



ANNUAL REPORT 2022

PPCC

Email: info@ppcc.gov.lr

Website: www.ppcc.gov.lr

Tel: 0776595272

Executive Mansion
Grounds Capitol Hill



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Republic of Liberia
Public Procurement & Concessions Commission
 Executive Mansion Grounds
 Capitol Hill, Monrovia, Liberia

Website: www.ppcc.gov.lr

Tel. #0776595272



April 20, 2023

The Honorable Members of the National Legislature
 Capitol Building
 Monrovia, Liberia

Honorable:

The Chairperson, Board of Commissioners along with the Secretariat presents its compliments.

The Commission, in line with the PPCA Section 5(h), is herewith submitting the Annual Report of the Public Procurement Concession Commission (PPCC) highlighting achievements and challenges covering the period January 1 through December 31, 2022. The Amended and Restated Public Procurement and Concessions Act of 2010 gives the Commission oversight responsibilities for public procurement and concessions in Liberia.

Honorable, the Act also ensures that the economic and efficient use of public funds in the procurement of goods, works and services as well as the granting of concessions is followed through a process that is competitive, transparent, and non-discriminatory.

Honorable Ladies and Gentlemen, the Commission would like to thank you for your support to the work of the Commission, which has enabled us to make progress in the implementation of the procurement and concessions reform program of the Government. The Commission looks forward to your continued support and a harmonious working relationship during the years ahead.

With sentiments of our highest consideration and esteem.

Respectfully yours,

Bodger Scott Johnson
Acting Chairman

Acronyms

PE	Procuring Entity
CARP	Complaints, Appeals & Review Panel
NCB	National Competitive Bidding
PPCA	Public Procurement & Concessions Act
PPCC	Public Procurement & Concessions Commission
WB	World Bank
UNDP	United Nations Development Program
CQS	Selection Based on Consultant Qualification
RFQ	Request for Quotations
FY	Fiscal Year
IFB	Invitation for Bid
EOI	Expression of Interest
IFMIS	Integrated Financial Management Information System (IFMIS)
VR	Vendors Register
AfDB	African Development Bank

1.0 EXECUTIVE SUMMARY

Introduction

The Public Procurement & Concessions Commission (PPCC) was established in 2006 to oversee all public procurement and concessions processes in accordance with the PPCA 2005 as amended and restated in 2010. The PPCC monitors compliance of all procuring entities with the governing procurement laws, which are stipulated in the Public Procurement and Concession Act of Liberia. The Act regulates all forms of public procurement and Concessions, establishes the Public Procurement and Concessions Commission, provides for institutional structures for public procurement and concessions, and stipulates methods and procedures for public procurement and concessions and for purposes related thereto (PPCA Section 4 and 5).

The importance of adherence to procurement laws is fundamental to any positive reform process in Liberia, as procuring and concession granting entities meeting up with their obligations to comply with stipulated laws will yield many benefits that are essential to national development.

This report sums up the activities of the Public Procurement and Concession Commission for the Year 2022.

Achievements in 2022

1. Review of Liberia's Public Procurement and Concessions Act

The review of the Public Procurement Act is currently ongoing, with finalization and draft to be completed early next year 2023. This amendment is to strengthen the procurement and concessions laws that will overall improve compliance. The consideration of the existing challenges that are preventing compliance, and what strengthened procedures can be inculcated to meet up to the objectives of Transparency, Accountability and foremost Value for Money Principles. The Commission is anticipating the amendments to be enacted in 2023, upon conclusion of all statutory review and approval processes.

2. Procurement Process Commenced for the Acquisition of Liberia's 1st E-Procurement System

The Commission invitation for the bidding process for the acquisition of E-GP System has been launched by the PPCC, and the Pre-bid meeting had over 40 potential bidders. Liberia's E-procurement is the migration of manual procurement and concessions processes to digital process, which when established will bring more openness, efficiency and accountability to public procurement in Liberia, thus, engendering improved public perception towards public procurement activities. This effort is funded by the World Bank and African Development Bank and support from the GOL.

3. Fostering Gender Equality and Gender Responsive Procurement

Ensuring the parity and quality relating to participation of women owned business in public procurement processes. The PPCC has a Gender Technical Committee, and implementing various activities, and preparing to set up a Gender Unit, that will be primarily focus on executing activities that will increase the participation of women owned businesses in public procurement tendering and generate gender parity and equality in Liberia's public procurement space. The PPCP is also collaborating with the UN Women and She Trades/International Trade Center on activities.

4. Compliance Monitoring Visitations to Procuring and Concession granting entities

This activity is geared at ensuring public procurement entities are abiding by the governing procurement and concessions law. The PPCC under the leadership commenced this activity, annual monitoring visits to procuring entities and is expected to be done annually. The rationale is, when Head of entities and their practitioners are aware that their activities will be observed regularly, their motivation to do the right thing will be enhanced.

5. Publication of Contract Awards and Beneficiary Owners Information

The PPCC has instituted a mandatory requirement of accountability for all procuring entities to submit contracts awards reports of past Fiscal Year on their procurement activities before any approval of all activities planned for an upcoming. This obligation, previously overlooked by most procuring entities, is now being obeyed by past non-compliant entities and such proof is manifested on the contracts' awards information on the PPCC's website. All uploads are currently visible on the Commission's website: www.pccc.lr for the public consumption.

6. Enforcing the Law: Ensuring Proper Review of Contract Awards Request from Procuring Entities

The PPCC is carrying on robust scrutiny and leaves no stone unturned when reviewing executed procurement procedures and recommended contract awards sent by procuring entities. The hallmark of the review is abidance by the pre-determined criteria set by entities, authentication of bidding procedures, etc. Procuring Entities that go contrary to their own pre-determined criteria and the procurement procedures are duly cautioned. This is presently a strong trait of the PPCC, **as a way to ensure national compliance for national development**

7. Compliance to Procurement Planning

This report narrates the directives as outlay in the submission of annual procurement plans for approval as enshrined in Section 40 (3) of the PPCA 2010. Therefore, during fiscal year 2022, out of the 136 procuring entities invited for the annual procurement plan hearing and requested to submit their annual procurement plans for their respective core budgets as contained in the 2022 approved national budgets and the approved budgets of states owned enterprises (SOEs) in keeping with the aforementioned provision of the PPCA, 102 or 75% PEs' annual procurement plans were approved by the Commission; this means that 34 or 25% of the total number of PEs did not have approved procurement plans for F/Y 2022.

SUMMARY OF KEY GOVERNANCE STEPS

- I. E-government procurement, gender and public procurement;
- II. Sustained compliance monitoring visitations, vigorous private sector engagement and training;
- III. Routine public procurement awareness for media and civil society, other stakeholders;
- IV. Strong collaborative coordination with other anti-graft institutions – National Integrity Forum (NIF) - PPCC is currently heading the NIF - The NIF is an inter-agency organization of anti-graft institutions

Challenges

The Commission highlights the following challenges:

- Slow pace and unwillingness of some public procurement and concession granting entities to comply with the processes and procedures of the PPCA;
- Inadequate budget to fully execute all the mandate areas of the Commission;
- Insufficient staff to fully execute all the mandate areas of the Commission;
- Inadequate office space and equipment/working tools such as laptop/computers, furniture, vehicles and other logistics to enable the Commission fully perform its statutory mandates.

Recommendations

The Commission notes that, if the below issues are given serious consideration, remarkable progress can be achieved in the implementation of the Public Procurement & Concessions Act and enormous improvement of Liberia's Public Procurement System:

1. Expansion or relocation of the Commission to accommodate existing staff, other units relevant to the functions of the Commission and create training space;
2. That the Commission be provided continuous required financial support to facilitate the execution of its monitoring and review mandates of procuring and concessions granting entities;
3. Continued Support on the E-Procurement Journey for its establishment;

4. Public Procurement Training Center for procurement practitioners on the application of procedures, preparation for innovative procurement reforms and to improve professionalism in this sector;
5. That procuring and concessions granting entities work strongly with the PPCC, given the governing procurement laws obligations, for increase in compliance and governance ratings for our great State and for more value for money options to be attained for national projects/deliverables.

2.0 INTRODUCTION

The Public Procurement and Concessions Act (PPCA) of 2005 as amended and restated in 2010 established the Public Procurement and Concessions Commission (PPCC) in 2006, to among other things, ensure compliance with the provisions of the Act to whom all it applies. The Commission has the core objective to that public procurement and concessions activities are done in a fair, transparent, competitive, and non-discriminatory manner. In compliance with Section 20 (2) and (3) of the PPCA, which states "The Commission shall, not later than the end of each calendar year, publish and submit to the Legislature and the President, a report including:

- ❖ The Commission's activities and operations for such fiscal year;
- ❖ A copy of the Commission's audited accounts;
- ❖ A report on the complaints, appeals and administrative reviews for the fiscal year and their outcome;
- ❖ Recommendations for improvement of procurement of specific areas of goods, works, services, disposals and the Concessions process and the planned program for the implementation of the recommendations;
- ❖ Report on the annual procurement forum held by virtue of Section 5(i) in the previous fiscal year;
- ❖ Any general or specific recommendations for improvement of the work of the Commission; and
- ❖ Without limiting the generality of subsections (1) and (2) of this Section, the Commission at the request

of the Legislature shall provide periodic reports to the Legislature on the activities and operations of the Commission for the period so requested; this report provides an account of the Commission's activities for the year 2022. In what follows is the detailed report that provides a full coverage of all the major activities implemented by the different divisions and units of the Commission.

