



***Annual Public Procurement
Compliance Assessment Report
2023***

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FOREWORD

The 2023 Annual Public Procurement Compliance Assessment Report offers a comprehensive evaluation of procurement practices across 178 (One hundred and seventy-eight) Ministries, Departments, Agencies (MDAs), Local Councils, and Projects in Sierra Leone. This report serves as a critical tool for assessing the effectiveness, efficiency, transparency, and compliance of the public procurement system with the procurement legal framework. It highlights areas of progress, identifies persistent challenges, and provides actionable recommendations to ensure accountability and the optimal use of public resources.

The report reveals significant progress in institutionalizing procurement functions, alongside notable challenges that require urgent attention. Based on a detailed review of the institutional framework and compliance in the procurement systems, 93% of MDAs have a functioning procurement unit and 92% have designated procurement officers, reflecting a strong commitment to institutionalizing procurement functions. Furthermore, 91% of entities have access to the revised Standard Bidding Documents (SBDs), and 85% maintain a supplier database. These figures reflect a strong foundation for compliance, but gaps persist, particularly in the execution of procurement plans and the use of procurement requisition forms. It was also revealed that 70% of procurement staff did not undergo procurement training programs during the year under review, while 93% of entities have a procurement manual.

Despite these advancements, gaps remain in the execution of procurement plans and the consistent use of procurement requisition forms. Additionally, 70% of procurement staff did not undergo training programs during the reporting period, highlighting a critical need for capacity building. 78% of procurement plans were reviewed and endorsed by the National Public Procurement Authority (NPPA) and the Ministry of Finance, demonstrating compliance with Section 29 of the Public Procurement Act, 2016. However, the prevalence of procurement activities executed outside approved plans, and the inconsistent use of standard procurement forms (SPF-1, SPF-2, and SPF-3) indicate a need for stronger oversight and enforcement. 76% of procuring entities maintained a contract register, underscoring progress in contract data management.

In terms of procurement activities, the report reveals that a total of 5,331 (Five thousand three hundred thirty-one) procurement activities were reviewed, with a combined value of Le 17,571,632,126 (Seventeen billion, five hundred and seventy-one million, six hundred and thirty-two thousand, one hundred and twenty-six Leones). The majority of these activities were executed through National Competitive Bidding (NCB) and Request for Quotation (RFQ), accounting for Le 10,935,264,515 (Ten billion, nine hundred and thirty-five million, two hundred and sixty-four thousand, five hundred and fifteen Leones) and Le 2,587,189,767 (Two billion, five hundred and eighty-seven million, one hundred and eighty-nine thousand, seven hundred and sixty-seven Leones), respectively. However, the report also identifies instances of non-compliance, such as the execution of procurement activities above the RFQ threshold using RFQ methods, which occurred in 380 (three hundred and eighty) instances.

The regional and sectoral distribution of procurement activities provides valuable insights into the allocation of resources across the country. The Western region accounted for the majority of procurement activities (4,640), followed by the Southern region (278).

During the reporting period, procurement activities were executed across six key sectors: General, Economic, Social, Security, Local Councils, and Projects, reflecting the government's commitment to improving public service delivery through competitive and transparent procurement practices. The General sector accounted for a significant number of procurement activities (1,638), reflecting the sector's broad role in administrative and operational procurement. The social sector's dominance in procurement value highlights the government's commitment to long-term investments in social infrastructure and services in health, education, and welfare programs.

The 2023 Annual Public Procurement Compliance Assessment Report is a critical resource for identifying strengths and areas for improvement in Sierra Leone's public procurement system. The findings and recommendations aim to guide policymakers, procurement practitioners, and stakeholders in enhancing the efficiency, transparency, and accountability of public procurement processes.

We extend our gratitude to the Management, staff and all other stakeholders who contributed to the preparation of this report. Their efforts are instrumental in supporting the continuous improvement of public procurement practices in Sierra Leone. Together, we remain committed to fostering a procurement system that ensures the optimal use of public resources for the benefit of all citizens.



