

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



**Design of a
Procurement Professionalization System
for Liberia**

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Abbreviations

CBET	Competence Based Education and Training
CIPS	Chartered Institute of Purchasing and Supply
CPD	Continued Professional Development
CSA	Civil Service Agency
EVD	Ebola Virus Disease
FMTP	Financial Management Training Program
GNI	Gross National Income
IIMM	Indian Institute of Materials Management
IPTP	Intensive Procurement Training Program
IR	Inception Report
ISM	Institute of Supply Management
KBET	Knowledge Based Education and Training
KISM	Kenya Institute of Supply Management
LCPSP	Liberia Certified Procurement and Supplies Professional
LPSMTC	Liberia Procurement and Supplies Management Technician Certificate
LPSPB	Liberia Procurement and Supplies Professionals Board
MFDP	Ministry of Finance and Development Planning
MoE	Ministry of Education
MoHSW	Ministry of Health and Social Welfare
NCHE	National Commission on Higher Education
NQF	National Qualification Framework
OPRAS	Open Performance Review and Appraisal System
PE	Procuring Entity
PMU	Procurement Management Unit
PPCA	Public Procurement and Concessions Act of 2005 as amended in 2010 and its Regulations
PPCC	Public Procurement and Concessions Commission
PSPTB	Procurement and Supplies Professionals and Technicians Board
ToR	Terms of Reference
UMU	United Methodist University
UNDP	United Nations Development Program
UNMIL	UN Mission in Liberia
WB	World Bank

1.0 Preface

1.1 Date of the report

This report was completed in May, 2016

1.2 Base of Report

This report is based on the preliminary findings of a World Bank mission to Liberia from 24th February to 1st March, 2016 and a follow-up mission to Liberia from 14th – 18th May, 2016. The report analyzes materials and other information collected by the Consultant before the mission, during the two missions and after the two missions.

The report follows the Terms of Reference (ToR) issued by the World Bank.

1.3 Acknowledgements

The Consultant is very grateful for the cooperation received from all organizations visited in Liberia, World Bank Country Office in particular and those who were directly involved in this assignment.

The Consultant would like to express sincere appreciation to the Public Procurement and Concessions Commission for their valuable contributions in this assignment, particularly the Chief Executive Officer, Hon. James Dorbor Jallah, for his enormous contributions and organizing Consultant's meetings with relevant institutions including his top management.

Equally the Consultant would like to express heartfelt appreciation to Task Team Leader Mr. Errol George Graham, for providing ToR for the assignment, initiating the assignment and providing valuable contributions during the assignment.

1.4 Purpose of the Report

The World Bank is engaged in many projects of capacity building on the procurement process so as to bring about good governance. One of the objectives of this study is build capacity on procurement professionalism in Liberia as a country. The findings and recommendation of this report will not only help the WB to ensure sound procurement professional practices are followed in Liberia but also build up a profession that stands the test of the time through building up a state-of-the-art professional body. This will enable the Liberian Government improve professionalism in the procurement cadre and enhance effectiveness, economy and efficiency in the procurement function. On the other hand, it will enable the Liberian government to have a pool of professionals locally developed, improved and certified to handle procurement operations and processes effectively and efficiently within the local and international arena.

2.0 Background

2.1 Country Information

Liberia is lying along the Atlantic Ocean in southern part of West Africa, is bordered by Sierra Leone, Guinea and Cote d'Ivoire. Most parts of the country are plateaux with dense tropical forest with adequate rainfall of 160 inches yearly. This country has a population of 4,294,000 with growth rate of 2.52% by statistics of the World Bank in 2013. The country covers a land mass of 111,370 square kilometers. The country was founded in 1822 as a settlement of freed American slaves and became independent in 1847, known to the world as the Republic of Liberia. The current President is H.E. Ellen Johnson Sirleaf since 2006.

2.2 Economic context

Liberia, with Gross National Income (GNI) per capita of US\$370, is below the average of other Sub-Saharan Africa countries. On average 80% of the population live below US\$1.25 per day though in the recent past there are massive efforts to overcome this challenge. The economy mainly depends on iron ore, natural rubber, diamonds, timber, rice, sugar cane, cassava, oil palm, coffee, cocoa, pineapple, orange, grape fruits, tangerine and lime which are used for both export and home market. Main export product is iron ore.

2.3 Liberia Education System

The education system being used in Liberia is common to West African countries but may differ a bit from country to another. However, its standard and quality are excellent. Within English dominated countries, the education structure provides for 7 to 8 years in some cases for primary school, 4 years secondary school, 2 years advanced/higher secondary school and 3 years on average for business bachelor degree and 4 to 7 years for engineering and medical related degree programs. In Liberia the primary school covers 11 to 12 years inclusive of 3 years for kindergarten. Secondary school is for 3 years to qualify for West African Examination Certificate and Diploma. Bachelor Degree is 4 years and Master Degree is 2 years (18 months real studying/training time).

2.4 Procurement Professionalization

The historical background tells us that the Government of Liberia in conjunction with the UN and WB conducted a needs assessment to determine whether the level of policy, procedures and practices for contract awards were economically, efficiently and transparently done to give the Government value for money in public funds utilization. This study resulted into reforming the public procurement and concession processes in two phases. The first phase had established the Contracts and Monopolies Commission to oversee all activities of contractual agreements

undertaken by the National Transitional Government of Liberia. One of the roles of this Commission was to improve the existing practices by preparing the lacking policies and procedures to fill the gap. Phase Two was to improve these new policies and procedures by preparing a comprehensive public procurement and concessions law. The World Bank, as main facilitator with technical and financial support, assisted the process of preparing the law which ensured that the Government got value for money in using public funds.

Currently, the public procurement roles are regulated by Public Procurement and Concessions Commission (PPCC) which was established by the Public Procurement and Concessions Act (PPCA) of 2005, later amended and restated in 2010. PPCC replaced the Contracts and Monopolies Commission as the oversight authority and is among other things mandated to organize the system of public procurement training, certification and continuing professional development among Procuring Entities. Section 5(o) of the Amended and Restated Act mandates PPCC to: “formulate with advice from the appropriate public sector institutions appropriate certifications and qualifications requirements for the professionalization of staff members of Procurement Units.” Further section 5(d) of the same Act gives powers to PPCC to “formulate, promote, support and implement human resource development programs in furtherance of the aim of this Act.” This however, to my own opinion, is considered to be insufficient for professionalization and certification to the standards required for a profession.

PPCC using the above sections of the law has initiated a certification program in collaboration with the United Nations Development Program (UNDP) which offers procurement training and assesses participants leading to award of certificates by the Chartered Institute of Purchasing and Supply (CIPS) of the UK. The certification will include:

- (a) Introductory Certificate in Purchasing and Supply (UNDP/CIPS Level 2)
- (b) Advanced Certificate in Public Procurement (UNDP/CIPS Level 3)
- (c) Diploma in Public Procurement (UNDP/CIPS Level 4)

PPCC through the Financial Management Training Program (FMTP) has initiated the Intensive Procurement Training Program (IPTP) to develop a certification and accreditation system which is yet to take course as it is still at the infancy stage of drafting a constitution to legalize it. Furthermore, the IPTP is developing a framework for certification but that is yet to be publicly available. FMTP offers a Post Graduate Diploma in Public Procurement Management program (*Appendix M*) but the conferring authority is the Graduate School of Business and Public Administration at the University of Liberia.

2.5 Objectives of the Assignment

The goal of this assignment as per the ToR shown in *Appendix A* is to have a PPCC-approved minimum standards and procurement accreditation system for certifying and licensing procurement practitioners in Liberia; this does not exist currently. The specific objectives of the assignment are to make recommendations for:-

- (i) The minimum standards and criteria for accrediting procurement professionals;
- (ii) The minimum standards and criteria for entry into the various positions which comprise the public procurement career track;
- (iii) Revisions to processes, policies and procedures related to the accreditation of procurement education programs;
- (iv) Establishment of a procurement cadre within Liberia's civil service and incentives for procurement accreditation;
- (v) The documents that need to be developed and/or revised as custom training materials highlighting the Liberian public procurement context (Procurement Handbook, Procurement Training Manual, etc. reflecting Liberia-specific regulatory requirements as well as best practice);
- (vi) The structure and content of accreditation reports and accreditation award recommendations; and
- (vii) The composition, structure and terms of reference of the Accreditation Board.

3.0 Methodology

Data Collection and Processing

The Consultant collected the necessary data and information from relevant authorities in Liberia e.g. PPCC, IPTP, FMTP, CSA, MFDP, MoE, UMU and MoHSW. The tool used to collect data was interview guide shown as *Appendix B* of this report. The data and information collected from the survey interviews and discussions (*Appendices C&D, the lists of interviewees*) were analyzed appropriately and the findings are presented in the next section of this report. The summary of the responses is as shown in *appendices J&K* of this report.

4.0 Main Findings and Analysis

4.1 Existing Legal Framework

The legal framework around procurement activities in Liberia is enshrined in the PPCA (*Appendices E&F*) which established the PPCC as an oversight authority. Most of the procurement for public consumption is handled according to this law and its regulations (*Appendices E&F*). However, there are exemptions for items to be procured outside this arrangement and these are those regarded to be of a sensitive nature related to security, military and intelligence units of the Government and its respective organs. The implementation of monetary policy by the Central Bank of Liberia, i.e the minting of coins and printing of currency, is also exempted from the scope and applicability of the PPCA. Both Central Government and Counties are applying the PPCA in all of their procurement-related transactions. PPCC is charged with monitoring these procurements throughout.

Respondents to the interviews conducted revealed that with the introduction of the PPCA, Liberia has taken a very profound and bold step of reforming and improving the entire public procurement

system in the country. The present legal framework for Liberia compares favorably with other internationally recognized procurement regimes, particularly within Africa. If benchmarked, there could be practical issues varying between sectors in terms of procurement processes for goods, works and services, but there is commonality in application of the principles of public procurement.

The PPCA has a provision for building the capacity of “procurement professionals” i.e. people entrusted with the procurement roles. However, there is no separate legal and code of ethics framework to regulate the professionals’ conduct such that any misconduct can go without being questioned, with remedial steps being required from professional point of view. Apart from the general legal system of the country, the PPCA does not have a provision that goes beyond this fact. Procurement professionals practice without an ethical code of conduct which is an important pillar in molding professional behavior and providing sanctions relative to offences or professional misconduct. Therefore, that being the case it goes without saying that effective certification and licensing cannot exist in the absence of a legal and ethical code framework to operationalize the process.

Stemming from the interviews and discussions held with the respondents shown in *Appendices C and D*, the absence of a legal and ethical code framework has crippled the professionalization of the procurement profession in Liberia.

Recommendation

Legal and ethical code frameworks are the cornerstone of everything in professionalism such as enforcing discipline, professional conduct monitoring, professional licensing, administering sanctions for defaulters, rewarding outstanding performers, etc. It is being recommended to move a technical motion paper to enact a law which will formally establish a machinery to control the conduct of professional practice in Liberia. The law to be enacted will set procedures for establishment of a professional body (to be called the Liberia Procurement and Supplies Professional Board – LPSPB). This will go hand in hand with the preparation of the ethical code of conduct for procurement and supplies professionals.

This **Act/law** will spell out the functions of the LPSPB, powers of the Board, membership, and staffing. This will constitute Part 1, which comes after preliminary provisions of any law.

Part 2 will cover the registration processes and procedures, general requirements, qualifications for registration, registration information and recognition of foreign qualifications for registration, titles and posts of registered members, as well as publication and gazette of names of registered members as evidence of their registration.

Part 3 will cover the control of the conduct of registered members, power to de-register, cancel registration, inquiry proceedings and restoration of registration and powers to exempt any person from being registered.

Part 4 will cover establishment of an Appeals Board, its composition and proceedings, and provide for right to appeal. This is for the purpose of fairness and good governance in law administration.

Part 5 will cover crosscutting matters such as complaints against professionals, liability of Board members, employment of unregistered professionals, compulsory employment of registered members, procurement and stocks authorization and certification.

Part 6 will cover financial matters on how the Board will finance all its operations, as well as the preparation and submission of annual financial statements. Remuneration, payments to directors when performing Board activities, ethical code of conduct, and declaration of interest for Board of Directors will also be covered in this Part.

Part 7 will cover miscellaneous provisions which are standard in any legal instrument. It will be followed by schedules as found appropriate.

The **ethical code of conduct** for procurement and supplies professionals on the other hand will comprise the following standard contents:-

Part 1 will address the preliminary provisions, citation and interpretations.

Part 2 will address the application and general principles of the code of ethics and conduct, enforcement of the ethical code and key considerations when performing professional duties.

Part 3 will comprise compliance with laws, rules and regulations, refraining from inappropriate political activities and obligations of the professionals.

Part 4 addresses the relationships of procurement and supplies professionals and technicians with their employers, rights of professionals and employers, fairness, harassment, personal relationship, types of conflicts of interest, illegal or improper acts, frauds and similar irregularities, misconduct of others, etc.

Part 5 is on public disclosure, accounting controls procedures, records management, legal requirements, discretion, principles of disclosure, disclosure and certification to be inspected by public, what to do , where records do not conform.

Part 6 is dealing with business partners, vendors and customers, procurement of goods, works and services, gifts, bribes and entertainments, dealing with prospects and customers.

Part 7 is related to protection of information and property of employer, use and disclosure of inside information, proper use of resources, protecting employer's or client's property and media relations.

Part 8 is on reporting violation of the code and non-retaliation, reporting violations, preliminary investigation by the Executive Director, investigation by the disciplinary committee, register of complaints, complaints determination, non-retaliation policy.

Part 9 is on administration and enforcement of the ethics and conduct, prohibited appointments to other positions, failure to comply with the code, disciplinary actions to be taken, financial interest in contracts, additional remedies for violation of conflicts of interest and formal professional acting or receiving compensation from employers.

Part 10 is miscellaneous provisions for this code and other laws.

