

# NATIONAL PUBLIC PROCUREMENT AUTHORITY

2010 ANNUAL COMPLIANCE AND PERFORMANCE ASSESSMENT REPORT

**MAY 2011**

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## **FOREWORD**

Under the Public Procurement Act (2004), the National Public Procurement Authority (NPPA) is charged with the responsibility to Regulate, Harmonize and Monitor public procurement in the Republic of Sierra Leone. These responsibilities have been carried out with very high intensity since 2006.

The Authority commenced its roll-out programme in 2006 to Nine spending entities and later impacted on 35 in 2009 and 55 entities in 2010. This figure has reached 120 by 2011, the year in which the assessment for 2010 procurement actions was carried out.

This is the first time NPPA is publishing its Monitoring and Evaluation report since its inception and it seeks to create a model, which will be followed in future with incremental improvement.

A lot of people assisted us in completing these works. These include the Chairman and members of the NPPA Board of Directors and Management and staff of the Authority. The untiring efforts of the Head and staff of M&E Department at NPPA; as well as other Heads of Department of the Authority also contributed a great deal in making this publication a reality. There are numerous others who by way of advice spurred us on to finalize and publish the materials gathered during the pre survey and actual survey exercise. Of immense assistance were the enumerators, coordinators, and supervisors including staff of the MDAs from where data were collected. We could not have done it without them.

The Multi Donor Budget Support contributors – The World Bank, DFID, AfDB and the Government of Sierra Leone for providing the necessary funding to enable NPPA improve on the public procurement process in the country.

Finally, we hope this publication will be a useful reference point for public procurement practitioners and others who will find the data useful for their various work.

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Acting Chief Executive  
NPPA

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## EXECUTIVE SUMMARY:

### BACKGROUND

About 300 spending institutions are estimated to be under the purview of the Public Procurement Act. Out of this number, 120 have been impacted by the NPPA under its roll out programme since inception in 2006. The roll-out institutions were targeted under the 2010 assessment exercise but data was available in 102 institutions. In this connection, the data presented here represents the four quarters assessment in the 102 institutions covered.

Table 1 below, shows the entities where no data was available during the assessment. Further investigations and follow-up will be done to obtain these data for analysis or to initiate necessary actions for bringing these institutions to speed.

**Table 1: Institutions without procurement records for the Assessment period**

No.	INSTITUTION	ADDRESS	REGION	SECTOR
1	Bumbuna Hydro Electric Project	Freetown Central Siaka Steven St.	Western	Economic
2	Rokel Commercial Bank	Freetown Central Siaka Steven St.	Western	General
3	Ministry of Fisheries and Marine Resources	Freetown West Yuoyi Building	Western	Economic
4	Sierra Leone Commercial Bank	Freetown Central Siaka Steven St.	Western	General
5	Cabinet Secretariat	Freetown Central Tower hill.	Western	General
6	Guma Valley water Company (GVWC)	Freetown Central Lamina Sankoh Street	Western	Economic
7	National Insurance Company Ltd.	Freetown Central Walpole St.	Western	Economic
8	National Commission for Democracy & Human Right	Freetown West Yuoyi Building	Western	General
9	Freetown Teachers College	Freetown East Jui	Western	Social
10	Immigration Department	Freetown Central Rawdon St.	Western	Security
11	Justice & Legal Service Commission	Freetown Central Wellington St.	Western	General
12	Ministry of Health and Sanitation	Freetown West Yuoyi Building	Western	Social

### **Objective:**

The key objective of the assessment was to determine the level at which spending institutions have complied with the institutional framework for implementation of public procurement as dictated by the Public Procurement Act, 2004. This was necessary as a first step before moving to the next stage of enforcement of sanctions arising from deviation from established procurement actions as required by the law.

With the determination of the baseline compliance status, further oversight actions including, capacity building of personnel associated with the administration of contracts within the spending entities can then be embarked upon.

### **Methodology**

Data collection was organized by regions – Eastern, Western, Northern and Southern. Sixty-eight enumerators were engaged in total to collect these data with nine (9) for the Eastern region, thirty-six (36) for the Western region, thirteen (13) for the Northern region and ten (10) for the Southern region respectively. The enumerators were engaged from a pool of experienced persons who have been so engaged in the past for similar exercise.

In addition to the sixty-eight persons, five (5) data entry staff were recruited to enter the huge data collected from the field. The Acting Chief Executive provided overall direction for the exercise while the Head of Department of Monitoring and Evaluation coordinated the field work.

### **Questionnaire Instruments:**

The following structured instruments were used to collect data from the field:

- i. Procurement Operations Assessment with 28 variables
- ii. Institutional Procurement Committee Assessment with 9 variables
- iii. Institutional Procurement Unit Assessment with 11 variables

### **Data Analysis:**

The Microsoft excel software application was used to capture and analyze the data for the assessment. Data was verified after field operations by the Supervisors and passed to the Coordinator for review and confirmation. Consequently, the data is passed to the data entry staff for entering in the standard table designed for the purpose. After entering the data, it is also checked for errors and cleaned up as necessary.

## **Results:**

### **Volume of Procurement Carried out:**

For the year 2010, the assessment shows that the bulk of all procurement contracts were undertaken in the western region (1878-77%) with the remaining 23% shared among the other regions - east (9%), north (8%) and south (5%). This should not be surprising because of the preponderance of spending institutions in the West comprising the capital city, Freetown and Waterloo. From the allocation of enumerators, 58% were assigned to the west while the rest were shared to the three other regions.

### **Sectoral Divisions of Procurement Actions:**

In terms of sectors, it was found that there is a level spread of the volume of contract executed. Although there are slight variations with the security sector taking the lead with 27.6% followed by the General Sector (23.2%); Local Councils (23.1%); Social Sector (13.6%) and Economic Sector (12.6%) respectively.

### **Funding Sources for Procurement:**

From findings on funding sources for procurement, it was discovered that 84.4% was provided by Government of Sierra Leone, 9.6% from internally (self) generated funds and 6.0% from donors. It is important to note that some donor funded procurements were not fully captured during this exercise. So this result needs to be validated.

### **Type of Procurement carried out:**

It was found that with regards to the various categories, Goods procurement took the lead with about 75% of all contracts for the year in terms of volume. This is followed by Works with 21% and Services with 5%. It was further found out that for the entire goods category the highest number of contracts occurred in the second and third quarters. While with works, it is in the first and third quarters. For Procurement of Services, occurrence took place in the first and third quarters. It was however found that the highest expenditure on procurement nation-wide was in the third quarter.

### **Methods of Procurement:**

In terms of the methods used, it came out that the Restricted Method using the Request for Proposals (RFQ) predominated (73.2%) in procurement for the reviewed year. This is also true in volume terms where, 87% of contracts were awarded through the restricted method. This is a cause for concern, since the drive is towards

Open Competitive Method. This again surfaced in the bidding process wherein 71.6% of bids for the year were based on restricted bidding.

### **Bid Dispute:**

Bid contention for the period 2010 was very low at 0.5%. Reasons for this included fear of unknown consequences and lack of information on the grievance procedure by bidders.

### **Extent of Working within the Plan:**

The study revealed that most procurement actions were planned (80%) and were clearly stated in the procurement plans. However deviations from planned methods were found to be the case in 32.5% of the contracts. In other words, lower methods of procurement were used in 32.5% of the planned procurement actions.

### **Use of Standard Bidding Documents:**

Investigation of the use of standard NPPA document showed that in 78.2% cases, the NPPA standard documents were used while the use of standard contract forms were prevalent in 80% of the cases.

### **Timely payment on Contracts**

In terms of contract payment as scheduled in the contracts, only in 13% of cases reviewed were payment made according to schedule. For completion of contracts, it was found that 82.5% of contracts awarded were executed to completion. It was also established that contracts completion report were completed on time in 73.5% of the cases reviewed.

### **Procurement Structures:**

The existence and functionality of procurement structures were investigated. It was found that of all the entities probed, 95% had in place well constituted procurement committees, with 71% of these meeting full compliance in accordance with the provisions of the law. 86% of entities were found to have procurement units; although with limited resources. On the whole, a marked improvement was observed in the level of compliance as mandated by the law.

Notwithstanding these achievements, there is still room for improvement. The use of restricted bidding method remains to be a major issue of attention. The prevalent use of restricted bidding needs to be addressed.

**Table 3: Brief analytical overview of the total procurement assessment**

Parameter	Occurrence 2010	Comparison with 2009	Percentage Difference	Value in Leones 2009	Value in Leones 2010
Total procurement contract actions	2439	629	+288%	145.7b	421.5b
Percentage of contract actions above threshold	14%	29%			
Total procurement contract actions above threshold	355	181	+87%	-	-
Total procurement contract action using open method	324	164	+96%	117.5b	357.6b
Percentage of procurement contract actions above threshold and using open method	91.3%	91%			
Percentage of open method against the total procurement contract actions	13	26			

**Notes:**

No of Procurement Contracts increased in 2010 by 288% relative to 2009

Percentage of contract actions above threshold in 2009 = 182

Percentage of contract actions above threshold in 2010 = 341

Increment = 87%

Contract actions using open method in 2009 = 164

Contract actions using open method in 2010 = 324

Increment = 96%

**IPFMRP Triggers:**

By 2010, Estimated 45% and 2011 (65%) MDAs have dedicated procurement officers:

*This Trigger is met based on 112 Institutions rated A - AAA*

**MDBS Triggers:**

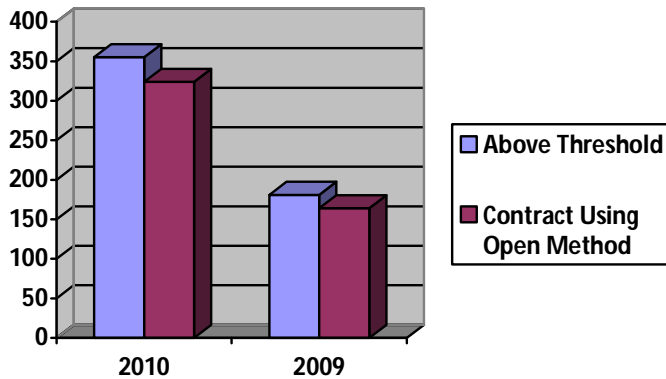
- (i) By 2011, the share of procurement plans that will meet agreed criteria for good quality will increase by 5 percentage points over the benchmark of 50% established against 2010 procurement plans.