3.0 DETAILED REPORT

3.1 Office of the Executive Director

Atty. Jargbe Roseline Nagbe Kowo serves as Chief Executive Officer and administers the day-to-day functions of the Commission in close coordination with:

- i. Director of Policy, Standards & Procedures;
- ii. Director of Training & Capacity Building;
- iii. Director of Compliance & Monitoring;
- iv. Director of Information Dissemination & Communications; ❖ Director of Complaints, Appeals & Reviews; and
- v. Director of Finance & Administration.

The Office of the Chief Executive Officer is staffed with four staff; namely: Chief of Office Staff, and three assistants.

During the year 2022, the Office of the Chief Executive Officer implemented the following activities, alongside other operational activities as per the mandates of the Secretariat:

The review of the Public Procurement Act is currently ongoing, with finalization and draft to be completed in early next year 2023. This amendment is to strengthen the procurement and concessions laws that will overall improve compliance. The consideration of the existing challenges that are preventing compliance, and what strengthened procedures can be inculcated to meet up to the objectives of Transparency, Accountability and foremost Value for Money Principles. The Commission is anticipating the amendments to be enacted in 2023, upon conclusion of all statutory review and approval processes.

The Commission invitation for the bidding process for the acquisition of E-GP System has been launched by the PPCC, and the Pre-bid meeting over 40 potential bidders. Liberia's E-procurement is the migration of manual procurement and concessions processes to digital process, which when established will bring more openness, efficiency and accountability to public procurement in Liberia, thus, engendering improved public perception towards public procurement activities. This effort is funded by the World Bank and African Development Bank and support from the GOL.

Fostering Gender Equality and Gender Responsive Procurement

Increasing Equality and Access in Public Procurement – Ensuing the parity and quality relating to participation of women owned business in public procurement processes. The PPCC has a Gender Technical Committee, and implementing various activities, and preparing to set up a Gender Unit, that will be primarily focus on executing activities that will increase the participation of women owned businesses in public procurement tendering and generate gender parity and equality in Liberia's public procurement space. The PPCA is also collaborating with the UN Women and She Trades/International Trade Center on activities.

4.0 DEPARTMENTS

4.1 Finance and Administration Division

Introduction

The Division of Finance and Administration is an integral part of the Public Procurement and Concessions Commission (PPCC). The Division is charged with the responsibility to oversee the financial and administrative activities of the Commission. The Division is responsible to manage the Public Procurement and Concessions Commission accounting systems so as to ensure the accountability of staff transacting business, facilitating and performance of the financial management functions within the commission. The Division makes sure that the financial management system is compatible and consistent with the GOL treasury financial management system.

During the fiscal year 2022, the National Legislature appropriated US\$952,495 as a budgetary support from the government of Liberia to the Public Procurement and Concessions Commission (PPCC). During the budget implementation, the PPCC received US\$207,980 in allotments for goods and services and US\$655,794.74 for compensation as reflected in the budget performance report. During the fiscal year, the Division produced first, second and third quarterly reports as prescribed by the reporting Standards (Cash-IPSAS of 2017) adopted by the Government of Liberia to the MFDP and the GAC under its statutory mandate. Currently, there is an Audit on going at the Commission by the GAC for three fiscal years, starting from FY 2018-2019/ 2019-2020 and 2020- 2021 respectively.

Proposed 2023 Budget

Despite the limited resources and the challenges, the PPCC FY-2023 budget is US\$819,600 which is broken down into two sections: Compensation and goods and services. The compensation is US\$721,253 while goods and services is US\$98,347. The Public Procurement and Concessions Commission is dedicated and continue to carry out its mandate as we execute FY-2022 budget. Therefore, the Commission is requesting additional funding to fully conduct its mandate and functions of oversight responsibility to the Ministries and Agencies of Government. The Commission also releases guide lines and other sustainable procurement strategic to Line Ministries and Agencies on how to conduct procurement activities which is yielding fruits in the economy. As you may be aware, the Public Procurement and Concessions commission (PPCC) is a member of the African Public Procurement Network (APPN). The Network is been supported by contributions from member countries. The Liberia Public Procurement owes the Network the amount of US\$10,550.00 as annual due payment. This amount dated back from 2019, 2020 and 2021 respectively and continues to add up yearly.

Budget performance Overview

During the report period under reviewed the National Legislature appropriated US\$953,495 for the PPCC in fiscal year 2022 National Budget. During the execution of the budget PPCC received an allotment in the amount of US\$863,790.18 from the MFDP. Compensation received amounted to US\$655,794.74 while goods and services received amounted to US\$207,980 but expended US\$182,930.08 as per the period of this report. However, the total variance of budget to actual for Fiscal Year 2022 was positive variance of US\$114,769.92 or 12.04% representing an under spending in the total budget. This is due to the few staff who resigned in the middle of the budget execution as well as under spending for the acquisition of goods and services.

During the report period under reviewed the National Legislature appropriated US\$953,495 for the PPCC in fiscal year 2022 National Budget.

Budget Performance

Code	Description	2022 Budget	Proposed 2023 Budget	Actual	Variance	Percentage Variance
211101	Basic Salary-Civil Service	721,253.00	721,253.00	655,794.74	65,458.26	9.08
	Goods & Services					
221401	Fuel & Lubricant-Vehicles	20,000.00	17,000.00	12,208.53	7,791.47	38.96
221402	Fuel & Lubricant-Generator	15,000.00	12,000.00	9,765.20	5,234.80	34.90
221502	Repairs & maint. Vehicles	20,000.00	7,000.00	9,597.01	10,402.99	52.01
221504	Repairs & maint. Machinery & equip. etc.	3,000.00	1,506.00	1,875.00	1,125.00	37.50
221503	Repair & Maintenance Generator		1,800.00	11,467.28	- 11,467.28	
221601	Cleaning materials & Services	3,000.00	1,875.00	894.63	2,105.37	70.18
221602	Stationery	8,000.00	4,998.00	2,905.80	5,094.20	63.68
221604	Newspapers, Books & periodical	3,000.00		3,480.40	- 480.40	-16.01
221606	Other Office materials & consumable	3,000.00	3,000.00	831.09	2,168.91	72.30
222102	Workshops, Conference & seminar	95,000.00	16,125.00	94,662.27	337.73	0.36
222105	Entertainment, representation & gifts	20,000.00	20,125.00	15,330.42	4,669.58	23.35
222116	Bank charges	2,500.00	3,332.00	4,045.37	- 1,545.37	-61.81
221202	Water & Sewage	2,000.00	2,000.00	1,146.14	853.86	42.69
221501	Repair & maintenance -Civil	5,000.00			5,000.00	100.00
221603	Printing, Binding & Publication	3,500.00	2,211.00	648.97	2,851.03	81.46
221105	Domestic travel, Daily subsistence allowance	10,500.00		2,945.37	7,554.63	71.95
221104	Domestic travel, means of travel			6.53		
232211	Machinery & otherEquipment	3,158.00		2,475.00	683.00	21.63
221209	Scratch Cards	7,500.00	4,500.00	3,279.82	4,220.18	56.27
221208	Internal provider	4,500.00			4,500.00	100.00
221206	Other utilities	3,584.00	875.00		3,584.00	100.00
221102	Foreign travel Daily subsistence allowance			1,750.00		
222109	Operation expenses			3,614.51		
	Subtotal of Goods & Services	232,242.00	98,347.00	182,930.34	49,311.66	21.23
	Grand Total	953,495.00	819,600.00	838,725.08	114,769.92	12.04

Donor Funding Activities Update

The Commission has received allocations totaling \$3,500,000 from various funded projects in 2018/2019 Fiscal Year. In 2022, PPCC is expected to received support from the AFDB and World Bank projects at US\$2,669,973.48 for Electric Government Procurement and Study Tour for the modernization of Public Procurement processes in Liberia. While UNDP is to give US\$53,000 for Compliance workshops. Please see the Table below for the Donors spending plan.

Donor	Project	Funding in 2022(USD)	Budget in 2022(USD)	Actual 2022(USD)
UNDP	Strengthening National Capacities for Development Effectiveness(C4DE)	Procurement, Compliance Workshop	53,000.00	N/A
				N/A
	Certified Institute for Procurement & Supplies (CIPS) Level4) Training			
	STADP	Private Sector Bidding Process Workshop-City Hall		N/A
AFDB	Electronic Government Procurement(e-GP) Project	Support to EGP project (Study Tour)	71,316.00	153,607.45
WB		Support to EGP project	2,545,657.60	190,801.00
		Total Donor/Partner Assistance	2,669,973.60	344,408.45

Procurement Unit

PPCC is a procurement regulatory body and also a procuring entity that acquires goods, works and services in support of its operation. In this light, the procurement unit, which is under the direct supervision of the Procurement Committee (PC) and functionally accountable to the department of Finance and Administration, has the duties of planning and sourcing the supply of quality goods, works and services for the Commission through appropriate procurement methods from suppliers in support of the Commission's organizational objectives.

In order to achieve the overall mandate and objectives of the Commission, the Procurement Unit conducts all procurement activities on behalf of the Commission consistent with requirements of the Public Procurement and Concession Act of Liberia (PPCA-Section 29).

This annual report accounts for procurement activities conducted over the period of twelve months, from January, 2022 to October, 2022.

Structure of the Procurement Unit

The procurement Unit is staffed with three persons; a manager and two procurement officers. The manager coordinates and performs administrative functions of the unit, while the officers are support staff that assists in the management and administration of the Procurement Unit for a successful execution of assigned duties.

GOL and Project Procurement Expenditure

The Commission primarily received budgetary support from the Government of Liberia (GOL) through the approved national budget. During the period under review, the Commission also received funding supports from the World Bank through the e-GP project, and as well the United Nations Development Program's (UNDP) institutional support project.