4.2 Professional Development and Training

A number of personnel practicing in procurement functions in Liberia are groomed from outside the country e.g. Italy, USA, UK, India, etc. For those who are trained within the country, they obtained their training from the only formally recognized procurement training at the IPTP (*see Appendices G&M*) or CIPS/UNDP programs levels 2 – 4 (*see Appendix H*). These programs are short-term crash in nature, aimed at providing good understanding of procurement matters. However, they do not cover all aspects of procurement as a discipline. Therefore, one cannot become a competent professional with relevant procurement and supply skills for certification by graduating from these programs only. The feeling of the group interviewed is that the materials being taught are good but time is inadequate to grasp all. In addition, the group believed that those programs are based more on international perspectives, and that no Liberian environmental issues and Liberian laws are addressed. Thus, it compels the graduate to go the extra mile after completion of the program so as to be able to practice procurement effectively within the Liberian environment.

Liberia has 9 government recognized Universities and Colleges that offer higher education such as Bachelors Degree and above (*see Appendix I*). These are divided into private and public. Also there are 14 Community Colleges that are recognized by the National Commission on Higher Education (NCHE). At these higher learning levels i.e. university and other tertiary levels, there is only one institution currently offering a full-fledged program specializing in procurement and supply management. This is the UMU which offers a BSc in Procurement and Supply Management (PSCM) that started in 2012. The 1st batch of graduates is expected towards the end of the next academic year (2017). The university has so far enrolled 247 students in this program of whom Freshman Year (1st year) has 156, Sophomore Year (2nd year) has 78 while Junior Year (3rd year) has 13. The Junior Year students are the ones expected to graduate next year (June – December, 2017) if successful. These graduates are expected to work both in the private and public sectors in Liberia. An outline of the syllabus and subjects covered in this 4-year program is shown in *Appendix L*. However, when mapping said program with the outline given in this report, Section 6.0 of their program may need to be enriched on the professional core subjects so as to obtain more capable professionals to the standard required for certification and licensing. Out of the remaining universities (public and private) and community colleges only one subject in procurement with 3 credits, namely, MANG 419 Purchasing Administration and Management is taught at the University of Liberia.

Recommendation

Since the current education system allows for advanced training in procurement and supply management, as one university has already ventured to fill this gap of under-qualified procurement and supplies professionals, there is a need to introduce similar academic programs into other universities as well that will cover this gray area more adequately. The subjects to be covered will include but not be limited to the core subjects outlined under the examination and certification section in this report. Training duration for such programs will be equal to the standard times of

two years for Diploma programs. The Bachelors programs will span 3 years plus a one-year requirement for mandatory courses on public procurement, thus making the bachelors programs a total of 4 years. In so doing, this will produce a procurement and supplies cadre, which is currently unavailable, through the local education system.

The current “professional training” being offered in procurement and supply in Liberia (UMU program excluded) is short term, review and crash program such that it may not produce graduates with the desired level of competence to become professionals in procurement and supplies management and qualify for higher levels of certification in procurement and supplies management.

The most viable proposal is to establish academic cum professional programs at the Bachelors degree level, Masters and later PhD majoring in procurement and supplies management. It is recommended that PPCC start regulating the procurement and supplies curriculum offered at tertiary institutions during the transition period, until the formation of the LPSPB.

Equally, upon coming to operation, the LPSPB should establish a professional curriculum that will provide a career path for grooming practitioners who may not go through the university/college route especially for those already working in procurement and supply roles. The outline given in this report should be used as a guide in preparing the relevant curriculum.

Introduction of professional and academic programs specializing in procurement and supplies management at the tertiary level will also need strong quality control from the institutions responsible for quality of education and development in the country (Ministry of Education and its related organs including the LPSPB). This will avoid institutions conducting substandard programs but branding them with very nice titles.

4.3 Professional monitoring and compliance

Formal, organized machinery for controlling conduct of procurement and supply professionals working in Liberia does not exist currently. The conduct of procurement and supply professionals in other countries around the world, sub Saharan Africa inclusive, is monitored by a sound legalized professional system. This system keeps track of professionals’ conduct throughout their lifetime in employment and thereafter. It instills discipline through code of ethics and professional career development tracking through CPD programs. Also, it sets minimum standards for skills requirement for each position and skills upgrading for the professionals to acquire and maintain on yearly basis. In U.K. there is CIPS, in India there is IIMM, in the USA there is ISM, in Tanzania there is PSPTB, in Kenya there is KISM and so on and so forth, just to cite a few examples. Liberia needs to establish a similar professional body (LPSPB). Lack of such professional body becomes a loophole for anyone to practice in the area of procurement and supplies management without proper training and relevant qualifications.

Currently in Liberia, there is no monitoring and development arrangement for procurement professionals. Discussions with the members interviewed revealed that some proposals are in thoughts but not yet put together to initiate discussion by stakeholders. Members visited during the mission showed some efforts for the formation of some kind of association but it did not have any substantive legal backing. In the PPCA, there is a section mildly mentioning this role but does

not give PPCC the mandate to form an association or body within itself that will oversee the conduct of the professionals in Liberia.

It was also noted that in the absence of a legal mandate, the CPD hours tracking system could not be established and the current CPD hours being offered in development programs are done outside the legalized professional system and not being regulated. Even if one earns CPD hours there is no system existing to record and maintain the record such that if one does not attain the minimum criteria no professional sanctions are administered or the defaulter doesn't face any specified punishment. Other professions in Liberia like Accountants and Auditors are regulated through the LICPA; Lawyers are regulated through Liberia Bar Association, just to name a few examples. So the procurement and supplies professionals of Liberia wanted to have in place a similar machinery so as to become real professionals in that sense.

Recommendation

To establish a machinery to regulate the professionals working in the procurement and supplies sector embracing both public and private undertakings. This will involve forwarding a motion for enactment of a law that will regulate matters legally. The outline contents are as explained in paragraph 4.1 of this report.

Establish a professional body (LPSPB) that will manage and control conduct of professionals. This should be a strong, autonomous, independent body established by a separate law to manage the professionals, control and monitor professionals' conducts through licensing. The body should be established by an Act of Legislature that would regulate the professionals and develop them through a certification scheme. The contents have been explained under recommendations of legal framework above. The roles, structure of LPSPB are explained under item 6.0 of this report.

To develop Regulations and Ethical Code of conduct for the professionals working in procurement and supplies activities/functions that will operationalize the Act and monitor the ethics of the professionals working in the Liberian system either as local Liberians or foreigners from other Nations working in projects or within the government system or engaged in private undertaking. The regulations will stand to amplify all sections of the law to smoothen implementation of the law while the ethical code will regulate the conduct of the professionals by setting and specifying the do's and the don'ts in the profession as explained under Paragraph 4.1 of this report.

To develop and set minimum standards for CPD hours requirements, recording of the CPD hours and logbook maintenance for CPD hours earned in each year. This will include the criteria for earning CPD hours. Under normal circumstances a minimum of 40 CPD hours per annum are recommended. The modalities for earning CPD hours include attending training in procurement and supplies management in recognized training providers, pursuing long term courses, attending or facilitating public lectures, reading books and journals relevant to procurement and supplies profession, etc, and any other as the board may decide.

Develop a register for professionals working in the procurement and supplies functions and make it compulsory for each employee to be a live member through updating skills and competencies, participating in professional matters organized by the professional body (LPSPB) or similar programs but must be recognized by LPSPB.

Procurement professionals should be exposed to various standard documents like bidding forms and other tools developed by PPCC and their capacity must be accordingly built to use them frequently and comfortably. This could be done through CPD programs or in-house programs tailored to specific institutions. PPCC should take a lead in this to ensure that every practitioner knows the various guidelines and documents being developed for the purpose of improving procurement functions, and hence good governance.

4.4 Resources

There is no institution in Liberia responsible for certification; this gap has to be addressed by harnessing competent capacity to manage the certification machinery (LPSPB) to be established in the long run. Respondents suggested developing a project that would identify personnel to be earmarked to establish the institution and develop their capacity on operationalization of the institution. This may start by engaging some of the PPCC's staff to act as a Caretaker Committee that would spearhead the process. This may mean technical assistance as a component to the project to be formulated is important as PPCC currently has financial constraints. There is generally a trend of big cuts in the government expenditure and the budget may be cut down in a couple of months to come during the next fiscal year. This has equally affected the PPCC's financial viability.

There are good learning materials available under the CIPS/UNDP programs and for the Diploma under IPTP training; however, they are based on international concepts which have not been fully localized to fit the Liberian environment. The respondents felt that having a national certification system will encourage localizing the available materials to suit the environment in which it operates and applies. This will make their work much easier and will increase efficiency in the operations.

One of the roles of the certification body would be registration of professionals in different categories and levels. For instance, clericals (these are the people without any degree but they are doing procurement functions) will have to be recognized and registered so as to practice legally in assisting their seniors in shouldering procurement roles. Recognition and registration must also be done for professionals, i.e. those with degree in procurement and supplies management and above who are holding the posts of procurement officers, heading units or departments and who participate in decision making machinery and processes at higher levels. Since there is inadequacy in this area it means developing manpower resources adequately is important. However, it requires strong financial resources which could be mobilized through donor funding or technical assistance.

Recommendation

Mobilize resources, financial, technical assistance and capacity development in a form of project to assist putting in place required capacity to start and manage certification machinery (LPSPB) to be established. This machinery may utilize the already existing ground work as a starting point. PPCC may be required to overstretch a bit in its Capacity Development Division to shoulder these roles.

The current Government budget for the financial year 2016/2017 may not have budgeted for this professionalization component. Therefore there is a need to make a provision into the coming years' government budget estimates as component in the PPCC's budget. Alternatively, donor(s) could commit to funding of the professionalization process activities such as legal framework, certification process and standard, establishment and running professional body. Majority of the respondents suggested that PPCC should play a big and leading role in this area, and be tasked with mobilizing resources essential to establish the certification machinery. Thus, the PPCC should budget for the activity. Overall, respondents requested that the PPCC spearhead this activity by any means; to start with, maybe assign one or two of their staff to handle the process.

4.5 Procurement Professional Cadre and Career Path

Within the civil service there is no formal procurement professional cadre and career path structure existing which demarcates the role of procurement professionals and non-professionals like other disciplines such as medicine, accounting and law. Equally there is no clear career path for procurement professionals systematically showing the progression ladder from lower levels to the apex. In the medical profession, there are medical doctors and clinical officers' career paths while in the accountancy profession there are accountants and finance officers' career paths. The legal profession has career paths for lawyers and paralegals. Currently there are two ministries that have developed career paths and are applying it, but it is not fully or formally operational.

During the discussions with the Director-General of the CSA and her team members, it came to light that a proposal to establish the procurement professional cadre and career path structure has started but that it's still on the drawing board and was jointly be done in collaboration with the PPCC. Further, CSA is still working on procurement job descriptions to be applied throughout the government which will specify the limitations on who should do what and who should not do what. This will hence provide clear and necessary demarcation of roles.

The Director-General of the CSA shared some hints on the procurement professional training agenda focusing on Masters Degree that will absorb people with any first degree to be trained in procurement. Furthermore, to improve work performance within the government operations, the interns from IPTP are groomed and later are being employed as procurement officers.

All members who were asked about a establishing a procurement professional cadre strongly agreed to establish the cadre but recommended that it should have a good package with better remuneration so as to provide motivation for current employees as well as to attract new entrants to the profession. Allocating or fitting people in procurement positions should depend on good performance and not otherwise. The spirit is that "if no acceptable deliverables no promotion".

Recommendation

CSA to take a lead in developing the procurement cadre by defining the procurement jobs scope, develop classification, roles and career path that will be evaluated through performance management systems.

CSA with PPCC, LPSPB (to be established) and other stakeholders to define and agree on underpinning competencies required for the procurement roles and make demarcation horizontally and vertically by mapping and benchmarking with acceptable occupational standards.

CSA may wish to use the inputs of this report (especially items 4 and 7) to reactivate and finalize the process of developing a desired procurement professional cadre and career path. However, due to a very tight national budget, soliciting funds from other sources may be inevitable.

5.0 Proposed Certification Criteria

5.1 Introduction

This proposed category is designed to accommodate the following six different classes of registration namely:

- (i) Fellow Category
- (ii) Authorized Category
- (iii) Approved Category
- (iv) Graduate Category
- (v) Affiliate Category
- (vi) Technician Category

Individuals could also be registered in categories (i), (ii) and (iii) as procurement and stock auditors, assets verifiers, assets inspectors. These persons will normally be responsible for auditing the system and work being performed or transactions of the entire procurement entity.

The focus is to consider those who have attained the highest qualification of the profession, as well as those who are currently pursuing professional career within the country or abroad.

The criteria for registration shall consider registering the Procurement and Supplies Professionals who have attained remarkable contribution and outstanding records of achievements and expertise in the profession.

Consideration for registration should also take on board professionals from other disciplines which are related to or involve Procurement and Supplies profession but have not covered minimum required units of studies in Procurement and Supplies subjects. Such applicants should also have demonstrated strong interest and prove to have experience in Procurement and Supplies operations prior to applying for his/her registration. Employer certification in this regard is mandatory for one to qualify for registration.

Basically under each class of membership, the rationale and general requirement, area of specialization, qualifications required, experience, title and responsibilities have been given priority.

Basing on the above-named categories the following registration classification criteria are being proposed for review and adoption.

5.2 Categories and Minimum Requirements

5.1 Fellow Category

Rationale and General Requirements

This is the highest class and has been set to accommodate all professionals who hold outstanding records of promoting the profession and the Board. Recognition of their records of achievement as well as their competence will motivate other professionals to strive to high levels of competence.

This class needs registering professionals with vast experience, able to display mastery of complex and specialized area of knowledge and skills in Procurement and Supplies, employing knowledge and understanding to supervising and/ or conducting research work in the areas of procurement and supplies, or able to work autonomously and in complex and unpredictable situations.

Members in this category must demonstrate high competence in various professional activities such as writing professional articles in professional journals or manuals, participate in presenting professional papers, training in core professional subjects or facilitating professional workshops, seminars, carry out procurement/supplies consultancy assignments, etc.

Areas of specialization

- Procurement Specialist/Professional/Auditor
- Stock Auditor
- Supply Specialist/Professional/Auditor

Qualifications

- Professional who has successfully been previously registered in the lower category of Authorized category.
- Holding highest academic qualifications such as LCPSP, MCIPS.
- Other equivalent qualifications as to be determined by the Board.
- Has an outstanding performance in the professional ladder.