*This Trigger is met based on receipt of 102 procurement plans before January 1<sup>st</sup> 2011, which were considered to meet the agreed criteria of good quality*

- (ii) The share of 2010 procurement transactions above the competitive threshold which is conducted through open competition will improve by 5 percentage points over the benchmark of 58 percent established against the 2009 procurement transactions.

*This Trigger is met because the share of 2009 and 2010 procurement transactions which were planned and initiated under Open Competitive Bidding process have ranged from 91% in 2009 and 91.3% in 2011.*

Parameter	Occurrence 2010	Comparison with 2009	Percentage Difference	Value in Leones 2009	Value in Leones 2010
Total procurement contract actions	2439	629	+288%	145.7b	
Total procurement contract actions above threshold	355	181	+87%	117.5b	
Total procurement contract action using open method	324	164	+96%		



## **1. INTRODUCTION**

The public procurement Act 2004 provides for decentralisation of public procurement in Sierra Leone to the Ministries, Departments and Agencies (MDAs). To ensure regulation of the procurement practice, practitioners and platforms, the Act established the National Public Procurement Authority as the regulatory body to “regulate and harmonize” public procurement in the country.

It is in fulfilment of this responsibility that the Authority undertakes regular assessment of public procurement procedure in public entities. For the year 2010, one hundred and twenty (120) of the 300 estimated institutions were targeted in line with the gradual roll-out policy of the Authority.

## **2. DESIGN OF THE ASSESSMENT:**

### **a. Description of Research Design and Procedures Used**

The overall objective of the assessment was to determine the degree of compliance of spending entities to the procurement process established by law subject to their approved procurement plans for that year.

The second objective was to carry out the SWOT analysis of procurement processes and procedures and to appropriately advise Government on the procurement component of Public Financial Management. The fourth objective is to confirm the extent to which the “trigger conditions” set by development partners have been met.

The assessment was also aimed at implementing NPPA's policy of categorizing spending entities according to their capacity to process procurement in an efficient manner taking into account its procurement budget and workload; and the capacity of each Procuring Entity and its award authorities to manage its procurement. This policy is driven by section 5 of the public procurement regulations (2006). This is also consistent with section 28 of the Act (2004) and section 10 of the regulations

The procurement assessment, which was undertaken in the fourth quarter of 2010, collected data of procurement actions carried out by the spending entities between January and December 2010 for Goods, Works and Services.

## Sources of Data

Data was target from the 120 entities located in the district headquarter towns located in the east, west, north and southern parts of the country namely: Kailahun, Kenema, Kono, Kambia, Makeni, Magburaka, Kabala, Port Loko, Bo, Bonthe, Mattru, Moyamba, Pujehun, Waterloo and in Freetown, the national capital.

Table 1: below shows the list of targeted spending entities, their region and corresponding sectors under which the work of NPPA is organized.

**Table 1: List of targeted spending entities, their region and corresponding sectors**

<b>No.</b>	<b>INSTITUTION</b>	<b>REGION</b>	<b>SECTOR</b>
1	Kailahun District Council	EASTERN	COUNCIL
2	Kenema city council	EASTERN	COUNCIL
3	Kenema District Council	EASTERN	COUNCIL
4	Kono District Council	EASTERN	COUNCIL
5	Kono New Sengbehun city Council	EASTERN	COUNCIL
6	Eastern Polytechnic	EASTERN	SOCIAL
<b>Total = 6</b>			
1	Bombali District Council	NORTHERN	COUNCIL
2	Kambia District Council	NORTHERN	COUNCIL
3	Koinadugu District Council	NORTHERN	COUNCIL
4	Makeni City Council	NORTHERN	COUNCIL
5	Port Loko District Council	NORTHERN	COUNCIL
6	Tonkolili District Council	NORTHERN	COUNCIL
7	Northern Polytechnic	NORTHERN	SOCIAL
8	Port Loko Teachers College	NORTHERN	SOCIAL
<b>Total = 8</b>			
1	Bo city Council	SOUTHERN	COUNCIL
2	Bo District Council	SOUTHERN	COUNCIL
3	Bonthe District Council	SOUTHERN	COUNCIL
4	Bonthe Municipal Council	SOUTHERN	COUNCIL
5	Moyamba District Council	SOUTHERN	COUNCIL

6	Pujehun District Council	SOUTHERN	COUNCIL
7	Bo-Kenema Power Service	SOUTHERN	ECONOMIC
8	Njala University	SOUTHERN	SOCIAL
<b>Total = 8</b>			
1	Western Area Rural District Council	WESTERN	COUNCIL
2	Agricultural Sector Rehabilitation Project (ASREP)	WESTERN	ECONOMIC
3	Bumbuna Hydro Electric Project	WESTERN	ECONOMIC
4	Guma Valley water Company (GVWC)	WESTERN	ECONOMIC
5	Ministry of Transport & Aviation	WESTERN	ECONOMIC
6	Ministry of Agriculture Forestry and Food Security	WESTERN	ECONOMIC
7	Ministry of Employment and Industrial Relation	WESTERN	ECONOMIC
8	Ministry of Energy and Water Resources	WESTERN	ECONOMIC
9	Ministry of Fisheries and Marine Resources	WESTERN	ECONOMIC
10	Ministry of Mineral Resources & Political Affairs	WESTERN	ECONOMIC
11	Ministry of Trade and Industry	WESTERN	ECONOMIC
12	Ministry of Works, Housing & Infrastructure	WESTERN	ECONOMIC
13	National Insurance Company Ltd.	WESTERN	ECONOMIC
14	National Power Authority(NPA)	WESTERN	ECONOMIC
15	National Social Security and Insurance Trust (NASSIT)	WESTERN	ECONOMIC
16	National Telecommunications Commission (NATCOM)	WESTERN	ECONOMIC
17	Sierra Leone Agricultural Research Institute (SLARI)	WESTERN	ECONOMIC
18	Sierra Leone Airport Authority (SLAA)	WESTERN	ECONOMIC
19	Sierra Leone Investment and Export Promotion Agency (SLEIPA)	WESTERN	ECONOMIC
20	Sierra Leone Maritime Administration (SLMA)	WESTERN	ECONOMIC
21	Sierra Leone Port Authority (SLPA)	WESTERN	ECONOMIC

22	Sierra Leone Postal services (SALPOST)	WESTERN	ECONOMIC
23	Sierra Leone Road Authority	WESTERN	ECONOMIC
24	Sierra Leone Road Transport Authority	WESTERN	ECONOMIC
25	Sierra Leone Road Transport Cooperation	WESTERN	ECONOMIC
26	Sierra Leone Shipping Agencies	WESTERN	ECONOMIC
27	Sierra Leone State Lottery	WESTERN	ECONOMIC
28	Sierra Leone Telecommunication's Company	WESTERN	ECONOMIC
29	Sierra Leone Water Company (SALWACO)	WESTERN	ECONOMIC
30	Accountant General's Department	WESTERN	GENERAL
31	Administrator & Registrar General's Office	WESTERN	GENERAL
32	Anti Corruption Commission	WESTERN	GENERAL
33	Audit Service Sierra Leone	WESTERN	GENERAL
34	Bank of Sierra Leone	WESTERN	GENERAL
35	Cabinet Secretariat	WESTERN	GENERAL
36	Court of Appeal	WESTERN	GENERAL
37	Government Printing Department	WESTERN	GENERAL
38	High Court Sierra Leone	WESTERN	GENERAL
39	House of Parliament	WESTERN	GENERAL
40	Human Resource Management Office	WESTERN	GENERAL
41	Independent Media Commission	WESTERN	GENERAL
42	Justice & Legal Service Commission	WESTERN	GENERAL
43	Law Reform Commission	WESTERN	GENERAL
44	Law Reform Commission	WESTERN	GENERAL
45	Local Government Service Commission	WESTERN	GENERAL
46	Mass Media Services	WESTERN	GENERAL
47	Ministry of Finance & Economic Development	WESTERN	GENERAL

48	Ministry of Foreign Affairs & International Cooperation	WESTERN	GENERAL
49	Ministry of Information & Communication	WESTERN	GENERAL
50	Ministry of Justice	WESTERN	GENERAL
51	National Assets Commission	WESTERN	GENERAL
52	National Authorizing Office	WESTERN	GENERAL
53	National Commission for War affected Children	WESTERN	GENERAL
54	National Commission for Democracy & Human Right	WESTERN	GENERAL
55	National Commission for Privatization	WESTERN	GENERAL
56	National Electoral Commission	WESTERN	GENERAL
57	National Public Procurement Authority	WESTERN	GENERAL
58	National Revenue Authority	WESTERN	GENERAL
59	Office of the Ombudsman	WESTERN	GENERAL
60	Office of the President	WESTERN	GENERAL
61	Office of the Vice President	WESTERN	GENERAL
62	Political Parties Registration Commission	WESTERN	GENERAL
63	Public Sector Reform Unit	WESTERN	GENERAL
64	Public Service Commission	WESTERN	GENERAL
65	Revenue Appellate Board	WESTERN	GENERAL
66	Rokel Commercial Bank	WESTERN	GENERAL
67	Sierra Leone Commercial Bank	WESTERN	GENERAL
68	Sierra Leone Human Right Commission	WESTERN	GENERAL
69	Sierra Leone Insurance Commission	WESTERN	GENERAL
70	Statistics Sierra Leone	WESTERN	GENERAL
71	Supreme Court	WESTERN	GENERAL
72	Immigration Department	WESTERN	SECURITY
73	Ministry of Defense	WESTERN	SECURITY

74	Ministry of Internal Affairs & Local Government	WESTERN	SECURITY
75	National Drugs Law Enforcement Agency	WESTERN	SECURITY
76	National Fire Force	WESTERN	SECURITY
77	National Registration Secretariat	WESTERN	SECURITY
78	Office of National Security	WESTERN	SECURITY
79	Sierra Leone Police	WESTERN	SECURITY
80	Sierra Leone Prisons Services	WESTERN	SECURITY
81	a) College of Medicine and Allied Health Sciences	WESTERN	SOCIAL
82	b) Fourah Bay College	WESTERN	SOCIAL
83	c) Institute of Public Administration and Management	WESTERN	SOCIAL
84	Freetown city Council	WESTERN	SOCIAL
85	Freetown Teachers College	WESTERN	SOCIAL
86	Milton Margai College of Education and Technology	WESTERN	SOCIAL
87	Ministry of Education	WESTERN	SOCIAL
88	Ministry of Health and Sanitation	WESTERN	SOCIAL
89	Ministry of Lands and Country Planning	WESTERN	SOCIAL
90	Ministry of Social Welfare Gender and Children's Affairs	WESTERN	SOCIAL
91	Ministry of Tourism and Culture	WESTERN	SOCIAL
92	National Aids Coordinating Secretariat	WESTERN	SOCIAL
93	National Commission for Social Action	WESTERN	SOCIAL
94	Sierra Leone Environmental Protection Agency	WESTERN	SOCIAL
95	Sierra Leone Library Board	WESTERN	SOCIAL
96	Sierra Leone Pharmacy Board	WESTERN	SOCIAL
97	Tertiary Education Commission	WESTERN	SOCIAL
98	University of Sierra Leone	WESTERN	SOCIAL
<b>Total = 98</b>			

## **Sampling Procedures**

The assessment was based on 100% census of the spending entities.