During the period under review, the Commission acquired goods and services amounting to one hundred eighty-seven thousand five hundred seventy United States Dollars and seventy-two cents (\$\$187,570.72). This includes the combination of GOL, UNDP and World Bank financial supports during reporting.

UNDP support accounts for twelve thousand one twenty-three United States Dollars (\$\$12,123.00) at approximately 6.5%, while the World Bank's e-GP project support amounts to sixty-seven thousand six hundred United States Dollars (\$67,670) or 36% and actual procurement expenditure financed by the GOL was fifty-two thousand eighty-five United States Dollars and three cents (\$52,085.00) representing 27.8% of the overall procurement expenditure.

The total procurement expenditure incurred under UNDP and GOL supports comprises of both SBA and Non-SBA; **SBA** amounts to **US\$64,181.08 or 34%**, whilst **non-SBA** is **US\$55,719.64 or 30%**. The procurement activities financed by the World Bank are not categorized into procurement spend-categories such as SBA or Non-SBA, since the Bank's procurement framework does not require similar classifications.

Challenges

The Procurement Unit continues to make strides in meeting the needs of end user departments through cost effective and value-added procurement actions.

However, limited logistics (including access to utility vehicles) and delay in payment to vendors following delivery of goods and services - mostly due to limited funding support from the GOL remain major aspect of the constraints the Unit encounter during the reporting period. Limited capacity building opportunities for Procurement Unit staffs is a hindrance to acquisition of new skills and knowledge that would foster innovation, creativity, efficiency and effectiveness in the execution of procurement activities.

SUMMARY ACTUAL PROCUREMENT EXPENDITURE (JANUARY-DECEMBER, 2022)

Spend Categories	Actual Procurement Expenditure	
	Amount	% of Grand total
SBA (GOL & UNDP)	\$ 64181.08	30%
NON-SBA (GOL & UNDP)	\$55719.64	34%
TOTAL GOL & UNDP	\$119,900.72	64%
OTHER DONOR SUPPORTS		
WORLD BANK	US\$67,670	36%
GRAND TOTAL	\$187,570.72	100%

Information Technology Unit

The Information Technology Unit is charged with the responsibility to

- ❖ Promote the development and the use of innovative IT systems, processes and products to improve the delivery capacity of the PPCC.
- ❖ Promote IT literacy and proficiency among the staff of PPCC.
- ❖ ensure that IT becomes an enabling tool for solving management and technical problems of the commission.
- ❖ Promote effective planning, management and coordination of all aspects of information Technology (IT) functions to deliver Human Resource Information products and services.

Ongoing Task / Project

- PPCC's Website development and upgrade
- Procurement Plan online application development
- New Vendor registry application development
- Procurement practitioner's database
- Reactivation of Commission's business Email for all staff members
- Continuous User, Network, and Internet support

Achievements

1. The IT Unit, being member of the E-GP Coordination Team, participated in the review of e-GP Business, Functional and Technical Specifications (BFTS) Report
2. The IT Unit has made immense contribution to the bidding document for the SaaS E-GP system acquisition, by reviewing the functional and technical specification of the system

3. Through the IT Unit recommendations, the following devices have been made available through the support of the Executive Director and The Partners, 28 Laptops, 2 heavy duty printers, wireless Access point, Wireless Routers, Firewall Device, High Quality TV for virtual meetings and training, etc.
4. The IT Unit is currently providing support to the Gender Coordination Team for the mainstreaming of Gender in public procurement.
5. The IT Unit has benefited from Training in Electronic Government Procurement system

Identified Challenges/Weakness

Number of weaknesses has been identified deemed to affect the effectiveness of the unit:

- Lack of Hardware and Network Tools to effectively execute department functions.

Recommendations:

1. Continuous Capacity building with certifications: (Cyber Security, Amazon Cloud Systems, Microsoft Azure, ITIL4, Change management, TOGAF 9, Enterprise Architecture foundation.
2. Provision of Network and Hardware Tools for operations
3. Expansion of the IT Unit into a department of subunits eg.(Service Desk, User Support, Web application unit). This will help the Commission to effectively rollout and maintain an enterprise system.

Human Resource Unit

The Human Resource Unit is charged with the responsibility to promote responsive welfare management programs as a means of enhancing staff productivity.

Achievements

During the period under review, twenty (20) contractors were hired to support the work of the PPCC. The contractors are deployed in different divisions and units of the Commission. Prior to the deployment, the contractors were enrolled in a two days orientation program to acquaint them with their roles and responsibilities, as well as to educate them on the objectives and mandates of the Commission. Another batch of 22 staff joined the Commission in 2022 to assist with awareness creation about the introduction and development of the Electronic Government Procurement System in Liberia. The Staff were hired to serve the Commission on a three-month contractual arrangement. The African Development Bank is funding the exercise.

Also, Mr. Dennis D. Taylor, formally employed as Secretary, was reengaged by the PPCC on a contractual basis to serve as Executive Secretary to the Executive Director. Mr. Taylor was honorably retired consistent with the Civil Service Standing Order, following years of professional work with the Commission and the Government of Liberia.

Similarly, a competitive recruitment process was launched by the PPCC in the last quarter of 2022 to fill the vacant posts within the Division of Compliance and Monitoring. As a way of landing credibility to the process, an employment notice was placed in two widely read local dailies and two mostly visited websites to provide opportunity for qualified Liberians to apply. This was followed by the constitution of an independent Panel to evaluate the submissions and conduct written and oral interviews with the qualified candidates. A detailed report of the recruitment process is currently before the Executive Director for her action.

Update of Employees Folders

The Human Resource Unit has upgraded its record keeping system. The employment files of employees are now regularly updated. Records of retirement, dismissal and transfer are kept in separate folders for easy reference. However, the Unit is yet to obtain the employees Social Security and National Identification Numbers to enhance its record keeping system.

Administrative Manual Review

As a way of aligning itself with the current development in the human resource sector, the Public Procurement and Concessions Commission undertook a scrupulous review of the Administrative Manual. Several areas of the manual were upgraded to commiserate with the current status of the Commission and its work. The upgraded or revised Manual has been approved by the Board of Commissioners.

Jury Duty

During the period under review, the Commission deployed a total of six (6) staff to serve as jurors. This is in compliance with the Government policy which requires institutions of Government to second staff to the court serve as jurors.

Representation & Participation & Study Engagement

- ❖ During the period under review, three staff of the Commission attended and participated in key international engagements. Mr. Barsay Dowah represented the Commission at the Annual Procurement Summit of the Economic Community of West Africa (ECOWAS). The Summit was held in Accra, Ghana. Also, Mr. Kelvin Paye, from the Division of Compliance and Monitoring, represented the Commission at the Public Private Partnership Conference in Lomé, Togo. Similarly, the Director of Finance and Administration, Mr. Stevenson S. Yond, traveled to Southern Africa where he represented the Commission at the African Procurement Forum.
- ❖ As part of efforts to build and strengthen the capacity of PPCC staff, a staff of the Finance and Administration Division, Mr. Emmanuel M. Coleman, was granted a study leave to pursue a master's degree in Sustainable Development at the Hellen Keller School of Economic Policy in the United States of America. Mr. Coleman is expected return to the Commission following completion of his studies.

- ❖ With the support of the World Bank, 20 staff members of PPCC benefited a one-month training in Procurement Procedures and Best Practices. The training was held in Monrovia. Also, two staff of the Commission, the Comptroller and the Human Resource Manager participated in two different workshops organized by the Civil Service Agency (CSA) and the Ministry of Finance and Developmental Planning (MFDP). The workshops primarily focused on the National Social Security Scheme and the Rule of Law in Liberia.

Resignation:

Seven Staff, mostly from the Division of Compliance and Monitoring, resigned from the Commission. Many of them cited pursuit of professional growth and higher salary offers as reasons for their exit.

Promotions:

Based on the performance evaluations and competency assessment, several promotions were made within the Commission to fill the vacancies that existed. These positions are:

No	Name of staff	Previous Position	New Position
1	Miss. Pauline Mulbah	Executive Assistant	Chief of Office Staff, Office of the Executive Director
2	Mrs. Josephine Gelescica	Cleaner	Executive Assistant, Office of the Executive Director
3.	Ms. Maude A. Saye	Junior Compliance Officer, Compliance and Monitoring Division	Senior Compliance Officer, Compliance and Monitoring Division
4.	Mr. Henry Kaka Gray	Junior Compliance Officer	Senior Compliance Officer, Compliance and Monitoring Division
5.	Mrs. Victoria Contee Dudley Kabbah	Junior Compliance Officer, Vendor Registry Division	Senior Monitoring Officer, Vendor registry division
6.	Mr. Alfred Jellue	Junior Compliance Officer	Senior Training Officer
7	Mr. Zayzay Sumo	Security Officer	Procurement Officer
8.	Alexander Bangalu	Warehouse Clerk	Maintenance Supervisor

Retirement

During the period under review, three staff of the Commission were earmarked for retirement by the Civil Service Agency (CSA), but due to the abrupt nature of the action and for lack of prior communication to the retirees, the CSA rescinded its decision and temporarily halted the retirement process of the earmarked staff, namely; Kpoto Gizzie, Annie Momo, and Mardia Parker Jallah.

Bereavement

During the period under review, the Commission lost the former and retired Director of Compliance and Monitoring, Mr. Anthony P. Tarbah, who diligently served the PPCC for a period spanning over ten years. Also, some staff members of the Commission, including the Director of Communication, Mr. Nathan N. Bengu, Mr. Johnson Nemah and Mr. Eli Geko of the Security Section, lost their family members. The Commission played a very pivotal role in the peaceful repose of the departed family members. May the Almighty grant him eternal rest.

