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UNDERSTANDING PUBLIC PROCUREMENT

Public procurement has recently caught the attention of the people in Sierra Leone. Not many people however know all that needs to be known about this new trend of doing business with government entities. Although a lot of sensitization and training has taken place relating to public procurement, there is still the need for better understanding of the law.

Public procurement is the *process* by which the Government *acquires goods, works and services* using public funds. This includes planning the acquisition, inviting offers, evaluating offers, awarding contracts and managing such contracts to completion. It is an important aspect of modern public financial management, in the absence of which government expenditures can result in unnecessary purchases or inferior quality infrastructure.

An efficient public procurement system has significant socio-economic and developmental implications. Poor procurement performance and lack of transparency mean that Government builds fewer hospitals, schools, roads, etc., than it has budgeted for. An efficient and transparent system enables Government to be easily accountable to the people.

Improvement in the public procurement system therefore has direct impact on good governance. Experts say that corruption can add as much as 25% to the cost of government procurement. This then leads us to ask: why is public procurement so important? There are at least four reasons when answering this question:

- It contributes immensely to fighting corruption and improving good governance.
- It introduces efficiency and transparency in the public financial management system.
- It ensures value for money through competitive bidding, thus saving government finances that could be used to fund other priority sectors.
- It encourages and promotes private sector growth and investment. *(Contd. P.6)*

IN SEARCH OF POLITICAL WILL

NPPA SENSITIZES PRESIDENT ERNEST BAI KOROMA AND CABINET



In the bid to secure support and political will that will make all Ministries, Departments and Agencies (MDAs) of Government follow the rules and regulations of public procurement in Sierra Leone, the National Public Procurement Authority (NPPA) on Thursday 6th March 2008 organized a one-day seminar for President Dr. Ernest Bai Koroma, the Vice President Hon. Sahr Samuel Sam-Sumana, cabinet ministers and their deputies. The theme of the seminar, which took place at State House was: **“The Public Procurement Law, its implementing Regulations and the responsibilities of Heads of Entities as key stakeholders”**.

The purpose of the seminar was to give the President and his Cabinet a proper understanding of procurement reform in Sierra Leone and its advantages to the Government. Since procurement contributes immensely to the fight against corruption, the Anti-Corruption Commission was also invited, as well as our development partners, namely the World Bank and African Development Bank. **(See full story on Pages 4 & 5)**

BACKGROUND TO THE NPPA

Public procurement in Sierra Leone was the responsibility of the Central Tender Board from 1963 to 2003. In 2002, the Government realized that there was a need to reform the procurement system because billions of Leones were being lost annually through inefficiencies, mismanagement, fraud and corruption.

With the support of our development partners, notably the UNDP, World Bank, DfID and EU, a Steering Committee on procurement reform was set up in 2003 chaired by the Hon. Vice President, to oversee the reform process. This was the beginning of the first phase of the reform which saw the halting of the activities of the Central Tender Board and transfer of reform responsibilities to the Steering Committee. UNDP-IAPSO provided strategic advice and management services to the Committee. This process also started the complete overhaul of the existing regulatory framework leading to the enactment of a procurement legislation by Parliament in 2004.

By June 2004, Interim Rules and Regulations governing public procurement were in place. On June 1, the Reform Steering Committee contracted Crown Agents (UK) to prepare a comprehensive procurement legislation based on the UNCITRAL model law. By November 2004, a Procurement Bill, Manual and Standard Bidding Documents have been prepared.

The implementation of the second phase of the reform process commenced earnestly in December 2004, following the enactment of the Public Procurement legislation on 7th December 2004. A major objective was to improve the effectiveness and efficiency of the public sector in the allocation and utilization of scarce resources under the Public Financial Management (PFM) reform programme.

The Public Procurement Act 2004 is a comprehensive legislation

The overall objective of the new procurement system is to provide value for money to the Government by ensuring that public funds are spent in a transparent, efficient and fair manner.

Section 3(1) of the Procurement Act 2004 states that *“There is hereby established a body to be known as the National Public Procurement Authority”*. In compliance with this requirement, Government in March 2005 appointed the Board of the Authority. Under the broad reform of public financial management and good governance, the Authority is the regulatory and monitoring body for public procurement in Sierra Leone. Strictly speaking, it is an oversight body set up to ensure that a level playing field exists for every stakeholder in public procurement.