Fodie J. Konneh (MCIPS)
Chief Executive Officer

LIST OF ACRONYMS

AFDB	African Development Bank
BSL	Bank of Sierra Leone
CPAR	Country Procurement Assessment Report
FCDO	Foreign, Commonwealth and Development Office
DPs	Donor Partners
e-GP	Electronic Government Procurement
EU	European Union
ICB	International Competitive Bidding
ICF	Investment Climate Facility
IPRP	Independent Procurement Review Panel
LCs	Local Councils
MDAs	Ministries, Departments and Agencies
MOF	Ministry of Finance
NCB	National Competitive Bidding
NPPA	National Public Procurement Authority
PC	Procurement Committee
PE	Procuring Entity
PPA	Public Procurement Act
RB	Restricted Bidding
RFQ	Request for Quotation
SS	Sole Source
UNCITRAL	United Nations Commission on International Trade Law
WB	World Bank

EXECUTIVE SUMMARY

The 2023 Annual Public Procurement Compliance Assessment Report presents a comprehensive review of procurement activities and compliance levels across Ministries, Departments, Agencies (MDAs), Projects, and Local Councils in Sierra Leone. The report evaluates key procurement practices, including the use of competitive methods, adherence to procurement planning, and execution of procurement processes in alignment with the Public Procurement Act, 2016, and related regulations to ensure transparency, accountability, and efficiency in public procurement.

A total of 135 (one hundred and thirty-five) procuring entities were assessed for compliance with procurement systems, structures, and institutional capacity during the 2023 review. The review revealed that 123 (one hundred and twenty-three) procuring entities, representing ninety-one percent (91%), had established procurement units, while 12 (twelve) procuring entities, representing nine percent (9%), lacked procurement units. It was also noted that 124 (92%) of procuring entities had procurement practitioners, with 11 (8%) operating without dedicated procurement practitioners. It was further observed that 9 (nine) procuring entities were without functional procurement committees and 13 (thirteen) procuring entities lacked signed and approved procurement plans in violation of the Public Procurement Act of 2016.

The absence of procurement units, dedicated procurement practitioners, functional procurement committees, and approved plans undermines efficiency, transparency, accountability, and overall effectiveness of the procurement process. This increases risks of fraud, collusion, and favouritism in contract awards, leads to uncoordinated spending, budget overruns, and inflated costs due to emergency purchases. These inefficiencies negatively impact public service delivery in critical sectors such as healthcare, education, infrastructure, and security.

Procurement process compliance assessment review was undertaken across a total of 178 (One hundred and seventy-eight) procuring entities were reviewed, comprising 150 (One hundred and fifty) Ministries, Departments, Agencies (MDAs), 6 (six) projects, and 22 (twenty-two) local/city councils. A total of 5,331 (five thousand, three hundred and thirty-one) procurement activities were assessed, with a cumulative procurement value of Le 17,571,632,126 (Seventeen billion, five hundred and seventy-one million, six hundred and thirty-two thousand, one hundred and twenty-six Leones). Of these, 10 (ten) procurement contracts were cancelled, valued at Le 810,950 (Eight hundred and ten thousand, nine hundred and fifty Leones).

The review further revealed that 4,055 (Four thousand and fifty-five) procurement activities, valued at Le 14,382,466,307 (Fourteen billion, three hundred and eighty-two million, four hundred and sixty-six thousand, three hundred and seven Leones), were included in the approved procurement plan. However, 1,276 (one thousand, two hundred and seventy-six) activities, valued at Le 3,189,165,818 (Three billion, one hundred and eighty-nine million, one hundred and sixty-five thousand, eight hundred and eighteen Leones), were not part of the approved plan. Only 1,612 (one thousand six hundred and twelve) procurement activities being 30% of the total activities were executed as planned, with 2,443 (two thousand, four hundred and forty-three) activities representing 46% of the total activities were not executed according to the approved plan in violation of Section 29 of the Public Procurement Act, 2016.

The Government of Sierra Leone (GoSL) funded 3,267 (three thousand, two hundred and sixty-seven) activities, valued at Le 7,155,622,367 (Seven billion, one hundred and fifty-five million, six hundred and twenty-two thousand, three hundred and sixty-seven Leones). Donor partners funded 540 (five hundred and forty) activities, valued at Le 7,115,819,618 (Seven billion, one hundred and fifteen million, eight hundred and nineteen thousand, six hundred and eighteen Leones).

Open competitive methods (ICB & NCB) accounted for 801 (eight hundred and one) procurement activities accounted for the highest procurement value at Le 14,140,478,514 (Fourteen billion, one hundred and forty million, four hundred seventy-eight thousand, five hundred and fourteen Leones), while non-competitive methods (RFQ/Others/No Method) were used for 4,472 (Four thousand, four hundred and seventy-two) activities, valued at Le 2,682,850,292 (Two billion, six hundred and eighty-two million, eight hundred and fifty thousand, two hundred and ninety-two Leones).

Despite prior notification and repeated reminders, it is disappointing to note that the following procuring entities failed to comply with the annual assessment exercise by not providing the required documents for review and data collection.