Challenges and Recommendations

- ❖ The Human Resource Unit is currently staffed with one person. This is making it very tedious to efficiently and effectively perform the assigned staff, hence, there is a need to increase the workforce.
- ❖ Upon the review of the talent pool within the PPCC, it is evident that the workforce of the Commission is mostly top performers with technical know-how that is strategic to the mandates and function of the PPCC. The low salary structure and lack of incentives of the Commission coupled with the immense workload for staff is a demotivating factor. This, if not rectified within the shortest possible time, might lead to the exit of technical and professional staff.
- ❖ Logistical constraint is the main challenge of the Unit. The absence of a cabinet to store the employees' files and records is a serious threat to safeguarding the privacy and confidentiality of employees' personal information. Hence, there is a risk that others who have access to the Human Resource office could have access to the personal information of employees.
- ❖ Over the course of the year, the Commission has made enormous efforts to ensure punctuality of staff but the only available bus/vehicle to transport the staff has malfunctioned. Besides the current condition, the bus is unable transport the staff given the current human resource strength of the Commission. This is why the need for a bigger transport bus cannot be overemphasized.

4.2 Compliance & Monitoring Division

Introduction

Prior to the beginning of 2022, the Public Procurement and Concessions Commission (PPCC) embarked on an exercise to identify all public and government subsidized entities expected to receive budgetary support from the 2022 approved National budget. One hundred and forty (142) institutions were identified. State-Owned Enterprises (SOEs), included in this estimate, had cash flows from internally generated revenues independent of the National budget modalities.

Of the 142 entities highlighted, 6 were later identified to be moribund institutions, not listed for government financing or ones that should not have been listed in the first instance base on their legal status' namely, Liberia Industrial Property System, Liberia Industrial Freezone Authority, Diversity Farm, Mano River Union, Farmers Network Union and Rubber Development Fund Incorporation.

The 136 procurement entities remaining following the removal of the six (6) earlier mentioned, were evaluated to be in compliance with quarterly reporting base on their positive responses to Section 27(g) of the PPCA 2010 and to the PPCC call circular distributed for this purpose as well as adherence to the numerous reminders through telephone calls, emails and visitations.

This report highlights a summary of the data collected from individual entity's submission in 2022 and how such information reveals overall compliance to the PPCA 2010.

Compliance to Procurement Structures

In accordance to Part 3, sub-part 2 of the PPCA 2010 requires public procuring entities to establish permanent procurement structures at their entities. Two such structures include the procurement committee and the procurement unit. In 2022, it was observed that although majority of ministries, agencies and commissions claim that these structures are established and functional. Based on the fact that said entities did not submit updated staff and officers' listings of their current structures, and considering that these structures did not submit annual procurement plans, request for no objection and/or quarterly reports to the Commission, such structures as stipulated by Section 26 – 29 of the PPCA 2010 are deemed dysfunctional and not in compliance with established law. Of the 136 procurement entities, 102 were in compliance to the establishment of functional procurement structures (Procurement Committees and units) while 34 were adjudged not to have functional structures. Such condition may have led to noncompliance in other areas of the law including accountability through quarterly reporting.

Compliance to Procurement Planning

This report narrates the directives as outlay in the submission of annual procurement plans for approval as enshrine in Section 40 (3) of the PPCA. Therefore, during the Fiscal Year 2022, out of the 136 Procuring Entities invited for the annual procurement plan hearing and requested to submit their annual procurement plans for their respective core budgets as contained in the 2022 approved national budgets and the approved budgets of SOEs in keeping with the aforementioned provision of the PPCA, 102 or 75% of Procurement Entities (Pes) had their annual procurement plans approved by the Commission. This means that 34 or 25% of the total number of PEs did not have approved procurement plans for the FY 2022, consequently, the noncompliance to procurement planning also led to a number of PEs not complying to the quarterly procurement reporting requirement.

Compliance to Public Notices of Contract Award

Thirdly, this compliance account also covers procurement agencies obligation to adhere to the submission of public notices of contract award as mandated by Section 37 of the PPCA. In this light, similar statistics for the 1st, 2nd & 3rd quarters of 2022 are recorded. Although the stipulated thresholds as required by Section 37 of the PPCA and Section 9 of the Schedule of Threshold on Procurement Regulation No.003 allow for only awarded contracts for Goods above US\$20,000.00, Services above US\$10,000.00 and Works above US\$30,000.00, the Commission (PPCC) in its drive to be more transparent did not disallowed information being provided below the given thresholds; such decision will give users of the information in this report a more detailed experience.

Compliance to Quarterly Reporting

In 2022 Fiscal Year, 52 procurement entities were in compliance with quarterly procurement reporting requirement. In the 1st quarters of 2022, a reported number of 52 PEs submitted their reports to the Commission; similar entities also submitted 51 reports in the 2nd quarter; while 38 public institutions submitted theirs in the 3rd quarter of 2022, representing 38.2, 37.5 and 28.7% respectively for those quarters under review. The average compliance for the three quarters stands at 34.8%, an increase from the 6% achieved in F/Y2019/2020. Notwithstanding the progress, 84 or 61.8% of public procurement entities remained noncompliant to quarterly reporting following series of engagements. Paramount among these are major large spenders to include: The National Port Authority, the Ministry of Public Works, the Ministry of Finance, the University of Liberia, the Liberia Electricity Corporation, the Monrovia City Corporation, the Ministry of States & the Senate, the Ministry of National Defense, and the Liberia Telecommunication Authority (See table A & B-1-3 for details on compliance).

Table A: Listing of Compliant Entities to Quarterly Reporting for Quarters 1 - 3 in 2022

PROCUREMENT ENTITY	Q1	Q2	Q3
Bureau of State Enterprises	Yes	Yes	
Center for National Documents & Records Agency	Yes	Yes	Yes
Central Agricultural Research Institute	Yes	Yes	Yes
Civil Service Agency	Yes	Yes	Yes
Environment Protection Agency	Yes	Yes	Yes
Executive Protection Services	Yes	Yes	Yes
General Auditing Commission	Yes	Yes	Yes
Governance Commission	Yes	Yes	Yes
Internal Audit Agency	Yes	Yes	Yes
John F. Kennedy Medical Center	Yes	Yes	Yes
Judiciary (Temple of Justice)	Yes	Yes	Yes
Law Reform Commission	Yes	Yes	Yes
Liberia Anti-Corruption Commission	Yes	Yes	
Liberia Broadcasting System	Yes	Yes	Yes
Liberia Drugs Enforcement Agency	Yes	Yes	
Liberia Extractive Industries Transparency Initiative	Yes	Yes	Yes
Liberia Institute for Statistic & Geo-Information Services	Yes	Yes	Yes
Liberia Institute of Public Administration	Yes	Yes	
Liberia Land Authority	Yes	Yes	Yes
Liberia Maritime Authority	Yes	Yes	Yes
Liberia Medical & Dental Council	Yes	Yes	Yes
Liberia National Police	Yes	Yes	Yes
Liberia Petroleum Refining Company	Yes	Yes	Yes
Liberia Refugee Repatriation and Resettlement Commission	Yes	Yes	Yes
Liberia Telecommunication Corporation	Yes	Yes	Yes
Liberia Water & Sewer Corporation	Yes	Yes	Yes
Ministry of Agriculture	Yes	Yes	Yes
Ministry of Education	Yes	Yes	Yes
Ministry of Foreign Affairs	Yes	Yes	
Ministry of Health	Yes	Yes	Yes
Ministry of Information, Cultural Affairs & Tourism	Yes	Yes	
Ministry of Internal Affairs	Yes	Yes	Yes

Ministry of Labor	Yes	Yes	
Ministry of Mines & Energy	Yes	Yes	Yes
Ministry of Post & Telecommunication	Yes	Yes	Yes
Ministry of Transport	Yes	Yes	Yes
Ministry of Youth & Sports	Yes	Yes	Yes
Monrovia Consolidated School System	Yes	Yes	Yes
Monrovia Consolidated School System	Yes	Yes	Yes
National Aids Commission	Yes	Yes	
National Commission on Disabilities	Yes	Yes	
National Commission on Higher Education	Yes	Yes	Yes
National Disaster Management Agency	Yes	Yes	Yes
National Fisheries & Aquaculture Authority	Yes	Yes	Yes
National Investment Commission	Yes		Yes
National Lotteries Authority	Yes	Yes	
National Oil Company of Liberia	Yes	Yes	Yes
National Public Health Institute of Liberia	Yes	Yes	Yes
National Social Security & Welfare Corporation	Yes	Yes	Yes
National Transit Authority	Yes	Yes	
Nimba University	Yes	Yes	
Public Procurement & Concessions Commission	Yes	Yes	Yes
Webbo Teachers' Training Institute	Yes	Yes	Yes
House of Representatives			
Total	52	51	39
Source: PPCC			
Number of PEs	136		
Compliance rate	38.2%	37.5%	28.7%
- Average for first 3 Quarters of 2022 (34.8%)			