THE LEGAL FRAMEWORK OF PUBLIC PROCUREMENT

A good public procurement system is usually governed by legislation with comprehensive regulatory instruments. The Public Procurement Act 2004 establishes the relevant structures and provides the rules and procedures to be followed by entities and service providers involved in the procurement process.

The following regulatory instruments govern public procurement in Sierra Leone:

- ◆ Public Procurement Act 2004
- ◆ Public Procurement Regulations 2006
- ◆ Public Procurement Manual for the guidance of procurement officers in the public service
- ◆ Standard Bidding Documents for goods, civil works and services

Purpose and Objective

The purpose of the Public Procurement law is to provide an efficient and transparent system and procedures to ensure that public procurement is conducted competitively, and contracts are awarded and managed in a manner that promotes the paramount objective of value for money in government expenditure.



One of the first press conferences organized by NPPA

In 2003, IAPSO and the Steering Committee conducted a spend analysis of government expenditures for fiscal year 2002. Government had finally recognized the need to replace the existing framework which was characterized by inefficiency, lack of transparency, unfairness, fraud and abuse of public funds, with a system that is governed by rules and regulations and more transparent, open and accountable.

designed to eliminate the shortcomings and organizational weaknesses inherent in public procurement in Sierra Leone. The law decentralized procurement to MDAs and Local Councils; established a regulatory body, the National Public Procurement Authority, and a complaints handling body, the Independent Procurement Review Panel. Under the law, procurement decisions were now to be made by a Procurement Committee.

MONITORING AND EVALUATION

Without monitoring and evaluation of public procurement activities, the functions of the NPPA will not be accomplished. It is through monitoring and evaluation that the Authority can know whether entities understand and have complied with the provisions of the law. The main focus of procurement monitoring and evaluation from 2005 to 2007 include the following:

- Routine compliance monitoring (procurement audit)
- Random investigative monitoring
- Development of monitoring instruments
- Documentation monitoring
- Baseline analysis monitoring

The Authority made familiarisation visits within this period to nine key spending entities, namely: Ministry of Defence, Ministry of Education, Science & Technology, Ministry of Agriculture & Food Security, Ministry of Health & Sanitation, Ministry of Works, Ministry of Transport & Communication, Ministry of Mineral Resources, Sierra Leone Roads Authority and the Sierra Leone Police. The NPPA also did a close study of their working documents.

The following activities were undertaken:

1. Review and analysis of procurement actions undertaken from 2001 to 2005, to form a baseline for procurement compliance and performance. The main findings during the exercise were as follows:

- Organized data on procurement actions undertaken for the year 2001 was lacking, even in the paying Ministry of Finance.

- The Ministry of Finance was found to have organized data on procurement for only 2005 and 2006.
- There seemed to be double funding of the same procurement activity in some MDAs.
- The Ministry of Finance did not have a good procurement capturing, tracking and monitoring system for the years 2002 to 2004.
- Procurement was not properly recorded and reported by virtually all MDAs up to 2005. Hence information collected from the Ministry of Finance was found to be inconsistent with records of procuring entities.

2. Verification of procurement processes in the MDAs was carried out. Findings with regard to the investigations were as follows:

- √ Procurement Units and Committees were found to be present in the MDAs in principle.
- √ Procurement officers were found in many of the MDAs.
- √ Almost every staff with procurement related responsibility in the MDAs proved to have knowledge of the existence of the procurement oversight body (NPPA) and the regulatory instruments in force, namely the Act, Regulations, Procurement Manual and Standard Bidding Documents.
- √ Bidding opportunities and contract awards were found to be posted regularly on the NPPA website.
- √ An analysis of the procurement process was done and published in the first quarter (2006) edition of the NPPA Bulletin.
- √ Electronic copies of procurement documents were disseminated to all MDAs that required them.

- √ Strong assets disposal mechanism was found to be lacking in the MDAs.
- √ Collaboration among entities, the NPPA and Ministry of Finance was found to be low.
- √ The contents of procurement plans in the entities were frequently altered without reference to the NPPA. The NPPA approved procurement documents were not treated seriously by some senior officials in those entities
- √ There was a general disregard for the activities of the procurement officers in the entities by senior officials in those entities
- √ Investigative monitoring of specific cases in the entities showed that gross misprocurement was a frequent occurrence.