Experience

- At least 5 years

Titles/Positions to be used

- Director of Procurement/Supply
- Chief Procurement/Supply Officer/Specialist
- Assistant Director Procurement/Supply
- Manager Procurement/Supply

5.2 Authorized Category

Rationale and General Requirements

This category intends to encourage growth among Procurement Professionals by inspiring them to work hard towards promoting the profession and their competence.

Generally, this class requires more professional commitments and display mastery of complex of specialized areas of knowledge and understanding in wide and unpredictable variety of context in Procurement and Supply, responsibility for the work of others, allocation of resources, policy, planning, execution and evaluation.

Also the class intends to encourage registered candidates to demonstrate their competences through publishing various professional articles, manuals, demonstrate supervisory roles.

Areas of specialization

- Procurement Specialist/Professional/Auditor
- Stock Auditor
- Supply Specialist/Professional Auditor

Qualifications

- Professional who has successfully been registered at the approved category
- Holder of LCPSP, Graduate CIPS
- Any other equivalent qualification to be determined by the Board.

Experience

- At least 2 years

Titles/Positions to be used

- Assistant Director Procurement/Supply
- Principal Procurement/Supply Officer/Specialist
- Manager Procurement/Supply

5.3 Approved Category

Rationale and General Requirements

This category has been set as to encourage registration of candidates who have successfully completed the LCPSP Examination and being conferred with LCPSP Certificate. Prior to reaching the high ranks, the prospected candidates will be under supervision of senior professionals registered in the Authorized category

The intention is to make sure all members under this category acquire appropriate training and coordination in pursuing their daily professional undertakings which will enable them gain more competences and skills. Also the class intends to encourage registered candidates to start demonstrating their competences through publishing various professional articles, manuals, demonstrate supervisory roles.

Moreover this class requires more professional commitments and display specialized areas of knowledge and understanding in broad range of professional activities in Procurement and Supply, some responsibilities for the work of others, allocation of resources, planning and execution.

Generally this class is open to encourage professionals participate and manage major procurements under direction and supervision of advanced procurement professionals. A period of three years is thought to be sufficient for the registered member under this category to have attained the competences and skills which may uplift him/her to higher senior levels of decision making.

Areas of specialization

- General Procurement and Supply

Qualifications

- LCPSF Fresh Graduate or equivalent qualification to be determined by the Board.

Experience

- No experience

Titles/Positions to be used can either be

- Senior Procurement Officer,
- Senior Supply Officer
- Senior Stock Controller

5.4 Graduate Category

Rationale and General Requirements

This membership class has been proposed as to register all candidates who have graduated from various higher learning institutions with a qualification in Procurement and Supply discipline or with its equivalent. The aim is to enable the Board regulate and coordinate their professional conduct.

The registration under this category focuses at enabling the applicants to apply skills and knowledge in broad range of Procurement and Supply activities most of which are non-routine. Moreover, the registration is targeted at recognizing their efforts and gives them competitive advantage in the labor market.

This class is intended to encourage candidates who have enrolled themselves to pursue the Professional level examinations at the final stage to strive in attaining the Graduate Membership registration status.

The registration status for this category is temporary or provisional lasting for a given period where it is assumed the applicant should have attained qualification for registering to the Approved category.

Areas of specialization

- Procurement/Supply and any other field of study or its equivalent qualification.

Qualifications

- Bachelor Degree in Procurement/Supply and Successful completion of Profession Level III
- Any other equivalent qualifications that will be determined by the professional Board after being satisfied that the units covered in the course pursued do enable such a candidate to be registered into this class.

Experience

- No experience.

Titles/Positions to be used

- Procurement Officer or
- Supply Officer
- Stock Controller
- Purchasing Officer

5.5 Affiliate Member

Rationale and General Requirements

This membership class has been proposed as to take on board all those who have got strong interest in the Procurement and Supply Profession but have not attained the highest qualifications for registration at either Approved or Graduate categories.

Likewise this category shall register all other persons from other fields of study whom are practicing within Procurement and Supply Profession but have not been registered at any professional level.

Generally this category is open to anyone who is to be employed and or/ trained for the purpose of attaining qualification for permanent qualification.

Areas of specialization

- Pharmacists, Administrators, Lawyers
- Engineers, Architectures, Accountants etc
- Graduates from other disciplines

Qualifications

- From any field of study provided there is a strong proof of his/her expressed interest in Procurement and Supply.

- They should also demonstrate strong interest and prove to have experience in Procurement and Supply operations prior to applying for his/her registration, of which the Professional Body shall seek certification in writing from applicant's employer.
- Should provide a proof to have been previously registered by his/her respective Professional Board, if any.

Experience

- Not less than a year practicing in procurement related issues as a single segment etc.

Titles/Positions to be used

- No title applicable

5.6 Procurement and Supply Technician

Rationale

This category has been set to appreciate contribution given by the Procurement and Supply Technicians by executing operational or routine duties while the Procurement and Supply Professionals are concentrating with other managerial and decision making roles.

Areas of specialization

- Procurement/Supply or equivalent

Qualifications

- Holder of LPSMTC or Diploma in Procurement and Supply, or any other equivalent qualification to be determined by the Board.

Experience

- No experience

Titles/Positions to be used is either

- Assistant Procurement Officer
- Assistant Stock Controller
- Assistant Store/Warehouse Keeper
- Assistant Receiving Officer

5.7 Registration of Foreigners

The registration can either be temporary to the duration of the assignment or work contract within the country but must be renewable yearly.

Area of specialization

- Procurement and Supply Professional/Auditor
- Stock Auditor
- Assistant Procurement and Supply Professional/Auditor

Qualification

- Should be trained in Procurement and Supply Profession
- Practiced Procurement and Supply operations elsewhere prior to entering Liberia
- Not a Liberian resident but wishing to pursue specific assignment in Liberia
- Any other qualifications as prescribed by the Professional Board from time to time.

5.8 Professional Career Progression Ladder

The Procurement and Supply Professionals registration procedures among other things have also provided the guideline to enable facilitating and implementing professionals' career growth. For those purposes, these registration criteria are proposing various guidelines and conditions which shall be necessary to be fulfilled and attained by each applicant prior to advancing to another stage of membership registration.

The conditions set here have observed to a wide extent the responsibilities, professional commitments, contribution to the profession as well as to the Board of the aspiring applicants. These procedures are highly expected to mold and encourage the professionals to become more proactive in their professional career.

It is expected that the conditions set will stimulate the members to market this profession to others. These conditions will influence the applicants in each class of membership to be accountable for their professional practice.

The following are the minimum conditions needed to be fulfilled in each class of registration.

5.9 Fellow Procurement and Supply Registration

Requirements and Responsibilities

- (i) The professional should demonstrate competences by supervising research papers of Graduate professionals.
- (ii) The professional should demonstrate competences and skills by publishing in professional articles in various professional journals local and international.
- (iii) The professional should demonstrate competences by developing professional manuals that will be a contribution to the profession in terms of knowledge and skills.
- (iv) The professional shall be required to demonstrate competences and skills in the supervision of other practicing professionals.
- (v) The professionals at this category should demonstrate competences in conducting research work in the areas of procurement and supply.
- (vi) The professional should be responsible to demonstrate a high degree of competence and skills relative to the profession.
- (vii) The prime responsibility of the professional shall also be shaping and leading procurement strategy and policy.
- (viii) The professional shall be accountable for the decision to be made in his/her capacity.
- (ix) The professional should be able to develop various procurement strategies, policies, and lead innovations with procurement.

- (x) The procurement professional should be able to demonstrate competences in the profession by participating either in training programs of core subjects of the profession which shall be approved by Board.
- (xi) Responsible for shaping the national and institutional strategy and policy.

5.10 Authorized Registration

Requirements and Responsibilities

- (i) The professional should demonstrate competence by supervising research papers of Graduate professionals.
- (ii) The professional should demonstrate competences and skills by publishing in various professional journals and professional articles.
- (iii) The professional should demonstrate competence by developing professional manuals that will be a contribution to the profession in terms of knowledge and skills.
- (iv) The prime function of the professional in this category shall be to manage major procurement and supply functions.
- (v) The professional shall serve this category for a period of not less than five years after being registered into this category.
- (vi) The professional shall be responsible for managing and leading one or more procurement and supply teams.
- (vii) The professional shall be required to be focused and make appropriate decision to foster effective and efficient procurement.
- (viii) The professional shall be required to be able to mentor and coach other procurement professionals and practitioners.
- (ix) The professional in this category shall be responsible for high value and risk procurement and supply decisions.
- (x) The professional should be able to demonstrate leadership abilities through leading teams in complex procurement.
- (xi) The professional is expected to be able to develop procurement capacity.
- (xii) The professional should be able to develop various procurement strategies, policies, lead innovations with procurement.
- (xiii) The procurement professional should be able to demonstrate competences in the profession by participating either in training programs of core subjects of the profession which shall be approved by Board.

5.11 Approved Registration

Requirements and Responsibilities

- (i) This category is for applicants who have successfully completed the final stage of LPSPB Examination scheme.
- (ii) The candidate is expected to serve this category for a period of not more than three years.

- (iii) The prime functions of the professional under this category should be procurement/supply
- (iv) The professional should have a responsibility for low to medium value and risk procurement/supply activities
- (v) The professional can participate and manage major procurements under direction and supervision of advanced procurement/supply professional
- (vi) The professional should be operationally focused
- (vii) The professional is expected to be able to supervise procurement/supply practitioners and support staff in carrying out procurement/supply activities.

5.12 Graduate Registration

Requirements and Responsibilities

- (i) The registration is open to candidates who have graduated from Higher Learning Institutions which are offering Procurement/Supply studies or equivalent qualification or LPSPB Professional Stage III. This category considers fresh graduates with no experience.
- (ii) The registration status for this category is valid only for twenty-four months i.e. two years from the date of registration. Candidates will be allowed to apply for re-registration after the end of the registration period. This will encourage candidates to strive into their career development so as to attain higher ranks.

5.13 Affiliate Registration

Requirements and Responsibilities

- (i) This registration category does provide the applicant with an opportunity to enjoy benefits of the higher levels of registration after attaining the minimum required credentials.
- (ii) The registration is open to all those practicing Procurement/Supply activities that have been registered with their respective Professional Bodies.
- (iii) The applicant should demonstrate strong interest (such as conducting research, paper writing, etc. in the area of Procurement and Supply) and prove to have experience in Procurement and Supply operations prior to applying for his/her registration of which LPSPB shall seek certification in writing from applicant's employer.
- (iv) Should be registered by his/her respective Professional Board (if any), of which LPSPB shall seek certification in writing from applicant's Professional Board.
- (v) The applicant shall not be allowed for registration to a higher level prior to having attained the minimum criteria required to graduate to the proceeding level.
- (vi) The minimum registration status should be one year renewable.

5.14 Technician Registration

Requirements and Responsibilities

- (i) This registration class is open to candidates who hold LPSMTC, Diploma Procurement and Supply, or any other equivalent qualification to be determined by the Board.
- (ii) The technician will carry out operational or routine duties under supervision of the personnel in other higher categories.

6.0 Proposed Structure of Accreditation Board -LPSPB

6.1 Composition

The Accreditation Board (Liberia Procurement and Supply Professionals Board) should be formulated with the following non-executive membership as will be guided by the establishing Act.

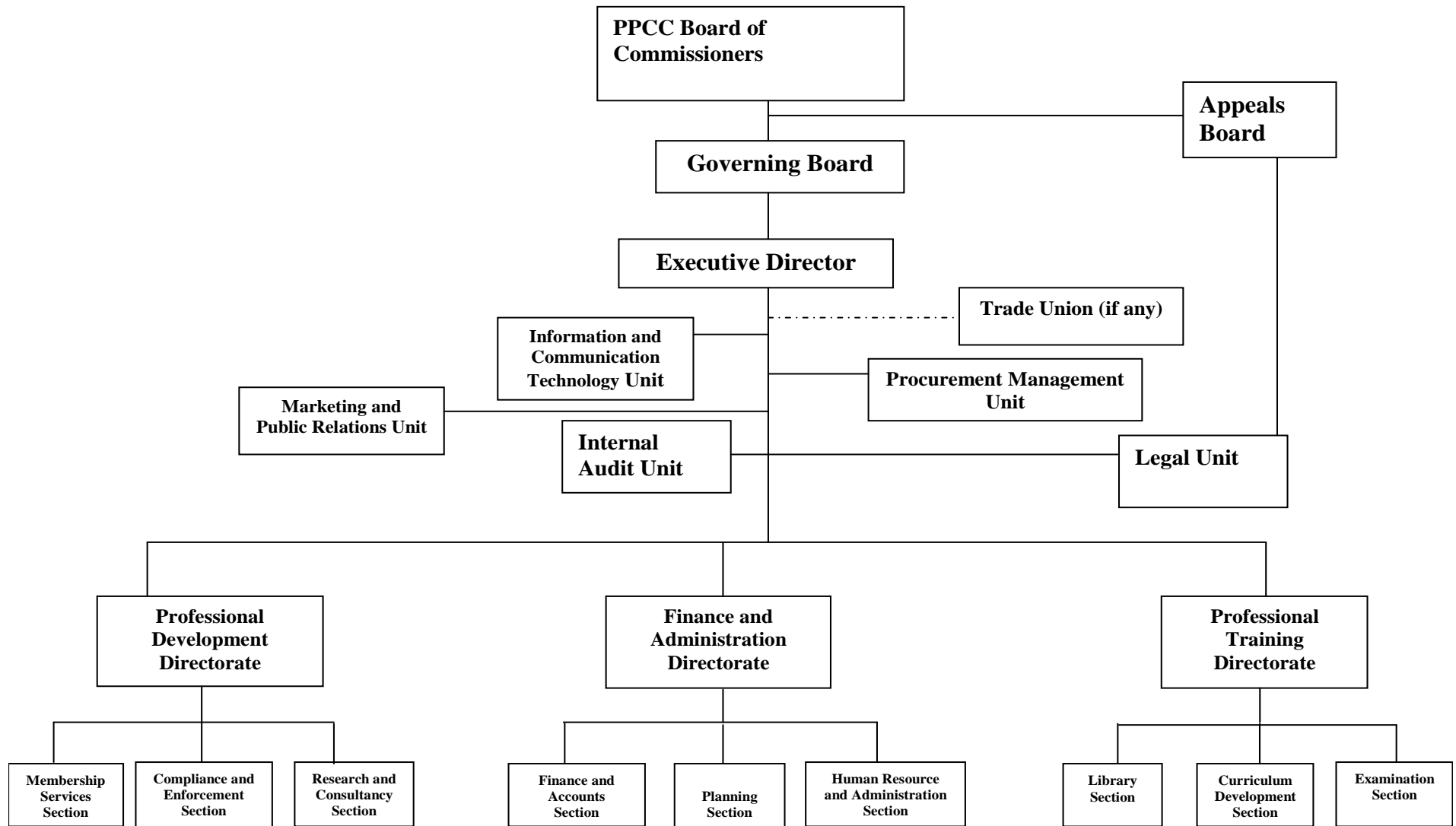
- (i) Chairman/Chairperson
There are two modalities of putting chair into power for a period of three years with the tenure renewable once.
 - (a) To be a Presidential appointee
 - (b) To be elected through the Annual General Meeting (AGM) by the members.
This is a more democratic approach.
NB: When Chair is elected through an AGM there will be a competitive advantage of easily accessing international recognition and being able to register membership as full members with international federations/organizations.
- (ii) Six or maximum of 8 other members to be appointed by the Board of the PPCC or through a competitive manner where professionals' applications are sieved or at the AGM where members would elect office bearers. The members should comprise of at least 50% procurement and supply professionals (because it is their Board), professionals of other professions such as lawyers, accountants, administrators, engineering, etc for the purpose of bringing in their professional experiences to enrich performance of the Board in reaching well informed decisions.
- (iii) Members may be co-opted to provide special expertise opinion during the meeting deliberations which the members present feel is important to make a rational decision, but such co-opted member shall not take part in the final decision.
- (iv) There shall be an Executive Director to head the institution and run daily operations by guiding the secretariat; he/she will also be the Secretary to the Board (depending on the Liberia's set up system). This may be someone appointed by the PPCC Board or recruited through competition following a civil service recruitment process.