## **Methods and Instruments for Data Gathering**

Data collectors were engaged, trained and given data gathering instruments for the collection of data. Three Instruments were used namely; (a) questionnaire for measuring 'PROCUREMENT OPERATIONS'. This questionnaire set assesses the procurement actions and compliance with processes and procedure. It has thirty two variables aimed at probing into all the issues of the procurement processes and procedures. The other two questionnaires assess the procurement system. The second questionnaire assesses the 'PROCUREMENT COMMITTEE'. The third was directed as collecting data on the "STATUS OF THE PROCUREMENT UNIT".

The recruited staffs were deployed to the 120 targeted institutions after one day of intensive training. Every enumerator was given the full set of questionnaires to be administered. In addition, the enumerators were expected to note all observations in the entities assigned to them in a field book given to each of them. To reduce error in the data collected, a number of enumerators were assigned to supervisors to ensure that the data was reviewed in the field and possible corrections made on the spot.

Out of the 120 entities targeted for the assessment, procurement records were available in 102, from where data was collected.

A total of 2439 procurement contracts were assessed during the exercise.

## METHOD OF ASSESSMENT

### Assessment Organization and Staffing:

The Acting Chief Executive of NPPA provided general oversight on the implementation of the assessment, including modification of instruments, coordination of the assessment committee, developing the training manual and ensuring effective delivery of the training, reviewed the draft assessment report and prepared the final report. The Head of Monitoring and Evaluation Department worked with the Acting Chief Executive on the areas listed as well as supervising the field work, data entry and analysis up to draft report presentation.

Table 2 below shows the organization of the data collection

**Table 2: The organization for data collection and assessment**

No	Centre	Enumerator	Supervisor	Coordinator	Overall Coordinator	Director	Total
	Kailahun	1	1	1	1	1	
	Kenema	2	1				
	Kono	2	1				
	Kabala	1	1	1			
	Kambia	1	1				
	Magburaka	1	1				
	Makeni	2	1				
	Port Loko	2	1	1			
	Bo	2	1				
	Bonthe	1	1				
	Moyamba	1	1				
	Pujehun	1	1				
	Freetown	25	8	1			
	Water Loo	1	1				
	<b>68</b>	<b>43</b>	<b>21</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>70</b>

A total of 43 data collectors (Enumerators), 21 supervisors and 4 coordinators were recruited. Additionally there were 5 data staff – one data entry supervisor and 4 data entry clerks engaged for the operation. These staffs were selected from a list of applicants for the job on the basis of their previous knowledge in field data collection relating to procurement processes and procedures. In addition, most of these team members have also had previous experience in this same exercise - a fundamental necessity to ensure accuracy and reliability of the data collected. The Coordinators and the Supervisors included technical staff of NPPA.

### **The role of the enumerator**

1. All enumerators had reporting responsibility to their supervisors in the execution of their duties.
2. To properly collect and protect all data/information on procurement in entities assigned to him/her making sure that they keep within the existing laws of Sierra Leone.
3. To avoid in all ways possible that puts him/her in a position where his/her personal interest conflicts or is likely to conflict with the performance of the functions of his/her job.
4. To treat all information gathered directly or indirectly on the assessment confidential and not communicate or reveal to any person except as may be so permitted by law.
5. Uphold, preserve, protect and defend the objective and interest of the Authority and the Nation in the discharge of his/her functions.
6. Act faithfully and conscientiously in the discharge of his/her duties and to abide by the laws of Sierra Leone at all times.
7. Fill the questionnaires completely and correctly
8. Report accomplished work or difficulty to his/her supervisor regularly and continuously.
9. Protect and return all questionnaires in an acceptable state.

### **The role of the supervisor**

The supervisor is expected to perform the following functions:

- i. Contact heads/vote controllers of entities and the appropriate data providers to explain what the assessment entails as well as arrange appointments
- ii. Work with the data collectors and check their work on the field. The supervisor should go through all completed questionnaires to verify that they are properly filled.
- iii. Carry out spot checks during data collection and verifying entries in the questionnaire before submitting to the coordinator. If an entry appears not to be correct, the supervisor should seek some further clarifications from the procurement department of the entity and note such explanation explicitly for the benefit of the survey team.
- iv. Prepare a joint report on progress of the assessment.

### **The role of the coordinator**

The coordinator has the following responsibilities:

- (i) Monitoring the assessment of the process of data collection and quality control
- (ii) Making spot checks on the data collectors and verifying that the data collected meet the specifications.
- (iii) Providing guidelines on correct approaches for data gathering management in the entities
- (iv) Receiving and reviewing all completed questionnaires submitted to him/her by the supervisor.

- (v) Preparing and submitting report on the conduct of the assessment for the assigned region
- (vi) Assisting in the training of the data collectors and supervisors
- (vii) Monitoring the work of the supervisor to ensure comprehensiveness

#### **4.5 Field Materials**

The following checklist of field materials were, provided to the assessment team:

- Data collection questionnaires
- Pen
- Note pad
- Letter of introduction
- Identification card

#### **Data collection**

The recruited staffs were deployed to the 120 targeted institutions after one day of intensive training. Every enumerator was given the full set of questionnaires to be administered. In addition, the enumerators were expected to note all observations in the entities assigned to them in a field book given to each of them. To reduce error in the data collected, a number of enumerators were assigned to supervisors to ensure that the data is reviewed in the field and possible corrections made on the spot.

Out of the 120 entities targeted for the assessment, procurement records were available in 102, from which data was collected.

A total of 2439 procurement contracts were assessed during the exercise.

#### **Data entry and analysis**

The Microsoft excel application software was used for the capture and analysis of the data. A team of data capture staff were engaged and orientated on the data capture process after the development of the data capture screen.

#### **Expected outcomes:**

- Report on compliance and performance in entities on public procurement.
- Develop strategies on the way forward in the procurement reform process.
- Make recommendations to government on procurement compliance reform processes.

## 4. RESULTS

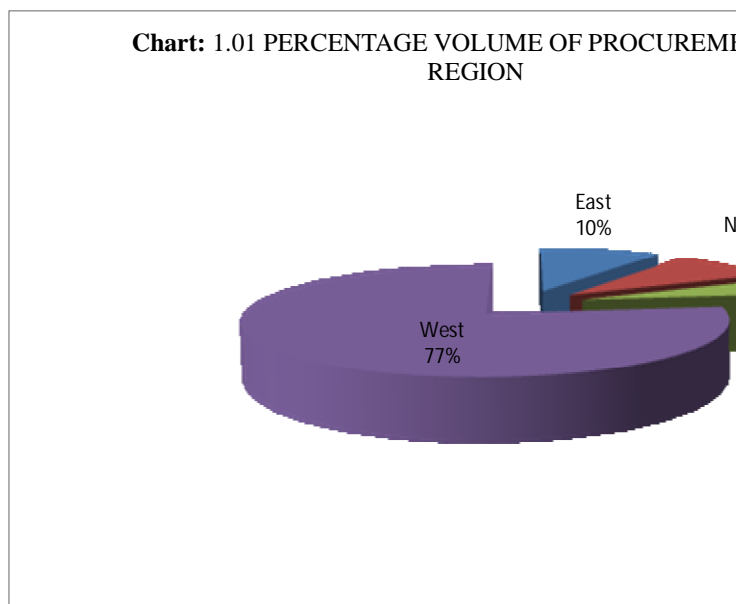
### 5.1 DATA PRESENTATION AND ANALYSIS – A GENERAL OVERVIEW

#### 5.1.1 Volume of procurement contracts in the regions.

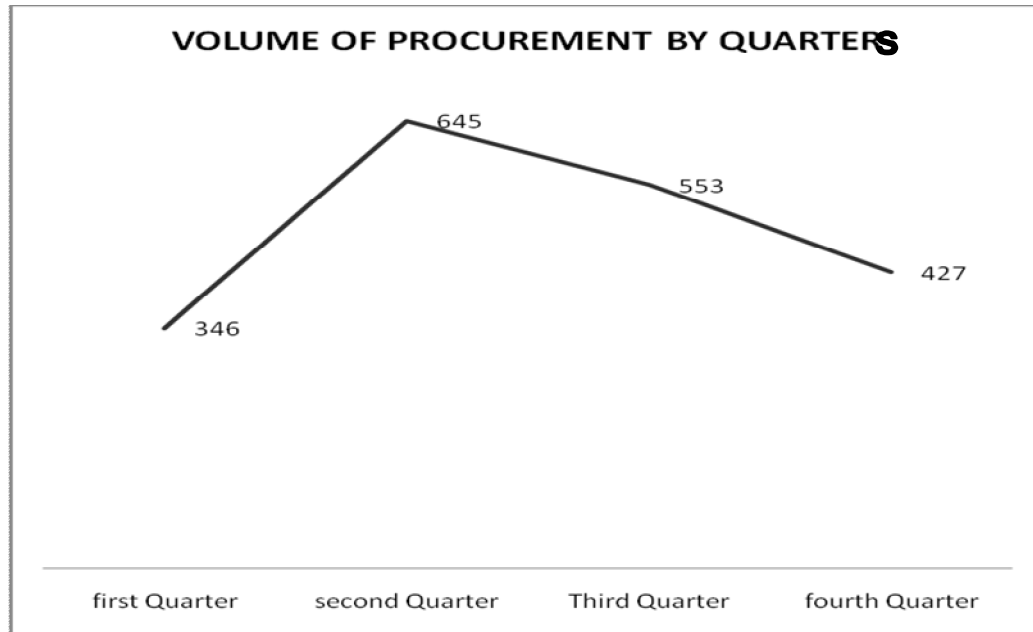
Table 1.01: Regional Distribution of Contracts undertaken

REGION	TOTAL NUMBER OF CONTRACTS
EAST	231
NORTH	206
SOUTH	124
WEST	1878

Regional analysis of the volume of procurement shows that 231 (9%) of contracts were carried out in the Eastern region, 206 (8%) in the North, 124 (5%) in the South while 1878 (77%) was carried out in the Western region. This means that the bulk of procurement actions were concentrated in the Western area despite devolution of responsibilities to the Local Councils.



