



Republic of Liberia



# ANNUAL REPORT

OF THE

## PUBLIC PROCUREMENT & CONCESSIONS COMMISSION

Executive Mansion Grounds  
Capitol Hill, Monrovia, Liberia  
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## For the Year 2010

December 31, 2010

ENSURING ECONOMIC AND EFFICIENT USE OF PUBLIC FUNDS



Republic of Liberia  
**Public Procurement & Concessions Commission**

Executive Mansion Grounds  
Capitol Hill, Monrovia, Liberia



Website: [www.ppcc.gov.lr](http://www.ppcc.gov.lr)

Tel. #06-967873/02734000

Ref: **PPCC/RL/AC/428/'08**

December 31, 2010

The Honorable  
Members of the Legislature  
Capitol Building  
Monrovia, Liberia

Honorable Ladies and Gentlemen:

We have the pleasure to present our compliments and herewith submit to you the Annual Report of the Public Procurement and Concessions Commission (PPCC) highlighting major achievements of the Commission for the period 2006 to 2010.

The Public Procurement & Concessions Act of 2005 created the Public Procurement and Concessions Commission (PPCC) to exercise oversight responsibilities of all procuring and concession entities in Liberia. The PPCC also ensures the economic and efficient use of public funds in the procurement of goods, works and services and the granting of concessions, while at the same time ensuring that the processes used are competitive, transparent and non-discriminatory.

Honorable Ladies and Gentlemen, we thank you for your support to the works of the Commission, which has enabled us to make tremendous progress in the implementation of the procurement and concessions reform program of Government.

We look forward to your continued support and a harmonious working relationship during the years ahead.

With sentiments of our highest consideration and esteem, we remain,

Respectfully yours,

Professor Willie Belleh, Jr.  
**CHAIRMAN**

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Regulating and Monitoring Compliance with the Public Procurement  
And Concession Act of Liberia

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## **Executive Summary**

The Public Procurement and Concessions Commission (PPCC) was established as a distinct corporate entity to oversee all public procurement and concessions processes in accordance with the Public Procurement and Concessions Act (PPCA) of 2005. The Commission has the core objective to achieve transparency in the procedures, processes and decisions relating to procurement and concession agreements, and to ensure “Value for Money” through the economic and efficient use of public funds.

Professor Willie Belleh was appointed by the President, H. E. Madam Ellen Johnson Sirleaf, confirmed by the Liberian Senate and took office on April 6, 2010. Professor Belleh replaced the late Chairman, Honorable Keith K. Jubah who was killed on November 1, 2009. Other members of the Commission are: Mrs. Esther W. Paegar, Vice Chairperson, Messrs Charles E. Collins, Sr., Clarence K. Momolu, Sr., Jenkins G. W. Wongbe and Ambassador Timothy E. Thomas. In November 2010 Mr. Sam Russ who served as a Commissioner representing the Ministry of Justice was appointed Deputy Minister of Planning at the Ministry of Lands, Mines and Energy and Ms. Adela Cooper was appointed Deputy Minister of Justice for Economic Affairs, replacing Mr. Russ on the Commission.

In July 2009, the Commission inducted a new Executive Director into office, Mrs. Peggy Varfley Meres, replacing Mr. Joseph S. Neufville who now serves as Technical Advisor. Other senior staffs of the Commission are: Mr. Lysander B. Wokpeh, Director, Compliance and Monitoring Division, Mrs. Evelyn Lah-Gongloe, Director, Training/Capacity Building Division, Mr. Nathan N. Bengu, Director, Information & Communication Division, Mr. Joseph S. D. Suah, Sr., Director, Finance and Administration Division. The Commission is actively recruiting for the positions of Director of Complaints, Appeals & Review Division and Director of Policy, Standards & Procedures Division.

### **Highlights/Challenges:**

Under the new leadership of Chairman Belleh and Peggy Varfley Meres, the Commission has been raised to a new level of relevance, visibility and prominence as an instrument of public accountability. It has repositioned itself at the forefront in the fight against corruption by partnering with key stakeholders like the Ministry of Finance and the General Auditing Commission to ensure compliance with the law.