- (v) For the purpose of easy facilitation of functions of the Board, the Board may appoint Committees to perform specific functions like examination matters, membership registration and certification, finance and audit, general administration, etc.

6.2 Proposed Organization Chart

Please see the proposed organizational chart on the next page.

PROPOSED ORGANIZATION STRUCTURE FOR ACCREDITATION BOARD



6.3 Terms of Reference of the Board

The Board should have the following functions and roles;

- (i) Formulate and advise the government on the overall policy relating to the procurement and supply profession.
- (ii) Formulate, establish and enforce the maintenance of standards of conduct, and regulate the activities of procurement and supply professionals.
- (iii) Train or provide opportunities for the training of persons in the principles, procedures and techniques of procurement and supply management.
- (iv) Conduct professional examinations leading to the grant of professional certificates and other awards of the Board in procurement and supply management.
- (v) Provide advice on the contents of examinations, specialist modules and continuing professional development programs/activities.
- (vi) Effect registration of procurement and supply professionals.
- (vii) Keep or maintain register(s) for the registration of procurement and supply professionals in accordance with the law.
- (viii) Plan and coordinate, monitoring and control personnel requirements and their conduct in procurement and supply management.
- (ix) Evaluate academic and practical qualifications for the purpose of registration of persons, company, institutions under this law.
- (x) Sponsor, arrange and provide facilities for conferences, seminars, workshops, discussions and consultations on matters relating to procurement and supply management.
- (xi) Review the regulations and procedures for awarding certificates to procurement and supply professionals periodically and assess if contemporary issues should be examined as they occur.
- (xii) Provide professional advice to, and recognize all, training institutions within Liberia offering courses in procurement and supply management, consultancy services in procurement and supply management, professional storage and warehousing management, contract management, clearing and forwarding, logistics management, packaging, materials handling and disposal.
- (xiii) Assist members of the public in matters touching upon the practice of the profession of procurement and supply management.
- (xiv) Carry out such other functions as may be conferred upon the Board by any written law or as are necessary or expedient for the proper carrying out of its functions under the law.

In the structure, the main function is professionalization which is a responsibility to be shared by two directorates of Professional Training and Professional Development. The Director of Professional Training will have major responsibility of being overall in-charge of professional examinations administration while the Director of Professional Development major roles

include registration of members and administration of Continued Professional Development (CPD) programs. The directorates will have a reporting role to a superior organ of the Board (Committee) dealing with examinations and professional development.

6.4 Terms of Reference and Membership of the Committees

The fundamental function of the Committees is to deal with governance and oversee the efficiency of performance on behalf of the Board. These committees could be named as Education and Examination Committee and another as Technical and Professional Development Committee.

a) Education and Examination Committee

- (i) Promote or provide education and examination to persons practicing or wishing to practice in the procurement and supply field/discipline.
- (ii) Assess competence of all candidates for admission and registration to the Board's examinations for certification.
- (iii) Liaise with procurement and supply stakeholders to determine program requirements and develop suitable syllabi befitting the professional standards
- (iv) Administer professional examination leading to awards of the Board in procurement and supply management.
- (v) Mapping foreign qualifications for the purpose of equating them with those of the Board and establishing entry and exit points.
- (vi) Liaise with MoE and other professional bodies in accrediting/recognizing training institutions offering training and examination in procurement and supply management, and prepare relevant guidelines.
- (vii) Perform any other functions as may be necessary for execution of the law.

b) Technical and Professional Development Committee

- (i) Promote and coordinate reference materials for CPD programs in procurement and supply management which responds to the market demand and stands test of the time.
- (ii) Publish the list of accredited institutions offering procurement and supply management programs including, annually publishing the CPD programs.
- (iii) Set minimum standards criteria and guidelines for accrediting procurement and supply programs that will be uniform throughout the institutions and country.
- (iv) Set minimum standards for registration categories and certification of professionals and technicians.
- (v) Map foreign qualifications in view of equating them with those of the Board and establish entry in the certification and registration criteria
- (vi) Register and certify professionals practicing in procurement and supply management functions

- (vii) Develop and issue code of conduct and ethics for all practitioners in procurement and supply management, and enforce it.
- (viii) Monitor and control conduct of professionals through enforcement of the law
- (ix) Receive allegations, complaints and notification of breach of code of ethics and conduct and investigate with the view of taking remedial action.
- (x) Perform any other functions as may be necessary for execution of the law.

c) Membership

The membership of the committee shall comprise of a chairman, nominated from amongst the members of the Board, and six or eight members. The Board may co-opt any other members from outside to provide expertise or any assistance but such External Members shall not have the right to vote. The size shall be determined by the Board from time to time.

7.0 Proposed Examinations and Certification

There will be examinations administered biannually at an appropriate timing so as not to collide with university and college examinations sessions. These examinations shall test the levels of competence a candidate has acquired in the level of program being tested either through class training, self-study, work experience, etc.

The programs shall be of two levels namely:- technician certificate and professional certificate and they will lead to award of certification in those levels.

7.1 Technician Certificate

Program Structure: This level is designed to examine in-depth understanding of knowledge and skills acquired in procurement and supply and their application in the practice.

Entry Requirements: Minimum entry qualifications will be any secondary school certificate with passes in at least four subjects.

Objective of the Program

- To produce graduates who should be able to perform duties as Technician, Procurement and Supply Assistants, Procurement and Supply Clerks, Warehouse Attendants, Stores Attendants, and Assistants or Helpers.
- To provide entry for professional level examinations.
- To provide opportunity for certification as Technician.
- To provide capacity for self-employment.

Teaching Methodology: It will be taught by lectures, homework, assignment and discussions. Quality assurance will be the responsibility of the Professional Board, the Education and Examinations Committee in particular.

Duration of Training: Each subject shall have a minimum of 180 contact hours before a candidate is allowed to sit for examination. The whole program shall cover not less than 1,440 contact hours. Candidates shall be allowed to take four subjects at a time and per one session and shall qualify to take another batch upon successfully passing all the previous subjects. Candidates who register for certification examinations should complete their study within a consecutive period of 24 months from the date of registration for each level.

Syllabus Outline: The following subjects need to be covered

- (i) Procurement Principles
- (ii) Information and Communication Technology
- (iii) Principles of Stores Administration
- (iv) Introduction to Entrepreneurship
- (v) Principles of Freight Forwarding
- (vi) Business Mathematics and Statistics
- (vii) Financial and Cost Accounting
- (viii) Business Communication Skills

Assessment: A candidate has to score 40% and above to be regarded to have passed. Since this level has 8 subjects which are divided into two stages of 4 subjects each, candidates will have to pass all 4 subjects in Stage I prior to progressing to the next 4 subjects in Stage II. The choice of which subjects fit well in each stage is flexible, but once choice is finally approved, it shall remain fixed in the stage allotted. In this proposal they have been arranged as follows:- Subjects (i) – (iv) as Stage I and Subjects (v) – (viii) as Stage II

Certification and Award: The award will carry weight equal to Diploma-level where the grading will be as follows.

Grade	Percentage	Classification
A	80% - 100%	Distinction
B	60% - 79%	Credit
C	40% - 59%	Pass
F	0% - 39%	Fail

Upon successful completion of the examinations the successful candidate will be awarded the Liberia Procurement and Supply Management Technician Certificate (LPSMTC).

7.2 Professional Certificate

Program Structure: This level is designed to examine in-depth accumulation of professional knowledge and competence acquired in procurement and supply and their application in the practice. The main objective of the program is to produce world class, recognized and competent professionals to work in procurement and supply with due regard to the Liberian environment.

Entry Requirements: Minimum entry qualifications will include any Diploma graduates or any bachelor (with exemptions). For bachelor degree with procurement and supply as major, entry level will be at Stage IV.

Objective of the Program

- To produce internationally qualified and competent people in this field but with due regard to the Liberian environment and its requirements.
- To develop Procurement and Supply Management both as a discipline of study and a profession.
- To develop the necessary knowledge and skills needed for someone to work as a middle or senior manager, director or expert in procurement and/or supply management.
- To provide capacity for self-employment.

Teaching Methodology: It will be taught by lectures, role plays, case studies, exercise, homework, assignment, discussions and seminars. Quality assurance will be the responsibility of the Professional Board, the Examinations Committee in particular.

Duration of Training: Each subject shall have a minimum of 180 contact hours before a candidate is allowed to sit for examination and intensive 40 hours for research methodology workshop. The whole program shall cover not less than 3,640 contact hours. Candidates shall be allowed to take four subjects at a time and per one session and shall qualify to take another batch upon successfully passing all the previous subjects. Candidates who register for certification examinations should complete their study within a consecutive period of 24 months from the date of registration for each level.

Syllabus outline: The following subjects need to be covered

- (i) Procurement Management
- (ii) Procurement Legislative and Regulatory Framework
- (iii) Management Information Systems
- (iv) Warehouse Management
- (v) Quantitative Management
- (vi) Freight Forwarding Management
- (vii) Entrepreneurship and Consultancy
- (viii) International Logistics and Transportation
- (ix) Business Ethics
- (x) Financial Management for Managers
- (xi) Marketing Management
- (xii) Project Management
- (xiii) Inventory Management
- (xiv) Production and Operations Management
- (xv) Procurement Contracts Management
- (xvi) Public Procurement
- (xvii) Strategic Procurement

- (xviii) Procurement and Supply Audit
- (xix) Supply Chain Risk Management
- (xx) Research Methodology
- (xxi) Research Paper/Dissertation

Assessment: A candidate has to score 40% and above to be regarded to have passed. Since this level has 20 subjects which are divided into five stages of 4 subjects each, candidates will have to pass all 4 subjects in the lower stages prior to progressing to next 4 subjects in upper Stages II, III, IV, or V. The choice of which subjects fit well in each stage is flexible, but once finally approved shall remain fixed in the stage allotted. In this proposal they have been arranged as follows:- Subjects (i) – (iv) as Stage I, then Subjects (v) – (viii) as Stage II, then Subjects (ix) – (xii) as Stage III, then Subjects (xiii) – (xvi) as Stage IV, and lastly Subjects (xvii) – (xx) as Stage V including (xxi) as research paper.

Certification and Award: The final award will carry weight equal to Masters-level where the grading will be

Grade	Percentage	Classification
A	80% - 100%	Distinction
B	60% - 79%	Credit
C	40% - 59%	Pass
F	0% - 39%	Fail

Upon successful completion of the examinations plus passing research paper, the successful candidate will be awarded the Liberia Certified Procurement and Supply Professional (LCPSP) qualification.

Research Paper: Candidates will be required to conduct research within 24 months after completion of written examinations. This research should be on any topic related to procurement, supply chain management, physical distribution management, logistics which have to be approved by the Board (LPSPB). Candidates will be required to appear for viva voce before being declared to have passed.

8.0 Proposed Scheme of Service and Career Path for Procurement and Supply Professionals

There are different types of organizations and with varied volume of transactions. In order to develop a practicable scheme that fits many PEs this report has firstly classified such firms and set an assumed threshold on the volumes of operation prior to starting the duties to be undertaken by each. The recommended number of experts is just a suggested minimum for a setup. Each PE should establish actual number required for comfortable discharging of their roles.

8.1 Proposed Categorization of Procuring Entities

The Procuring Entities (PE) are recommended to be categorized into “Classes I – IV” based on the annual volume of procurement transactions as shown in Table 7.1.