3. A detailed compliance and performance monitoring carried out for the nine key MDAs in relation to their 2006 procurement plans showed the following:

- ✦ Low compliance with approved procurement plans.
- ✦ Procurement activities were not under the control of Procurement Units in the entities.
- ✦ Most of the procurement activities carried out in the entities were inconsistent with the requirements of the Public Procurement Act 2004 and its Regulations.
- ✦ Procurement activities were still undertaken by accountants.
- ✦ There was poor record keeping and reporting of procurement activities in the entities.
- ✦ There was evidence of splitting of procurement processes to avoid legal threshold requirements.
- ✦ Procurement plans were found to be disregarded by the entities in the execution of their procurement actions.
- ✦ Some Procurement Committees were found to be non-functional.

The National Public Procurement Authority regarded the above anomalies as challenges to be promptly addressed for the successful implementation of procurement reform measures. As the issues cut across the various departments of the Authority, they were included in the action plans of the Capacity Building, Procurement, and Monitoring & Evaluation Departments.



JOURNALISTS AT AN NPPA PRESS CONFERENCE ON PROCUREMENT

NPPA SENSITIZES PRESIDENT Dr. ERNEST KOROMA AND CABINET MINISTERS

The National Public Procurement Authority was set up in 2004 to address the problems of public procurement. Public procurement reform began in 2002 when the Government of Sierra Leone and its development partners, notably the UNDP, World Bank, EU and DfID, identified the public procurement system as one that needs urgent attention because of widespread perception of corruption, fraud and inefficiencies. The objective of the reform was to build public confidence in the procurement system since it had been estimated that about 70% of the Government's budget was procurement related. Government therefore held the view that an efficient public procurement system was needed to ensure value for money in its expenditures. (*See Background to NPPA on Page 2*). Having played a key role in the enactment of the Public Procurement Bill in 2004 when he served as Minority Leader in Parlia-

Owing to the fact that Cabinet ministers, as Heads of procuring entities, are new and unfamiliar with current procurement rules and regulations, the President on the advise of the NPPA, considered a detailed sensitization workshop to be appropriate and timely for the efficient and effective performance of their duties. Against this background, the sensitization workshop of 6th March 2008 was organized.

Workshop Objectives:

- ◆ To enhance ministers' understanding of their roles and responsibilities as heads of procuring entities.
- ◆ To help them distinguish their statutory functions in the procurement process from those of their procurement officers and Procurement Committee members.
- ◆ To help them understand their role as adjudicators in matters of procurement complaints.



The Sec. to the President, James Sanpha Koroma opening the seminar

Expected Outcomes:

- At the end of the one-day sensitization workshop, ministers were expected to fully understand their specific roles and responsibilities, and how procurement functions are delegated to the various structures within their entities, namely Procurement Committees and Procurement Units, as required by law.
- The ministers, as Heads of procuring entities, will be able to properly adjudicate on procurement complaints within the legal time-frame set by the law.
- Ministers, as Heads of procuring entities and as part of their statutory responsibilities, will ensure that proper procurement planning and records management are undertaken by their institutions. The timely completion of procurement activities and reporting to the National Public Procurement Authority will also become the standard practice in all procuring entities.



A Cross section of Cabinet Ministers listening attentively to the CEO's Presentation Finance, Attorney-General & Justice and Energy & Power

ment, President Koroma has continued to express great interest in public procurement reform after assuming Office as Head of State. The continued interest of the President has led to the sensitization of ministers and senior functionaries of Government to ensure that they comprehend the provisions of the procurement law and its implementing regulations.

- ◆ To understand the role of the Independent Procurement Review Panel (IPRP) as the complaints appeals body.
- ◆ To understand public procurement ethics and what constitutes procurement corruption, with its legal implications under the Public Procurement Act and Anti-Corruption Act.

Opening Ceremony

In his remarks to open the seminar the Secretary to the President, Mr. James Sanpha Koroma, said that the significance of the one-day event was to demonstrate President Ernest Bai Koroma's commitment to wipe out corruption in the country. Since corruption in Sierra Leone was closely linked to inefficient public procurement, His Excellency the President was very much interested in the work of the NPPA.