Table B-1: Entities in Non-compliance to Quarterly Reporting

No.	NON-COMPLIANCE TO QUARTERLY REPORTING	STATUS
1	Grand Kru Technical College	Non-compliant
2	Grand Bassa County Administration	Non-compliant
3	Bong County Health Team	Non-compliant
4	Liberia Medicines & Health Products Regulator Authority	Non-compliant
5	Jackson F. Doe Hospital	Non-compliant
6	Liberia Telecommunication Authority	Non-compliant
7	Monrovia City Corporation	Non-compliant
8	National Drugs Service	Non-compliant
9	National Housing Authority	Non-compliant
10	National Water Sanitation & Hygiene Commission	Non-compliant
11	Sinoe County Administration	Non-compliant
12	C.B. Dunbar Hospital	Non-compliant
13	National Identification Registrar	Non-compliant
14	Bong County Technical College	Non-compliant
15	Bomi Community College	Non-compliant
16	C.H. Rennie Hospital	Non-compliant
17	General Services Agency	Non-compliant
18	Ministry of Gender & Social Protection	Non-compliant
19	Ministry of Finance & Development Planning	Non-compliant
20	Liberia Immigration Services	Non-compliant
21	Ministry of National Defense	Non-compliant
22	Ministry of Public Works	Non-compliant
23	Liberia Airport Authority/RIA	Non-compliant
24	Liberia Agency for Community Empowerment	Non-compliant
25	Nimba County Administration	Non-compliant
26	Independent National Human Rights Commission	Non-compliant
27	Tubman University	Non-compliant
28	Office of the Vice President	Non-compliant
29	National Elections Commission	Non-compliant
30	Montserrado County Administration	Non-compliant
31	Ministry of Commerce & Industries	Non-compliant
32	Forestry Training Institute	Non-compliant
33	Kakata Teacher Training Institute	Non-compliant

Table B-2: Entities in Non-compliance to Quarterly Reporting

No.	NON-COMPLIANCE TO QUARTERLY REPORTING	STATUS
34	Ministry of Justice	Non-compliant
35	Ministry of State for Presidential Affairs	Non-compliant
36	National Road Fund	Non-compliant
37	Rural Renewable Energy Agency	Non-compliant
38	Cooperative Development Agency	Non-compliant
39	Liberia College of Physicians & Surgeons	Non-compliant
40	Zorzor Rural Teacher Training Institute	Non-compliant
41	Grand Bassa University	Non-compliant
42	The Senate	Non-compliant
43	Redemption Hospital	Non-compliant
44	Liberia Revenue Authority	Non-compliant
45	Forestry Development Authority	Non-compliant
46	Agriculture & Industrial Training Bureau	Non-compliant
47	Booker Washington Institute	Non-compliant
48	Liberia Agricultural Commodities Regulation Authority	Non-compliant
49	Liberia Intellectual Property Office	Non-compliant
50	Liberia National Commission on Small Arms	Non-compliant
51	Liberia National Fire Service	Non-compliant
52	Paynesville City Corporation	Non-compliant
53	Liberia Domestic Airport Authority/JSPA	Non-compliant
54	National Veterans Bureau	Non-compliant
55	Liberia Post Graduate Medical College	Non-compliant
56	Liberia Civil Aviation Authority	Non-compliant
57	Central Bank of Liberia	Non-compliant
58	University of Liberia	Non-compliant
59	Liberia Pharmacy Board	Non-compliant
60	Board of Tax Appeal	Non-compliant
61	Liberia National Police Training Academy	Non-compliant
62	Phebe Hospital & School of Nursing	Non-compliant
63	Harbel College	Non-compliant
64	National Port Authority	Non-compliant
65	West African Examination Council	Non-compliant

Table B-3: Entities in Non-compliance to Quarterly Reporting

No.	NON-COMPLIANCE TO QUARTERLY REPORTING	STATUS
66	National Bureau of Concessions	Non-compliant
67	Liberia Petroleum Regulatory Authority	Non-compliant
68	National Council of Chief and Elders	Non-compliant
69	Bomi County Administration	Non-compliant
70	Cuttington University	Non-compliant
71	Margibi County Administration	Non-compliant
72	Bong County Administration	Non-compliant
73	Gbarpolu County Administration	Non-compliant
74	Grand Cape Mount County Administration	Non-compliant
75	Lofa County Administration	Non-compliant
76	Grand Kru County Administration	Non-compliant
77	Universal Access Fund	Non-compliant
78	Grand Gedeh Community College	Non-compliant
79	Sinoe County Community College	Non-compliant
80	Lofa County Community College	Non-compliant
81	Rivergee County Administration	Non-compliant
82	Maryland County Administration	Non-compliant
83	Grand Gedeh County Administration	Non-compliant
84	West African Examination Council	Non-compliant

Key Findings from Submitted Quarterly Reports

A detailed analysis of data received from the 52 reporting entities revealed some important statistics. Table 2 reveals that 254, 256 and 137 procurement contracts were signed, totaling 647 for the reporting period; this figure does not provide a detailed picture of the actual number of contracts signed since 61.8% of entities did not submit reports. Such number of contracts however shows that in the 1st quarter a value of \$12,636,130USD was signed, in the 2nd \$20,855,524.00, and during the 3rd, \$14,112,468, totaling USD\$47,604,121.00 as contract value for the 3 quarters as reflected in attached annexes on table 3.

During the period under review, a total of USD\$20,875,190.00 or 43.9% was committed to Liberian owned businesses under the small business Act. While it is statutorily required that 25% of public procurement be given to small and medium Liberian owned businesses, PEs were able to exceed such amount by 18.9% with the remainder \$26,728,932.00 being contracted under a non-SBA arrangement open to all other eligible businesses (See table 4 for details).

Table 5 in attached annexes shows that of the 254 contracts signed in the 1st quarters, only 207 bids were received; while 215 were reportedly received in the 2nd quarters, however, 256 contracts were signed. The 3rd quarter data shows that of the 128 bids received, 137 contracts were signed. Such data suggest either PEs are carrying out multiply contracting for a single procurement package or limiting competition by the

ratio of bids over contracts. 7 The 3 predominate procurement method utilized in the 3 quarters were the Restricted bidding method used 220 times and accounted for contract valued at \$23,484,669.00; secondly, the National Competitive bidding method used in 190 bidding processes representing a total value of \$19,305,971.00, and the Request for Quotation method utilized in 193 occasions with a total value of USD\$2,661,829.00. Details of other procurement and selection methods used are captured in the attached annexes in tables 6 & 7.

Table 6 shows that only 18 contracts used single sourcing methods for a total amount contract awarded of US\$550,236 in the first three quarters of 2022. However, the table 12 shows that 116 out of 647 awarded contracts had only one bid. As a result, 98 contracts that are not classified as single sourcing contract received only one bid. In the first three quarters of 2022, the total number of signed contracts to bid received was 647 contracts to 1,216 total bids received. This ratio represents an average number of 1.9 bids per contract signed. Such shows that the level of competitiveness is a little under 2 bids per procurement bidding process. Therefore, there is a need to rapidly expedite the electronic procurement migration process to ensure increased competition, transparency and equal access to all potential bidders.

Finally, the PPCC has endure some challenges in 2022. few of wish are:

1. Inadequate funding to run the activities of the CMD;
2. Resistance to public procurement and concession compliance by some entities;
3. Limited manpower to conduct the division's affairs (six CMD staff resigned in 2022, and
4. Inadequate logistics and needed tools and equipment to carry the work of the Division.

Conclusion

Amidst the challenges confronting the division, the CMD was able to carry out regular procurement visits and request quarterly reports from PES as well as update information and compile data for its 2022 compliance report to include other relevant information on the performance of procurement entities in relations to the ability to adhere to public procurement compliance. Such findings are reflected in this report.

Recommendations:

- 1) That adequate financial support is provided for the CMD to carry out its functions;
- 2) That Focus is placed on employing new CMD staff, training and equipping them with new skills and abilities to carry out their duties;
- 3) That special emphasis is placed on the importance of monitoring compliance throughout government.
- 4) That large spending Ministries, Commission, State Owned Enterprises and Agencies of government are made to comply with quarterly reporting as well as other critical compliance requirements.

- 5) That procurement entities are made to increase transparency and promote the achievement of value for money in their procurement methods and approaches, and
- 6) That all entities use the default competitive method of procurement each procurement transaction, and only use single source procurement method upon PPCC's clearance.

4. 3 Information & Communication Division

The Division of Communication is charged with the responsibility to disseminate information related to the Act, such as the development and publication of the quarterly Public Procurement and Concessions Bulletin, managing Public Relations on behalf of the Commission, and publishing the annual report of the Commission, amongst others. During the year under review, the Division made the following achievements/representations:

Quarterly Newsletter "Alert"

As part of efforts to educate the public and various procurement stakeholders, the Commission through the Division of Communication has concluded editorial works on the quarterly newsletter, "Alert," and is pending publication. The newsletter contains information about the workings of the PPCC, sensitization engagements with the public and private sector institutions, and contract awards information. When published, the newsletter will be circulated to various procuring entities, partner institutions, universities and other sectors of the society.

Monitoring and Review of Procurement Notices

The daily monitoring of print and electronic media is one of the cardinal functions of the Division of Communication. The monitoring exercise is intended to ensure that tender notices published in local dailies and online editions or web pages of major news outlets by procuring entities meet the compliance requirements of the PPCA. The findings are usually communicated or shared with the Division of Compliance and Monitoring to remedy or avoid errors in the procurement proceedings.

Regular Update of Website & Facebook Accounts

The development or addition of a Facebook page to the communication outreach strategy of PPCC has set the tone for real-time information dissemination mechanism of the Commission. Nearly every information about the workings of PPCC including workshops, engagements with partners, new developments in the public procurement eco-system and new initiatives undertaken by the PPCC are regularly posted to the Facebook page. Also, the website page of the PPCC remains active and is regularly updated. It contains information critical to the work of the PPCC, including procurement documents and reports.

Increasing Awareness

The Commission through the Division of Communication is working with local GSM companies (Lonestar & Orange) to introduce a messaging program to its public awareness campaign. Under this new awareness portfolio, PPCC will work with the earmarked GSM companies to dispatch public procurement awareness messages to phone numbers of GSM subscribers. This is intended to sensitize the public about the workings of PPCC and the PPCA's implementation

program.