The Amendment and Restatement of the Public Procurement and Concessions Act of 2005 was approved by the President on September 16, 2010. The Minerals, Mining and Petroleum Laws of Liberia were harmonized with the amended and restated PPC Act of 2005. Additionally, the Public Procurement and Concessions Regulations and Implementation Manual based on the PPC Act, 2005 was issued along with the Regulations on the Procedures for Issuance of Exploration Licenses. The Standard Bidding Documents (SBDs) of Liberia for Goods, Works and Services was also finalized and issued.

The carbon credit scandal brought to the world attention by Global Witness in the Summer of 2010, emanated from England regarding potential irregularities surrounding Carbon Harvesting Corporation (CHC) plan to invest in Carbon Credits in Liberia implicated senior Government officials, including two senior staff of PPCC of corruption. The President took swift action to appoint a Special Presidential Investigative Committee headed by Cllr. Negbalee Warner to investigate. On October 12, 2010, a press release from the President of

the Republic of Liberia was issued as a measure to implement the recommendations contained in the Special Presidential Committee report.

The Commission took the charges against the two senior members very seriously as it brought into disrepute the credibility of the institution. Accordingly, given the seriousness of the allegations, the Commission placed the two staff members on immediate administrative leave pending thorough review. On October 28, 2010, the Ministry of Justice released its findings that confirmed the report's lack of sufficient evidence to prosecute several officials.

On July 12, 2010, the National Integrity Forum (NIF), a consortium of government agencies, civil society groups and private institutions, was launched in Liberia. The NIF is a pressure group intended to promote integrity standards, support the fight against corruption, advance good governance in the country, and address inadequacies of integrity systems in a holistic and sustainable way.

The Commission has begun collaboration with key stakeholders (General Auditing Commission, Ministry of Finance, Ministry of Commerce, Ministry of Planning and Economic Affairs and Ministry of Foreign Affairs) in the establishment of a centralized database of registered and legitimate businesses to aid in the achievement of sustainable growth in Liberia.

Conducted several workshops to create awareness and sensitize public officials, the private sector, stakeholders and the general public on the PPC Act, clearly indicating to them their obligations and benefits under the public procurement and concessions reform program of Liberia.

The African Development Bank (AfDB) sponsored the Executive Director to a Forum on Public Procurement Reform in Africa from November 16-17, 2009 in Tunisia, while the Technical and Policy Advisor attended a Procurement Capacity Development Conference (PCDC) in South Africa from February 16-21, 2009 through the sponsorship of UNDP.

Received twenty (20) cases of complaints/appeals (from 2008 to 2010) from aggrieved bidders; reviewed and issued rulings in twelve (12) cases. Five (5) cases were not supported with adequate documents to facilitate the investigations, while three (3) cases were redirected to the complainants for procedural errors.

Monitored a target of eighty-two (82) procuring entities to ensure the establishment and functioning of the Procurement Committees and Procurement Units. Reviewed procurement plans of sixty-five (65) procuring entities out of the target and approved forty-seven (47) procurement plans of those reviewed. For ease of monitoring, the Commission placed procuring entities into three (3) categories of small, medium and large spenders based on budget allocations. In addition, Procurement audits were conducted on several entities of Government including the Liberia Petroleum Refining Corporation (LPRC), which revealed marked improvement in the compliance level of procuring entities with respect to the methods of procurement used.

Received) three(3) new vehicles (Two Jeeps and a four-door Navara Nissan Pickup), and several sets of computers and office equipment from the World Bank through Economic Governance and Institutional Reform Program(EGIRP).

In addition to the funds made available to the Commission in support of its capacity building program, the United Nations Development Program(UNDP) also donated several sets of computer and office equipment to the Commission in 2010 to complement its efforts.

In February 2010, the Commission through its Executive Director, Peggy Varfley Meres, made presentation at the International Procurement Reform Workshop in Addis Ababa, Ethiopia, from February 4-5, 2010. The workshop targeted Ten(10) Sub-Saharan African Countries.