The Chairman of the workshop, Mr. Reginald S. Fynn Sr. who is a Chartered Accountant and the Director of Internal Audit in the Ministry of Finance, said that procurement matters provided a fertile ground for corruption and this had warranted the President to commission the training workshop. He said that because of His Excellency's keen interest in procurement reform, the workshop was bound to achieve its desired objectives.

Presentations

The Chief Executive Officer of the NPPA, Alfred H. Kandeh, in his presentation gave an overview of the provisions of the Public Procurement Act 2004 and its Regulations 2006. He compared Sierra Leone's fully decentralized system of procurement in line with the government's policy of decentralisation, to those of other countries in Africa. The CEO explained the various stages of procurement and errors that may constitute cases of mis-procurement or corruption. The questions that followed the presentation showed that the audience had acquired a keen interest and understanding of the subject.

The Legal affairs Specialist of the NPPA, Farid Alghali, Esq., in his presentation on Complaints Handling Mechanisms and the role of the Independent Procurement Review Panel (IPRP), spoke at length on the functions of the Panel which is appointed by the Ministry of Finance. According to the legal specialist, the IPRP comprises three members, and acts as a court of records.



The CEO and other facilitators at the sensitisation workshop

Mr. Ferdinand Tsri Apronti, the World Bank procurement specialist, spoke on the Bank's projects and procurement procedures. Mr. Apronti said that the Bank was passionate about fighting to end poverty and empowering countries through loans and grants.

Reviewing existing projects of the World Bank group in the country, which include the IBRD, IDA, IFC, MIGA and ICSID, Mr. Apronti said 78% of the projects were affected by aspects of inefficient procurement, except the water and energy power project which received a good review from the Bank.

Since corruption is often involved in public procurement, the Anti-Corruption Commission (ACC) made a presentation on Procurement ethics and the issues of corruption. Mr. Sholay Davies, Senior Prevention Officer, explained that several activities carried out by procurement officers are faulty because they do not follow procurement rules and regulations. He outlined ACC functions to the participants, which include detection and investigation of cases related to corruption, and the prosecution of offenders in court.

The Anti-Corruption Commission explained the interference of political actors in the state as a major impediment to the work of the Commission over the years.



A cross section of Cabinet Ministers at the Workshop

From left to right, the Minister of Agriculture, Forestry & Food Security; Minister of Defence; and Minister of Education, Youth & Sports

SENSITISATION AND CAPACITY BUILDING

As one would expect, a major function of the National Public Procurement Authority is capacity building, which includes training and certification of selected people in all aspects of public procurement management and sensitising stakeholders country-wide on the functions, mission, vision and core values of the Authority. Sensitisation and capacity building go hand in hand in the NPPA.

Capacity Building

This is a core function of the NPPA. The Capacity Building Department is charged with the responsibility of conducting nation-wide sensitization on procurement activities; organizing formal as well as hands-on procurement education on a continuing basis, including the management of procurement information. Procurement records management is a major problem in MDAs and is frequently connected with the issue of corruption. As part of NPPA's continuing education programme, the Capacity Building Department has conducted regular in-house training sessions on the law and its regulatory instruments for new Procurement Committee members in various MDAs, local government, parastatals and state-owned enterprises.

Major seminars and workshops conducted so far include the following:

- Commonwealth Secretariat sponsored Training of Trainers (TOT) Workshop on procurement management from 13th to 21st February 2006
- Workshop for Parliamentarians on the implementation of the Public Procurement Act 2004 and its Regulatory Instruments on 27th February to 1st March 2006
- Workshop for Ministers and Heads of MDAs on the new Public Procurement system on 11th May 2006
- Short course on Procurement Management in collaboration with IPAM for procurement officers in MDAs from 5th to 9th June 2006
- One-day seminar for private contractors and suppliers on Public Procurement and Complaints Handling Mechanisms on 29th August 2006.
- Crown Agents(U.K.) training of national trainers on public procurement for capacity building in all procuring entities through out-sourced training institutions, from 23rd April to 3rd May 2007.