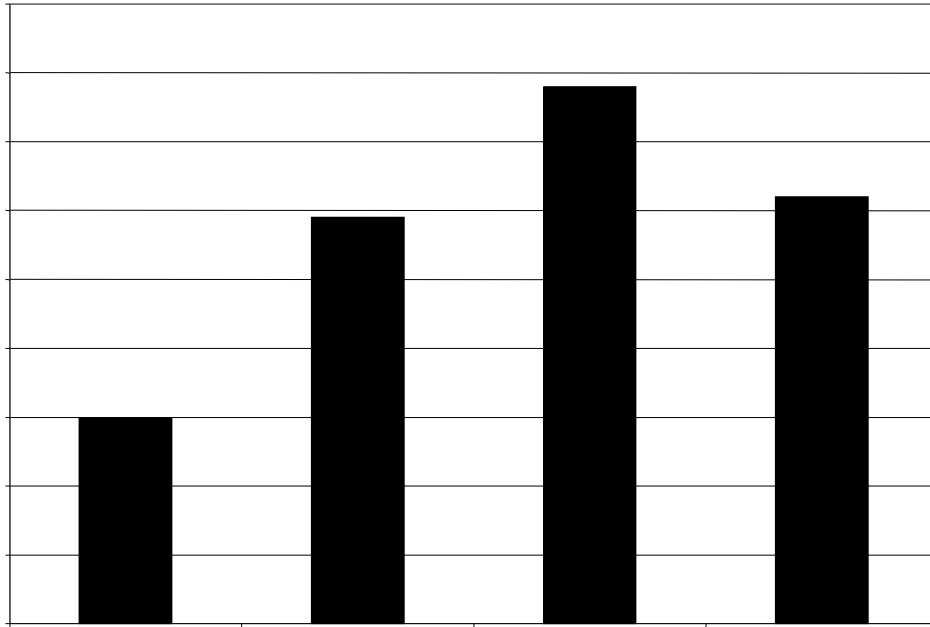
**Chart: 1.01b**



An assessment of the trend of the volume of procurement by quarters (as in Chart: 1.01b above) shows that relatively low volume of procurement is undertaken in the first quarter (346 actions). There is a considerable shoot up in the second quarter where the peak is observed (645 actions). The trend gradually falls as the third quarter is approached (553) and the fall continue on to the fourth quarter (427). From discussions held with key staff, as to the reason for the trend; late disbursement ranks as the most outstanding factor. The effect is that minimal activities are carried out in the first and fourth quarters of the year.

**Chart: 1.01c**

**UMEOF PROCUREMENT BY QUARTERS IN THE EASTERN REGION**

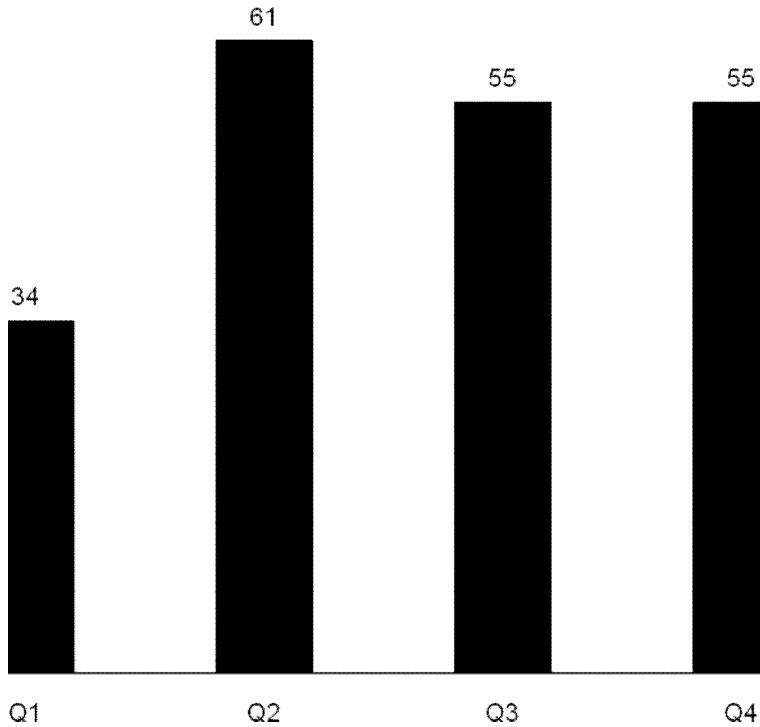


Regional trend situation shows that in the Eastern region (**Chart: 1.01c** above), procurement activities gradually rise from a low level in the first quarter (30 actions) through the second quarter (59 actions) to the third quarter (78 actions) and take a slight downward trend in the fourth quarter (62 action).

**Chart: 1.01d**

**§**  
**VOLUME OF PROCUREMENT BY QUARTER IN THE  
NORTHERN REGION**

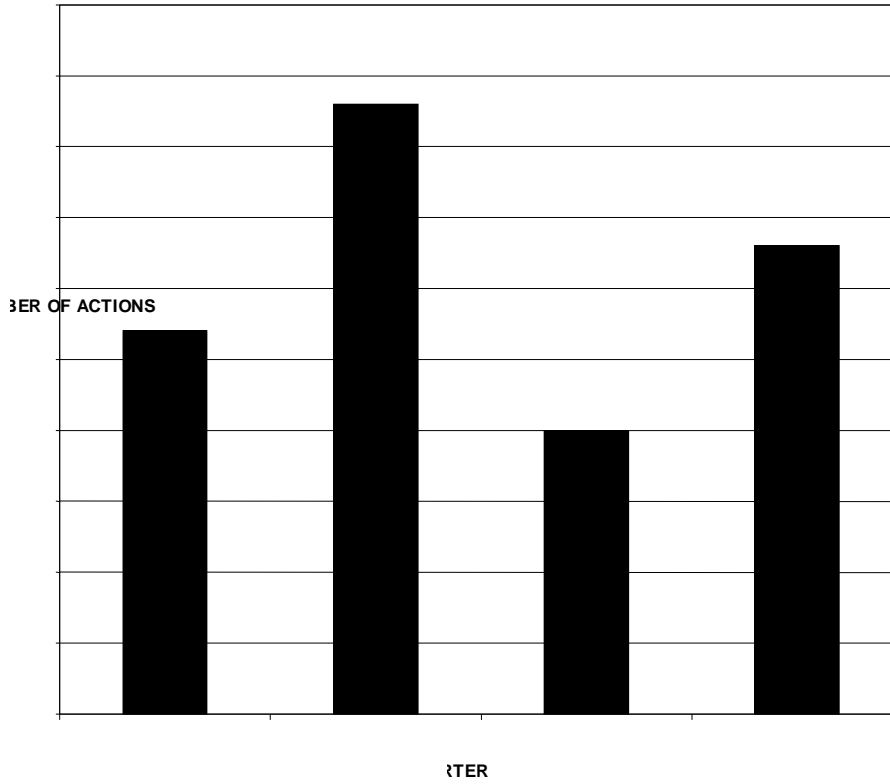
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The trend in the Northern region (**Chart: 1.01d** above) is that the rise, from the first quarter (34), in the second quarter (61) changes only slightly in the third (55) and fourth quarters (55).

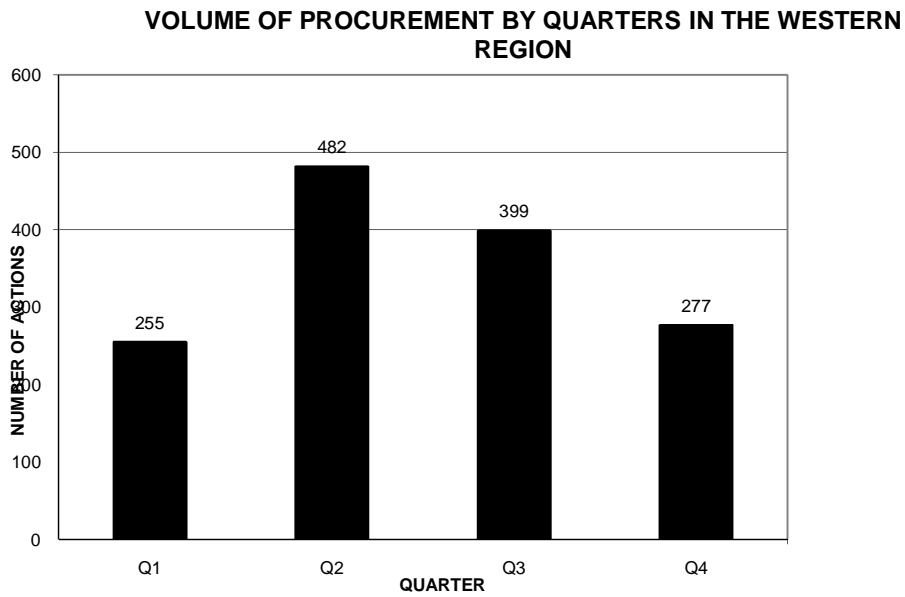
**Chart: 1.01e**

**.UME OF PROCUREMENT BY QUARTERS IN THE SOUTHERN REGION**



In the Southern region (**Chart: 1.01e** above), it is observed that although there is a rise, from the first quarter (27), in the second quarter (43), a sudden fall is observed in the third quarter (20) and another sudden rise in the fourth quarter (33).

**Chart: 1.01f**



The Western region (Chart: 1.01f above) shows a rise in the second quarter with a gradual continuous fall in the third and fourth quarters.

### 5.1.2 Volume of procurement in the sectors

**Table 1.02. Procurement volume by Sector**

SECTOR	TOTAL PROCUREMENT	PERCENTAGE
LOCAL COUNCIL	563	23.1
ECONOMIC	307	12.6
GENERAL	566	23.2
SECURITY	671	27.5
SOCIAL	331	13.6
Total	2,438	100

Study of the volume of procurement by volume in the various sector showed that (table 1.02) for the year under review, the security sector undertook 671 (27.5%) procurement actions. This is followed by the general sector with 566 (23.2%), the Local councils 563 (23.1%), the social sector with 331 (13.6%) and Economic sector with 307 (12.6%) actions. It is observed however that the volume of procurement was relatively evenly distributed among the sectors. It is important to note that this does not mean the expenditure is evenly distributed across entities. This is seen clearly in the case of the security sector with only nine entities but having the largest volume of actions (671- 27%).