### **Challenges**

The following issues remain the challenges of the Commission:

- I. The absence of a computerized monitoring software that would enable the Commission to timely collect and disseminate national procurement statistics and monitor procurement and concessions compliance and performance levels;
- II. Delays in professionalizing procurement by developing procurement curriculum and offering procurement courses at the University of Liberia (UL) and the Liberia Institute of Public Administration (LIPA) levels, thereby ensuring the continuous supply of procurement personnel for entities of Government; and
- III. The frequent replacement or removal of trained procurement staff by heads of procuring entities and subsequent replacement by untrained ones may retard these entities ability to timely execute their procurement plans which sometimes creates procurement bottlenecks and delays in the recovery programs of Government.

### **Recommendations/Way-Forward**

PPCC can make progress in its implementation program of the PPC Act if the following issues are given urgent consideration:

- I. Procurement and installation of the off-the-shelf computerized procurement monitoring software that would enable PPCC to collect and disseminate national procurement statistics and monitor procurement compliance and performance levels; and
- II. Professionalization of procurement in Liberia to ensure the timely and regular supply of procurement staff for entities in both the public and private sectors.

### **Conclusion**

In spite of the challenges outlined above, the Commission continues to make remarkable strides in implementing the PPC Act. The compliance levels of procuring entities to provisions of the PPC Act is improved and bidders now understand their rights to complain on a bidding process and the procedures to follow, while the Civil Society is more active in serving as watch-dogs to the public procurement and concessions reform process as evident by their coverage of non-compliance in the media and their calls for corrective actions for non compliance.

## **1.0 INTRODUCTION**

The Public Procurement and Concessions Commission (PPCC) was established as a distinct corporate entity to oversee all public procurement and concessions in accordance with the Public Procurement and Concessions Act (PPCA) of 2005. The Commission began to implement its mandate as provided for by the PPC Act in 2006 following the inauguration of Liberia's first post-war constitutionally elected President, Her Excellency, Madam Ellen Johnson Sirleaf.

The Commission has the core objective to ensure the economic and efficient use of public funds in public procurement and concessions processes and to ensure that public procurement and concessions processes are conducted in a competitive, transparent, accountable and efficient manner resulting in achieving **“value for money”** and the timely delivery of services.

The Commission is administered by a seven member commissioners appointed by the President. The mandate of the Commissioners is to handle policy issues and give directions to the Commission. The Commissioners include: Professor Willie Belleh, Jr., Chairman, Mrs. Esther W. Paegar, Vice-Chairperson, Mr. Charles E. Collins, Sr., Mr. Clarence K. Momolu, Sr., Ambassador Timothy E. Thomas, Mr. Jenkins G. W. Wongbe and Mr. Sam Russ as representative of the Ministry of Justice. Professor Belleh took over the chairmanship of the Commission on April 6, 2010, from Mrs. Esther W. Paegar who acted in this position following the demise of Hon. Keith K. Jubah. Professor Belleh was appointed by the President, Her Excellency Ellen Johnson Sirleaf and confirmed by the Liberian Senate.

The Secretariat, headed by the Executive Director, Peggy Varfley Meres, runs the day to day affairs of the Commission. The management team include: Mr. Joseph S. Neufville, Technical and Policy Advisor, Mr. Joseph S. D. Suah, Sr., Director, Finance and Administration, Mr. Nathan N. Bengu, Director, Information Dissemination and Communications, Mr. Lysander B. Wokpeh, Director, Compliance and Monitoring, Mrs. Evelyn Lah-Gongloe, Director, Capacity Building and Training. The Commission is actively recruiting for the positions of Director of Complaints, Appeals & Review Division and Director of Policy, Standards & Procedures Division.

As mandated in Part II, Section 5(h) of the PPC Act, the Commission has the statutory duty to provide information on its activities and achievements in the form of an Annual Report and submit same to the National Legislature. This Report covers activities performed by the Commission in 2010 relative to the implementation of PPC Act. It provides information on the broad spectrum of its operations including finances, capacity building, and compliance levels with the PPC Act. It also reports on the Amended and Restated PPC Act of 2010 and on procurement and concessions related complaints and appeals filed with the Commission for redress and how they were disposed of, among others.