Radio and TV Programmes

As part of its strategy for sensitizing the general public on procurement activities during the year, the NPPA used radio and television jingles. The jingles, aired on both local and provincial radio stations, featured topical and humorous scenes to depict the dangers of bad procurement to the nation, the role of the Authority in effecting the law to ensure transparency, accountability and value for money in procurement transactions. From feedback received from sections of the population, the initial awareness of the Authority's existence had been created in the country as a whole.

With the assistance of the UNDP and UNAMSIL radio FM 103, Radio Democracy FM 98.1 and SLBS, the NPPA has also conducted live radio phone-in discussions in Freetown and Bo during 2006 and 2007. The discussions have been led by panelists from the NPPA and moderators from civil society and the media. Such discussions have focused on the merits of the new decentralised procurement system, the provisions of the Public Procurement Act 2004 and its implementing Regulations 2006, the use of Standard Bidding Documents, as well as the role of the Independent Procurement Review Panel.

Press Conferences

The NPPA recognizes the role journalists play in the dissemination of information. In this regard therefore, the Authority has made it a policy to invite members of the Fourth Estate (Media) to press conferences any time there is need to inform the public on major events, such as major decisions of the IPRP on procurement complaints. At other times the Press has been invited to witness an important event in the life of the NPPA, such as the promulgation of a new legislation or regulation by the Authority.

Understanding Public Procurement (Continued from P.1)

In addition to the major benefits outlined on page 1, a properly legislated and well structured system ensures that procurement activities are carried out by professionally trained and competent personnel in procuring entities, including Local Government Councils, and records of such transactions are permanently maintained for auditing purposes. A cadre of procurement officers reporting to the NPPA in a legally prescribed manner is created thus exposing elements of corruption in procurement processes.

The Public Procurement Act 2004 provides for the use of the following methods in all public procurement transactions:

Open Advertised Competitive Bidding

This can be local or international and the required procedures include the preparation and advertisement of bid opportunities for a prescribed minimum period; issuing of bidding documents to prospective bidders who respond to such advertisements; public opening of bids; evaluation and award of contracts.

Restricted Bidding

This is a system of direct invitation to a shortlist of pre-qualified, pre-registered or identified suppliers. The number of firms invited is dependent on the circumstances leading to the use of the restricted method. It also involves the issuing of standard bidding documents to invited bidders, public opening of bids, evaluation and award of contracts. Though restricted, yet some element of competition is maintained.

Request for Quotation (RFQ)

This is the process of procurement based on quotations solicited from a number of known and registered suppliers or contractors. The use of standard bidding documents in this method is also mandatory.

Request for Proposal (RFP)

This is the predominant method in the selection of consultants. Letters of invitation are sent to a shortlist of consultants to submit appropriate proposals. The selection process rests extensively on the quality of proposals submitted by the consultants.

The Sole Source Method

This is used where a quotation is solicited from one supplier, contractor or consultant. This is mostly applicable where only the single source contractor or supplier has the exclusive right to perform the civil works or supply the required product (Public Procurement Act 2004, sections 46 & 47).

Legal Frame Work (Cont. from P. 2)

- . Other objectives of the Public Procurement law include:
- √ Regulating and harmonizing procurement processes
 - √ Contributing to fighting corruption, and reducing public inefficiencies and waste of resources
 - √ Building capacity and promoting professionalism in the field of public procurement
 - √ Eliminating or minimizing the negative impact on government service delivery.

Conduct of Bidders and Suppliers

A key element in any procurement law is the conduct of bidders and suppliers. Their rights are protected by legislation that provides a level playing field for all through competitive bidding.

Equally, the Act makes the laws binding on them, and an infringement empowers the NPPA to take legal action against those guilty of the infringement. Thus **Section 34 (6)** states that *“Bidders and suppliers who engage in fraudulent, corrupt or coercive practices in connection with public procurement are subject to public prosecution pursuant to the applicable criminal laws, including the Anti-Corruption Act 2000.”*

THE INDEPENDENT PROCUREMENT REVIEW PANEL (IPRP)

The Independent Procurement Review Panel (IPRP) was established by **Section 20 (1)** of the Act for the purpose of conducting independent administrative reviews of complaints and challenges to contract award decisions. The IPRP adjudicates on complaints on complaints by way of appeals from aggrieved parties to procurement transactions (**Section 65 {1a}**). The Public Procurement Act 2004 and its regulations 2006 require that procurement complaints be first heard by Heads of Procuring Entities who shall not participate in any procurement decision making in their entities. The panel

in relation to an award of contract decision by the Ministry of Defence for medical drugs, reagents and and medical laboratory equipment, and issued a decision on 6th December 2006.