### 5.1.3 Volume of procurement by the different funding sources

**Table 1.03. Volume of Contracts by source of Funding**

<b>FUNDING SOURCE</b>	<b>TOTAL NUMBER OF CONTRACTS</b>	<b>PERCENTAGE</b>
<b>SLG</b>	<b>2059</b>	<b>84.4</b>
<b>DONOR</b>	<b>147</b>	<b>6.0</b>
<b>SELF</b>	<b>233</b>	<b>9.6</b>
<b>TOTAL</b>	<b>2,439</b>	<b>100</b>

From the field data (table 1.03), it is established that direct donor funding of procurement related activities in the entities is very small in volume, 147 (6.0%). The result shows that most of the actions are funded by government, 2059 (84.4%). It is however noteworthy that, donors are giving considerable support to government budget. This forms part of the government funding of the process. In addition also during the exercise, it was found that more data on donor funding could not be captured because of the reluctances of certain personnel working in these entities as contract staff refusing to report their activities. The reason being that these officers believe that they are answerable not to government but the donors in question.

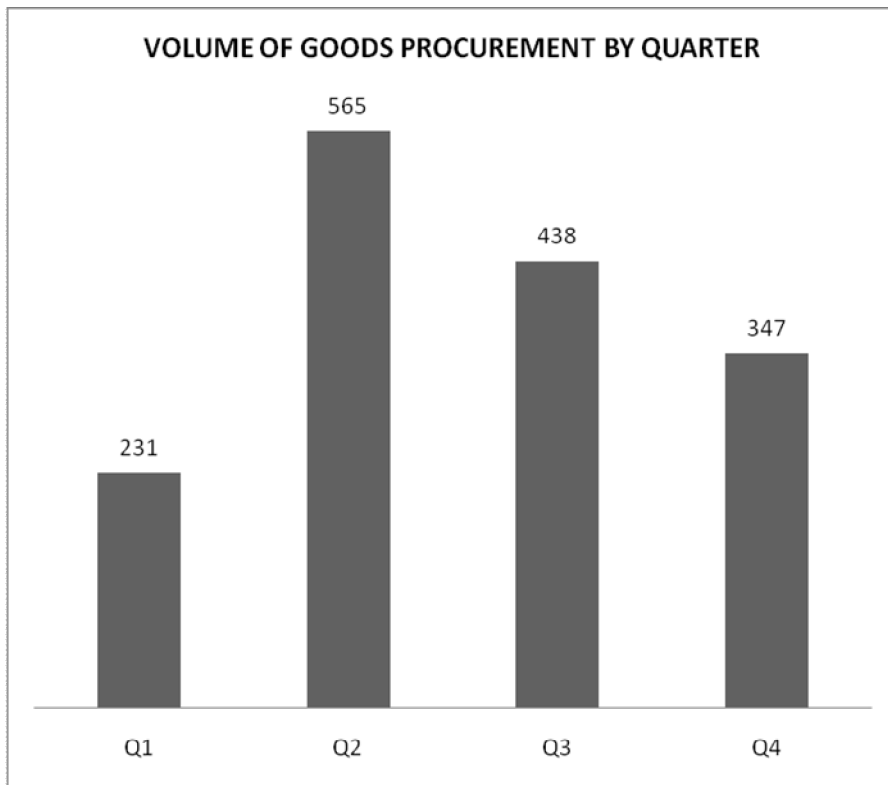
### 5.1.4 Volume of procurement in the different categories

**Table 1.04 Volume of Procurement actions by categories**

Number of goods	Number of works	Number of services	TOTAL
<b>1816</b>	<b>502</b>	<b>121</b>	<b>2,439</b>
<b>74%</b>	<b>21%</b>	<b>5.0%</b>	<b>100%</b>

As earlier stated and as shown in the table above (table 1.04), the assessment showed that most of the procurement actions for the period under review was the goods category with 1816 (74%) actions. This is followed by the works with 502 (21%) actions. It is important to note that the volume of contracts has no direct correlation to the value.

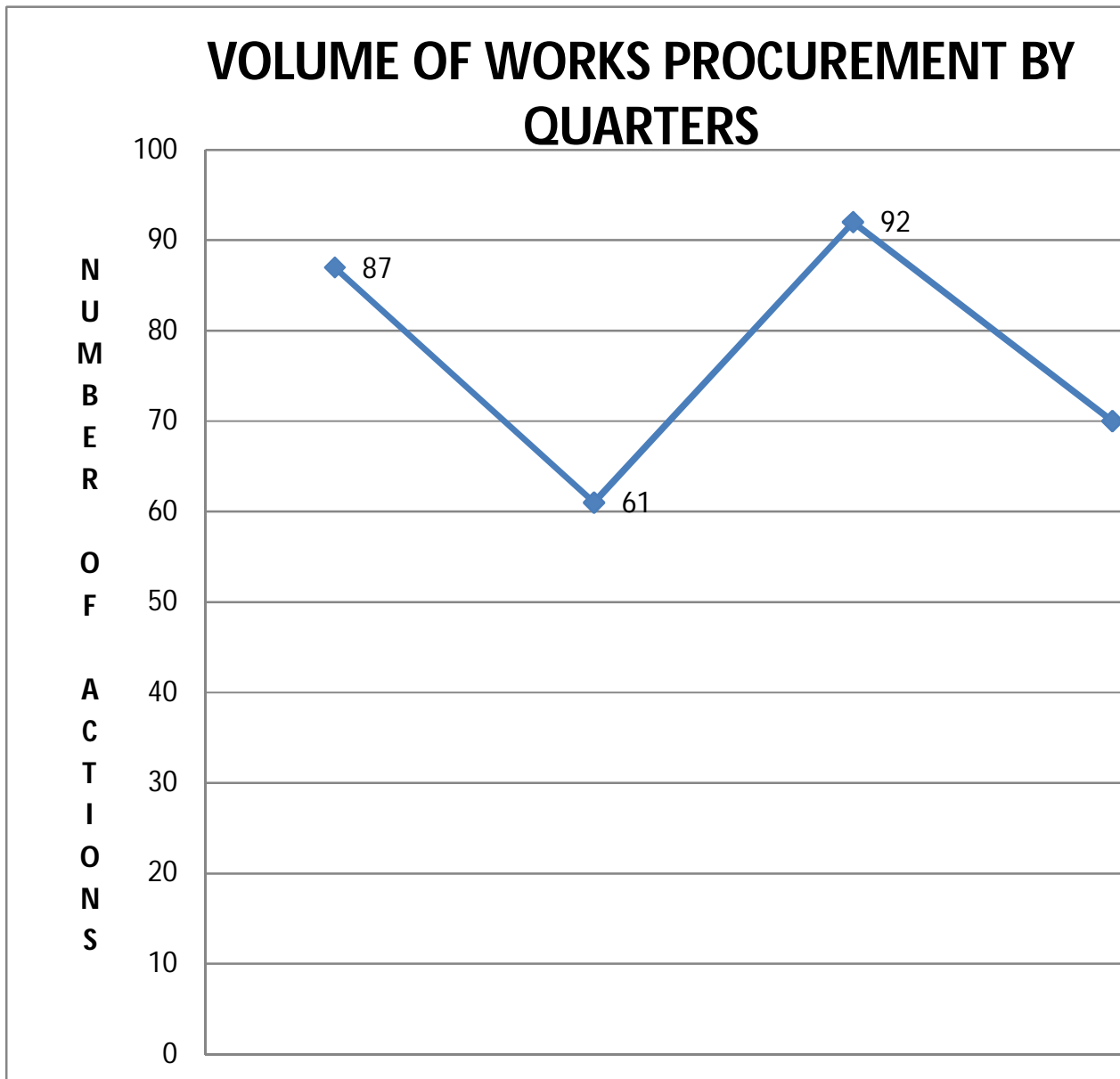
**Chart: 1.04b**



Limited contract awards for goods were carried out in the first quarter (231) (chart: 1.04b).

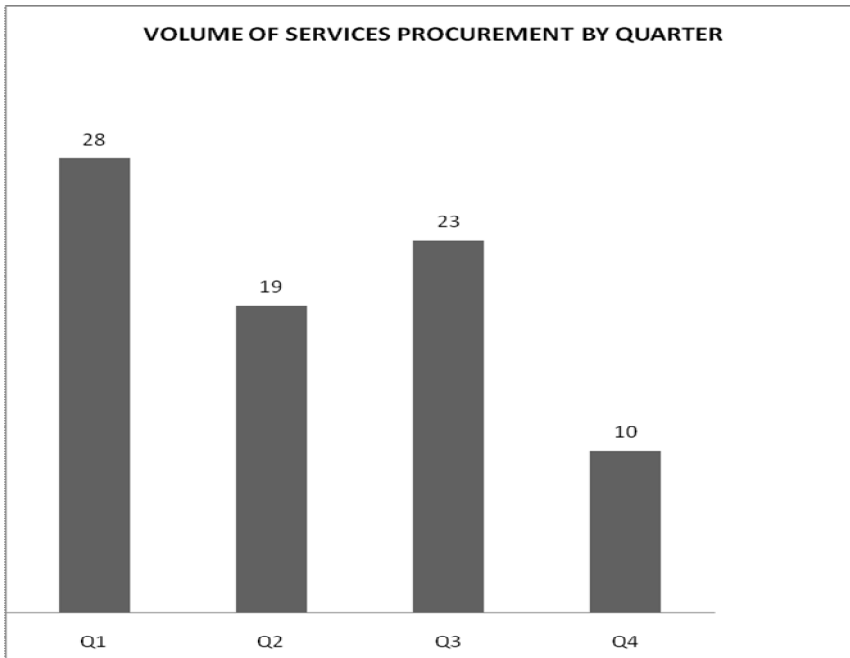
More procurement contract awards were undertaken in the second (565), third (438) and fourth quarters (347)

Chart: 1.04c



The volume of works contracts were found (Chart: 1.04c) to be large in the first quarter (87) , falls in the second quarter (61) but then rises again in the third quarter (92) and then fall in the fourth quarter (70). The reason given for this trend is that of seasonal changes.

**Chart: 1.04d**



In the assessment of the trend of services during the year, it was found (Chart: 1.04d) that the services category of procurement is concentrated in the early part of the year.