### **1.1 PPCC Goals And Objectives**

The Goals and Objectives of the Commission include:

- i. Decentralization of public procurement to procuring entities;
- ii. Eradication of monopolies and promotion of competitiveness in the procurement and concessions processes;

- iii. Maximize economy and efficiency in procurement, and obtain best value for public expenditures;
- iv. Achieve transparency in the procedures, processes and decisions relating to procurement and concession agreements;
- v. Promote integrity, fairness, accountability and public confidence in the procurement process, among others.

## **1.2 Collaboration process**

The PPCC operates in collaboration with partners and relevant stakeholders involved with the institutional and staff capacity building processes in Liberia. The following collaborative processes were undertaken:

- i. Weekly Commissioners meetings, meeting with various stakeholders, including national and international entities and partners to discuss reform strategies, roadblocks and ways to further support/enhance the work of the Commission.

## **2.0 SECRETARIAT**

### **2.1 Progress of the Commission**

Consistent with its mandate of ensuring the economic and efficient use of public funds in public procurement and ensuring that public procurement and concession processes are conducted in a fair, transparent and non-discriminatory manner, the Commission undertook the following tasks captured under its core program areas and support units

#### **I. Policy, Standards and Procedures**

In keeping with Section 5 (c & f) of the PPC Act, the Commission successfully performed the following tasks under its Policy, Standards and Procedures Division:

- A. Developed and launched the approved Interim Regulation on the granting of exploration, prospecting and reconnaissance licenses for minerals in fulfillment of Section 122 of the PPC Act.
- B. Prepared and issued the Public Procurement and Concessions Regulations and Implementation Manual to enhance clarity of the PPC Act and facilitate the processes of awarding procurement and concession contracts.
- C. Revised the Schedule of Thresholds upward for procurement and removed them from the PPC Act into Regulations and issued them to the general public.
- D. Amended and Restated the PPC Act which was passed by the Legislature, approved by Government, published in handbill and launched in a formal program held at the Monrovia City Hall.

#### **II. Capacity Building and Training**

In fulfillment of its human resource development agenda according to Section 5 (d) of the PPC Act, the Commission undertook the following training and capacity building exercises:

(A). The Commission conducted ten (10) procurement training workshops in 2010, with the biggest being the Nation-wide Procurement Capacity Building Workshop for local Government officials from the fifteen (15) political subdivisions of Liberia. The workshop targeted Development Superintendents, County Accountant/Budget Officers, and Chairman and Members of the Project Management Committee. It was conducted at three regions across Liberia including Zwedru, Grand Gedeh County, Buchanan, Grand Bassa County and Kakata, Margibi County. The workshop had a recorded attendance of ninety (90) participants. PPCC worked in collaboration with Ministries of Internal Affairs and Finance to facilitate the workshop which lasted for Nine(9)days. It was sponsored by the United Nations Development Program (UNDP).

(B.) Series of pocket training workshops geared towards enhancing the capacity of procurement practitioners were also held during the period. Entities that benefited from the exercise are Booker Washington Institute, National Bureau of Veteran Affairs, Corporative Development Agency, Liberia Petroleum Refining Company, Ministry of Internal Affairs, Ministry of Health and Social Welfare, and National Port Authority. A total of Two Hundred Eighty-One (281) persons participated in these pocket procurement training workshops.

(C). In February 2010, the Commission was invited to make presentation at the International Procurement Reform Workshop in Addis Ababa, Ethopia, from February 4-5, 2010. The workshop targeted Ten(10) Sub-Saharan African Countries. Executive Director Peggy Varfley Meres attended this workshop and made presentation on behalf of the Commission.

