renegotiated and 27 cancelled.
 - Created various publications and published/distributed same to relevant stakeholders and media institutions.
 - Conducted 17 training and sensitization workshops specifically for Procurement Committees and Units Members, private sector, civil society organizations and other procurement and concession practitioners and

administrators; and developed training manuals and modules for procurement training.

- Conducted compliance monitoring exercises of 60 of the 82 procuring entities to determine the level of compliance relative to the establishment of functioning procurement structures (committees and units).
- Monitored procurement processes leading to contract awards and approved budgetary allocations on which procurement contracts were awarded.
- Constituted the Complaints, Appeals and Review Panel (CARP) to address all complaints filed to the Commission by aggrieved suppliers who had participated in or had an interest in a procurement process.
- Finalized the ground rules and procedures for the complaints and review process and the stages at which complaints may be filed.
- Developed a series of documents to enhance the effectiveness of the PPCC in the implementation of the PPCA (see Appendix 3).
- Collaborated with partners and relevant stakeholders involved with institutional and staff capacity building process in Liberia.

21. Director Neufville observed that Public Procurement was new and required logistical support and capacity building especially in formulating regulations for margin of preference for Liberian and Domestic businesses. However, he said the PPCC provided windows for competition among procurement practitioners and was yielding value for money.

22. The report outlined some of the major constraints and challenges confronting the PPCC. These included:

- Unnecessary replacement of trained procurement personnel;
- A seeming resistance to change;
- Limited logistics to carry out holistic operations of PPCC activities, especially monitoring and capacity building; and
- Lack of procurement regulations and the absence of a “Procedural Step-by-Step Manual”.

23. As a way forward, Director Neufville called for the extension of donors’ technical and financial assistance to the PPCC and a review of the PPCA to make necessary amendments. Example cited was the need to remove thresholds from the Act and place them under regulations.

Discussions

24. Issues raised during the discussion of the report ranged from achieving value for money, preparing procurement plans, building the capacity of procurement entities to relationship between GSA and the PPCC, the threshold amounts, maintaining the integrity of the procurement process, PPCC monitoring capacity, and lessons learned from the payments of contractors.

25. The general observations which emerged from the discussion were:

- Achieving value for money: It was observed that since the introduction of the change in procurement process, some of the procuring entities have been contracting for services or goods that are in small quantities and therefore do not take advantage of economies of scale to achieve neither better or lower prices nor the “value for money”. Consequently, the Government was not maximizing its benefits. There was therefore a need to review the experience here.
- Relationship with GSA: There was a suggestion that GSA could play a role in facilitating the procurement of small purchases in terms of bulk purchasing in order to take advantage of economies of scale. GSA had warehouse facilities and experience in bulk purchasing. However, it was pointed out that one of the underlying objectives of the PPC Act was to do away with the old practice of procurement and its attendant high level of corruption. On the other hand, GSA, as an organization or any other organization, could play this role and would be subject to the procurement rules and regulations. But organizations which opted to go this route would do so at their own risk.
- Procurement Plans: One of the lessons from PPCC’s experience was that most of the procuring entities did not prepare and submit their procurement plans on time and some had problems in preparing them. Early submission of plans and budget requirements would enhance the procurement process and payment of contractors.
- Building the Capacity of Procuring Entities: The delays in the submission of procurement plans called for a review of the training programs of the procuring entities both in the urban centers and the local areas.
- PPCC Monitoring Role: PPCC viewed this role as a major function from which it drew many lessons for improvement. They saw the procuring entities playing a role in this area. But it was noted that PPCC needed to increase the level of interactions with procuring entities.
- The Thresholds: The thresholds in the schedule of the PPC Act for the award of contracts were established when the PPCC had not yet gained the necessary experience in the implementation of the new procurement laws. However, the experience to date suggested that these thresholds should be reconsidered for upward adjustments and removed from the Act and placed in the regulations.

Legal and Institutional Framework

Presentations

The World Bank

26. The World Bank Representative, Mr. Toure, made a presentation on “Public Procurement: Policy, Strategy and Reform”. He outlined four pillars which provide a set of international tools and standards to assess the quality and effectiveness of public procurement systems. These were:
- Pillar I: Legal and Regulatory Framework which covers the legal and regulatory instruments from the highest level (national law, act, regulation, decree, etc.) down to detailed regulations, procedures and bidding documents formally in use; and the existence, availability and quality of implementing regulations, operational procedures, handbooks, model tender documentation, and standard conditions of contract;
 - Pillar II: Institutional Framework and Management Capacity which looks at how the procurement system as defined by the legal and regulatory framework in a country is operating in practice through the institutions and management systems that are part of the overall public sector governance in the country;
 - Pillar III: Procurement Operations and Market Practices which examines the operational effectiveness and efficiency of the procurement system at the level of the implementing entity responsible for issuing individual procurement actions; and at the market as one means of judging the quality and effectiveness of the system when putting procurement procedures into practice.
 - Pillar IV: Integrity and Transparency of the Public Procurement System which deals with the extent to which the system operates with integrity, has **appropriate controls** that support the implementation of the system in accordance with the legal and regulatory framework; and has appropriate measures in place to address the **potential for corruption** in the system, as well as important aspects of the procurement system that include stakeholders as part of the control system.
27. These pillars provide indicators to measure the efficiency and effectiveness of a national procurement system. Unfortunately, in Liberia, besides the PPC Act, these laws and regulations did not exist and statistics on procurement

were not available. Appropriate software for monitoring the procurement systems were available to help provide timely information.