### 5.1.5 Value of procurement in the different categories

**Table 1.05 Value of Procurement by categories**

Total value of procurement	Values of goods	Values of works	Values of services
431,480,829,270	255,799,297,972	167,816,160,620	7,865,370,677
	59 %	39 %	2 %

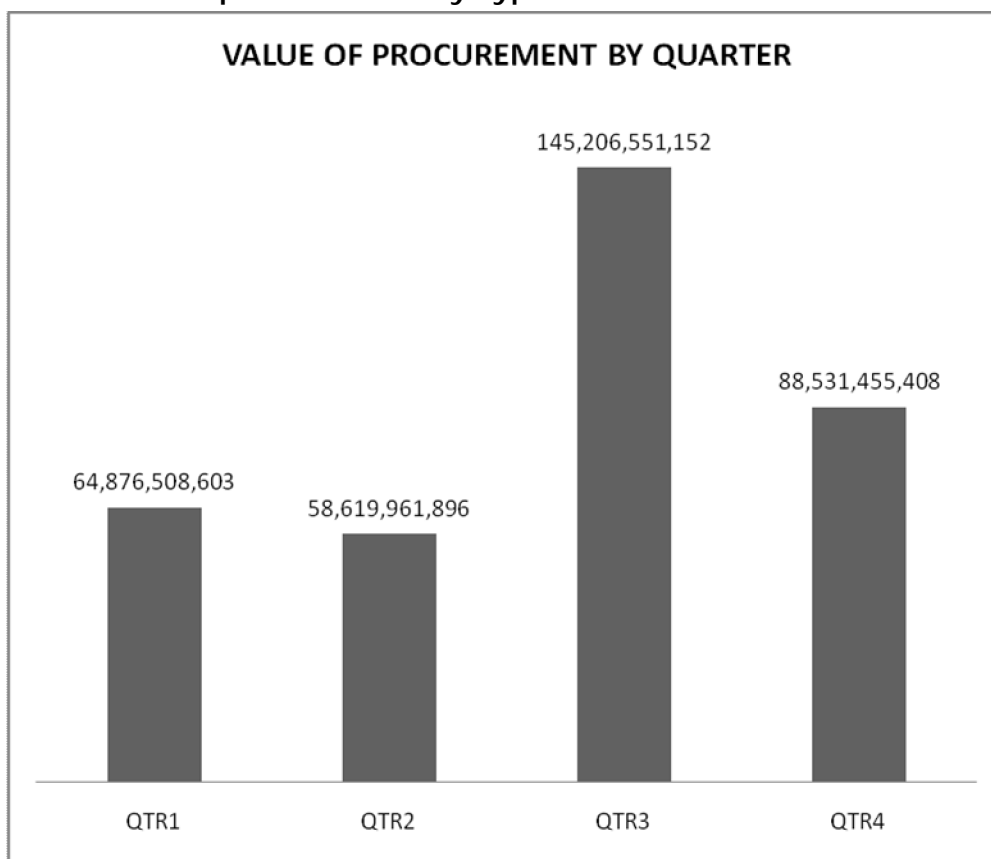
The table above (table 1.05) shows the value of procurement by categories. In this presentation it is clear that the highest expenditure was on goods with Le 255,799,297,972 (59%). From this result, it is shown that there is need to pay more attention to the procurement of goods in the monitoring process, since Government spends more in this category.

**Chart: 1.05a**

As shown below (Chart: 1.05a), expenditure on procurement is low in the first and second quarters of the year. This however shoots up in the third quarter and then falls in the fourth quarter. The low value of procurement in the early part of the year is connected to factors like late disbursement from the ministry of finance, poor timing for the initiation of the procurement process in the institutions as a result of poor procurement planning and the splitting tendencies in the institutions.

**Chart: 1.05a**

**5.1.6 Volume of procurement by type of method**



Value of procuremen (Leones)

**Table 1.06 Volume of Procurement by Method**

PROCUREMENT METHOD	TOTAL ACTIONS	PERCENTAGES (%)
ICB	42	<b>1.72</b>
NCB	276	<b>11.3</b>
RFQ	1786	<b>73.2</b>
OTHERS	330	<b>13.5</b>
<b>TOTAL</b>	<b>2439</b>	<b>100</b>

The result of the assessment, as presented in the table above (table 1.06), demonstrates that the predominant method used in the procurement process is the shopping method with 1786 (73.2%) actions. This is a cause for concern, in that the default open methods are much less in use with a total of 318 (13%) actions. Discussions held with various officers in the entities and from observation point to the fact that the main causes include limited procurement staff capacity and wilful splitting. The other issue of serious concern is that many of the actions 330 (13.5%) did not use a national procedure that follow a clear method. It is important to note that this figure is high because other methods were used that are correct but are not the methods within the national framework. In addition also, the services methods fall under this category.

### 5.1.7 The volume of procurement using open and restrictive methods

**Table 1.07 Volume of procurement actions by Open and Restrictive Methods**

	<i>NUMBER OF ACTIONS</i>	<i>PERCENTAGES (%)</i>
<i>TOTAL OPEN</i>	318	<b>13</b>
<i>TOTAL RESTRICTED</i>	2116	<b>87</b>

The assessment showed that of the 2439 procurement contracts across the entities, only 318 were found to have been undertaken using the open competitive methods. 2116 (87%) were carried out using restrictive methods. This is a serious unfortunate situation for procurement reform in the country that needs attention since the drive is towards open competition.

### 5.1.8 Planning status of procurement actions

**Table 1.08. Status of Procurement Action**

	PLANNED	UNPLANNED
TOTAL ACTIONS	1953	483
PERCENTAGE	80	20

The realistic nature of the procurement plans for 2010 was investigated. The finding was that 1953 (80%) of the actions reported (table 1.08) were in the plans for the year. Although this is a good sign in the reform process, the aim is that all procurement should be planned. This is to ensure that monitoring is planned without leaving out any action.

### 5.1.9 Volume of Change of procurement methods

**Table 1.09. Status of Procurement Method used**

	AS PLANNED	NOT AS PLANNED
TOTAL ACTIONS	1641	791
PERCENTAGE	67.5	32.5

The change of methods from what was initially intended at the planning stage was probed. The out come is that 791 (32.5%) of actions had their methods changed from the one proposed at the stage of procurement planning. The major factor stated to be responsible was reduced budget by the Ministry of Finance and Economic Development during the course of the year. Additionally also, methods are changed because many of the plans are not realistic and are below the expected quality

### 5.1.10 Restrictive and open Invitation To Bid (ITB)

**Table 1.10. Status of Invitation To Bid (ITB)**

	OPEN	RESTRICTED
TOTAL	693	1747
PERCENTAGE	28.4	71.6

As the table above (table1.10) shows, the greater bulk of invitation to bid used restrictive method (1747 – 71.6%). This shows that the use of restrictive procedure predominate in the procurement process. This a cause for concern in that the best practice and default in procurement, the open method is not the mode.

### 5.1.11 Number of Bids submitted for bidding processes

**Table 1.11. Average number of Bids Submitted**

Total Procurement Actions	Average Number of Bids Submitted
2439	3

It was found, as shown above (table 1.11), that the average number of bid submitted in the bidding process is three. This is a course for concern in that the minimum bids is three and the more the number the better the competition. The one factor realised to be responsible for the low average is the volume of request for quotation wherein many procurement personnel try mainly to satisfy the basic requirement of the law.

### 5.1.12 Submission of late bids in the bidding process

**Table: 1.12 Number of Late Bids Submitted**

Total Procurement Actions	Number of Late Bids Submitted
2439	34

Out of the 2439 actions reported across the country, 34 late bids were reported. This means that there is relatively very few late submission of bids in the procurement process in the country. The reason found to be responsible, from discussion reports, is the firm position of procurement personnel to reject late bids.

### 5.1.13 Submission of non responsive bids

**Table: 1.13. Average Number of Non-responsive Bids submitted**

Total Procurement Actions	Average Number of non-responsive Bids Submitted
2439	0.8

There was found to be, on the 0.8 non responsive bids during bid evaluation process. This indicates that there is a considerable improvement in the quality of bids submitted by bidders.

### 5.1.14 Contention of bidding processes

**Table: 1.14. Number of Bids contended**

Total Procurement Actions	Number of Bids contended
2439	13

The assessment showed (table 1.14) that out of the total procurement actions carried out, 13 were contended. Although this is a relatively small number, as compared to the total actions, it shows that confidence is gradually being built within the private sector to challenge issues that they see as unfair.

### 5.1.15 Type of procurement documents used in the procurement process

**Table: 1.15. Type of Procurement Document used**

Type of document used	NPPA	Donor	Other
Total Number	1908	0	528
Percentage	78.2	0.0	21.6

The assessment process showed (table 1.15) that out of the 2439 procurement actions carried out, 1908 (78.2%) used the NPPA standard documents. In 528 (21.6%) actions, either different documents from the old system were used or no proper procurement document was used. It was further discovered that no donor documents were used for all the reported procurement actions. It is however important to note that most of the donor specific procurement are done in special units that do not report through the mainstream procurement units and are therefore not captured.

#### 5.1.16 Conduct of prequalification in the bidding process

**Table 1.16. Number of Prequalification conducted**

Total Procurement Actions	Number of Prequalification
2439	897

The result of the procurement assessment shows (table 1.16) that in 897 (37%) of the activities, prequalification was conducted. Although this needs further improvement, it is a good indicator in the reform process.

#### 5.1.17 Conduct of post qualification in the bidding process

**Table: 1.17. Number of Post qualification conducted**

Total Procurement Actions	Number of Post qualification
2439	731

In the same way post qualification was also investigated. It showed that 731 (30%) post qualifications were conducted.

#### 5.1.18 Use of standard bidding document in the bidding process

**Table: 1.18. Number of Standard Contract Documents used**

Total Procurement Actions	Number of Standard Contract Documents used	Percentage
2439	1950	80

The assessment data shows (table 1.18) that 1950 (80%) of the actions during the year were carried out using the correct standard contract documentation. However, since procurement volume is not directly correlated to the value, it is important that efforts are made to make sure that in all cases, correct contract documents are used correctly. In that just one wrong contract in a high value contract can cause serious harm.

### 5.1.19 Compliance with procurement contract terms of payment

Table 1.19. Timely Payment for contracts

Total Procurement Actions	Timely Payment made for contracts	Percentage
2439	318	13

The assessment process showed (table 1.19) that a mere 318 (13%) out of a total of 2439 actions carried out during the year. This means that for 2122 (87%) actions, payment was done later than what is agreed in the contract document. This is a bad indicator for it can have a negative effect on contract performance.

### 5.1.20 Completion of contract completion report

Table 1.20. Completion of contract completion report

Total Procurement Actions	Completed contract report	Percentage
2439	1792	73.5

Examination of contract completion reporting revealed (table 1.20) that a 1792 (73.5%) of completed contracts had their reports done out of total of 2439 contracts.