Table 7.1: Categorization by volume of procurement

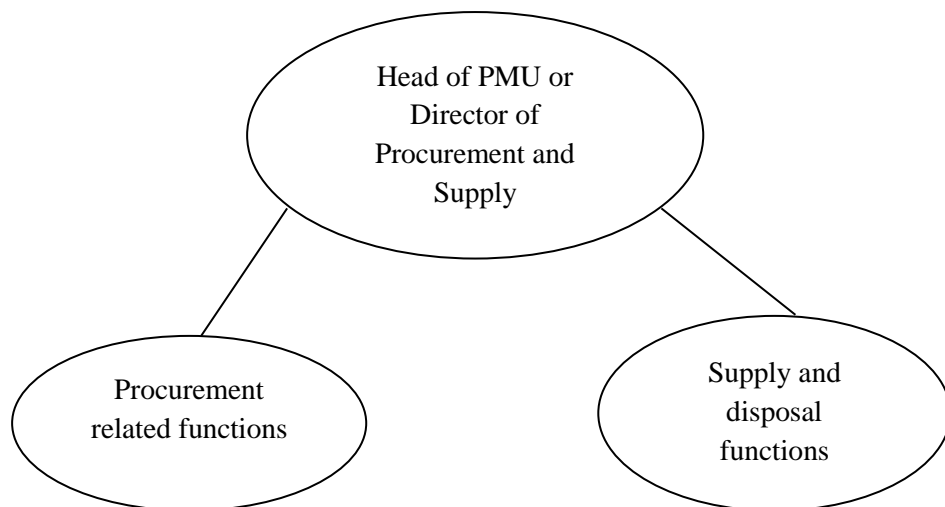
Category of Procuring Entity	Annual Volume of Procurement in US\$
Class I	Above US\$ 2,500,000
Class II	Up to US\$ 2,500,000 but more than US\$ 250,000
Class III	Up to US\$ 250,000 but more than US\$ 45,500
Class IV	Up to US\$ 45,500

The Procuring Entity shall benchmark its operations on the basis of the above volume of procurement and notify the PPCC as appropriate. It will take an average annual volume of procurement for the past three years.

8.2 Proposed Procurement Management Unit Functional Structure

The procurement functions and supply or materials management functions are being recommended be carried out and be under charge of one head/unit called Procurement Management Unit (PMU). There has to be a clear demarcation distinguishing functional areas within the PMU between those carrying out procurement functions and those carrying out supply management functions, with very clear responsibilities amongst them as shown in Figure 7.1.

Figure 7.1 PMU Functional Structure



This functional structure is to help in setting clear lines of responsibilities for the two sections which both report to one person, who is the Head of the Procurement Management Unit

(HPMU). Depending on the size of the organization and volume of transaction as specified in Table 7.1 and amount of stockholding and disposal frequency the HPMU could hold titles of Managers or Directors, etc,

8.3 Recommended Establishment/Staffing Levels of PMU

Determination of staffing of PMUs will depend on the volume of procurement carried out as shown in Table 7.1. Some Procuring Entities or organizations depending on their nature they may hold larger stock of supply than others. Therefore, the number of Assistant Procurement or Supply Officers who will deal with the stocks can vary so as to be able to serve satisfactorily. It is further recommended to have an Office Attendant in Class I and Class II since these entities will relatively handle big volumes of procurement and supply functions in the PMU.

Class I Procuring Entity

No.	Title
1	Principal Procurement and Supply Officer I – Head of PMU / Director
1	Senior Procurement and Supply Officer
1	Procurement and Supply Officer I
3	Assistant Procurement and Supply Officer
1	Personal Secretary I
1	Officer Attendant

Class II Procuring Entity

No.	Title
1	Senior Procurement and Supply Officer – Head of PMU
1	Procurement and Supply Officer I
2	Assistant Procurement and Supply Officer
1	Personal Secretary II
1	Officer Attendant

Class III Procuring Entity

No.	Title
1	Senior Procurement and Supply Officer – Head of PMU
1	Procurement and Supply Officer II
1	Assistant Procurement and Supply Officer
1	Personal Secretary III
1	Officer Attendant

Class IV Procuring Entity

No.	Title
1	Procurement and Supply Officer I – Head of PMU

- 1 Assistant Procurement and Supply Officers
- 1 Personal Secretary III

8.4 Proposed Scheme of Service for Procurement and Supply Cadre

Procurement and Supply is a multidisciplinary field which can be carried out by various professionals already trained in it. For example, Supply Officers can only handle procurement of goods competently while the procurement of civil works and building is better handled by engineers, architects and quantity surveyors and procurement of specialized medical supplies can comfortably be handled by pharmacists, etc. It is on the basis of this recognition that it is being proposed to establish a Procurement and Supply cadre that will be able to accommodate everybody trained in and practicing Procurement and Supply Management functions. However, such person must first be registered, certified and licensed by the LPSPB (to be established) so as to practice legally.

It is proposed that the scheme of service of procurement and supply officers be in six levels as follows:

- (a) Assistant Procurement and Supply Officer
- (b) Procurement and Supply Officer II
- (c) Procurement and Supply Officer I
- (d) Senior Procurement and Supply Officer
- (e) Principal Procurement and Supply Officer II
- (f) Principal Procurement and Supply Officer I /Director

8.4.1 Assistant Procurement and Supply Officer

(a) Entry mode

Direct Entry

A holder of LPSMTC or its equivalent from institutions recognized by LPSPB and must be registered by LPSPB.

(b) Duties

- (i) Checks transactions in stores, accounting documents and registers
- (ii) Receives and issues vouchers, delivery notes and invoices
- (iii) Prepares purchase requisitions/orders upon approval by his/her supervisor
- (iv) Creates supplier list and maintain a database on suppliers of different products
- (v) Receives materials and handles inventory management and control as well as disposal or issuance of materials.
- (vi) Maintains stock records using manual and or computerized systems
- (vii) Responsible for and checks suppliers' invoices against purchase orders
- (viii) Finds sources of supply and obtain quotes from suppliers

- (ix) Reports on surplus assets and obsolete stock
- (x) Performs any other duties as may be assigned by superior.

8.4.2 Procurement and Supply Officer II

(a) Entry Mode

(i) *Direct entry*

LCPSP professional Stage II, CIPS Advanced Certificate or any degree in related fields with proven training in procurement and must be registered by the LPSPB.

(ii) *In service structure*

By promotion from Assistant Procurement and Supply Officer who has scored at least an average of B grade in performance appraisal (OPRAS) after serving in that position for at least three years.

(b) Duties

- (i) Advertises tenders
- (ii) Distributes tender/bid documents
- (iii) Liaises with user departments and compiles all procurement requirements of the Procuring Entity
- (iv) Guides the suppliers contractors and service providers on procurement procedures
- (v) Notifies bidders of the outcome of the bidding process
- (vi) Responsible for physical stocks under guidance of a Senior Officer
- (vii) Conducts physical checks and accounts, and manages receipted goods and their storage
- (viii) Arranges packaging and stowage
- (ix) Investigates supplier records for accuracy
- (x) Maintains market intelligence on particular products
- (xi) Establishes most efficient procurement regime in light of needs to be met
- (xii) Prices incoming goods, estimates costs of requisitions or value of stock and stores articles
- (xiii) Performs any other duties as may be assigned by superior.

Procurement and Supply Officer I

(a) Entry mode

(i) *Direct entry*

LCPS professional Stage III, Bachelor's degree in Procurement and Supply Management, CIPS Graduate Diploma, or any degree in related fields with proven specialization and coverage in procurement with at least three years working experience and must be registered by the LPSPB.

(ii) *In service structure*

By promotion from Procurement and Supply Officer II who has scored at least an average of B grade in performance appraisal (OPRAS) after serving in that position for at least three years. Must be registered by LPSPB.

(b) Duties

- (i) Verifies documentation relating to procurement and organizes the documentations for easy use by all interested parties.
- (ii) Liaises with Accounting Department to ensure availability of procurement funds and timely payments to suppliers, contractors and service providers.
- (iii) Assists in the analysis of purchasing equipment and undertakes subsequent purchasing process of approved requisitions.
- (iv) Takes charge of warehouse.
- (v) Responsible for purchasing processes or supply control of given lines of stocks.
- (vi) Receives and registers bids.
- (vii) Attends to inquiries from bidders and suppliers.
- (viii) Properly keeps procurement records and information on suppliers.
- (ix) Evaluates routine, simple and low value procurement.
- (x) Co-chairs opening of tenders for routine, simple on low value procurement.
- (xi) Assists the Secretary to Tender Board in preparing Agenda for Tender Board Meeting for adjudication of Tender.
- (xii) Assists in drafting award letters.
- (xiii) Investigates supplier records for accuracy.
- (xiv) Maintains market intelligence on particular products.
- (xv) Establishes most efficient procurement regime in light of needs to be met.
- (xvi) Assists end-user departments in establishing cost of items required.
- (xvii) Takes a lead in preparation of tender document for simple, routine and low value procurement.
- (xviii) Guides all junior staff on matters relating to storekeeping.
- (xix) Responsible for preparation of procurement plan and ensuring that procurement is done as per approved plan.
- (xx) Takes charge of all stores and becomes responsible for safety and accounting of all stock under his care and supervision.

- (xxi) Any other roles and responsibilities as assigned by the superior

8.4.3 Senior Procurement and Supply Officer

(a) Entry Mode

(i) *Direct Entry*

Holders of LCPSP Stage IV or V, CIPS level IV or V or Bachelors Degree in Procurement and Supply Management, or Bachelors degree in Engineering, Architecture, Law, Quantity Surveying, Business Administration, Economic Planning with five years relevant working experience and must be registered by the LPSPB.

(ii) *In service structure*

By promotion from Procurement and Supply Officer I who has scored at least an average of B grade in performance appraisal (OPRAS) after serving in that position for at least three years. Must be registered by LPSPB.

(b) Duties

- (i) Heads Procurement Management Unit
- (ii) Develops appropriate systems, procedures and guidelines for the procurement secretariat and the Tender Board.
- (iii) Takes a lead in the procurement process.
- (iv) Evaluates bids for high value and specialized procurement.
- (v) Responsible for contract administration including preparation of contracts and issuing approved contracts.
- (vi) Liaises with suppliers and other stakeholders to ensure timely delivery of goods and services as per contract.
- (vii) In charge of either Store or Purchasing section.
- (viii) Ensures that the efficiency of stock control and levels are maintained.
- (ix) Co-ordinates purchasing and procurement control service to ensure that investment in stock and subsequent distribution of stock to departments and directorates, storage etc, guarantee the highest return.
- (x) Liaises with end-user departments in preparation of procurement plan.
- (xi) Prepares recommendation on the appointment of negotiation team and evaluation team.
- (xii) Prepares negotiation plan.
- (xiii) Informs unsuccessful bidders on the tender outcome.
- (xiv) Liaises with the end-user departments on the supplier's information and performance.
- (xv) Prepares report on contract implementation and performance.
- (xvi) Prepares and establishes feedback system for contract performance, i.e. report contract closure.

- (xvii) s proper record keeping for audit requirements.
- (xviii) Completes information to establish performance indicators within the procuring entity.
- (xix) Prepares disposal plan.
- (xx) Provides information to accounting officer on complaints, appeals and administrative reviews.
- (xxi) Maintains performance information on suppliers.
- (xxii) C-Chairs opening of tenders for high value and highly specialized procurement.
- (xxiii) Facilitates supplier registration and development to ensure quality supplies.
- (xxiv) Manages stock levels and gives out supplies from stock.
- (xxv) Prepares reports on adjustments to inventories spoiled or damaged stock and changes in stock location.
- (xxvi) Coordinates purchasing, warehousing and inventory functions.
- (xxvii) Ensures conformity with the PPC Act, its regulations and guidelines.
- (xxviii) Performs any other duties as may be assigned by superior.

8.4.4 Principal Procurement and Supply Officer II

(a) Entry Mode

(i) *Direct Entry*

Holder of full LCPSP, Master Degree or Postgraduate Diploma in Procurement and Supply Management, Engineering, Architecture, Quantity Surveying, Law, Business Administration, Economic Planning or any related fields with proven specialization or coverage in procurement with seven years relevant working experience and must be registered by the LPSPB.

(ii) *In service structure*

By promotion from Senior Procurement and Supply Officer who has scored a minimum of B grade in performance appraisal (OPRAS) after serving for at least seven years. Must be registered by LPSPB.

(b) Duties

- (i) Heads Procurement Management Unit
- (ii) Prepares annual procurement planning, budgeting and control of the resources of the PMU.
- (iii) Prepares periodic reports for the Tender Board.
- (iv) Ensures conformity with PPC Act, its Regulations or Guidelines.
- (v) Provides timely advice to Accounting Officer, Tender Board and user departments on all matters pertaining to procurement.
- (vi) Evaluates all procurement requirements and recommends the most appropriate procurement procedure.
- (vii) Secretary to the Tender Board.
- (viii) Deals with stores, purchasing or clearing and forwarding and matters related to them.

- (ix) Responsible for internal training of staff in the Department.
- (x) Plans and controls inventories.
- (xi) Reviews policies pertaining to procurement and supply management, clearing and forwarding, etc.
- (xii) Facilitates supplier registration and development to ensure quality supplies.
- (xiii) Disposes of surplus assets and obsolete stock
- (xiv) Performs any other duties as may be assigned by superior.

8.4.5 Principal Procurement and Supply Officer I (Director)

(a) Entry Mode

(i) Direct Entry

Holder of LCSP, Master Degree or Postgraduate Diploma in Procurement and Supply Management, Engineering, Architecture, Quantity Surveying, Law, Business Administration, Economic Planning or any related fields with proven specialization or coverage in procurement with ten years relevant working experience and must be registered by the LPSPB.

(ii) In service structure

By promotion from Principal Procurement Officer II who has scored at least B grade in performance appraisal (OPRAS) after serving in at least ten years. Must be registered by LPSPB.

(b) Duties

- (i) Heads Procurement Management Unit
- (ii) Procurement planning, budgeting and control of the resources of the PMU.
- (iii) Prepares periodic reports for the Tender Board.
- (iv) Ensures conformity with PPC Act, its Regulations or Guidelines.
- (v) Provides timely advice to Accounting Officer, Tender Board and user departments on all matters pertaining to procurement.
- (vi) Evaluates all procurement requirements and recommends the most appropriate procurement procedure.
- (vii) Secretary to the Tender Board.
- (viii) Deals with stores, purchasing or clearing and forwarding and matters related to them.
- (ix) Responsible for internal training of staff in the Department.
- (x) Develops and reviews supply management policy including sourcing policy.
- (xi) Plans and controls inventories.
- (xii) Facilitates supplier registration and development to ensure quality supplies.
- (xiii) Prepares disposal plan and dispose surplus assets and obsolete stock
- (xiv) Implements MIS, Capacity Building Strategy and System for monitoring procurement and supplies processes within the organization.