The Ministry of Justice

28. Ministry of Justice represented by Counsellor Joseph K. Jallah, Deputy Minister of Justice for Economic Affairs, presented the legal perspectives on the implementation of the PPC Act. The Forum, accordingly, was legal and mandatory in keeping with the PPC Act and with two preceding legal instruments: the Interim Public Procurement Policy and Procedures (IPPPP) and Executive Order #3 by the National Transitional Government of Liberia.
29. Prior to the Accra Peace Accord of 2003, Public Procurement in Liberia was centralized under the General Services Agency (GSA) which was charged by statute to carry out public procurement. The Government of Liberia saw the need to decentralize procurement, based on the recommendation of the World Bank, to allow government institutions and agencies to procure goods and services, award contracts and concessions independently through a competitive bidding process.
30. The only exceptions were cases of extreme emergency and sole source procurement. The objectives of the World Bank Measures were to bring about transparency, accountability and ensure value for money and economic reforms since the Government spent over 50 per cent of its budget on procurement of goods, works and services. The Forum would help the Government formulate rules and reform measures based on consultations with our development partners. It would also help in the formulation of legislative amendments.
31. Stakeholders should make suggestions necessary for efficiency and amendments of the Act within the parameters of the Law.

Framers of the PPCA

32. A Representative of the Framers of the Public Procurement and Concessions Act CoEn Consulting, Victoria J. Cooper Enchia, provided further explanations on the intent of the PPCA in response to some of the issues raised earlier in the discussions. The PPCC, she emphasized, was **a regulator** which should ensure compliance with the Procurement Law. It was not part of the decision making process.
33. On the issue of “Margin of Preference” in the Act, this was to ensure that where local businesses were marginalized, this provision gave them opportunities to participate in the economy and there was nothing wrong about it. For example, in the United States, the margin of preference required mandatory participation of a fixed percentage (i.e., 10%) for minority

businesses. A margin of preference did not conflict with competitive bidding process since Government had the right to provide economic security for local businesses which were necessarily owned by its citizenry and build the capacity of Liberian businesses.

34. Equity should be achieved in support of Government's policies on the rule of law and security. The law addressed issues in ways that the economy cannot as demanded by local situation.
35. The PPCC did not micro-manage procurement. It regulated it. The ministries and agencies should have the responsibility to manage their own budgets. Where it was determined that one agency had a better capacity for procurement, it was possible to procure collectively to ensure value for money. For example, the GSA with its warehousing capacity could make it possible for other entities to team up with it for procurement. Where collective procurement was done, the process would be in conformity with the procurement laws.

Discussions

36. A number of issues were raised by participants. These included cases of bogus/illegal contracts, the low thresholds and long period of the bidding process, budget decentralization and coordination at the local level, sole sourcing and restricted negotiations, open tender, and bilateral agreements, and the use of indicators in monitoring compliance. The discussion of these issues led to the following observations from the presenters:
 - Undertaking due diligence of all winners was one way of dealing with bogus contracts or false bidders and to ensure performance ability.
 - Again, there was general view that the thresholds were low and that there was a need to review the periods for national and international competitive bidding. There was also caution not to lose sight of the need for transparency and accountability which was influenced by the length of the bidding periods.
 - There should be budget decentralization of procurement at the county level.
 - Direct negotiation and sole sourcing were similar because the procurer negotiated with only one bidder whereas restricted bidding was limited to a specific number of bidders. In the case of open tenders, basic standards were set but there were instances when these were not practical.
 - It was the prerogative of the PPCC to grant requests for non-objection to entities for certain purchases but PPCC should ensure that the non-objection was covered by the PPC Law which limited the PPCC's intervention. Section 102 of the Act under Concessions states that:

“In all instances other than National Competitive Bidding and International Competitive Bidding, the method to be used shall receive the express prior Approval of the Commission.”

Public Sector’s Experience with the PPC Act

Presentations

The Ministry of Planning and Economic Affairs

37. The Minister of Planning and Economic Affairs, Dr. Toga Gayewea McIntosh, noted that the Liberian Government was at a critical stage between one budgetary period and the next. Therefore, it was necessary to maximize economy and promote efficiency in procurement behavior, an objective the Government was moving towards. The policy of the Liberian Government was to promote economic development. The PPCC should formulate programs and harmonize them to allow equal access without discrimination and at the same time promote Liberian businesses and ensure the protection of the private indigenous sector by giving them a margin of preference. This, he indicated, may appear to be a seeming contradiction. He however pointed out that the procurement process was still on the learning curve and therefore presented a number of challenges. These were:
- Creating a balance between indigenous and Liberian businesses and promoting economic development by providing equal access to participation in the economy.
 - Reducing transaction time – seeking approval by the PPCC, Ministry of Finance, Budget Committee and their impact on getting things done when place against the history of corruption in the procurement of goods and services.
 - Making choices between quality and standards as we seek for the lowest bidder.
 - Strengthening the links between the Ministry of Finance and other procuring ministries and agencies to derive the full benefit of the PPCA.
 - Dealing with issues of non-compliance with provisions of the Act resulting in sanctions and punishment. Non-compliance without punitive actions sends a bad signal. More work was needed in this area.