### **III. Compliance and Monitoring**

Section 5 (a) of the PPC Act mandates the Commission to monitor compliance with the Act by all parties and persons to whom it applies. Consistent with this mandate, the Commission during the period under review undertook the following monitoring exercises:

(A.) The Commission held its regular Annual Procurement Plan Hearing targeting eighty-seven procuring entities. Of this number, fifty-two (52) entities appeared for the hearing consistent with Section 40 (1 & 2) of the Act. The procurement plans were cross-examined during the hearing to ensure full compliance level. Observations captured in this report were made during the exercise, they include: (a) Budgetary items such as Office Materials and Services and Other General Consumables appeared to have similar procurement packages (b) Capital expense items captured in the 2009/2010 Plan of the Ministry of Public Works were repeated in its 2010/2011 procurement plan. (c) Some entities such as the National Port Authority, Liberia Petroleum Refining Corporation, Liberia Telecommunications Authority and National Drug Service run their fiscal period from January-December while majority of the entities run theirs from July to June of the following year.

(B). The Commission also conducted post procurement audits for seven procuring entities of Government. Entities audited include Ministries of Transport, Post and Telecommunications, and Finance. Others are the Liberia Petroleum Refining Company, Liberia Produce Marketing

Corporation, National Port Authority, and National Social Security and Welfare Corporation. According to audit findings, Finance Ministry and Liberia Petroleum Refining Company (LPRC) met acceptable compliance level in the conduct of their procurement activities, while the rest of entities audited used less competitive procurement methods and procedures in their procurement activities. The use of less competitive methods in this case is an indicator of non compliance to the PPC Act.

#### **IV. Complaint, Appeals and Review**

In keeping with Section 5 (n) of the PPC Act relative to the independent review of and decision making on complaints and appeals concerning procurement and concessions processes, the Commission did the following:

- a. Five (5) cases were carried forward from 2009 to 2010 for lack of complete set of documents to facilitate the adjudication process. The documents were not received and the cases seem abandoned;
- b. Received two (2) cases in 2010, adjudicated and ruled on one (1) case, while one (1) case was redirected for procedural error.
- c. Developed and adopted the schedule of fees for filing complaints and appeals growing out of the procurement and concession processes and contracts awards.

#### **V. Information Dissemination and Communications**

Section 5 (b) of the PPC Act mandates the Commission to undertake information dissemination activities geared towards building the capacities of procuring entities, contractors, partners and the general public on procurement and concessions processes and procedures and keep them informed on the implementation of the reform program. Consistent with this mandate, the following awareness activities were undertaken in 2010:

##### **A. Website:**

Website enhanced and regularly updated with relevant procurement documents to satisfy curiosity of procurement practitioners, stakeholders, contractors, partners and the general public. Key documents including the Amended and Restated PPC Act of 2010, Regulations and Implementation Manual accompanying the Act, Standard Bid Documents, Procurement and Concession Notices, and all reports including outcome of procurement or concession disputes resolution process and other procurement information specified in the Act are available on the website.

##### **B. Quarterly Procurement Bulletin**

Developed and published the quarterly newsletters” Alert” aimed at propagating the much needed information concerning the implementation program. The publications highlight works of the Commission in the areas of capacity building, compliance monitoring, policy, complaints, appeals and review process, and awareness creation. Circulation currently stands at three hundred copies per publication targeting procuring entities, contractors, stakeholders, partners, private sector, civil society groups, media and the general public.

### **C. Compliance Monitoring**

In an effort to ensure compliance with the Public Procurement and Concessions Act, the Commission during the period under review, undertook the review and monitoring of eight (8) local newspapers. Findings from this exercise showed that several Invitations to Bids or Procurement and Concessions Notices advertised in the local dailies by procuring entities of Government met full compliance level while few of them had some correctable errors, meaning the education and awareness aspects of the implementation program is yielding some positive results. Communication Division collaborated with Compliance and Monitoring Division to conduct this exercise.

### **D. Outreach**

In support of its multimedia approach for sustained public awareness on the procurement reform agenda of Liberia, the Commission, during the period under consideration, employed the use of communication kits such as stickers, t-shirts, and banners to propagate the much needed procurement information. These kits were distributed among stakeholders, partners, contractors and the general public to help them understand procurement methods and procedures and how they can ensure value for money in public procurement. Radio talk shows and press conferences were routinely held by the Commission to educate the public on the reform program. Press releases and statements were also issued to further educate the public on the essence of public procurement and concession awards.