Also, and on a regular basis, the Division of Communication writes and issues news stories and press releases to both print and electronic media. The stories and press releases are mostly centered around the work of the Commission and implementation of the PPCA.

4.4 Policies, Standards & Procedures Division

Introduction

The Policy, Standards and Procedures Division has the mandate to develop rules, instructions, regulations, and related documentation on public procurement and concessions processes and procedures including designing formats in furtherance of the PPC Act 2010. As the policy arm of the Commission, it represents the Commission on policy discussions, addresses policy queries, and conducts an assessment of public procurement operations to determine components of the law presenting implementation challenges and develops policies to avert them. The division's work plans, activities, and actions are derivatives of these responsibilities.

During the reporting period, the Division of Policy, Standards and Procedures made the following achievements:

Over the reporting period, the division contributed greatly to institutional achievements through inter-divisional or committee workings. Among those include:

- ✓ The division was seconded on a technical committee to review and amend the Human Resource and Administrative Manual of the Commission.
- ✓ The Committee was clothed with the responsibility of reviewing and inputting tasks applied to addressing institutional goals.
- ✓ The division also formed part of the technical Committee to review the PPCA, 2010 for possible amendment. The committee's duty was to review the current PPCA and identify areas that need amendment for onward recommendation to the Commission.
- ✓ The division is also represented on the technical gender team, an effort to mainstream Gender in public procurement. The technical team has also been working on the development of a Gender Responsive Procurement Policy (GRPP).
- ✓ The division is also represented in Procuring Entities Compliance Monitoring Exercise under the supervision of the Compliance and Monitoring Division. The exercise when concluded will not only help the Commission measure the compliance level of public entities but will also document existing implementation challenges within the public procurement sphere.
- ✓ The division also participated in the Vendor Register Assessment Tour to validate information as per location, ownership, name, and contacts, furnished by interested vendors when applying for registration on the Vendor Register. The activity was carried out in Grand Gedeh, Nimba, Bong, Grand Bassa, and Margibi counties.
- ✓ The division was also part of the PPCC Awareness Campaign, an initiative to increase public knowledge of the Commission's activities and operations. The public awareness campaign and stakeholder engagement were carried out in five counties, namely, Bong, Nimba, Bomi, Grand Bassa, and Montserrado targeting universities, high schools, and intellectual centers in those counties.

The Ongoing Activities

For the period under review, the division has some ongoing activities among which include:

- Assessment of public procurement planning to help the Commission better understand the procurement planning processes in various entities, especially those with transferred budgetary allocations. The concept note is being finalized for onward submission to the office of the ED.

The Challenges and Recommendations

Many of the challenges are commonplace in many ways. The main challenge is having suitable working tools paramount is laptop computers. The division's work requires a hand-carrying type of device that can allow the staff to work out of the office. The adverse effects of the problems mentioned above sometimes result in low staff productivity.

4.5 Complaints, Appeals & Review Division

The primary functions of the Division of Legal Affairs are to advise the Commission, where applicable, in conformity with the Act, regulations, schedules and policies of the PPCC and other legal frameworks, assist with review and amendment processes, draft legal documents and give support to the Complaints, Review and Appeal Panel (CARP), among others.

Consistent with the above, the Division is pleased to report as follows:

Contracts Review

The Division with request from Procurement Division and other divisions, reviewed, strengthened, and committed the PPCC to a new set of contracts to include Information Technology, Maintenance, Intellectual property, petroleum and internship, to name a few.

Investigation/Hearing

The Legal Affairs Division, clothed with the authority to work along with the Complaints, Review and Appeals Panel (CARP), did not receive any complaints for investigation or hearing.

Other Engagements

During the year under review, the office of Legal Affairs, along with other PPCC team members visited Gompa, Nimba County, to make presentation to cross-section of procurement practitioners from around the countries, basically, trying to create awareness on the application of E-GP into PPCA.

Participation in PPCA 2010 Revision

During the period under review, the Executive Director constituted a Technical Review Committee, inclusive of the Legal Section for detailed review of procurement and concession activities, considering best practices and lessons learned. The Division is proud to report that a 52-page document was crafted and submitted to

the office of the Executive Director, detailing various facets of procurement and concession best practices, identifying gaps, and recommending areas for amendment, and at the same time, suggesting new areas to form part of the amended PPCA.

Following the submission of the 52-page technical review report to the ED, further, gave rise to the constitution of a Legal Review Committee, involving some of Liberia's legal practitioners and legislative personnel, for which the Legal Affairs Division was named to form part. The term of reference of the Legal Committee is to further review other legal instruments, international best practices and PPCC's own lessons learned from the conduct of procurement and concession tendering in the country and formulate same into a draft legal bill. As of the writing of this report, the Legal Review Committee assignment is a work in progress which, at the end of working period, will culminate in a valid draft legal bill/document for submission to the office of the Executive Director.

4.6 Training & Capacity Development Division

Introduction

The Training and Capacity Development Division is charged with the responsibility to formulate and implement human resource development programs in furtherance of the aims of the Act; develop, promote and support professional development of personnel connected with the implementation of and functions of the Act; organize capacity building programs for the local business community to enable them become more competitive and efficient in their dealings with the public sector; carry out capacity building programs for public procurement practitioners to enable them attain best value for money in the expenditure of public funds;

Activities/Engagements

During the period under review the Division was engaged with the following:

- Conducted a training needs assessment to identify knowledge or competency gaps and employ remedial solutions to bridge the deficit created by these lapses in either the short or long terms considering priority;
- With support from the World Bank (WB) and the African Development Bank (AfDB), the Commission through the Division developed concept notes for both local and international trainings and submit same to the Banks for approval. The AfDB advised that fundings for the proposed training be directed to other activities. For the WB, we proposed three international trainings, namely: in **Public Policy and Change Management, Sustainable Public Procurement (SPP) and Public Procurement Audit and Monitoring**. The Bank approved the Public Policy and Change Management training and all systems go for the training to be held in Istanbul, Turkey in January, 2023 by the Blackbird Training Institute for eight-member delegation. The other trainings were deferred by the Bank due to the processes associated with the acquisition of the e-gp system and revision of the PPCA;

- The Division contributed to the recruitment processes of Junior and Compliance Monitoring Officers, to the revision of the Commission's Administrative Manual and also served on the Technical Committee charged with the responsibility to review the PPCA;
- From October 10-14, 2022, the Division participated in a one-week experience sharing engagement held in Kigali, Rwanda in collaboration with the Rwanda Cooperation. The visit was aimed at observing the innovative practices in the introduction, rollout, implementation support, and coordination of the e-GP system and gain experiences applicable to Liberia;
- On November 4, 2022, the Division coordinated a one-day training engagement for the e-GP Short-term Awareness Officers, as it relates to the promulgation of the message on the **procurement, installation, deployment and benefits** of the E- government procurement (E-gp) solution.
- On November 14, 2022, the Division conducted a one-day training for staff of the National Commission on Higher Education (NCHE) in **Procurement Structure: Performance and Functionality and Overview of the Procurement Cycle, and**
- From December 5-7, 2022, the Division participated in a three-day training held in Ganta, Nimba County conducted by the UNDP in the preparation of Annual Workplan (AWP), Concept Note and Report Writing for its National partners.

4.7 Vendors' Registration Unit

Introduction

The Public Procurement & Concessions Commission (PPCC) established the Vendor Register (VR) in 2015 to aid the implementation of the Small Business Act. Section 4.1(c) of this Act states that 25% of all public procurement budget should go towards Liberian-owned businesses, and 5% of those contracts should go towards Liberian women-owned businesses. The PPCC Vendor Register is a web portal that lists all prequalified vendors, including consulting firms, non-consulting firms, and non-governmental organizations desirous of doing business with the Government of Liberia. The Vendor Register ensures that all interested vendors who meet the registration requirements of the vendors' registration process are registered and their profiles published on the vendors' Register online platform. The Public Procurement & Concessions Commission developed the Vendor Register (VR) purposely for five (5) primary reasons:

1. To enhance efficiency in public procurement;
2. To increase the level of Participation of businesses and companies in public tenders;
3. Also, to facilitate the implementation of the Small Businesses Act legislated to promote the growth of Liberian-owned businesses;
4. To formalize the informal sector of the economy and;
5. Improve tax compliance and revenue generation.

Activities Implemented (Achievements)

- ❖ From the total of One Thousand Two Hundred and Forty (1,240) businesses submitted over the years, Six Hundred Sixty-Eight (668) companies have registered as of November 2022.
- ❖ Conducted assessment tours and the team visited Thirty-eighty (38) companies in Margibi, Grand Bassa, Grand Gedeh, Nimba, and Bong Counties. As a result of the tour, nine (9) businesses were delisted from the online Vendor Registration platform due to their failure to renew or update their registration records.
- ❖ The Unit, through its acting head served as facilitator at the private sector workshop held at Shark's Business Center in Sinkor from June 22-23, 2022. The acting head delivered on the topic, "PPCC Vendor Registration Procedures and Requirement."
- ❖ The VR Unit formed part of the one-day workshop on November 04, 2022. The workshop was intended to orientate the temporary staff contracted to conduct awareness of Liberia's Electronic Government Procurement (E-GP) System.
- ❖ Created activity codes to be used by businesses, procuring entities, and compliance officers are ongoing to reduce the misinterpretation and usage of wrong activity code by all parties involved.