The Ministry of Lands, Mines & Energy

38. The Minister of Lands, Mines & Energy, Dr. Eugene H. Shannon, noted that the working relationship between PPCC and the Ministry had been cordial with respect to the procurement of goods and services and both were learning from the process. They had been able to hold fruitful consultations particularly on cases where there had been no precedent.

39. Working on two fronts – as a procurement entity and concession entity, there had been no major hurdles so far in performing the former role. However, it was the latter role that had presented some problems. This had to do with mineral exploration and the granting of mineral exploration licenses which had long been considered as full concessions and must therefore be subject to the concessions procurement bidding process in keeping with the Act. But he explained that there was a difference.
40. The granting of the license allowed the licensee to invest in exploring for minerals which could be diamonds, gold, or other minerals. This could take three years for a start and an extension of two years for further exploration if nothing had been discovered. It was only when the person had made a discovery that he/she approached L&M to express interest in mining the area and to enter into an agreement. It was at that point that the provisions of the PPC Act applied. There was a need to harmonize this point of contention. He therefore called for a review of the “The New Mining and Mineral Law of 2000” and the PPC Act of 2005, both of which guided the actions of the Ministry of Lands, Mines & Energy.
41. For the interim, the Ministry and the PPCC had worked out a temporary agreement that allowed the Ministry to continue to grant mineral exploration licenses until the differences in the two laws were harmonized.
42. He pointed out two challenges:
 - The development of a policy which integrates issues of land ownership with the development of agriculture and forestry and
 - Reviewing the mineral development agreement to include taxation.

The Ministry of Public Works

43. The Ministry of Public Works, represented by Deputy Minister for Technical Services, Hon. Togba Ngagana, extolled the cooperation of the PPCC with the Ministry of Public works. The PPCC commissioners were helpful and understanding. Both were on the learning curve and expected the relationship to improve now that there was a procurement expert in the Ministry.
44. However, getting off the learning curve was slow and disastrous when it came to procuring heavy equipment. The Ministry had spent over six months attempting to procure equipment and had not succeeded. Major problems were lack of understanding of the procurement process and delays in getting basic requirements to meet qualification stipulated by the Ministry of Finance. For example, after meeting all requirements, it took five months for a vendor to get a tax clearance from the Ministry of Finance even though he had the current receipts of tax payment. This experience negated the benefits from the new procurement system and affected the work output of the Ministry.

45. The experience of the Ministry reflected the following challenges/ lessons:
- The need for more flexibility in the procurement process to avoid delays.
 - Delays in payment resulting in some vendors delaying in placing orders until they received their first payments.
 - On the issue of price versus quality, their experience had shown that it was risky in most cases to go with low prices. Because they have suffered the consequences of procuring equipment at low prices which turned out to be of poor quality, they now gave equal consideration to both quality and price.
 - Limited number of vendors on the market for certain commodities and very little variation in the ultimate cost for goods and services, for example, fuel and telephone (“scratch”) cards. These vendors, all have the same quotes for the commodities.
 - Due to vendors’ lack of awareness and knowledge of the PPCC process and new ways of GOL procurement, frequent requests for pro-forma invoices made of the same vendor caused fatigue and frustration, especially when prices had not changed since the issuance of the last pro-forma.

Discussions

46. The discussions following the three presentations touched largely on the issues of quality versus price and the cost and benefits of the procurement system. It was observed that while Ministry of Finance had to look at both the cost and benefits of the procurement process, there was a need for the Ministry to exercise some stringency in order to promote transparency and accountability. And that given its past history of malpractices, the Ministry should be provided more time in terms of the learning curve.
47. With respect to mining exploration, the Ministry of Land and Mines monitored the activities of those involved in exploration. These provided quarterly reports which were investigated and assessed in keeping with the Mineral Law. The Ministry also paid attention to technical specifications before arriving at the decision point in terms of the goods and services to be provided.
48. Economy is not about getting cheap goods and services. It is also about getting the best quality needed to get the work done at the best possible price.
49. On the whole, the point was driven home that the procurement business was a learning process. It was one thing to produce the necessary laws and regulations but this was not enough. There was a need to build the necessary capacity in order to eventually achieve the intended objectives of the new procurement exercise.

The Legislative Perspective on the PPC Reform Program - Member of the Legislature

Presentation

50. Hon. Dusty Wolokollie, Member of the Legislature, noted that the laws were made based on the realities of the times and were changed to suit the situation. If there was a need to change any provision in the PPCA, the Forum should make the necessary recommendations. The Legislature had oversight responsibility for the implementation of the Laws of the country, including the PPCA.
51. The oversight role was exercised through the reports submitted to the Legislature such as administrative reviews and outcomes, concessions and planned programs, and copies of audited accounts. The Annual Forum was also a requirement which was aimed at reviewing the implementation of the PPC Law against a reality check.
52. He pointed out the following key issues requiring attention of the Forum:
 - The Sole-Source Procurement Method (Section 55, Sub-Section [2] & Section 102) –The application of this method required prior approval of the PPCC. However, he observed the flagrant abuse of this provision with no action taken by PPCC against violators. There was no record or documentation to show that violators were dealt with according to the Law.
 - High Turnover of Procurement Officers – The high turnover of procurement officers in the entities had been reported and the need to deal with this problem. The press might need to play a role by investigating this high turnover.