- (xv) Liaises with the PPCC on matters within its jurisdiction.
- (xvi) Assists end-user departments to prepare contract closure, check list and advise on reports that can be kept in relation to contract performance and audit purposes.
- (xvii) Advises end-user departments on reports to be kept for audit purposes.
- (xviii) Provides support to other procurement officers as required.
- (xix) Benchmarks procurement and supply services terms with other similar procurement organizations or local authorities and major suppliers in order to ensure value for money.
- (xx) Prepares information for the inclusion on internet/intranet, websites and in catalogue brochures and flyers in liaison with other procurement staff and other relevant personnel using computer software applications, as appropriate.
- (xxi) Performs any other duties as may be assigned by superior.

9.0 TRANSITIONAL ARRANGEMENTS

9.1 Introduction

In order for Liberia to achieve the desired level of professionalism, long-term and short-term strategies are being recommended. The current system and practices should not be abandoned overnight but it is necessary to put in place the things that can be done by the PPCC now in order to start rolling the professionalization process which may take time to be realized or to become fully operational.

9.2 Long-Term Strategies

Implementing the activities narrated under items 5.0, 6.0, 7.0, and 8.0 should be issues that would require resources and time to mobilize. With the current budget cut it may need a maximum of two to three years to become fully operational. The following as recommended in this report may take time to be accomplished, and therefore needs to be critically looked at:-

- (a) It may take time to draft the law, and complete processes involved in moving a motion to the Parliament or Cabinet to have a law enacted to establish LPSPB. However, it depends on the machinery and other set-up factors including political will.
- (b) Preparation of the regulations to operationalize the Act may equally take some time to complete and have them being gazette before being used. Again it depends on the presses and procedures within the government's different organs responsible for this.
- (c) Developing ethical code of conduct to guide the professionals conduct may also take some time. This will also depend on the processes and procedures involved in developing the code before it is finalized for issuance and application to registered professional members.

- (d) Developing the subject contents and lesson plans of the curriculum detailed in this report and getting them approved before being taught cannot happen overnight and may involve different organs including stakeholders and funding.

9.3 Short-Term strategies

There are activities that can start to be implemented within the existing legal framework and mandate under PPCA. It is recommended that PPCC accommodates them within the appropriate division. They will later be detached to full-fledged institution (LPSPB).

- (a) It is being recommended that PPCC immediately formulates a Caretaker Committee within its current staff by identifying responsible and capable people within its Capacity Development Division and assigning them the roles of certification, licensing and continued professional development programs.
- (b) The current programs IPTP, FMTP, CIPS/UNDP may need to be considered for an extension both in financing and time until the LPSPB comes into existence. It is recommended that PPCC initiates the process for requesting extension and funding for these programs.
- (c) By using the registration structure guide provided in this report on the registration and certification of professionals, it is recommended that the process be started. It is recommended that PPCC uses the current qualifications of the staff engaged in procurement and supply activities to start the process by mapping and fitting them from technician category, affiliate category to graduate category only. This is because majority of the practitioners fall in these categories.
- (d) The CPD programs being organized are recommended to continue and those who attend these programs should be compelled to file returns which will be evaluated and maintained in a register by the Caretaker Committee.
- (e) Since PPCC is going to start the certification, licensing and run CPD programs it should be assisted to set up regional centers that will offer these services to many customers/professionals within the shortest possible time. These centers will also play dual roles of professionalization and actual PPCC roles so as to reach more clients and build more capacity of the practitioners in rural areas.
- (f) At the PPCC Capacity Development Division there are three units namely:-
 - (i) Continued Professional Development Department
 - (ii) Ethics and Disciplinary Review Department
 - (iii) Certification and Licensing Department

It is recommended that, these three departments should be assigned these roles of CPD, Certification, Licensing and Ethics Control as detailed here under. However, PPCC should be responsible for selecting qualified personnel to man the functions which will later be detached to full-fledged institution upon the coming into effect of the LPSPB law.

9.4 Roles of the Managers/In-charges

The roles to be performed by each of the departments will be as follows:-

(a) CPD

- (i) Co-ordinate and promote the general welfare program of the professionals in Procurement and Supply.
- (ii) Assist in organizing professional seminars, workshops and conferences.
- (iii) Develop instructional materials for the CPD programs and assign them CPD hours
- (iv) Test quality of the instruction materials developed by third party, hired resource persons, trainers, etc
- (v) Plan, organize and conduct CPD seminars for the professionals, in-house seminars, etc.
- (vi) Develop and maintain register for the CPD hours earned by each registered member and prepare reminders to members who fall short of minimum 40 hours threshold as well as prepare rewards for those who exceed the minimum threshold.
- (vii) Prepare annual training calendar for CPD programs and extend invitations to professionals
- (viii) Follow-up on Board's decisions
- (ix) Perform any other official duties that may be assigned by the superior

(b) Certification

- (i) Responsible for proposals or physical requirements for the smooth running of certification examinations.
- (ii) Liaise with centers, regions on matters of certification examinations and continuous assessment of examinations.
- (iii) Review certification examination regulations, questions and results procession
- (iv) Receive applications for certification examinations and determine time and sessions for examinations to take place and examination results declaration
- (v) Publish names of certified professionals and maintain database
- (vi) Evaluate qualifications of professionals earned outside the Liberian education system and within the Liberian education system for the purpose of classifying the appropriate category of certification
- (vii) Follow-up on implementation of Board's decision
- (viii) Perform any other official duties that may be assigned by the superior

(c) Licensing

- (i) Follow up on ethics and disciplinary matters relating to registered professionals.

- (ii) Verify qualifications and work out exemption criteria for the certification
- (iii) Receive application for registration of procurement and supply professionals and licensing
- (iv) Maintain files, database and a register of licensed professional members.

- (v) Dispatch documents to registered members including debt notes in connection with professional membership fees
- (vi) Monitor and control conduct of licensed members, issue and renew professional licenses, and issue sanctions for misconduct of members
- (vii) Link with other professional bodies and publics on professional matters
- (viii) Update and issue code of ethics for registered members
- (ix) Follow-up on implementation of board's decision
- (x) Perform any other official duties that may be assigned by the superior

10.0 CONCLUSION

Liberia has been practicing public procurement since it was founded; mostly applying different regimes until 2005 when the PPCA came into force. Professionals practicing in Liberia are of different education background such as economics, engineering, finance, information technology (IT), administration, pharmacy, medicine, accounting, etc, and have no formal, sound and comprehensive training in procurement other than few modules offered in their specialties. This situation rules out professionalism as per professional standards if benchmarked. There is therefore a need to establish a professional body (LSPSPB) that will stand the test of time, thus enabling the Liberian Government to improve professionalism and develop a cadre of professionals.

Efforts on the ground trying to develop instruments of certification need to be supported so that this can become a reality. However, a long-term strategy is for the existing programs at IPTP and FMTP on procurement training needs to be revamped and aligned to the recommendations contained in this report to allow professional certification take place. Professional procurement and supply syllabus needs to be introduced in the higher learning institutions so as to develop more qualified and competent professionals majoring in procurement and supply management.

Enactment of professional legal framework is very important to enforce discipline as well as regulate the conduct of professionals through the code of ethics. The legal framework should give birth to the Liberia Procurement and Supply Professionals Board. This Board will set modalities for developing professionalism and control certification as recommended in this report. Though this should be taken as a long-term strategy towards establishment of full-fledged professionalism, it is very crucial for Liberia as a nation and Liberians as procurement and supply professionals to see LSPSPB becoming a reality.

Establishment of organs for developing the professionalism needs resources. Formulation of a project to put together the recommendations into practice will be the most vibrant idea but the government may not have a set aside budget for that readily available. It is therefore recommended that assistance be sought from the partners. Designing a sustainable project to care for the professionalism prosperity should be given the appropriate weight by decision makers.

Development of a cadre for the procurement profession similar to other professions is wanting. CSA has drafted some instruments to cater for the cadre development which are yet to be completed. They should be supported to complete the process.

This report has put in place the certification criteria which have six categories ranging from technician category to the profession apex. This will accommodate all practitioners in the field and will be recognized through registration and control of their conduct. There is also an outline of ethical code of conduct which needs to be developed so as to provide behavior monitoring. In the LSPSPB Act there is also a provision for the establishment of an Appeals Board which is an organ that will stand to ensure fairness and good governance of the profession.

The report has proposed structure of the accreditation body (LPSPB), along with ToRs and functions. Also there is a proposed certification through examination process from technician to professional level. The examinations are set in progressing stages from certificate to professional level. The syllabus outline has been carefully developed after mapping with other international syllabi. It is designed to provide relevant competences and skills that would enable one to comfortably handle procurement roles.

The report has made a detailed explanation on how the scheme of service for the procurement and supply professional will be together with role, minimum entry qualifications and job specifications in the designed career path and track for the professionals.

The report has designed and put in place recommendations on modalities for registration, certification and licensing of the current practitioners by mapping their basic qualifications with the basic requirements in the new structure. The missing links should be addressed by offering special examination beforehand and qualifying for the same as pre-requisite for certification and licensing. These examinations should be more on practical issues reflecting the Liberia specific regulatory framework or requirements and best practices in the Liberian environmental, legal framework (PPCA) and other necessary matters for practitioners to be comfortable with the job, thereby creating confidence in decision-making. This approach may eliminate political pressure and corruption, reduce transaction costs and overall lead to value for money.

Appendix A: Terms of Reference for Design of a Procurement Professionalization System for Liberia

1.0 Background

1.01 Liberia emerged out of 14 years of civil war a decade ago and more recently from Ebola Virus Disease (EVD) outbreak. Liberia's gross national income (GNI) per capita of US\$370 is below the average for other low-income countries in Sub-Saharan Africa. About 80% of the population lives below US\$1.25 per day but much has been done in recent years to improve human development outcomes though challenges persist. The adult literacy rate is 60.8% and in terms of demographics, young people make up more than one-half of Liberia's 4 million populations. More than 22% of whom are between the ages of 10 and 19 years, a "youth bulge" that provides an opportunity for economic growth and development.

1.02 The country continues to enjoy a stable and democratic government since the conflict ended in 2003. While a multinational peacekeeping force is still deployed in Liberia, the UN Security Council has set June 30, 2016 for the Liberian Government to fully assume its complete security responsibilities from the UN Mission in Liberia (UNMIL).

1.03 Liberia is implementing its ambitious medium-term development strategy, the Agenda for Transformation. However, the EVD, first reported in March 2014, lasted for about 16 months resulting in about 4000 deaths damaging the fabric of Liberia's economy and service delivery system. The EVD crisis hit the economy hard, eroding important gains that Liberia has made in reducing poverty and vulnerability. At the same time, lower iron ore prices and slower growth in China will likely impact exports and fiscal revenues while the slump in commercial agriculture continues to reflect lower prices for rubber and oil palm. However, economic activity in the trading sector appears to be quite vibrant. The construction services sub-sector appears not to have recovered following the crisis though cement production data seems to suggest that the construction sector may have picked up in the second half of 2015.

1.04 Liberia's public procurement and concessions are regulated under the Public Procurement and Concessions Act of 2006 as amended in 2010. The Act established the Public Procurement and Concessions Commission (PPCC) as the oversight authority. Among others things, PPCC is mandated to organize the system of public procurement training, certification and continuing professional development among Procuring Entities. Section 5(o) of the Amended and Restated Act mandates PPCC to: "formulate with advice from the appropriate public sector institutions appropriate certifications and qualifications requirements for the professionalization of staff members of Procurement Units."

1.05 To this end, PPCC has initiated a certification program in collaboration with the United Nations Development Program (UNDP) which offers procurement training and assesses participants leading to award of certificates by the Chartered Institute of Purchasing and Supply (CIPS) of the UK. The inaugural sessions of the training program in Liberia ended on October

29, 2015 and discussions are underway to continue the program into 2016/17 and beyond. The certification will include:

- (a) Introductory Certificate in Purchasing and Supply on completing UNDP/CIPS Level 2;
- (b) Advanced Certificate in Public Procurement on completing UNDP/CIPS Level 3;
- (c) Diploma in Public Procurement on completing UNDP/CIPS Level 4

1.06 The proposed assignment is to assist PPCC to build on the above initiative and launch a procurement accreditation scheme. The accreditation scheme is needed to ensure that public procurement activities in Liberia are conducted by licensed professionals. The scheme would grant individuals credit or recognition to prove that the individuals do maintain a general standard of carrying out quality procurement work with integrity.

2.0 Objectives

2.01 The goal of this assignment is to have a PPCC-approved minimum standards and procurement accreditation system for certifying and licensing procurement practitioners in Liberia. The specific objectives of the assignment are to make recommendations for:

- (a) The minimum standards and criteria for accrediting procurement professionals;
- (b) The minimum standards and criteria for entry into the various positions which comprise the public procurement career track;
- (c) Revisions to processes, policies and procedures related to the accreditation of procurement education programs;
- (d) Procurement cadre within Liberia's civil service and incentives for procurement accreditation;
- (e) The documents that need to be developed and/or revised as custom training materials highlighting the Liberia public procurement context (Procurement Handbook, Procurement Training Manual, etc. reflecting Liberia-specific regulatory requirements as well as best practice);
- (f) The structure and content of accreditation reports and accreditation award recommendations; and
- (g) The composition, structure and terms of reference of the Accreditation Board.

3.0 Deliverables

3.01 An inception plan for the assignment including a review of the status of professionalization of the procurement function in Liberia at the end of 10 days of commencing the assignment.

3.02 Draft report and recommendations on Liberia procurement education, certification and accreditation system at the end of four weeks of commencing the assignment.

3.03 Final report of the Liberia procurement certification and accreditation system at the end of six weeks of commencing the assignment.