Summary of Applications Received and Processed During the period May 27, 2015 – November 28, 2022:

No.	Activity	Quantity
A	Total number of packages received up to November 28, 2022	1,240
	Add: Number of packages received during 01/02/22-11/28/22	<u>80</u>
	Total packages received to date	<u>1,240</u>
B	Total registered business/consultants up to 11/28/22	668
	Add: Registered businesses/consultants during 01/02/22-11/28/22	<u>80</u>
	Total registered to date	<u>668</u>
C	Number of businesses discussed pending registration	243
	Add: Number of businesses/Companies pending discussion	<u>318</u>
	Total number of businesses/consultants in the process to date	<u>561</u>
D	Total registered and in-process businesses/consultants(B+C)	<u>1,240</u>

The 668 registered businesses comprise 978 Liberians, 240 Non-Liberian enterprises, and 1 International NGO; and by gender, 968 males, 192 females, and 81 categorized as neuter.

Challenges

- ✓ The reluctance of vendors to complete their registration process; and update their information online;
- ✓ Instead of granting contracts to vendors/businesses that comply with VR requirements, some procuring entities are constantly awarding contracts to vendors that are not on the VR online platform;
- ✓ Constant submission of inappropriate activity codes by vendors delays their VR registration processes, and
- ✓ Vendors have a low turn-up to provide valid certificates to update their business profiles.

Recommendations:

- PPCC should collaborate with the MFDP to introduce a straight regulation and secure system that will compel vendors to complete their registration process before contract signing, and
- The PPCC authority should finalize the discussion of the possibility of levying annual registration fees for the VR Register.

5.0 Donor Funded Activities

E-GP Project

The Division of Communication is complementing efforts of PPCC through donor assistance to establish an electronic procurement platform in Liberia. It is currently working on series of preliminary activities approved by the donors (World Bank and African Development Bank) to set the stage for the development and subsequent piloting of the eProcurement platform to ministries and agencies of the Liberia Government. Key amongst activities being pursued under the donor assistance portfolio include:

Revision of PPC Act 2010

During the period under consideration, the PPCC commenced the review of the PPC Act of 2010. Two working committees, namely Technical and Legal, were constituted by the Executive Director to do a comprehensive review of the PPCA by conducting gaps analysis and drafting new public procurement legislation that will address or incorporate the new innovations in the public procurement sector, including electronic and gender procurement. The technical review process which constitutes the documentation of gaps analysis has been concluded while drafting of the new PPCA is ongoing. A group of experienced Liberian lawyers has been charged with the responsibility to derive a comprehensive draft PPCA for legislative enactment.

Development of E-GP System

The pace has been set and the actual work that leads to the development of the E-GP System has commenced. Solicitation for the Supply, Installation, Configuration, Deployment and Maintenance of an Electronic Government Procurement (e-GP) System on Software as a Service (SAAS) Model was sought from vendors and seven bids were received, opened and have been turned over to the Bid Evaluation Panel that was constituted to determine completeness of the bidder's submissions to the set requirements. The result of the evaluation process will inform the hiring or contracting of a firm to develop the E-GP System.

Experience Sharing Visit to Rwanda

Liberia's public procurement sector is transitioning from manual to electronic procurement processing. Part of such transition efforts is to embark on experience-sharing modalities with countries that are currently implementing similar procurement management nature (e-GP system). The Republic of Rwanda was highly recommended as one of the countries that is implementing the e-GP system, and it is best suited to aid Liberia in its experience-sharing endeavors.

With this said, the Public Procurement and Concessions Commission of Liberia sought collaboration with Rwanda Cooperation for an in-person (physical presence) experience sharing engagement that would enable Liberia to learn best tested Rwanda experience of e-GP implementation, understand challenges of e-GP implementation, identify success factors of implementation, understand institutional setup of e-GP and require resources (staff, infrastructure etc.), and learn steps

require to legalize the implementation of e-GP. In furtherance of these initiatives, the Public Procurement and Concessions Commission (PPCC) on October 8, 2022, dispatched a team of eight (8) persons, to Kigali, Rwanda, to undergo an intensive one-week experience sharing.

Website Upgrade

The official website of the PPCC is undergoing transition to make it reader-friendly. The Commission is working with the Liberia Revenue Authority to restructure and enhance performance of the website. When concluded, the website will be able to accommodate information on Compliance and KPI Dashboard, track and assess the number of visitors to the website and also determine which sections of the website are popular, incorporate best practices for social media integration such as Facebook, Twitter, Instagram and YouTube, provides a facility for vendors to submit applications for registration and allow procurement authority to review and approve vendor registration. The World Bank is funding this initiative through the Public Financial Management Reforms for Institutional Strengthening Project (PFMRISP).

UNDP Funded Projects

During the period under review, the Public Procurement & Concessions Commission (PPCC) carried out three awareness engagements funded by the United Nations Development Programs. Those activities are as follow:

- Public Procurement Compliance Workshop
- The Private Sector Engagement in Montserrado County
- Awareness Engagement with Universities, Others

Public Procurement Compliance Workshop

During the period under review, the PPCC through the intervention of UNDP, conducted a four-day public procurement compliance workshop for county authorities in Ganta, Nimba County, from April 5-8, 2022. The counties are: Nimba, Lofa, RiverCess, Grand Gedeh & Bomi. A total of 69 local officials (3 females & 66 males) attended the workshop. The participants included county superintendents and their deputies, administrators of county health teams and referral hospitals, community colleges, and procurement officers/technicians.

6.0 Government Funded Activities

Private Sector Engagement

In continuation of its capacity building program for members of the private sector, the PPCC conducted bid tendering training in Monrovia for suppliers from June 22-23, 2022. A total of 70 persons (16 from county-based businesses and 54 from Montserrado) participated. 15 females and 55 males showed up for the training. The training sought to restore suppliers' confidence to participate in public tender, evidenced by the increase in the number of registered businesses on the online Vendor Registration platform of PPCC. Key topics relevant to the supplier's participation in public tender were discussed by the facilitators. The training placed more emphasis on the tips for winning contracts and the opportunities thereof.

Engagement with Universities, Others

Increasing visibility of PPCC was one of the priority areas during the period under review. Universities and intellectual centers in five counties, including Montserrado were visited by the PPCC team to provide awareness about the PPCA and public procurement activities in Liberia. This engagement also sought to strengthen the procurement capacity of various stakeholders and enlighten the public about the PPCC and its operations.

Prospects

The Division remains hopeful that the level of work previously done to implement the mandates of PPCC will increase. Every effort aimed at boosting the operating capacity of the commission will be exerted to improve the procurement system. There will be further engagements with existing partner institutions to solicit assistance, to increase the delivery level of the Division. We will also engage and forge collaborations with various stakeholders in the procurement ecosystem to bring productivity, and reach out to public officials, irrespective of locations to educate them on the provisions of the PPCA. We will customize our sensitization programs to suit their needs. This, we are hopeful; will bring them into compliance with the PPCA.

Challenges

The Commission highlights the following challenges:

- Slow paced and unwillingness of some public procurement and concession granting entities to comply with the processes and procedures of the PPCA;
- Inadequate budget to fully execute all the mandate areas of the Commission;
- Insufficient staff to fully execute all the mandate areas of the Commission;
- Inadequate office space and equipment/working tools such as laptop/computers, furniture, vehicles and other logistics to enable the Commission fully perform its statutory mandates.

7.0 CONCLUSION

The Commission is exerting every effort and is tapping every available resource to ensure that its mandate is achieved in an effective and efficient manner. Discussions and interventions with our donor partners like the World Bank, African Development Bank, as well as the United Nations Development Program (UNDP), are all centered on ensuring that additional support is provided to fully implement the mandate areas of the Commission, such as compliance monitoring, capacity building and awareness creation, policy formulation. We remain hopeful of our quest to establish a robust electronic procurement platform in Liberia that will address some of the anomalies in public procurement.

8.0 RECOMMENDATIONS

The Commission notes that, if the below issues are given serious consideration, remarkable progress can be achieved in the implementation of the Public Procurement & Concessions Act and enormous improvement of Liberia's Public Procurement System:

- i. Expansion or relocation of the Commission to accommodate existing staff, other units relevant to the functions of the Commission and create training space;
- ii. That the Commission be provided continuous required financial support to facilitate the execution of its monitoring and review mandates of procuring and concessions granting entities;
- iii. Continued Support on the E-Procurement Journey for its establishment;
- iv. Public Procurement Training Center for procurement practitioners on the application of procedures, preparation for innovative procurement reforms and to improve professionalism in this sector, and
- v. That procuring and concessions granting entities work strongly with the PPCC, given the governing procurement laws obligations, for increase in compliance and governance ratings for our great State and for more value for money options to be attained for national projects/deliverables.