Challenges of the Concession Award Process – The Ministry of Lands, Mines and Energy

Presentation

53. The Deputy Minister of Lands, Mines and Energy, Hon. E.C.B. Jones, outlined the challenges of the concession award process. He again mentioned the issues of confusion over the definition of concessions with respect to mineral exploration, the need for a national institutional framework to review the Mineral Law of 2000 and the PPC Act and the strengthening of administrative capacity to cope with the award of concessions.

54. Another challenge was the issue of land which had a high potential for conflict in the country. The Governance Commission was trying to tackle the land issue as the backlog of land disputes continued to grow. The demand for land was very high and the GOL had assumed the role of acquiring land and selling it to private developers. There was need to examine the implications of this development.

Impact of the Reform Program on the Disbursement Process – The Cash Management Committee and Ministry of Finance

Presentation

55. Assistant Minister for Finance, Hon. Aletha Browne, represented the Ministry of Finance and the Cash Management Committee (CMC). She outlined the following challenges and issues facing the procurement process:
- Revenue Collection – Revenue collection was at faster pace than the expenditure side. PPCC could do something in the interim with training and with the procuring entities being proactive.
 - The Thresholds for Bidding – This could be revisited.
 - The Timeline for the Procurement Process – Early advertisement 6 weeks before the passage of the Budget could speed up the process and enhance the expenditure side.
 - Quality of Documents Submitted: The Ministry had seen improvement in the quality of the procurement documents presented to the MOF and this can be attributed to the training program by PPCC. The Ministry had prepared a checklist to guide the preparation of the procurement documents.
 - Capacity Building- There was more to be done in building up the capacity through training within the Ministry and the Procurement Committees of the entities.
 - Penalty for Contractors – There should be some penalties for late delivery of goods and services by vendors which resulted in huge cash balances.
 - Method of Payment – There was lack of clarity in the instruments, for example, credit, being used for payment.
 - Roles of the Procurement Committees – It appeared that the Procurement Units evaluated all bids before sending them to the Procurement Committees. According to the Act, it should rather be the reverse with the evaluation of the bids going first to the Committee which appointed an evaluation panel to carry out the evaluation. Contractors did not go to the PPCC. They dealt only with procuring entities except for complaints against the process.

The Budget Impact on the PPC Reform Program – The Bureau of the Budget

Presentation

56. The Director General of the Bureau of the Budget, Hon. Augustine K. Ngafuan made a presentation on the Procurement Reform and the Budget Process. He noted the major institutions involved in budget executions - the Bureau of the Budget which issues allotments against appropriation, the PPCC which oversaw public procurement and concessions and the Ministry of Finance which approved purchase orders, processed vouchers and made payments.
57. Allotments were issued in accordance with cash and procurement plans covering a 12-month period. When procurement guidelines were met, vouchers were raised and payments made.
58. The BOB and PPCC reinforced each other. The BOB aimed at fiscal discipline, allocation and technical efficiency while the PPCC aimed at value for money, fairness, and transparent and non-discriminatory procurement and concession. This meant good procurement ensured money was spent on priorities in line with the budget in a way that ensured maximum output for money.
59. There was under-spending in the budget due to the following reasons:
 - Late passage of the budget in August 2007;
 - The requirements of the PPCC appeared cumbersome and difficult to understand by some line Ministries and Agencies of Government;
 - Lack of proactive procurement planning on the part of Ministries and Agencies;
 - Delays in the response time to queries at the MOF.

The challenge faced by procuring agencies was how to achieve value for money in a fair, transparent manner without undermining timely implementation of Government's programs and projects. Steps taken by the BOB to enhance the smooth execution of the budget were:

- Streamlined allotment time from an average of two weeks to two days and
- Provided Ministries and Agencies more lead time by being able to request allotments ten days before the start of the month in order to meet procurement requirements , timelines and program implementation.

60. In order to improve procurement and budget execution the following measures would be necessary:
- Early passage of the budget by the Legislature;
 - Ministries and Agencies start the procurement process early enough to meet procurement time lines;
 - Ministries and Agencies frontload major procurement in the first half of the year;
 - The new procurement regulations be rolled out in line with budget cycle; and
 - PPCC draw up the necessary regulations as per PPCA, including new regulations to promote participation of locals in procurement.

Discussions

61. Several issues were raised during the discussions. These included the long process of check-making, confusion in the roles of GEMAP and MOF regarding instructions in the processing of vouchers, the availability of the checklist, delays in the payment of vendors, the need for physical audit, allocation efficiency in connection with institutions receiving budget allocations without providing services, accountability of internally generated funds, investigation of complaints by PPCC and follow-up actions, and revisit of the thresholds. Other issue raised concerned the sale of land and the role of surveyors.
62. The following observations emerged from the discussions and the responses of the presenters:
- The process of handling vouchers had been considerably reduced from 18-21 days to 12 days covering the processing of the vouchers, scrutiny and check making. Any encounter with undue delays should be reported to the appropriate authority.
 - There should be no confusion between GEMAP and MOF on the issue of interpretation since both were following the PPCC guidelines.
 - Although copies of the checklist were not available to the public, the information could be found on the website. Familiarization workshops on the checklist were held for procuring entities.
 - The physical audit of procurement items was not a matter of lack of trust. Although the process was time consuming, it had become necessary in view of our past record.
 - Allocations to non-functioning public organizations were based on legislative appropriations. They were still legally legitimate and must therefore be funded until repealed by the Legislature.
 - The accountability of internally generated funds by public organizations was an ongoing challenge, but it was being brought under control gradually and funds generated were being channeled to the GOL coffers.