THE LEGAL AFFAIRS UNIT

The Legal affairs Unit of the National Public Procurement Authority was established and made operational in 2006 with the appointment of a legal specialist to advise the NPPA and the Independent Procurement Review Panel (IPRP) on all legal matters. The Legal Affairs Unit participated in sensitization workshops and seminars for contractors and suppliers in the private sector, as well as heads of procuring entities, civil society groups, management of Local Government Councils and Procurement Committees.

In all these exercises, information on the procurement complaints handling mechanism, the role of the Independent Procurement Review Panel (IPRP), ethics and standards in public procurement, and the provisions of the Public Procurement Act 2006 were discussed and disseminated to stakeholders nationwide. The Unit also participated in live phone-in programmes on the discussion and dissemination of information on public procurement at radio stations in Freetown and the Provinces.

Procurement Committee

This is the principal decision making body in all procuring entities and is established under section 18 of the Public Procurement Act 2004. It is chaired by the Vote Controller of the entity. It reviews and approves all procurement actions of the entity.

CHRONOLOGY OF EVENTS IN PUBLIC PROCUREMENT REFORM

Jan. 2002: Request by His Excellency the President to the UNDP for provision of assistance for a comprehensive reform of public procurement in Sierra Leone.

April 2002: Exploratory Mission by UNDP-IAPSO on public procurement in Sierra Leone

Dec. 2002: First UNDP-IAPSO Technical Assistance Mission to Sierra Leone, including two-day stakeholders' sensitization workshop (Dec.10-11)

Jan.2003: Second UNDP-IAPSO Technical assistance Mission to Sierra Leone – Consensus obtained on the way forward in public procurement reform; IAPSO developed detailed action plan for first phase of reform program covering period Sept.2003 to May 2004.

March 2003: By Cabinet decision of March 26th 2003, Government suspended the activities of the Central Tender Board (CTB); established Procurement Reform Steering Committee (PRSC) to be chaired by the Hon. Vice President to oversee procurement reform; and formally endorsed UNDP-IAPSO to provide management services on procurement reform to the Government of Sierra Leone.

Sept.2003: Formal launching of the Public Procurement Reform Programme by the Hon. Vice President at State House. IAPSO conducted a Spend Analysis of the Government's procurement through an independent consultant.

Oct-Nov. 2003: IAPSO & PRSC conducted a series of stakeholder training workshops for both the public and private sectors.

Nov.2003: The Procurement Reform Executive Secretariat is established to provide support to coordinate the activities of consultants and support the Steering Committee.

Dec.2003: Procurement Reform Executive Secretariat, in collaboration with IAPSO, conducted two sensitisation workshops.

Jan.2004: Procurement Reform Secretariat, in collaboration with IAPSO, conducted two policy analysis workshops.

Mar. 2004: A Technical Working Group of the PRSC, resulting from consultative processes, drafted Interim Rules and Regulations to govern public procurement until comprehensive law was enacted.

Jun. 2004: PRSC and Cabinet approved Interim Procurement Rules and Regulations for use by all procuring entities.

Dec. 2004: Parliament enacted the Public Procurement Law on 7th December 2008.

PROCUREMENT REFORM: CHALLENGES AND CONSTRAINTS

Procurement reform is a recent undertaking by the Government to bring order and sanity in the procurement system in Sierra Leone. As could be expected from any new institution, the NPPA still has many organizational and logistical problems to overcome.