### 5.1.21 Completion of contracts

Table 1.21. Competent Contract completion

Total Procurement Actions	Contract Completed competently	Percentage
2439	2012	82.5

Of the 2439 contracts examined in the assessment process, 2012 (82.5%) were found to be effectively and efficiently performed. This is a good indication for public financial management. This is because it shows that public funds are used properly.

## **6. PERFORMANCE ASSESSMENT**

**6.1 MANAGEMENT-** this refers to the procurement management process in the entities. The following are the management dimensions and the situation in the institutions.

**6.1.1 Leadership/procurement committee and procurement unit** - The assessment exercise targeted 120 entities. However, 96 (80%) entities responded on the status of their procurement committees and units. Out of this, 91 (95%) were found to have constituted procurement committees. In terms of the composition of the committee, it came out that 68 (71%) entities have committees which composition is in line with the Public Procurement Act. The level of functionality of the committees was investigated and it was realized that 67 (70%) entities met and took relevant procurement decisions. It was also found that 79 (82%) entities had proper records on procurement committee deliberations. Examination of records showed that appropriate signing of records was carried out in 70 (73%) entities. The issue of interference with the work of the committee showed that this was a concern in 23 (24%) entities.

It was found that 83 (86%) entities had procurement units. There was found to be limited furniture (4 chairs and two tables) in the entities examined. On the average also, there is only one computer in the entities. Some 64 (67%) entities were found to have selves or cupboards in the procurement units. Some 68 (71%) entities were found to have their records in order. As it relates to interference with the work of procurement, 22 (23%) entities indicated that the process is interfered with.

### **6.1.2 Human resources**

On the average, there are five members in each of the procurement committees examined. Further more, 80 (83%) entities were found to have the vote controller as the chair of the procurement committees. The level of training at procurement committee level showed that only 38 (40%) entities have committee members who have gone through some kind of training.

There were found, on average, two members in the procurement units in the 83 entities that responded. There was found to be eight entities with procurement personnel without any standard educational background. It was also found that 28 (29%) entities have procurement personnel with no professional training in procurement.

### **6.1.3 Monitoring and control**

Payment was made on time for 318 (13%) contracts. It was found that 1792 (73%) contract completion reports were done on time. It was also found that 2012 (83%) contracts were completed according to the contractual scope and specification terms in the year 2010. In addition, 1960 (80%) contract were completed within the time frame in the contractual agreement.

#### **6.1.4 Ethics and compliance with regulatory frame work**

From the analysis of the data submitted, 34 (1%) bids were submitted late in the year 2010. On the average, 0.8 bids were none responsive in the year under review. In terms of good quality evaluation criteria, 456 (19%) actions were identified as having poor evaluation criteria. During the year, 897 (37%) prequalification were undertaken. A total of 731 (30%) post qualification was also carried out. For the period, 1950 (80%) the contracts used the standard NPPA documents.

#### **6.1.5 Complaints, appeals and dispute mechanism**

In the area of bid contention, 13 (1%) bids were contended during the year. However, information on outcome of contentions was not available in the institutions.

### **6.2 PROCUREMENT PROCESS**

#### **6.2.1 Procurement planning:**

The execution of the 2010 procurement plan was investigated. It was found that 1953 (80%) of the contracts country wide for the year were according to the plan and some 483 (20%) were outside the plans.

It was further found that for the methods used in the procurement process, 1641 (68%) were as initially planned and 791 (24%) was changed. From interactions with procurement stakeholders in the entities, the main reason for the deviation from the initial planned method was the shortfall in financing of activities. Although there is indication that some are related to splitting.

#### **6.2.2 Procurement notices:**

The invitation for bids/invitation to tender (IFB/ITB) process was examined. The open invitation method, which is the default and generally preferred, was found to be for 693 (28%) actions while the restricted/shopping method was found to be 1747 (72%) actions.

#### **6.2.3 Preparation of tender documents:**

There was no quantitative data on the preparation of tender documents. However, from examination of samples of tender documents, it was found in most cases that the tender documents were good with regards to best practices. The invitation to tender was found to be within the time frame as required by law. The procedures for submission of bids were observed to have been followed. Bid opening procedures were adhered to. It was however found in instances that the quality of tender documents require improvement.

## 7. FINDINGS

One hundred and twenty **(120)** Institutions were covered in this exercise and of which two thousand four hundred and thirty-nine **(2439)** procurement activities were established as undertaken of which **355** activities were open which is about **14%** and **2384** activities were restricted which is about **86%**. This implies that there is the serious need to enforce aggregation at the planning stage of the procurement cycle.

From the assessment, it is established that the total actual value of all the procurement actions for the year 2010 is Le 431,480,829,270. Of this total, the value of the goods, works and services are as follows: Goods Le 255, 799, 297, 9720 (59%), Works Le 167,816,160,620 (39%) and Services Le 7,865,370,677 (2%) respectively.

From the findings it was observed that the most commonly used procurement method across the entities was Request for Quotation (RFQ)/shopping.

During engagement of procurement stakeholders in focused discussion it came out that there is still a serious interference with procurement processes in institutions. These interferences were found to be coming from a number of sources including:

1. The political level of administration
2. Professional heads
3. Financial personnel

There is also the issue of under reporting in many institutions. The factors found to be responsible include:

1. Lack of proper records management in the institutions
2. Deliberate wiping off of traces of misprocurement
3. The poor transfer mechanism of procurement personnel,

A prevalent number of restricted bidding methods observed were found to be as a result of factors responsible including:

1. Late disbursement of funds from the Ministry of Finance and Economic Development.
2. Limited allocations/disbursements to entities per Quarter.
3. Resistance to Change by some officers in MDAs
4. Limited procurement expertise of officers handling procurement in the entities.
5. Non adherence to procurement plans by entities.
6. Low involvement of procurement committee members in the procurement process.

## **RECOMMENDATIONS:**

### **General:**

It is recommended that continuous sensitization of the MDAs should be embarked upon to emphasize advance planning of procurement activities that are linked to budgetary provision made by MOFED. Currently, the link between procurement and budget is weak and requires more concerted and firm measures to keep the system working more effectively. This is very critical.

### **Volume of Procurement carried out by MDAs:**

As long as the MDAs would not take procurement planning seriously, the volume of procurement carried out using restricted bidding shall continue to be high. MDAs must start focussing on total purchasing chain management, including planning, acquisition, storage and distribution functions. This way, re-order levels can be determined for the purpose of replenishing stock levels as at when due. In this way, more procurement process may be done using the default method of open competition rather than one acting in the breach all the time.

### **Funding sources for Procurement:**

The available data is not absolute. There are still a lot of data that we were unable to capture – especially those related to foreign funded projects. There is need to coordinate project data gathering from a central point in the MDAs to facilitate easy retrieval.

### **Methods of Procurement:**

The culture of implementing public procurement based on advance planning is still low and most of the entities are still much more comfortable with the use of emergency approach to carrying out public procurement. There is need to keep up the campaign for adherence to the open competitive process in view of the fact that decentralized public procurement system is still young in Sierra Leone.

### **Bid Disputes**

Bid disputes are still very prominent due to improper handling of the bidding process. However, due to lack of awareness of remedies available to bidders in seeking redress through a laid-down complaints channel, most of these disputes were unreported.

### **Timely payment of Contracts:**

Payment for contracts is still not paid on schedule due to improper scheduling of projects; change in the procurement process without informing the Authority or the Ministry of Finance; poor project dimensioning and specifications; weak contract management leading to time and cost overruns.

LIST OF ENUMERATORS,  
SUPERVISORS AND COORDINATORS

No	NAME	CONTACT NUMBER	POSTING
1	JULIUS KABIA	077-246013	BO
2	RUTH SATTI KALLON	076-854565	BO
3	ROBINSON BRIMA		BONTHE
4	ALPHA DUMBUYA		FREETOWN
5	ALPHONSO FARMER	033-685355/033-989789	FREETOWN
6	AMARA BOCKARIE ELOGIMA	077-418122/078267090	FREETOWN
7	BASHIRU SESAY	033-883740	FREETOWN
	BETTY J. K. MILTON	076-674147/033-141611	FREETOWN
9	EDA SESAY	033-863588	FREETOWN
10	ELIZABETH REGINA JOHNSON	077-886836	FREETOWN
11	ELIZABETH TITTY-JALLOH		FREETOWN
12	FRANCESS KAMARA	033-744050	FREETOWN
13	FRANCIS MUSA		FREETOWN
14	HAROLD BUCKLE	033-771296/076-260671	FREETOWN
15	IBRAHIM MOHAMED KONNEH	077-214115	FREETOWN
16	JAMES MORIPEH	030-152000	FREETOWN
17	KADIE PALMER	033-216875	FREETOWN
18	KANDEH JOHN	078-447312	FREETOWN
19	LAMIN KAMARA	033-510683	FREETOWN
20	LEIGH USMAN LEIGH	033-312171/077-312171	FREETOWN
21	MARIE KAMARA	33614616	FREETOWN
22	MASERAY CONTEH	033-504017/076-649800	FREETOWN
23	MILTON YARJAH	077-841117	FREETOWN
24	MOHAMED LAMINN-SESAY		FREETOWN
25	OSMAN BAH		FREETOWN
26	SAHR MORSAY	077-592854	FREETOWN
27	SALAMATU TURAY	076-651941/077875504	FREETOWN
28	YUSUFU SESAY	033-527-546	FREETOWN
29	MAADA SONGO	077-988242	KABALA
30	SAHR MOHAMED		KAILAHUN
31	MOI SWARAY	033-492164	KAMBIA

32	JARTU A. G. TARLOWOH	033-213499	KENEMA
33	MOHAMED KASILLAH		KENEMA
34	JOSEPH BANGALI	033-539455	KONO
35	KOMBA MATTURI	078-745-570	KONO
36	JOHN A. KARGBO		MAGBURAKA
37	JAMES KONTEH		MAKENI
38	MOHAMED S. KONTEH		MAKENI
39	VICTOR ALBERT JUNISA	033-823110	MOYAMBA
40	JOSEPH BOB WILLIAMS	077-548149	PORT LOKO
41	KAMARA		PORT LOKO
42	CHRISTIANA O. FAMBULLEH		PUJEHUN
43	MOHAMED KAMARA	033-828150	WATERLOO
44	VIVIAN GREAVES		FREETOWN
45	SARAH SAMURA		FREETOWN