## **VI. Finance and Administration**

During the reporting period, the Commission received total appropriation in the amount of US\$979,850, which comprises of US\$420,850 (January 1-June 30, 2010) and US\$559,000 (July 1-December 31, 2010). The Financial Statements comprise of two sections: Appropriation and Receipts and Expenditure.

### **Receipts**

A total of US\$363,215 was received by the Commission from the Ministry of Finance (January- June 30, 2010), while an amount of US\$261,581 was collected (July-October 31, 2010). Additionally, an amount of US\$4,383 was brought forward on January 1, 2010, making total receipts to the amount of US\$629,170 for the reporting period. See schedule 1 for receipts breakdown.

### **Expenditure**

The Commission expended a total amount of US\$619,901 on personnel, fuel and lubricants for vehicles; generators, stationery, internet service, etc. See schedule 1 for expenditure breakdown.

**Public Procurement and Concessions Commission**  
**Executive Mansion Grounds**  
**Capitol Hill, Monrovia, Liberia**

**Statement of Cash Receipts and  
Expenditure**

**For the period ended December 31, 2010**

Balance brought forward January 1, 2010		4,383
Gol Subsidy Received		<u>624,796</u>
<b>Total</b>		<b>629,179</b>
<b>Less Payments:</b>		
Basic Salaries	103,142	
Honorarium	140,000	
General Allowance	200,273	
Professional Services	15,000	
Fuel and Lubricants –Vehicles	68,399	
Repairs and Maintenance -Vehicles	7,538	
Stationery	9,283	
Cleaning materials and Services	100	
Printing, Binding and Publication Services	7,810	
Newspapers, books and periodicals	2,056	
Entertainment, Representation and gift	3,212	
Other Office materials and Consumables	4,353	
Water and Sewage	563	
Telecommunications, Internet, postage & courier	20,973	
Fuel and Lubricants generators	15,868	
Repairs and maintenance-mach., Equipment	4,982	
Non-residential buildings	953	
conferences, Seminars, Symposia	3,949	
Vehicles insurance	7,323	
Domestic travel-means of travel	1,250	
Foreign travel-Daily subsistence allowance	2,541	
Foreign travel- incidental allowance	250	
Bank Charges	85	
Total payments	<hr/>	<hr/> 619,901
<b>Balance carried forward December 31, 2010</b>		<hr/> <b><u>9,278</u></b>

### **3.4 Carbon Credit Scandal**

The carbon credit scandal brought to the world attention by Global Witness in the Summer of 2010, emanated from England regarding potential irregularities surrounding Carbon Harvesting Corporation (CHC) plan to invest in Carbon Credits in Liberia implicated senior Government officials, including two senior staff of PPCC of corruption. The President took swift action to appoint a Special Presidential Investigative Committee headed by Cllr. Negbalee Warner to investigate. On October 12, 2010, a press release from the President of the Republic of Liberia was issued as a measure to implement the recommendations contained in the Special Presidential Committee report.

The Commission took the charges against the two senior members very seriously as it brought into disrepute the credibility of the institution. Accordingly, given the seriousness of the allegations, the Commission placed the two staff members on immediate administrative leave pending thorough review. On October 28, 2010, the Ministry of Justice released its findings that confirmed the report 'a lack of sufficient evidence to prosecute several officials'. The two PPCC senior staffs were vindicated by the Justice Ministry following a thorough investigation.

### **4.0 Collaboration/Donations**

**(A).** The Commission is collaborating with stakeholders and institutions in the fight against corruption to develop a computerized database information system that would serve as a registry for all legal businesses operating in Liberia. PPCC is spearheading this initiative closely supported by the General Auditing Commission (GAC), Ministry of Finance, Ministry of Foreign Affairs, Ministry of Commerce and Industry, and Ministry of Planning and Economic Affairs. If developed, the database will incorporate basic information from collaborating ministries and agencies and would contain the prequalification requirements of businesses bidding for government contracts. The Database will further help solidify the position of Government on the fight against corruption and waste of public funds.