4.0 Scope of Work

4.01 The consultant shall carry out all the tasks necessary to design and recommend for PPCC approval a procurement education, certification and accreditation system. Such tasks will include but not be limited to the following:

- (a) Receiving a briefing from the Executive Director and the senior management team of PPCC with a view to framing the context and goal of the procurement accreditation and certification system for Liberia.
- (b) Literature review of the existing documentation on this subject
- (c) Interviewing relevant staff of PPCC, the Intensive Procurement Training Program (IPTP), the Civil Service Agency, procurement education institutions and a sample of relevant private sector players.
- (d) Submitting an Inception Plan articulating clear vision for the exercise, further research and analyses needed and the final schedule for the completion of the assignment.
- (e) Design of the procurement education standards.
- (f) Design of the Certification and Accreditation System and Operating Procedures
- (g) Design of a career civil service career track for public procurement staff.
- (h) Develop a listing of education materials emphasizing the Liberia procurement context.
- (i) Elaboration of the composition, structure and terms of reference of the Procurement Accreditation Board
- (j) Submitting the Draft Report on Liberia procurement education, certification and accreditation system and briefing of the PPCC and Stakeholders
- (k) Incorporating comments on the draft report
- (l) Submission of the Final Report and Recommendations on the Liberia procurement education, certification and accreditation system

5.0 Qualifications

5.01 The Consultant must meet the following minimum qualifications and experience:

- A Masters degree with a major in a relevant discipline (e.g. Engineering, Education, Law, Procurement, Finance, Business or Commerce) and relevant training in procurement work.
- At least five (15) years of direct relevant work experience as Procurement Specialist or alternatively, having had responsibilities with a substantial content of his/her position in the procurement area, of which 5 years should have been in accreditation or regulation area;
- Good knowledge of all concepts and principles of and approaches to international procurement, public procurement systems, and procurement professionalization schemes;
- Knowledge and understanding of technical, commercial and legal aspects of procurement certification and accreditation;
- Demonstrated analytical clarity, problem-solving skills and negotiating skills with ability to balance assignment objectives with client needs;

- Strong communication skills in presenting, discussing and resolving difficult issues, both orally and in writing, and excellent listening skills;
- Exceptional degree of integrity, judgment and tact in handling the most sensitive, diverse and confidential material.

6.0 Duration of the Assignment and Reporting

6.01 This assignment is time sensitive and is expected to be completed by the beginning of 2016 taking into account the Christmas and New Year holidays.

6.02 The Consultant will have dual reporting to both the PPCC and the World Bank. Therefore all reports as per the deliverables in section 3 are to be submitted to both PPCC and the World Bank within the schedule given in the same section.

Appendix B: Interview Guide for Interviews and Discussions

Salutation.....

As you might have been aware I am assigned to conduct some work on certification of procurement professionals in your country Liberia.

I would like to request your time provide me with preliminary information on the following

1. Brief background on the Country including procurement positioning
2. The education system from primary school, secondary school, higher learning institutions, tertiary and universities (NQF)
3. How is procurement courses being conducted full time or part time and who currently provides certificates – Authority for issuing certificates to successful candidates in procurement courses
4. How many levels of graduates in procurement your country has? Is it the same as for other disciplines?
5. Is there any formal training programme to say bachelors degree and above for grooming the procurement professionals working in both private and public sectors?
6. What are the current practices in recruitment requirements for procurement staff in terms of minimum qualification and experience?
7. What are the current titles and entry requirements for each position? Say clerical, officers, managers, directors, etc
8. What are the basic literatures used in the procurement courses, are there localized materials?
9. How is the situation in private sector is it the same as public sector?
10. Does a procurement cadre exist? How are they being coordinated?
11. How is the profession being regulated? Is there any legal body for the profession al separate from PPCC
12. Are there any policies and regulation on professionalism?
13. Are there any previous studies conducted, can they be availed to me
14. What are the existing structures relative to procurement set up

Appendix C: List of Institutions and Persons Visited for Discussions and Input Collection During the First Mission

S.N.	Name of Institution	Person(s)	Title/position	Contacts
1.	Public Procurement and Concessions Commission	Mr. Joseph S. D. Suah, Sr	Director of Finance and Administration	Mob:- +231 886 551 122 e-mail:- jdsuah@yahoo.com
		Mr. Himmie E. Langford	Senior Compliance Officer	e-mail:- helang@ppcc.gov.lr
		Mr. Lysander B Wokpeh	Director of Policy, Standards and Procedures	
2.	Ministry of Finance and Development Planning	Mr Frederick B. Krah	Director Aid Management and Coordination	Mob:- +231 886 558 003 +231 777 558 003 e-mail:- fkrah@mfdp.gov.lr
3.	Ministry of Education	Mr. Acuay K. Kamara	Acting Director of Procurement	Mob:- +231 886 611 115 +231 777 611 115 e-mail:- malah1999.ak@gmail.com acquay.kamara@yahoo.com
4.	Civil Service Agency	Dr. Puchu Leona Bernard	Director General	Mob:- +231 886 303 313 +231 776 303 313 e-mail:- plbcsadg@gmail.com
		Mr. William S. Kesselly	Principal Procurement Officer	Mob:- +231 886 576 206 +231 777 045 149 e-mail:- wkesselly@gmail.com

S.N.	Name of Institution	Person(s)	Title/position	Contacts
				wskesselly@csa.gov.lr
		Ms. Patience O. Coleman	Director, Civil Service Reform Directorate	Mob:- +231 886 569 922 e-mail:- coleman_patience@yahoo.com pcoleman@csa.gov.lr
		Mr. Zaizay Jomah	Procurement Specialist	Mob:- +231 886 679 299 +231 776 913 599 e-mail:- zaizayj@gmail.com
		Mr. Paul M. Cheeks	Sr. Supply Officer	Mob:- +231 880 585 005 +231 770 216 850 e-mail:- paul.cheeks@yahoo.com
5.	Financial Management Training Program	Ms. Sylvia A. Squire	Acting Director	Mob:- +231 886 511 472 e-mail:- 2great@live.com
6.	Intensive Procurement Training Program	Mr. Nana Asiedu Kotwi	Acting International Team Leader	Mob:- +231 880 642 840 e-mail:- nana.asiedu57@gmail.com
7.	Ministry of Health and Social Welfare	Mr. Jacob L. N. Wapoe	Director of Procurement	Mob:- +231 886 515 565 +231 777 515 565 e-mail:- wapoejacob29@gmail.com lelawapoe@yahoo.com

S.N.	Name of Institution	Person(s)	Title/position	Contacts
		Mr. Batho Maruping	International Procurement Specialist	Mob:- +231 776 676 703 e-mail:- bathomaruping@gmail.com
		Mr. Dean E. Kulah	Assistant Director of Procurement	Mob:- +231 886 536 991 e-mail:- deankulah25@yahoo.com

Appendix D: List of Institutions and Persons Visited for Discussions and Input Collection During the Second Mission

S.N.	Name of Institution	Person(s)	Title/position	Contacts
1.	Public Procurement and Concessions Commission	Hon. James Dorbor Jallah	Executive Director – CEO	Mob:- +231 886 554 699 +231 777 554 699 e-mail:- jdjallah@gmail.com
		Mr. Joseph S. D. Suah, Sr	Director of Finance and Administration	Mob:- +231 886 551 122 e-mail:- jsdsuah@yahoo.com
		Mr. Himmie E. Langford	Senior Compliance Officer	e-mail:- helang@ppcc.gov.lr
		Mr. Michael P.M. Kwabo	COS/Office of the CEO	Mob:- +231 886 423 632 e-mail:- mpn.kwabo@gmail.com
		Mr. Anthony P. Tarbah	Director of Compliance C.M.D	Mob:- +231 886 535 347 +231 777 135 820 e-mail: tarbahanthony@yahoo.com
		Mr Titus K. Tikwa	Senior Compliance Officer C.M.D	Mob:- +231 886 378 917 +231 777 428 760 e-mail: titustik@yahoo.com
		Ms. Lady Pokolo Andrewson	Acting Procurement Manager	Mob:- +231 886 420 555 +231 776 522 531 e-mail: pomaline15@gmail.com
		Mr D. William Zuah	Director of Internal Audit	Mob:- +231 886 599 536

S.N.	Name of Institution	Person(s)	Title/position	Contacts
				+231 775 930 643 e-mail: williamzuah@yahoo.com
		Mr. Johnny R. Jackson	Maintenance Supervisor	Mob:- +231 886 494 232
		Mr. Nathan N. Bengu	Director of Communications	Mob:- +231 886 518 215 e-mail: nathanbengu@yahoo.com
		Ms. Ruby Nabie	Project Officer	Mob:- +231 886 316 529 e-mail: charmingruby23@gmail.com
		Mr. Kartee Troh	Procurement Officer	Mob: +231 886 649 949 Email: karteetroh@yahoo.com
		Mr. Stevenson S. Yond	Senior Accountant	Mob:- +231 886 486 687 e-mail: bssyond@yahoo.com
		Mr. Lysander B Wokpeh	Director of Policy, Standards and Procedures	Mob:- +231 886 551 998 e-mail: bonoe50@yahoo.com
2.	United Methodist University	Rev. Fr. Edwin B.T. Nimley I	Dean C.M.A./UMU	Mob:- +231 886 532 671 e-mail:-
		Mr. Diah C. Podede	Coordinator and Chairman Procurement and Supply Chain Management; Banking and Finance	Mob:- +231 e-mail:- dpodede@gmail.com

Appendix E: Public Procurement Concessions Act of 2005 as amended in 2010

The Public Procurement and Concessions Act of 2010 can be downloaded at <http://ppcc.gov.lr/vr/index.php/documents>.

Appendix F: Public Procurement Concessions Regulations

The accompanying regulations for the Public Procurement and Concessions Act of 2010 can be downloaded at <http://ppcc.gov.lr/vr/index.php/documents>

Appendix G: IPTP Curriculum

Intensive Procurement Training Programme (IPTP)

Post-Graduate Diploma in Public Procurement Management

SEMESTER ONE

Course No.	Course Description	Credit Hours
PMGT 501	Procurement Legislative and Regulatory Framework	3
PMGT 502	Supply Chain Management	3
PMGT 503	Goods Procurement Management	3
PMGT 505	Consultancy Services Procurement Management	3
MGMT 600	Management Information System - Essentials	2
Grade Point Average		14

CAPSTONE PROJECT -

Course No.	Course Description	Credit Hours
PMGT 582	Internship (Capstone Project)	7

SEMESTER TWO

Course No.	Course Description	Credit Hours
PMGT 504	Works Procurement Management	4
PMGT 506	Project Procurement Management under Multilateral Funds	3
MGMT 507	Business Law	3
PADM 634	Public Financial Management	3
MGMT 601	Management Info. System - E-Procurement	2
Grade Point Average		15
Grand totals		36

Appendix H: CIPS/UNDP Programs

- (a) **Qualification No. 600/7209/X Introductory Certificate in Purchasing and Supply UNDP/CIPS Level 2**

CIPS Reference	Unit Title	Credit Value
NC 1	Procurement and Supply Principles	3
NC 2	Procurement and Supply Functions	3
NC 3	Procurement and Supply Procedures	3
NC 4	Procurement and Supply Administration	3
NC 5	Procurement and Supply Stakeholders	3

- (b) **Qualification No. 600/7281/7 Advanced Certificate in Public Procurement UNDP/CIPS Level 3**

CIPS Reference	Unit Title	Credit Value
AC 1	Procurement and Supply Environments	5
AC 2	Procurement and Supply Operations	5
AC 3	Procurement and Supply Workflow	5
AC 4	Inventory and Logistics Operations	5
AC 5	Procurement and Supply Relations	5

- (c) **Qualification No. 600/6858/9 Diploma in Public Procurement UNDP/CIPS Level 4**

CIPS Reference	Unit Title	Credit Value
D 1	Contexts of Procurement and Supply	12
D 2	Business Needs in Procurement and Supply	12
D 3	Sourcing in Procurement and Supply	12
D 4	Negotiating and Contracting in Procurement and Supply	12
D 5	Managing Contracts and Relationships in Procurement and Supply	12

Appendix I: List of Institutions Recognized by NCHE as Offering Higher Learning Education

(a) Public

- (i) University of Liberia – Montserrado and Grand Cape Mount Counties
- (ii) William V.S. Tubman University – Maryland County

(b) Private

- (i) Adventist University of West Africa – Montserrado County
- (ii) African Bible College University – Nimba County
- (iii) African Methodist Episcopal University – Montserrado County
- (iv) African Methodist Episcopal Zion University – Montserrado County
- (v) Cutting University – Bong and Montserrado Counties
- (vi) Stella Maris Polytechnic – Montserrado County
- (vii) United Methodist University – Montserrado County

(c) Community Colleges

- (i) Grand Bassa County Community College – Grand Bassa County
- (ii) Lofa County Community College – Lofa County
- (iii) Trinity Bible Community College – Margibi County
- (iv) African Christian Theological Seminary, Monrovia
- (v) Booker Washington Institute, Kakata
- (vi) Liberia Baptist Theological Seminary
- (vii) Smythe Institute of Management and Technology
- (viii) Bong County Technical College – Bong County
- (ix) Bomi County Community College – Bomi County
- (x) Grand Gedeh County Community College – Grand Gedeh County

Appendix J: Summary of Interview Responses and Inputs in the First Mission

A

1. No institution in Liberia dealing with certification yet, therefore there is a gap
2. There is a need to establish one to handle training and certification in a professional manner
3. PPCC should take a lead in designing and ensure there is a law for certification, and certification machinery and institution is established
4. CIPS training to be localized to accommodate Liberian laws and environment
5. Vocational training is better placed for certification in procurement/inventory management but there are no full time training being offered in this area similar to other disciplines
6. PPCC should support the establishment of a fully fledged certification institution
7. There is a problem in funding the establishment
8. There is need to have an Act that would establish a professional body however, PPCC should be the main facilitator.
9. Need to start up project of identifying personnel to be earmarked to establish the institution and develop their capacity on operationalization of such institution therefore technical assistance is required
10. MoU to be established between PPCC and Higher Learning institution such that graduates of IPTP can be considered for further studies to enhance their procurement capacity
11. There is no formal training to bachelors degree specializing in procurement, materials management, however procurement is taught by Institute of Public Administration as a subject
12. There is currently procurement training being offered and examined by CIPS which is an arrangement with UNDP for personnel working in projects financed by international organization
13. Diplomas are shallow in terms of international exposure and Liberian laws on procurement
14. Need to offer two stage training, one for lower level which exposes trainees to mostly all local transactions and another stage to expose them into international exposure. The second one would be an advanced training to those who have qualified the lower level and should take people with higher capability and vision

B

1. There is intensive procurement training program being offered to Diploma level
2. UNDP training is for practitioners in government, no specialization for private sector
3. No policy document to spell out how certification should be done
4. Procurement is spelt in the PPCC Act but Supply function is nowhere stated
5. Liberia Institute of Public Administration offers studies in Materials Management, purchasing but they do not offer a certificate for the same because it is only a subject in the program

6. There is a need to have a professional institution similar to that of Lawyers (Bar Association) or that of accountants offering CPA, (LICPA)
7. Website has more details on the legal functions of PPCC www.ppcc.gov.lr

C

1. Offers one year intensive diploma program now in the 4th batch
2. The diplomas are conferred by University of Liberia
3. Lecturers are drawn from different sources, practitioners as well as academicians

D

1. Liberia Certification under PPCC is on the drafting board but not yet made available to public views
2. Process of certifying the professional not applicable as system not yet established and documents are on the drafting stage
3. No legal framework exist to allow certification so anyone can work in the procurement
4. The proposal certification will comprise of
 - a. Certified public procurement officers
 - b. Certified public procurement managers
 - c. Certified public procurement executives
5. Continued Professional Development hours will count in the promotions
6. The objective of the document is to establish an institution that will oversee the procurement professionalization similar to what is being done by Liberian Institute of Certified Public Accountants (LICPA)
7. There is a need to have examination body for the procurement
8. Legal mandate is missing, the section in PPCC Act which empower PPCC to develop professionals is inadequate, narrow to cater for professionalization
9. Association of Procurement Professionals of Liberia is on the making though hampered by lack of legal mandate for formation
10. Constitution for the association is being drafted but not in a stage to be discussed publicly for inputs of the stakeholders
11. CIPS are offering programs and examinations up to level 4 but such programs are using UK based materials and do not consider the Liberian environment in which they operate so graduates have a big gap. This gap affects performance in procurement to those entrusted to handle the procurement processes.