- Cash flow was a problem during the early period of the Administration. The situation had improved resulting in easing the release of funds.
- There was need for pro-active monitoring of violations and the need to take punitive actions to correct the situation.

Private Sector Experience with PPC Reform Program - The Liberian Business Association

Presentation

63. LIBA was represented by its President, Mr. Samuel Mitchell. In his comments, he observed that the PPCA was good for Liberia. Liberian businessmen and women were the most disadvantaged group in their own country. Liberian businesses are businesses with Liberians owning over 50% of the shares. The economy was dominated by non-Liberians. Thus something had to be done to strengthen the participation of Liberians in the economy.
64. He compared the Liberian situation now to that of the United States of America after World War I in 1938 which gave rise to the establishment of the Small Business Administration to encourage and support small American businesses. Unemployment during that period was high, people were largely unskilled and economic activities were at a low level. America needed to provide economic security for its citizens. So it gave preference to Americans and supported them in business.
65. Consequently, there was nothing wrong with giving preference to Liberian businesses. Poverty alleviation should start with Liberians. He asked the PPCC to develop strategies to empower Liberian businesses to qualify them to compete equally in keeping with the PPCA. He emphasized the need to promote the Liberian private sector.

Civil Society Experience with the PPC Reform Program

Presentation

66. Mr. Christian Peah, Civil Society Organization's Representative to the Economic Governance Steering Committee (EGSC), presented the perspectives of the civil society on the PPC reforms. He made the following observations:
 - The CSOs did not participate in the process leading to the preparation of the PPCA and they were not involved in PPCC training.
 - Legislature's reports on the oversight of LPRC's contracts observed that LPRC did not observe the PPCA and the Nigerian oil contract never went through competitive bidding. Another contract was concluded and the procurement law was not observed.

- It was the plan of the CSOs to use the Constitution to challenge the legality of these contracts and there was need to clarify the issue of confidentiality of these contracts.
- Liberia was the 18th richest nation in the world - endowed with vast natural resources such as iron ore, gold and other minerals. It had the resources to improve the quality of life of all Liberians and eliminate poverty.
- Civil society would need to review all concession contracts and agreements to ensure they benefited the Liberian people.

Discussions

67. Discussions on the two presentations dealt with several issues such as what was LIBA doing to build the capacity of its members and the organization, the poor delivery records of some Liberian businesses, code of conduct for its members and PPCC's capacity to enforce procurement standards.
68. The following key points emerged from the discussions:
 - Although the LIBA had been holding training programs for its members, there was need to do more to improve their performance in service delivery.
 - There was need for LIBA to assess the level of capacity of Liberian businesses in collaboration with PPCC. This should include indicators such as management capacity, strengths and weaknesses, access to capital and ability to deliver.
 - There was need for LIBA to develop the capacity to monitor the performance of Liberian businesses.
 - There was need for LIBA to develop a code of conduct for its members.
 - PPCC should create the environment for the active participation of the CSOs in the implementation of the PPCA.
 - Again, PPCC was being asked to take actions against violators of the Procurement and Concessions Act.

IV. CHALLENGES AND RECOMMENDATIONS

Challenges

69. Participants at the National Forum were divided in five working groups and tasked to deliberate on at least five challenges which the PPCC should address. Additionally, each group was given a unique assignment rising out of the Forum objectives, presentations and panel discussions to complete within a fixed period and present their findings to the plenary (see Appendix 3).
70. The Groups identified the following challenges the PPCC should address to enhance its effectiveness:

- ❑ Lack of capacity to enforce compliance and to carry out monitoring and evaluation of procurement procedures.
- ❑ Inadequate information dissemination of PPCC programs and activities.
- ❑ Liberian businesses lacked the capacity for competitive engagements in procurement of goods and services.
- ❑ Lack of standards for vendors.
- ❑ Interference of heads of procuring entities in the procurement of goods, works and services and lack of protection for procurement directors.
- ❑ Lack of involvement of procurement units in budget planning.
- ❑ Non-adherence of Agency heads to PPCC policies.
- ❑ Lack of vendors' knowledge on PPCC procedures and confidence in the voucher system.
- ❑ Inadequate participation of PPC Commissioners in its activities due to the part-time nature of their work.

Recommendations

71. These recommendations emerged from the discussions and the presentations of the working groups:

Thresholds

- Increase the amount of \$2000 in the thresholds to \$5000.00 in shopping methods.

Competitive Bidding

- Reduce national competitive bidding time from four weeks to two weeks and International competitive bidders from six weeks to four weeks.
- The provisions for Restricted Bidding as contained on Sections 51 and 100 of the Act which required five bidders should be reduced to three.

Capacity Building

- The PPCC should, in collaboration with LIBA, assess the training needs of Liberian businesses and provide training to enable them compete with other businesses in the procurement business.
- PPCC should be provided with adequate and requisite logistics to work effectively.
- All Procurement practitioners of Government Ministries and Agencies should participate in PPCC workshops and printed materials/handouts be made available to participants.
- Evaluation and follow-ups be made after each training session to assess the impact on participants.
- Build the capacity of the Liberian Business Association to effect Margin of Preference.

Procurement Officers

- In keeping with Section 29, Sub-Sections (1)-(5) of the Act creating the Procurement Units, the PPCC should develop regulations that would protect the procurement officers in the implementation of the PPCA and devise means to encourage the retention of trained procurement staff.
- A Board of Inquiry should be created to investigate arbitrary removals of procurement officers.
- Procuring Entities should include procurement directors in budget planning to enable them to develop adequate procurement plans and programs.