- 1) **Ministry of Health and Sanitation**
- 2) **Ministry of Tourism & Cultural Affairs**
- 3) **Sierra Leone Law School**
- 4) **Right to Access Information Commission**
- 5) **National Assets and Government Property Commission**

Notably, the Ministry of Tourism & Cultural Affairs has failed to meet regulatory requirements for two consecutive financial years (2022 and 2023). This non-compliance directly violates Sections 15 and 14(2)(m) of the Public Procurement Act of 2016 and undermines the transparency and accountability essential for fostering a competitive public procurement landscape, which is crucial for economic growth.

Overall, the 2023 assessment reflects progress in the institutionalization of procurement functions across procuring entities. However, there remain areas for improvement, particularly in increasing the use of competitive bidding methods, ensuring better adherence to procurement plans, inadequate capacity building, non-compliance with competitive thresholds, poor record-keeping persist, contract management issues, the full adoption of procurement best practices and improving procurement documentation standards to enhance transparency and efficiency. Continued focus on capacity building, especially in regions with lower compliance rates, will be essential for strengthening the public procurement system in Sierra Leone ultimately supporting national development goals.

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BACKGROUND

Public procurement plays a critical role in ensuring the effective, efficient and transparent utilization of public funds, fostering economic growth, delivering value for money while fostering transparency, fairness, accountability and promoting competition in the public procurement landscape. The National Public Procurement Authority (NPPA) established under the Public Procurement Act of 2004 and amended in 2016, is the central regulatory body mandated to oversee, monitor, and guide procurement practices in Sierra Leone. The Act provides a comprehensive legal framework for public procurement operations, reinforcing compliance with established laws and procedures. In line with the objectives of strengthening procurement systems and ensuring compliance with legal and regulatory frameworks, the National Public Procurement Authority undertook the 2023 Annual Public Procurement Compliance Assessment to evaluate the adherence of procuring entities to procurement laws, regulations, and best practices across various Ministries, Departments, Agencies (MDAs), Local Councils, and Projects, while identifying areas for improvement in procurement practices.

The 2023 Annual Public Procurement Compliance Assessment Report reflects the NPPA's continued commitment to evaluating and enhancing the country's procurement systems. In accordance with Section 14(2)(m) of the Public Procurement Act (2016), this report presents a thorough evaluation of procurement activities conducted throughout the year. It assesses the compliance of procuring entities with procurement laws and regulations, analyses procurement trends, and highlights operational challenges and successes. The findings provide valuable insights into the efficiency of procurement planning and execution, helping to identify areas that require improvement to enhance transparency, efficiency, and accountability.

Over the years, Sierra Leone's public procurement system has undergone significant transformation, evolving from a centralized structure to a decentralized framework designed to improve flexibility and responsiveness. Public procurement accounts for a substantial portion of the nation's Gross Domestic Product (GDP), making it a critical driver of economic growth, good governance, and service delivery. However, this also exposes the system to potential risks such as fraud, inefficiencies, and corruption, due to its complexity and the large financial flows it manages. To mitigate these risks, the NPPA enforces strict regulatory oversight, ensuring adherence to principles of competition, transparency, probity, and accountability. The introduction of Electronic Government Procurement (e-GP) is expected to further enhance transparency, reduce opportunities for corruption, and improve overall process efficiency.

The 2023 procurement compliance assessment provides a comprehensive review of the procurement landscape. A total of 178 (One hundred and seventy-eight) procuring entities, covering a total of 5,331 (Five thousand three hundred and thirty-one) procurement activities were reviewed, with a cumulative contract value of Le 17,571,632,126 (Seventeen billion, five hundred and seventy-one million, six hundred and thirty-two thousand, one hundred and twenty-six Leones). The total estimated or budgeted contract value stood at Le 103,761,467,056 (one hundred and three billion, seven hundred and sixty-one million, four hundred and sixty-seven thousand, and fifty-six Leones), while the total contract value at the award stage was Le 34,812,567,796 (thirty-four billion, eight hundred and twelve million, five hundred and sixty-seven thousand, seven hundred and ninety-six Leones). However, the contract value at

completion was significantly lower, amounting to Le 17,571,632,126 (seventeen billion, five hundred and seventy-one million, six hundred and thirty-two thousand, one hundred twenty-six Leones), highlighting a variance of Le 17,240,935,670 (seventeen billion, two hundred and forty million, nine hundred and thirty-five thousand, six hundred and seventy Leones) between award and completion stages.