9.0 ANNEX TABLES

Table 2: Number of Contracts by Procurement Entity and Quarter (2022)

Procurement entity	Q1	Q2	Q3	Total (Q1-Q3)
BSE			1	1
CARI	4		2	6
CNDRA	3	1	1	5
CSA			6	6
EPA	3	6	8	17
EPS	5	4		9
GAC	2	13	1	16
GC		18		18
IAA	3	5		8
JFK		27	1	28
Judiciary	63			63
LAA	10	17	13	40
LACC	2	5	1	8
LBS	10			10
LDEA				
LEITI	3	9		12
LIMA	35	12	10	57
LIPA	1			1
LISGIS	3	3	6	12
LMDC	3			3
LNP	7	2	5	14
LPRC		12		12
LRC	9			9
LRRRC	6			6
LTC	1	6	3	10
LWSC	12	2		14
MCSS	5			5
MIA	1		5	6
MME	3		12	15
MOA	4	7	1	12
MOE		6	16	22
MOFA		6	4	10
MOH	6	33	7	46
MOL	4			4
MOT	7	4		11
MPT	2	3		5
MYS	6	4	2	12
NAC	2	4		6
NAFAA	4	11	1	16
NASSCORP		18		18
NCD	6			6
NCHE	3	2		5
NDMA	1		6	7
NIC				0
NLA	4	8		12
NOCAL			8	8
NPHIL				
NTA	2	3		5
NU		5	9	14
PPCC	9			9
WRTTI			7	7
MOI			1	1
Total	254	256	137	647

Source: PPCC

Table 3: Contract value by Procurement Entity and Quarter (2022)

Procurement entity	Q1	Q2	Q3	Total (Q1-Q3)
BSE			51,956	51,956
CARI	95,400		12,535	107,935
CNDRA	11,300	15,435	15,000	41,735
CSA			41,500	41,500
EPA	0	188,621	118,767	307,388
EPS	95,200	713,501		808,701
GAC	13,989	547,766	258,500	820,255
GC		140,068		140,068
IAA	139,338	217,092		356,430
JFK		1,968,394	13,000	1,981,394
MOJ	3,969,805			3,969,805
LAA	15,364	15,135	12,064	42,563
LACC	187,900	131,000	39,000	357,900
LBS	607,228			607,228
LDEA				
LEITI	3,450	6,734		10,184
LIMA	2,522,898	326,280	544,791	3,393,969
LIPA	23,000			23,000
LISGIS	45,910	6,000	54,804	106,714
LMDC	28,760			28,760
LNP	916,000	207,549	2,573,439	3,696,988
LPRC		3,675,551		3,675,551
LRC	137,000			137,000
LRRRC	20,392			20,392
LTC	4,500	273,736	74,175	352,412
LWSC	2,222,178	1,318,187		3,540,365
MCSS	6,581			6,581
MIA	2,400		13,100	15,500
MME	166,455		257,516	423,971
MOA	196,118	28,772	69,759	294,649
MOE		988,604	7,334,463	8,323,067
MOFA		18,083	384,999	403,082
MOH	212,400	1,903,785	1,390,953	3,507,137
MOI			10,000	10,000
MOL	32,000			32,000
MOT	192,696	21,500		214,196
MPT	13,000	82,104		95,104
MYS	44,000	1,105,316	110,395	1,259,711
NAC	2,850	21,133		23,983
NAFAA	271,708	512,891	36,000	820,599
NASSCORP		4,197,577		4,197,577
NCD	13,170			13,170
NCHE	23,900	7,000		30,900
NDMA	12,960		129,228	142,188
NIC				
NLA	207,674	427,786		635,460
NOCAL			257,936	257,936
NPHIL				
NTA	132,130	1,775,171		1,907,301
NU		14,755	145,246	160,001
PPCC	46,477			46,477
WRTTI			163,344	163,344
Total	12,636,130	20,855,524	14,112,468	47,604,121

Source: PPCC

Table 4: Contract value by Procurement Entity and SBA vs Non-SBA (Q1-Q3 2022)

Procurement entity	Non-SBA	SBA	Grand Total	Share of SBAs
BSE		51,956	51,956	100.0%
CARI	28,535	79,400	107,935	73.6%
CNDRA	15,435	26,300	41,735	63.0%
CSA	33,500	8,000	41,500	19.3%
EPA	126,767	180,621	307,388	58.8%
EPS	808,701		808,701	0.0%
GAC	808,565	11,690	820,255	1.4%
GC	7,518	132,550	140,068	94.6%
IAA	356,430		356,430	0.0%
JFK	1,454,391	527,003	1,981,394	26.6%
Judiciary	1,037,399	2,932,405	3,969,805	73.9%
LAA	42,563		42,563	0.0%
LACC	209,900	148,000	357,900	41.4%
LBS	127,228	480,000	607,228	79.0%
LDEA				
LEITI		10,184	10,184	100.0%
LIMA	1,916,330	1,477,639	3,393,969	43.5%
LIPA		23,000	23,000	100.0%
LISGIS	106,714		106,714	0.0%
LMDC	28,760		28,760	0.0%
LNP	2,921,988	775,000	3,696,988	21.0%
LPRC	761,516	2,914,035	3,675,551	79.3%
LRC	110,000	27,000	137,000	19.7%
LRRRC	20,392		20,392	0.0%
LTC	230,233	122,179	352,412	34.7%
LWSC	3,540,365		3,540,365	0.0%
MCSS		6,581	6,581	100.0%
MIA	15,500		15,500	0.0%
MME	423,971		423,971	0.0%
MOA		294,649	294,649	100.0%
MOE	5,864,008	2,459,059	8,323,067	29.5%
MOFA	403,082		403,082	0.0%
MOH	2,087,940	1,419,197	3,507,137	40.5%
MOI	10,000		10,000	0.0%
MOL	32,000		32,000	0.0%
MOT	68,471	145,725	214,196	68.0%
MPT	80,004	15,100	95,104	15.9%
MYS	1,259,711		1,259,711	0.0%
NAC	20,800	3,183	23,983	13.3%
NAFAA	480,731	339,868	820,599	41.4%
NASSCORP		4,197,577	4,197,577	100.0%
NCD		13,170	13,170	100.0%
NCHE		30,900	30,900	100.0%
NDMA	122,328	19,860	142,188	14.0%
NIC				
NLA	489,994	145,466	635,460	22.9%
NOCAL	173,920	84,016	257,936	32.6%
NPHIL				
NTA	170,130	1,737,171	1,907,301	91.1%
NU	160,001		160,001	0.0%
PPCC	42,798	3,679	46,477	7.9%
WRTTI	130,315	33,029	163,344	20.2%
Total	26,728,932	20,875,190	47,604,121	43.9%

Source: PPCC

Table 5: Number of Bids by Procurement Entity and Quarter (2022)

Procurement entity	Q1	Q2	Q3	Total
BSE			1	1
CARI	4		2	6
CNDRA	3	1	1	5
CSA			6	6
EPA	3	6	8	17
EPS	5	4		9
GAC	2	13	1	16
GC		18		18
IAA	3	5		8
JFK		27	1	28
Judiciary	57			57
LAA			9	9
LACC	2	5	1	8
LBS	10			10
LDEA				0
LEITI	3	9		12
LMAS	25	12	12	57

Table 6: Number of Contracts by Procurement Method and Quarter (2022)

Procurement method	Q1	Q2	Q3	Total
FBS	7		1	8
ICB	2	6	1	9
ICS	1			1
LCS	2			2
NCB	61	87	42	190
QCBS		1	1	2
RB	81	96	43	220
RFQ	92	60	41	193
SS	8	4	6	18
Others	0	2	2	4
Total	254	256	137	647

Source: PPCC

Table 7: Value of Contracts by Procurement Method and Quarter (2022)

Procurement method	Q1	Q2	Q3	Total
FBS	264,250		70,395	334,645
ICB	0	1,823,279	838,550	2,661,829
ICS	25,000			25,000
LCS	91,200			91,200
NCB	3,740,846	5,749,522	9,815,603	19,305,971
QCBS		95,000	51,265	146,265
RB	7,577,861	12,885,936	3,030,873	23,494,669
RFQ	638,643	172,141	162,743	973,528
SS	298,330	108,867	143,039	550,236
Others	0	20,779	0	20,779
Grand Total	12,636,130	20,855,524	14,112,468	47,604,121

Source: PPCC

Table 8: Contract Value by Procurement Method and SBA vs Non-SBA (Q1-Q3 2022)

Procurement method	Non-SBA	SBA	Total	Share of SBA
FBS	70,395	264,250	334,645	79.0%
ICB	2,661,829		2,661,829	0.0%
ICS		25,000	25,000	100.0%
LCS	55,200	36,000	91,200	39.5%
NCB	13,759,184	5,546,787	19,305,971	28.7%
QCBS	146,265		146,265	0.0%
RB	8,912,531	14,582,139	23,494,669	62.1%
RFQ	661,513	312,014	973,528	32.0%
SS	441,236	109,000	550,236	19.8%
Others	20,779		20,779	0.0%
Total	26,728,932	20,875,190	47,604,121	43.9%

Source: PPCC

Table 9: Number of Bids by Procurement Method and Quarter (2022)

Procurement method	Q1	Q2	Q3	Total
FBS	7			7
ICB	1	4	1	6
ICS	1			4
LCS	1			1
NCB	47	77	42	176
QCBS		1		1
RB	71	86	41	204
RFQ	70	41	37	162
SS	9	4	5	20
Others		2	2	4
Total	207	215	128	585

Source: PPCC

Table 10: Average number of bids by Procurement Entity (Q1-Q3 2022)

Procurement entity	Number of Contracts	Number of Bids Received	Average number of bids per contract
BSE	1	3	3.0
CARI	6	15	2.5
CNDRA	5	14	2.8
CSA	6	18	3.0
EPA	17	31	1.8
EPS	9	9	1.0

0

Table 11: Average number of bids by Procurement method (Q1-Q3 2022)

Procurement method	Number of Contracts	Number of Bids Received	Average number of bids per contract
FBS	8	0	0.0
ICB	9	31	3.4
ICS	1	3	3.0
LCS	2	1	0.5
NCB	190	404	2.1
QCBS	2	2	1.0
RB	220	472	2.1
RFQ	193	278	1.4
SS	18	21	1.2
Others	4	4	1.0
Total	647	1,216	1.9

Source: PPCC

Table 12: Number of contracts by number of bids received (Q1-Q3 2022)

Number of bids	Q1	Q2	Q3	Total
1	58	32	26	116
2	24	36	26	86
3	55	74	36	165
4	15	36	15	66
5	1	3	3	7
6		7	1	8
7		2	2	4
9	1	1		2
12			2	2
Others	100	65	26	191
Total	254	256	137	647

Source: PPCC