Procurement Committees

- The number of end-users on Procurement Committees should be increased and the number of senior staff reduced.

The Manual and Regulations

- The Procedural Step-by-Step Manual should be clear and consistent with the PPCA.
- Regulations to the PPCA should evolve from consultation with stake holders and made user friendly.
- Define penalties for violators of the PPCA and develop enforcement mechanisms for PPCC policies and guidelines.
- There is need for clarity on the distinction between Domestic Business and Liberian Business

PPCC Monitoring Unit

- Increase the Personnel of the PPCC monitoring unit and build their capacity to make them more efficient and effective.
- Develop performance evaluation indicators for procuring entities and provide them the results, including the recommendations, of completed monitoring exercises.
- Develop and distribute documentation on performance standards, procedures and checklist on monitoring and assign PPCC monitors to the Ministry of Finance to enforce compliance.

Dissemination of Information

- Periodic reports should be provided to the Legislative Standing Committees with oversight responsibilities for the PPCC.

PPC Commissioners

- PPC Commissioners should be full time employees of the PPCC to strengthen its regulatory role.

Appendix 1**PPCC ANNUAL NATIONAL PROCUREMENT FORUM
LIST OF PARTICIPANTS**

NQ	NAME	ENTITY	POSITION	CONTACT NUMBER
1.	Sirlancelot Nebo	MTA	Procurement Director	077063512
2.	Jerry S. Lloyd	MNS	Procurement Director	077361886
3.	George Tobe	LTC	Procurement Director	06531970
4.	William Kesselly	CSA	Procurement Director	06576206
5	Dio Williams	MOA	Procurement Director	06560897
6	George Potter	NIC	Asst. Director	05683571
7	David Y Pah	MPT	Procurement Director	06973858
8.	Barrie Lighe	GAC	Procurement Director	06432484
9	A. Boakai Nyei	BIN	Logistic Chief	06561495
10	J. Molley Weedor	EPA	Procurement Director	06565467
11	Abram Sheriff	LEC	Procurement Director	06513506
12	Wheatonia Barnes	LRRRC	Executive Dir.	06513449
13	Bofor Toh	LBS	Comptroller	06538344
14	Charles A. Snetter	LBS	Director Gen.	06814338
15	Vashta C. Browne	MGD	Procurement Director	06523672
16	Michael Kojo	LBS	Procurement Director	06517298
17	Christian L. Peah	CSO	Representative	06449716
18	Joseph Derreck	LNFSB	Director	06543539
19	Joseph B Carter	MOS	Procurement Director	06552042/ 077552042
20	Lawrence Sackey	MCC	Operations	077064161
21	Weade Kobbah W.	DEV. CONS.	Consultant	06424728
22	Prince W. Kieh	LPRC	Procurement Director	06523397
23	Maudeline Askie	DEA	Chief Of Logistics	06511458
24	Kukor Greene	LIPA	Procurement Director	06523829
25	Amos N. Gbassie	MOD	Administrative Of	06542693
26	Gotomo B. Sirleaf	MOD	Procurement Director	06568146
27	John F. Josiah	MOL	Deputy Minister	06843412
28	Joseph Y. Forkpah	MOL	Dep. Comptroller	06586346
29	B. Wion Kanteah	MOL	Acting Director	077530970
30	Jhonneta Williams	NEC	Procurement Director	06521641
31	A.B. Samukai	LTA	Dir. Finance/Adm.	06519735
32	Ciapha P. Diggs	LRRRC	Procurement Director	06587396
33	Prince A. Korvah	MOC	Procurement Director	06556896
34	Hawa Goll-Kotchi	MOE	Deputy Minister	06515779
35	Peter L. Garyeazon	LRRRC	Comptroller	06541661
36	Dominie Tarpeh	DEVCON	Consultant	06578289