Procurement planning and execution efficiency were also assessed. The data further revealed that 4,055 (four thousand and fifty-five) procurement activities, valued at Le 14,382,466,307 (Fourteen billion, three hundred and eighty-two million, four hundred and sixty-six thousand, three hundred and seven Leones) were included in the approved procurement plan. However, 1,276 (one thousand, two hundred and seventy-six) procurement activities, amounting to Le 3,189,165,818 (Three billion, one hundred and eighty-nine million, one hundred and sixty-five thousand, eight hundred and eighteen Leones) were not part of the approved plan, highlighting challenges in procurement planning and execution in violation of the legal and regulatory framework. Of the activities in the approved plan, 1,612 (one thousand, six hundred and twelve) activities representing 40% were executed as planned, while 2,443 (two thousand, four hundred and forty-three) representing 60% were not executed in compliance with the approved procurement plan as the method and value at the planning stage differs the method and value used during execution.

Key challenges persist in procurement implementation, including capacity-building gaps, resistance to competitive methods, late payments to suppliers, contract execution delays, and inconsistencies between procurement planning and execution. A significant reliance on the Request for Quotation (RFQ) method remains a concern, with 4,134 (Four thousand, one hundred and thirty-four) procurement activities executed through RFQ, amounting to Le 2,587,189,767 (Two billion, five hundred and eighty-seven million, one hundred and eighty-nine thousand, seven hundred and sixty-seven Leones). Notably, 380 (three hundred eighty) procurement activities with values that exceeded the RFQ threshold were still executed using RFQ, raising concerns about compliance with competitive procurement practices.

Despite these challenges, progress has been made in promoting competitive procurement methods, with 801 (Eight hundred and one) activities were executed using International Competitive Bidding (ICB) and National Competitive Bidding (NCB) amounting to b Le 14,140,478,514 (Fourteen billion, one hundred and forty million, four hundred and seventy-eight thousand, five hundred and fourteen Leones), representing a significant portion of the total procurement activities. However, non-competitive methods, including Sole Sourcing and Restricted Bidding, were also utilized, amounting to Le 748,303,320 (Seven hundred and forty-eight million, three hundred and three thousand, three hundred and twenty Leones), underscoring the need for greater transparency and competition in public procurement.

The 2023 Annual Public Procurement Compliance Assessment Report provides a comprehensive review of the strengths and weaknesses in procurement practices across the country. The report underscores the importance of strengthening institutional oversight, enhancing procurement capacity, and enforcing regulatory compliance to achieve better procurement outcomes. While significant strides have been made in ensuring compliance, key areas such as procurement planning, contract registration, competitive bidding, and the use of standard procurement forms require further improvement. Through this report, the NPPA reaffirms its commitment to

strengthening procurement processes, ensuring that public funds achieve their intended outcomes, and contributing meaningfully to Sierra Leone's economic and social development. The findings and recommendations outlined in this report aim to guide stakeholders in addressing existing challenges and advancing the country's procurement system toward greater transparency, efficiency, and accountability.

MISSION STATEMENT

To regulate and monitor public procurement in Sierra Leone and to advise Government on issues relating to public procurement.

OUR VISION

To ensure full compliance by all procuring entities, suppliers, contractor, consultants and other parties in public procurement with the requirement Act and its regulatory instrument.

OUR VALUES

The values of the National Public Procurement Authority are transparency, fairness, confidentiality, and integrity.

INTRODUCTION

The **2023 Annual Public Procurement Compliance Assessment Report** provides a comprehensive evaluation of procurement activities across Ministries, Departments, Agencies (MDAs), Local Councils, and Donor projects within Sierra Leone in compliance with Section 14(2)(m) of the Public Procurement Act of 2016. This report is based on an extensive assessment of 178 (one hundred and seventy-eight) procuring entities. The assessment aimed to evaluate the compliance level of procuring entities with the Public Procurement Act, 2016, and the Public Procurement Regulations, 2020, the efficiency of procurement processes, and the overall effectiveness of the procurement systems across the country.

In 2023, a total of 5,331 (five thousand three hundred and thirty-one) procurement activities were reviewed, with a cumulative value of Le 17,571,632,126 (Seventeen billion, five hundred and seventy-one million, six hundred and thirty-two thousand, one hundred and twenty-six Leones). The review focused on various aspects of procurement, including the availability of procurement units, compliance with the Public Procurement Act of 2016, the use of standard bidding documents, and the efficiency of procurement planning and execution.

An in-depth procurement systems review was undertaken in 135 (one hundred and thirty-five) procuring entities. Among these, 123 (one hundred and twenty-three) procuring entities, representing ninety-one percent (91%), had established procurement units, while twelve (12) procuring entities, accounting for nine percent (9%), operated without a dedicated procurement unit. Similarly, 124 (one hundred and twenty-four) procuring entities, or ninety-two percent (92%), had procurement practitioners in place, ensuring a structured approach to procurement activities, while eleven (11) procuring entities, representing eight percent (8%), lacked dedicated procurement practitioners. The assessment also highlights the availability of essential tools for procurement operations. For instance, ninety-three percent (93%) of procuring entities have office computers, and eighty-one percent (81%), have internet connectivity. However, gaps remain, with nine percent (9%), lacking office computers and nineteen percent (19%), operating without internet connections. These statistics highlight significant strides in modernizing procurement offices but also underscore the need for further investment in ICT infrastructure.