The Institution has suffered from inadequate funding since its first year of operation. In 2005, staffing was very weak with only three full-time employees in the Authority. This situation posed serious constraints on the implementation of NPPA's programmes. In 2006 however, this situation improved with the recruitment of eight core staff. Being a new phenomenon, however, the dearth of trained procurement professionals is still a problem. In 2005, the Authority had no budget allocation but was availed with limited funding from the Office of the Vice President. Since donors are not prepared to support permanent government institutions on any long-term basis, the need for a substantial budget allocation from the Government is crucial in order to enable

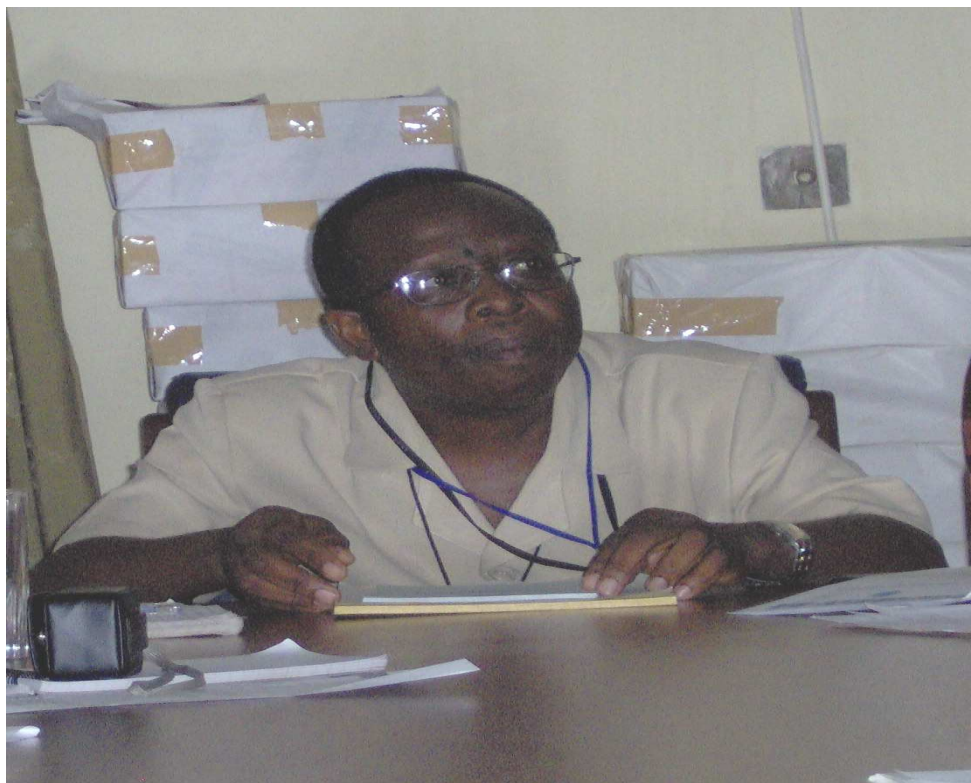
the NPPA function effectively. Another challenge facing the NPPA is office accommodation. From 2003 to 2008, both the Procurement Reform Steering Committee and NPPA have moved offices over three times. Government has never paid attention to the permanent housing of such an important institution. Currently, the offices occupied by the Authority are unfinished and inadequate, considering the growing size of staff and operational activities country-wide. An expansion and renovation of the current premises should be undertaken at the earliest possible time to facilitate the work of the NPPA and sustain staff morale.

Some office equipment and logistical support were provided by the UNDP and IRCBP in 2005 and 2006 to kick-start the work of the Authority. The single vehicle owned by the Authority was obtained from the IRCBP in 2005.

These have become quite inadequate for the growing needs of an expanding NPPA, particularly in compliance monitoring, procurement planning and implementation, sensitization and capacity building. The single vehicle of the Authority is used to ply the entire country for operational activities. Staff members have had to use their private vehicles for official purposes in Freetown and the provinces, which is untenable.

Notwithstanding these challenges and constraints, the NPPA has made commendable progress since its inception in 2004, through its nation-wide sensitization and capacity building programmes for MDAs and Local Government Councils.

Through its website at www.savepublicmoney.sl, information on public procurement can be accessed by all interested parties.



The NPPA Chief Executive Officer, Alfred Herbert Kandeh

NPPA Staff Strength at 31st December 2007

Professional:

• Policy	1
• Monitoring & Evaluation	1
• Economics & Research	1
• Legal	1
• Procurement	3
• Capacity Building & IT	3
• Finance & Administration	3
• IRCBP Procurement Specialist	1
• Support Staff	2

Total staff strength

• Resignation	1
• End of Contract	1