**(B).** The Commission is also collaborating with the Center for Transparency and Accountability (CENTAL) aimed at developing a robust awareness campaign to educate the public about the procurement reform agenda. A Memorandum of Understanding (MoU) has been developed and is being reviewed for appropriate action.

**(C).** The Commission has membership with the National Integrity Forum(NIF), a consortium of government agencies, civil society groups and private institutions. The NIF is a pressure group intended to promote integrity standards, support the fight against corruption, advance good governance in the country, and address inadequacies of integrity systems in a holistic and sustainable way. It was launched on July 12, 2010 in Liberia.

**(D).** Consistent with its institutional reform initiative, the World Bank donated to the Commission, Three(3) new vehicles (Two Jeeps and a four-door Navara Nissan Pickup), and several sets of computers and office equipment to boost the implementation program.

(F). In addition to the funds made available to the Commission in support of its capacity building program, the United Nations Development Program(UNDP) also donated several sets of computer and office equipment to the Commission in 2010 to complement its efforts.

## **5.0 Staff Update**

In July 2009, the Commission inducted a new Executive Director into office, Mrs. Peggy Varfley Meres, replacing Mr. Joseph S. Neufville who now serves as Technical Advisor. Mrs. Meres, assisted by a team of competent professionals, runs the day-to-day affairs of the Commission. Other senior staffs of the Commission are: Mr. Lysander Wokpeh, Director, Compliance and Monitoring Division, Mrs. Evelyn Lah-Gongloe, Director, Training/Capacity Building Division, Mr. Nathan N. Bengu, Director, Information & Communication Division, Mr. Joseph S. D. Suah, Sr., Director, Finance and Administration Division. The Commission is actively recruiting for the positions of Director of Complaints, Appeals & Review Division and Director of Policy, Standards & Procedures Division.

## **6.0 Lessons Learned**

Liberia's procurement reform is new and requires capacity building and adequate resourcing of procurement practitioners to sustain the type of sound public procurement system that is envisaged by the framers of the Reform. There still remains the perception that a number of challenges are linked to 'resistance to change'. The regular training provided by the Commission continues to provide numerous windows of opportunities for procurement practitioners and private sector in understanding the relevance of procurement and concessions reform.

The unrelenting implementation of the PPCA and its gradual understanding by stakeholders has opened new avenues for participation in a competitive procurement process. Bidders have begun filing complaints against the bidding process and appealing decisions of the Panel. Some bidders have even appealed the rulings of the Panel to the Civil Law Court.

The PPCA is promoting competition and transparency in procurement and concessions activities and gradually generating the confidence of both national and international investors. It also stimulates chances for investment, which the Commission is striving to achieve.

## **7.0 Challenges**

The following issues remain the challenges of the Commission:

- I.** The absence of a computerized monitoring software that would enable the Commission to timely collect and disseminate national procurement statistics and monitor procurement and concessions compliance and performance levels;
- II.** Delays in professionalizing procurement by developing procurement curriculum and offering procurement courses at the University of Liberia (UL) and the Liberia Institute of Public Administration (LIPA) levels, thereby ensuring the continuous supply of procurement personnel for entities of Government; and

**III.** The frequent replacement or movement of trained procurement staff by heads of procuring entities or on their own decisions to seek opportunities and replacing them by untrained ones resulting in procuring entities inability to timely spend their budget allocations thereby creating procurement backlogs and delays in the recovery programs of Government.

### **8.0 Recommendations/Way-Forward**

PPCC can make progress in its implementation program of the PPC Act if the following issues are given urgent consideration:

**I.** Procurement and installation of the off-the-shelf computerized procurement monitoring software that would enable PPCC to collect and disseminate national procurement statistics and monitor procurement compliance and performance levels; and

**II.** Professionalization of procurement in Liberia to ensure the timely and regular supply of procurement staff for entities in both the public and private sectors.