**CATEGORIES OF MDAs IN ACCORDANCE WITH PREPAREDNESS TO IMPLEMENT PROCUREMENT CONTRACTS**

No	INSTITUTION	REGION	SECTOR	Category: AAA, AA A, OA
1	Kailahun District Council	EASTERN	COUNCIL	AA
2	Kenema city council	EASTERN	COUNCIL	AA
3	Kenema District Council	EASTERN	COUNCIL	AA
4	Kono District Council	EASTERN	COUNCIL	AA
5	Kono New Sengbehun city Council	EASTERN	COUNCIL	AA
6	Eastern Polytechnic	EASTERN	SOCIAL SERVICES	AA
<b>6</b>				
1	Bombali District Council	NORTHERN	COUNCIL	AA
2	Kambia District Council	NORTHERN	COUNCIL	AA
3	Koinadugu District Council	NORTHERN	COUNCIL	AA
4	Makeni City Council	NORTHERN	COUNCIL	AA
5	Port Loko District Council	NORTHERN	COUNCIL	AA
6	Tonkolili District Council	NORTHERN	COUNCIL	AA
7	Northern Polytechnic	NORTHERN	SOCIAL SERVICES	A
8	Port Loko Teachers College	NORTHERN	SOCIAL SERVICES	AA
<b>8</b>				
1	Bo city Council	SOUTHERN	COUNCIL	AA
2	Bo District Council	SOUTHERN	COUNCIL	AA
3	Bonthe District Council	SOUTHERN	COUNCIL	AA
4	Bonthe Municipal Council	SOUTHERN	COUNCIL	AA
5	Moyamba District Council	SOUTHERN	COUNCIL	AA
6	Pujehun District Council	SOUTHERN	COUNCIL	AA
7	Bo-Kenema Power Service	SOUTHERN	ECONOMIC SERVICES	AA
8	Njala University	SOUTHERN	SOCIAL SERVICES	AA
<b>8</b>				
1	Western Area Rural District Council	WESTERN	COUNCIL	AA
2	Agricultural Sector Rehabilitation Project (ASREP)	WESTERN	ECONOMIC SERVICES	
3	Bumbuna Hydro Electric	WESTERN	ECONOMIC SERVICES	

	Project			
4	Guma Valley water Company (GVWC)	WESTERN	ECONOMIC SERVICES	A
5	Ministry of Transport & Aviation	WESTERN	ECONOMIC SERVICES	AA
6	Ministry of Agriculture Forestry and Food Security	WESTERN	ECONOMIC SERVICES	AA
7	Ministry of Employment and Industrial Relation	WESTERN	ECONOMIC SERVICES	AA
8	Ministry of Energy and Water Resources	WESTERN	ECONOMIC SERVICES	AA
9	Ministry of Fisheries and Marine Resources	WESTERN	ECONOMIC SERVICES	AA
10	Ministry of Mineral Resources & Political Affairs	WESTERN	ECONOMIC SERVICES	AA
11	Ministry of Trade and Industry	WESTERN	ECONOMIC SERVICES	AA
12	Ministry of Works, Housing & Infrastructure	WESTERN	ECONOMIC SERVICES	AA
13	National Insurance Company Ltd.	WESTERN	ECONOMIC SERVICES	A
14	National Power Authority(NPA)	WESTERN	ECONOMIC SERVICES	AA
15	National Social Security and Insurance Trust (NASSIT)	WESTERN	ECONOMIC SERVICES	AA
16	National Telecommunications Commission (NATCOM)	WESTERN	ECONOMIC SERVICES	A
17	Sierra Leone Agricultural Research Institute (SLARI)	WESTERN	ECONOMIC SERVICES	A
18	Sierra Leone Airport Authority (SLAA)	WESTERN	ECONOMIC SERVICES	AA
19	Sierra Leone Investment and Export Promotion Agency (SLEIPA)	WESTERN	ECONOMIC SERVICES	A
20	Sierra Leone Maritime Administration (SLMA)	WESTERN	ECONOMIC SERVICES	AA
21	Sierra Leone Port Authority (SLPA)	WESTERN	ECONOMIC SERVICES	AA
22	Sierra Leone Postal services (SALPOST)	WESTERN	ECONOMIC SERVICES	AA
23	Sierra Leone Road Authority	WESTERN	ECONOMIC SERVICES	AA
24	Sierra Leone Road Transport Authority	WESTERN	ECONOMIC SERVICES	AA
25	Sierra Leone Road Transport Cooperation	WESTERN	ECONOMIC SERVICES	AA
26	Sierra Leone Shipping Agencies	WESTERN	ECONOMIC SERVICES	A

27	Sierra Leone State Lottery	WESTERN	ECONOMIC SERVICES	A
28	Sierra Leone Telecommunication's Company	WESTERN	ECONOMIC SERVICES	A
29	Sierra Leone Water Company (SALWACO)	WESTERN	ECONOMIC SERVICES	AA
30	Accountant General's Department	WESTERN	GEN SERVICES	A
31	Administrator & Registrar General's Office	WESTERN	GEN SERVICES	A
32	Anti Corruption Commission	WESTERN	GEN SERVICES	AA
33	Audit Service Sierra Leone	WESTERN	GEN SERVICES	AA
34	Bank of Sierra Leone	WESTERN	GEN SERVICES	AA
35	Cabinet Secretariat	WESTERN	GEN SERVICES	A
36	Court of Appeal	WESTERN	GEN SERVICES	A
37	Government Printing Department	WESTERN	GEN SERVICES	A
38	High Court Sierra Leone	WESTERN	GEN SERVICES	A
39	House of Parliament	WESTERN	GEN SERVICES	A
40	Human Resource Management Office	WESTERN	GEN SERVICES	A
41	Independent Media Commission	WESTERN	GEN SERVICES	A
42	Justice & Legal Service Commission	WESTERN	GEN SERVICES	A
43	Law Reform Commission	WESTERN	GEN SERVICES	A
44	Law Reform Commission	WESTERN	GEN SERVICES	A
45	Local Government Service Commission	WESTERN	GEN SERVICES	A
47	Ministry of Finance & Economic Development	WESTERN	GEN SERVICES	AA
48	Ministry of Foreign Affairs & International Cooperation	WESTERN	GEN SERVICES	A
49	Ministry of Information & Communication	WESTERN	GEN SERVICES	A
50	Ministry of Justice	WESTERN	GEN SERVICES	A
51	National Assets Commission	WESTERN	GEN SERVICES	A
52	National Authorizing Office	WESTERN	GEN SERVICES	A
54	National Commission for Democracy & Human Right	WESTERN	GEN SERVICES	
55	National Commission for Privatization	WESTERN	GEN SERVICES	A
56	National Electoral Commission	WESTERN	GEN SERVICES	AA

57	National Public Procurement Authority	WESTERN	GEN SERVICES	AA
58	National Revenue Authority	WESTERN	GEN SERVICES	AAA
59	Office of the Ombudsman	WESTERN	GEN SERVICES	A
60	Office of the President	WESTERN	GEN SERVICES	AA
61	Office of the Vice President	WESTERN	GEN SERVICES	A
62	Political Parties Registration Commission	WESTERN	GEN SERVICES	AA
63	Public Sector Reform Unit	WESTERN	GEN SERVICES	AAA
64	Public Service Commission	WESTERN	GEN SERVICES	A
66	Rokel Commercial Bank	WESTERN	GEN SERVICES	A
67	Sierra Leone Commercial Bank	WESTERN	GEN SERVICES	A
68	Sierra Leone Human Right Commission	WESTERN	GEN SERVICES	A
69	Sierra Leone Insurance Commission	WESTERN	GEN SERVICES	
70	Statistics Sierra Leone	WESTERN	GEN SERVICES	AA
71	Supreme Court	WESTERN	GEN SERVICES	A
72	Immigration Department	WESTERN	SECURITY SERVICES	A
73	Ministry of Defense	WESTERN	SECURITY SERVICES	AAA
74	Ministry of Internal Affairs & Local Government	WESTERN	SECURITY SERVICES	A
75	National Drugs Law Enforcement Agency	WESTERN	SECURITY SERVICES	AA
76	National Fire Force	WESTERN	SECURITY SERVICES	AA
77	National Registration Secretariat	WESTERN	SECURITY SERVICES	OA
78	Office of National Security	WESTERN	SECURITY SERVICES	OA
79	Sierra Leone Police	WESTERN	SECURITY SERVICES	AA
80	Sierra Leone Prisons Services	WESTERN	SECURITY SERVICES	AA
81	a) College of Medicine and Allied Health Sciences	WESTERN	SOCIAL SERVICES	AA
82	b) Fourah Bay College	WESTERN	SOCIAL SERVICES	AA
83	c) Institute of Public Administration and Management	WESTERN	SOCIAL SERVICES	AA
84	Freetown city Council	WESTERN	SOCIAL SERVICES	AA
85	Freetown Teachers College	WESTERN	SOCIAL SERVICES	OA
86	Milton Magai College of Education and Technology	WESTERN	SOCIAL SERVICES	AA
87	Ministry of Education	WESTERN	SOCIAL SERVICES	AA

88	Ministry of Health and Sanitation	WESTERN	SOCIAL SERVICES	A
89	Ministry of Lands and Country Planning	WESTERN	SOCIAL SERVICES	A
90	Ministry of Social Welfare Gender and Children's Affairs	WESTERN	SOCIAL SERVICES	AA
91	Ministry of Tourism and Culture	WESTERN	SOCIAL SERVICES	AA
92	National Aids Coordinating Secretariat	WESTERN	SOCIAL SERVICES	AAA
93	National Commission for Social Action	WESTERN	SOCIAL SERVICES	A
94	Sierra Leone Environmental Protection Agency	WESTERN	SOCIAL SERVICES	A
95	Sierra Leone Library Board	WESTERN	SOCIAL SERVICES	A
96	Sierra Leone Pharmacy Board	WESTERN	SOCIAL SERVICES	A
97	Tertiary Education Commission	WESTERN	SOCIAL SERVICES	A
98	University of Sierra Leone	WESTERN	SOCIAL SERVICES	A
99	Bo /Kenema Power Services			AA
100	PORT LOKO TEACHERS COLLEGE			AA

Legend:

AAA - Entities with all structures in place with appropriate equipment, trained procurement personnel and functional committees with best practice - Low Procurement Risk

AA: Entities with all structures in place with appropriate equipment, trained procurement personnel, functional committees but not good practice - Medium procurement risk

A: Entities with all structures in place but not a functional committee and known best practice - High procurement risk

OA: Entities with no structure in place and no good practice to refer to - Highest procurement risk