NO	NAME	ENTITY	POSITION	CONTACT NUMBER
37	Jackson E. Doe	MOT	Minister	06433715
38	Joseph Giddings	LEC	DMD/Adm.	06423535
39	Mark M.M. Marvey	CSO- GEMAP-T	Representative	06529389
40	S. Mohammed sheriff	MOT	Deputy Minister	06951436
41	J. Patrick Smith	LNP	Chief Of Logistics	06545209
42	Samuel A. Blake	MOE	Procurement Director	06522960
43	Levi J. Banney	MIA	Asst. Minister	06558948
44	Thomas L. Hoff	MIA	Procurement Director	06564732
45	Laurene John	MPW	Deputy Minister	06612016
46	Harris M. Saller	MPW	Comptroller	06518559
47	K. Jaibah	MPW	Procurement Director	06840690
48	Samuel Dunn	MPW	Auditor	06666096
49	Loseni Dunzo	MPW	Minister	06553868
50	James M. Fromoyan	NEC	Chairman	06554450
51	Sam B. Allison	LPMC	Manager	06432861
52	Julia D. Paegar	WAEC	Procurement Off.	06953980
53	Alvine Norman	MPW	Counselor	077209707
54	Togba Ngangana	MPW	Deputy Minister	077233378
55	Joseph Lackay	NASCORP	G.S. Director	06522529
56	Francis Aire-Yaube	MOT	Procurement Director	06525465
57	Robert Q. Dwuye	TRC	Procurement Director	06517631
58	James K. Gono	LTA	Procurement Director	06579298
59	J. Momolu Pewu	GRC	Procurement Director	06562671
60	Issiah M. Sam	MOH	Procurement Director	06512831
61	Anthony Yancy	MOH	Asst. Dir/Pro.	06527171
62	Logan Bolo	MOI	Procurement Director	06823650
63	Andrew Alpha	BMA	Procurement Director	077001460
64	Alexander B. Mitchell	BMA	Procurement Director	06510123
65	Mento Barclay	LNFS	Procurement Director	06554502
66	Emmett E. Hayes	GSA	Procurement Director	06513759
67.	William J. Hagba	MOF	Procurement Director	06563518
68	Scott Mcdonald	JFKMC	Administrator	06602286
69	Augustine V. Kimber	MYS	Dir/Logistics/Procurement	06510094
67.	Dusty Wolokolie	LEGISLAT URE	Representative	0547710
68.	Vivian J. Cherue	MOH	Deputy Minister	06518306
69.	Theodosia Clakr-Wah	LIBA	Vice Pres./Operations	06554383
70.	David Wilson	MOJ	Procurement Director	06557509
71.	Annette M. Kiamu	MGD	Deputy Minister	06551454
72.	Elfreda Walker	MCC	Procurement Officer	077945316
73.	Augustine K. Nguafuan	BOB	Director General	06578921
74.	Yarsuo Weh-Dorlea	GRC	Consultant (Keynote Speaker)	

NO	NAME	ENTITY	POSITION	CONTACT NUMBER
75.	Betty Bestman	FDA	Asst. Procurement Officer	06558780
76.	J. Eddie Wisseh	BOB	Procurement Director	077016518
77.	Anita Freeman	MOFA	Procurement Director	06573322
78.	Steven Forgis	MGD	Comptroller	06551467
79.	Ophelia Roberts	MTA	Executive Secretary	06538766
80.	Martin Kollie	MTA	DMD/Administration	06556390
81.	Willard Russell	GSA	Director General	06510325
82.	Edwin Barclay	GSA	Special Assistant To Dg	06529351
83.	Peter Y. Kerkula	MCC	Executive Assistant	06552767
84.	E.E.A. Witherspoon	FDA	DMD/Administration	06517811
85.	Keith K. Jubah	PPCC	Chairman	06557704
86.	Esther Paegar	PPCC	Co-Chairman	06510684
87.	Jenkins G.W,Wongbe	PPCC	Commissioner	06552561
88.	Timothy E. Thomas	PPCC	Commissioner	06911724
89.	Joseph Jallah	PPCC	Commissioner	06539458
90.	Clarence Momolu	PPCC	Commissioner	077206785
91.	Charles E. Collins	PPCC	Commissioner	06510510
92.	Joseph S. Neufville	PPCC	Executive Director	06511565
93.	Samuel Ngaima	PPCC	Director, Compliance	06538630
94.	Amos Bartu	PPCC	Director, Cliams, Appeal, & Review	06515060
95.	Evelyn Lah-Gongloe	PPCC	Director, Training	06836869
96.	Alfred Tarway.Twarla	PPCC	Director, Policy & Standards	06513972
97.	Nathan Bangué	PPCC	Director, Communication	06518215
98.	James Estrada Amnon	PPCC	Training Officer	06517833
99.	Anthony Tarbah	PPCC	Compliance Officer	06535347
100.	Gariston Bailey	PPCC	Compliance officer	06516849
101.	Jefferson Chesson	PPCC	Compliance Officer	06515730
102.	Clement Ahiawodzi	PPCC	Procurement Advisor	06640273
103.	Thomas Love Jarry	PPCC	Procurement Training Specialist	06518561
104.	A. Darius King	PPCC	Information Technologist	06565429
105.	Sando Taylor	PPCC	Chauffer	06428857
106.	Fasinin Kamara	PPCC	Chauffer	05641531
107.	Massa Sambola	PPCC	Liaison Officer, Communication	06567554
108.	Amadou T. Toure	World Bank, Ghana Hub	Lead Procurement Specialist, Coordinator, World Bank, Ghana Hub	06680991
109.	Baba Abdullai	World Bank, Liberia	Procurement Specialist	06563611

	Planning Committee Members*			
	Mr. Charles E. Collins	PPCC	Commissioner	06510510
	Mrs. Evelyn Lah-Gongloe	PPCC	Director, Training	06836869
	Mr. James Estrada Amnon	PPCC	Training Officer	06517833
	Ms. Massa Sambola	PPCC	Liaison Officer, Communication	
	Mr. Darius King	PPCC	Information Technician	

***The Annual Procurement Forum was planned and organized by the Planning Committee**

Appendix 2

Documents Produced by PPCC

No	Title of Document
1.	Three Years Strategic Action Plan of the Commission
2.	Annual Work Plan and Regular Quarterly Progress Report
3.	Standard Administrative Procedures Manual
4.	Interim Procedures for Issuance of Exploration Licenses (EL)
5.	The PPC Regulations and PPC Procedural Step by Step Manual (in Progress)
6.	TOR Mining Consultant to Harmonize Mineral Mining and Petroleum laws
7.	Regulations on the Margin of Preference (MOP) for Liberian and Domestic Business (Undergoing review)

**PUBLIC PROCUREMENT & CONCESSION COMMISSIONS
ANNUAL PUBLIC FORUM**

Working Groups Assignment

Tasks

FOR ALL GROUPS

1. Based on the experiences of your Organization and the discussions at the Forum, what do you see as the five(5) challenges facing the PPCC and what are your recommendations (at most five) for the way forward?