E

1. Procurement professional training and development is dependent to FMTP and IPTP
2. There seems to be a procurement association but its organization is unclear
3. Strong need to establish a professional body to certify and formally license the professional, PPCC does not have much to do with the professionals, further does not register or license them.
4. The professional body should be autonomous, independent and established by a separate law to be a strong body

5. There is no formal training in procurement and Supply in academics or tertiary or vocational institution or university other than the one offered by IPTP/FMTP or CIPS/UNDP arrangements
6. Other disciplines like accounting, law, medicine in Liberia have recognized formal training in academics and certified by relevant professional bodies legally established
7. CIPS runs programs for certificate and diploma under UNDP umbrella in collaboration with PPCC, however certification or ethical conduct monitoring is part of the program
8. Private sector has not been addressed by these training, only international organizations will look for qualified employees to suit their desire in absence of law to regulate their conduct
9. In public sector titles used are officers and directors while in the private sector international organizations inclusive, titles used are supervisors, senior offices and procurement specialist or experts
10. There is no control in doing procurement work/activities as everybody does it once is appointed to do the work by relevant authorities. Typical example is people with background like accounting but have just attended IPTP can do any level of procurement without any limitations
11. There is an MoU between IPTP and University of Liberia to accept and train professionals in procurement but no certification or licensing process being done
12. There is a need to have two levels of certification for the professionals, one those who have the ability to deal with high volume of international contracts of procurement, these should be highly qualified, competent and high level graduates. The second level to be those to specialize in local components. The first category of international certified should first be conversant with local contents including relevant Liberian Laws on procurement
13. There is no procurement cadre, no procurement policies and no regulations to regulate the professionals' conduct
14. There are challenges of political influence in operations forcing practitioners to bend the rules and laws of procurement
15. Lead time is not observed and this causes delays in procurement processes

F

1. PPCC serves for the government procurement and control the same
2. Professionalism yet to be established even the nomenclature is still at discussion stage
3. Procurement training is offered by IPTP up to diploma level
4. Most procurement professionals in position now were recruited as interns fresh from school for 4 months and thereafter are sent for the IPTP programs
5. Private sector has no defined way of recruiting procurement professionals, they scout from the market to obtain their preferences
6. PPCC manages the entire government procurement but do not regulate the professionals

7. There are no professional licenses to control and monitor the conduct and practices of the professionals doing procurement work.
8. PPCC stipulates the qualification of employees in procurement
9. Choice of who should work in the procurement lies in the hands of the procuring entity
10. Most people recruited in procurement have Bachelors degree, some with masters who heads the procurement function, however people with diploma may be allowed to handle procurement role that are not complicated.
11. Currently majority of professionals in procurement roles after completing local bachelors degree are trained outside Liberia for example India, Italy, UK, USA, etc, but mostly depending on donor funding availability in a project practitioner is attached
12. CIPS materials are good but concepts are European based need to be localized for effective application
13. Having our own Liberian degree is good for building individual capacity locally like other disciplines
14. Having our own professional body for registration will be very useful but the registration must go with good salary package compared to those who are not registered. This will be the motivation for the practitioners to register and abide to professional ethics
15. Clerical levels also to be registered for recognition at their level to be able assist their seniors in shouldering their roles. These are the people who do not possess degrees
16. All people with titles of procurement officers onwards must have first degree in any field
17. All procurement officers heading units/departments are part of management and they participate in decision making machinery.

G

1. The budget for 2016/2017 do not have a component for professionalization
2. Interns are mostly supplied by ITPT and later based on good performance they are recruited
3. There is a professional training agenda on the drawing board focusing Masters degree only which will absorb any first degree graduates to train in procurement
4. Career path/track for the procurement professionals is not yet approved but somehow being practiced in one or two ministries so yet to be applied in all government sector
5. Fitting people in procurement positions depends on good performance. Evaluation is the basis for promotion, such that if one cannot deliver will not be promoted
6. CSA is still working on job description now to be applied throughout the government who should do what and who should not do what (limitation), hence necessary demarcation of roles
7. Need to have a legal body in a different legal framework, say an Act of Parliament to state the certification scheme
Scheme of service for procurement professionals do not exist as of now.

Appendix K: Summary of Interview Responses and Inputs in the Second Mission

A

1. The proposed structure cannot be implemented immediately and it requires resources which are currently unavailable
2. It could be broken into two parts i.e. long term and short term
3. The government budget has shrunk as allocations and spending for this year is less than last year and next year is going to be even much lesser
4. No capacity to man the new structure, therefore capacity building is essential and requires donor support to be sustainable for a long period, how to overcome these bottleneck
5. The current practice is ending June, 2016 i.e. CIPS/UNDP programs as well as ITPT therefore there is a need to extend time until LPSPB comes into existence.
6. How to fit the current practitioners into the new structure and their appointments become on merits
7. Can one or two departments be transformed to do the certification, licensing and CPD programs and be incubated within PPCC until it is rolled out into fully fledged institution once the country is ready
8. How certification and licensing be done under the current available stock of staff and their qualification, the structural model
9. Level of Governing Board to include government senior official for sustainability and political influence/will
10. Funding of the students graduating from IPTP for further studies at universities or other college to depend on their sponsors.

B

1. United Methodist University (UMU) is offering 4 years program main streaming in procurement and supply chain management which started in 2012
2. There is a new curriculum approved by the university senate for this program
3. Lecturers were trained in East African Universities and some lecturers from Kenya and Uganda have been recruited to offer this specialization however, qualified local staff from within the country is recruited on part time.
4. Procurement and supply start specialization from the sophomore year (second year)
5. PPCC should be financed to set up offices in counties as service centres so as to reach more people; this will bust performance as well as candidature enrolment.
6. PPCC to provide more support to universities and tertiary institutions offering procurement and supplies management programs in terms of providing lectures in some practical topics in public procurement, finances, bursaries to students, etc,

UNITED METHODIST UNIVERSITY

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

THE DEPARTMENT COURSE GUIDE



COLLEGE OF MANAGEMENT & ADMINISTRATION
PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

1ST SEM.	FIRST SEMESTER FRESHMAN YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
ENGL.-101	Freshman English – I	3	None
MATH-107	Pre-Calculus	4	None
GEOG. -101	Fundamental of Physical Geography	3	None
FREN. - 101	French Grammar – I	3	None
TIR – 101	Introduction to Religion	3	None
P E – 101	Physical Education – I	1	None
ROTC - 101	Military Science – I	1	None
	TOTAL	18	

2ndSEM.	SECOND SEMESTER FRESHMAN YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
ENGL.-102	Freshman English – II	3	ENGL.-101
MATH-108	Math for Decision Making	4	MATH-107
MANG -231	Principles of Management – I	3	None
FREN. - 102	French Grammar – II	3	FREN. – 101
ACCT.- 003	Remedial to Accounting	0	None
SOSC. – 201	Introduction to Liberian Society	3	None
P E – 102	Physical Education – II	1	P E – 101
ROTC - 102	Military Science – II	1	ROTC – 101
	TOTAL	18	

1ST SEM.	FIRST SEMESTER SOPHOMORE YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
ENGL.-201	Sophomore English – I	3	ENGL.-102
MATH-203	Math for Business Majors	4	MATH-108
MANG -201	Computer Fundamental – I	3	Soph. Standing
BPCM-231	Fund. of Supply Chain Management – I	3	Soph. Standing
ECON – 231	Principles of Economics – I	3	Soph. Standing
ACCT – 231	Principles of Accounting – I	3	ACCT. – 003
	TOTAL	19	

2nd SEM.	SECOND SEMESTER SOPHOMORE YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
ENGL.-202	Sophomore English – II	3	ENGL.-201
MANG -202	Computer Fundamental – II	3	MANG -201
ECON – 232	Principles of Economics – II	3	ECON – 231
BPCM-232	Supply Chain Management Practice	3	BPCM-231
ACCT – 232	Principles of Accounting – II	3	ACCT – 231
MANG -232	Principles of Management – II	3	MANG -231
	TOTAL	18	

1ST SEM.	FIRST SEMESTER JUNIOR YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
BPCM-341	Strategic Inventory Management – I	3	BPCM - 232
BPCM-360	Operations for Management Practice	3	BPCM - 232
BPCM-362	Quality Management	3	BPCM - 232
BPCM-363	Logistics & Transport Management	3	BPCM - 232
BPCM-364	Works Procurement	3	BPCM - 232
ECON-341	Business and Economics Statistics – I	3	ECON – 232
MINOR		3	Based on Minor
	TOTAL	21	

2nd SEM.	SECOND SEMESTER JUNIOR YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
BPCM-342	Strategic Inventory Management – II	3	BPCM - 341
BPCM-365	Negotiation in Procurement and S.C.M	3	BPCM-232
BPCM-366	Procurement Management – I	3	BPCM - 232
BPCM-369	Operations Management Practice	3	BPCM - 232
ECON – 342	Business and Economics Statistics – II	3	ECON - 341
MANG -357	Business Law – I	3	MANG - 232
MINOR		3	Based on Minor
	TOTAL	21	

1ST SEM.	FIRST SEMESTER SENIOR YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
S L P – 399	Service Learning Program	3	Junior Standing
BPCM - 401	Global Supply Chain Management	3	Senior Standing
BPCM - 403	Public Procurement Concession Act and regulations of Liberia	3	Senior Standing
BPCM - 405	Contemporary Issues in Procurement Management	3	Senior Standing
REME - 491	Research Methods – I	3	Senior Standing
MINOR		3	Based on Minor
	TOTAL	18	

2nd SEM.	SECOND SEMESTER SENIOR YEAR		
Course No.	Course Title	Cr/Hrs.	Pre-Requisite(s)
BPCM - 402	Project Management in Procurement	3	Senior Standing
BPCM - 404	Comparative Procurement Regulations and Policies	3	BPCM – 403
BPCM - 411	Procurement Management- 11	3	Senior Standing
REME -492	Research Methods Project Writing – II (Thesis)	3	REME – 491
MINOR		3	Based on Minor
MINOR		3	Based on Minor
	TOTAL	18	

MINOR REQUIREMENTS

MINOR IN ACCOUNTING	Credit Hours
ACCT-341 Intermediate Acct. – I	3
ACCT-342 Intermediate Acct. – II	3
ACCT-343 Cost Acct. – I	3
ACCT-344 Cost Acct. – II	3
Plus One Senior Level Acct. Course	3
TOTAL	15

MINOR IN ECONOMICS	Credit Hours
ECON-353 Interim.MicroEcon.Theory-I	3
ECON-354 Interim.MicroEcon. Theory-II	3
ECON-355 Interim.MacroEcon. Theory-I	3
ECON-356 Interim.MacroEcon. Theory-II	3
Plus One Senior Level ECON. Course	3
TOTAL	15

MINOR IN PUBLIC ADMINISTRATION	Credit Hours
PADM-231 Introd.to Public Admin-I	3
PADM-232 Introd.to Public Admin-II	3
PADM-310 Public Orga.& Behavior	3
Plus Any Two (300) Level PADM Courses	6
Plus Any Two (400) Level PADM Courses	6
TOTAL	21

MINOR IN SOCIOLOGY	Credit Hours
SOCI-201 Introduction to Sociology	3
SOCI-202 Social Statistics	3
SOCI-303 Rural Sociology	3
SOCI-405 and 406 Social Theory	6
TOTAL	15

MINOR IN SOCIAL WORK	Credit Hours
SOWK-201 Introduction to Social Work-I	3
SOWK -202 Introduction to Social Work-II	3
SOWK -301 Social Work with Children	3
SOWK -307 Family Tracing & Reunification	3
SOWK -401 Group and Groups Dynamics	3
SOWK -411 Social Field Work	3
TOTAL	18

MINOR IN MANAGEMENT	Credit Hours
MANG-307 Management Information System	3
MANG-350 Human Resource Management	3
MANG-363 Organizational Behavior	3
MANG-369 Marketing Management	3
Plus One Senior Level MANG. Course	3
TOTAL	15

MINOR IN BANKING AND FINANCE	Credit Hours
BFI-231 Introduction to Business & Finance – I	3
BFI-232 Introduction to Business & Finance – II	3
BFI-341 Financial Institutions & Markets	3
BFI-342 Monetary Management	3
BFI-343 Financial Economics	3
Plus One Senior Level B.F.I Course	3
TOTAL	18

Appendix M: Sample of University of Liberia Post Graduate Diploma in Procurement Management