GROUP I

2. In the “Act creating the Public Procurement and Concessions Commission” what changes will you suggest for amendment?

GROUP II

3. The PPCC is in the process of preparing the “Regulations to the Act” and the “PPCC Procedural Step –by-Step Manual, “what specific items would you like to see covered in these two documents?

GROUP III

4. PPCC has conducted a number of raining programs in which many of you, if not all, have had the opportunity to participate. What specific suggestions would you make to:
 - i) Improve the training Programs;
 - ii) Help retain the procurement practitioners who have been trained

GROUP IV

5. Compliance monitoring is a key function of the PPCC. It allows the Commission to assess the effectiveness of the implementation of procurement policies and practices. You are asked to make suggestions /recommendations to strengthen the role of PPCC in carrying out this function.

GROUP V

6. A major underlying objective for the establishment of PPCC is to reduce or eliminate corruption in public procurement As a practitioner in the field, what measures would you recommend to reduce and/or eliminate corruption in public procurement?

Methodology

- You are to appoint your own chairperson and rapporteur for the Group.
- Make a short presentation (3 minutes) in bullet forms to the plenary after the Group’s work.
- You have 45 minutes for the assignment.

Appendix 4

**PUBLIC PROCUREMENT & CONCESSIONS COMMISSION
NATIONAL ANNUAL PUBLIC PROCUREMENT FORUM
FEBRUARY 27-28 2008**

THEME: PUBLIC PROCUREMENT & CONCESSIONS REFORM IN LIBERIA: CHALLENGES & PROSPECTS

PROGRAM SCHEDULE

TIME	EVENT	ACTOR(S)
	DAY 1	
9:00 – 10:00	REGISTRATION & BREAKFAST	ALL
	OPENING SESSION	
10:00 – 10:05	Invocation	Rev. Erlene P. Thompson
10:05 – 10:15	Welcome & Introductory Remark	Mr. Charles E. Collins, Sr. Acting Chairman, PPCC
10:15 – 10:30	Keynote Address	Cllr. Yarsuo Weh-Dorliae Chairman, Governance Commission
10:30 – 11:00	Remarks	Dr. Antoinette M. Sayeh Minister, Ministry of Finance, R.L. Mr. Ohene Owusu Nyanin Country Manager, World Bank (Lib) Office Civil Society Representative
11:00–11:30	PPCC PROGRESS REPORT ON THE PUBLIC PROCUREMENT REFORM PROGRAM OF LIBERIA	Mr. Joseph S. Neufville Executive Director, PPCC
11:30–12:00	Partners Assessment of the Public Procurement & Concessions Reform Program	EC, UNDP AND OTHERS
12:00-12:30	Questions and Answers /Panelists & Participants	ALL
12:30-13:30	LUNH	ALL
13:30-14:45 14:45-15:00 15:00-15:15	Legal & institutional framework	1. Framer of the PPCA (CoEn Consulting) 2. World Bank Representative 3. Ministry of Justice
15:15–16:45	Public Sector’s Experience with the PPC Act	1. Dr. Toga McIntosh, Minister, MPEA 2. Dr. Eugene H. Shannon, Minister, MLME 3. Mr. Togba Nganana
15:45-16:15	Questions and Answers /Panelist & Participants	ALL
16:15-16:30	Summary of Critical Issues	Rapporteur

**PUBLIC PROCUREMENT & CONCESSIONS COMMISSION
NATIONAL ANNUAL PUBLIC PROCUREMENT FORUM
FEBRUARY 27-28 2008**

THEME : PUBLIC PROCUREMENT & CONCESSIONS REFORM IN LIBERIA: CHALLENGES & PROSPECTS

PROGRAM SCHEDULE

TIME	EVENT	ACTOR(S)
	DAY 2	
9:00-10:00	REGISTRATION & BREAKFAST	ALL
10:00–10:30	Legislative Perspective on the PPC Reform Program	Senate/Representative on PPCC
11:00 – 11:30	Challenges of the Concessions Award Process	Ministry of Lands, Mines & Energy
11:30–12:00	Impact of the Reform Program on the Disbursement Process at CMC, Ministry of Finance	Ms Aletha Browne Asst. Minister for Expenditures & Debt Mgt. Ministry of Finance for CMC
10:30–11:00	The Budget Impact on the PPC Reform Program	Bureau of the Budget
12:00–13:00	LUNCH	ALL
13:00–14:00	Private Sector Experience with the Procurement & Concession Reform Program	Private Sector: Liberia Chamber of Commerce Liberia Business Association Assoc of Liberia Construction Contractors Representatives, Lebanese & Indian Business Assoc.)
14:00 – 14:15	Civil Society Experience with the Procurement & Concession Reform Program	Mr. Christian L. Peah Civil Society Representative at EGSC
14:00-14:45	Break-up Sections	
14:45-15:15	Presentations of Break-up Groups	
15:15–15:45	Questions and Panelist’s Response	
15:45–16:15	Rapporteur/Summary of Critical Issues –	Dr. Dominic Tarpeh, Facilitator Mrs. Weade Kobbah Wureh, Facilitator Development Consultants, Inc.