The report also delves into the efficiency of procurement planning and execution. Out of the 5,331 (five thousand three hundred and thirty-one) procurement activities reviewed, 4,055 (four thousand fifty-five) representing seventy-six percent (76%), were included in the approved procurement plans, with a total value of Le 14,382,466,307 (Fourteen billion, three hundred and eighty-two million, four hundred and sixty-six thousand, three hundred and seven Leones). However, 1,276 (one thousand two hundred and seventy-six) activities, valued at Le 3,189,165,818 (three billion, one hundred and eighty-nine million, one hundred and sixty-five thousand, eight hundred and eighteen Leones), were executed outside the approved plans, indicating a need for stricter adherence to procurement planning.

The assessment further delves into the execution of procurement activities by region, sector, and funding source. The Western region accounted for the majority of procurement activities, with 4,640 (four thousand six hundred and forty) activities valued at Le 16,793,514,864 (sixteen billion, seven hundred and ninety-three million, five hundred and fourteen thousand, eight hundred and sixty-four Leones). Social

sector activities constituted the largest share by value, totalling Le 8,227,868,678 (eight billion, two hundred and twenty-seven million, eight hundred and sixty-eight thousand, six hundred and seventy-eight Leones), followed by economic and general sectors.

The use of competitive procurement methods remains a key area of focus, with 332 (three hundred and thirty-two) procurement activities amounting to Le 6,725,216,131 (six billion, seven hundred and twenty-five million, two hundred and sixteen thousand, one hundred and thirty-one Leones) within competitive thresholds were reviewed and endorsed by the National Public Procurement Authority (NPPA) in compliance with Section 12(2p) of the PPA, 2016. However, 216 (two hundred and sixteen) procurement activities that amounted to Le 8,144,098,814 (eight billion, one hundred and forty-four million, ninety-eight thousand, eight hundred and fourteen) with values within competitive threshold were conducted without NPPA's review and endorsement, highlighting gaps in compliance with competitive procurement requirements. The report further provided details of the various procurement methods used during the year, highlighting that the use of open competitive methods of International Competitive Bidding (ICB) and National Competitive Bidding (NCB), accounted for 801 (eight hundred and one) activities valued at LE 14,140,478,514 (Fourteen billion, one hundred and forty million, four hundred and seventy-eight thousand, five hundred and fourteen Leones). Non-competitive methods, including Request for Quotation (RFQ) and others, were used for 4,472 (Four thousand four hundred and seventy-two) activities valued at LE 2,682,850,292 (Two billion, six hundred and eighty-two million, eight hundred and fifty thousand, two hundred and ninety-two Leones).

Contract execution trends reveal that 4,885 (four thousand eight hundred and eighty-five) contracts, valued at Le 14,647,120,199 (Fourteen billion, six hundred and forty-seven million, one hundred and twenty thousand, one hundred and ninety-nine Leones), were paid on time, while 446 (four hundred and forty-six) contracts, worth Le 2,924,511,927 (two billion, nine hundred and twenty-four million, five hundred and eleven thousand, nine hundred and twenty-seven Leones), experienced payment delays.

In conclusion, the 2023 Annual Public Procurement Compliance Assessment Report underscores the progress made in strengthening public procurement systems while identifying critical gaps that require attention. This report provides insights into procurement compliance, efficiency, and effectiveness, offering recommendations for improving the overall procurement systems. The findings and recommendations outlined in this report aim to enhance transparency, accountability, and efficiency in public procurement, ultimately contributing to the effective delivery of public goods and services in Sierra Leone.

Scope of the 2023 Annual Public Procurement Compliance Assessment Report

The National Public Procurement Authority (NPPA), in accordance with its regulatory mandate under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a comprehensive review of the level of procurement compliance in various procuring entities across the country. The report analyzes the effectiveness of existing procurement systems, assesses compliance with public procurement processes and procedures with the legal and regulatory framework, and identifies challenges and barriers to competitiveness encountered during the year under review.

The **2023 Annual Public Procurement Compliance Assessment Report** is categorized into the following broad sections:

- **Procurement Systems Assessment**
- **Procurement Processes Assessment**
- **Summary Findings and Recommendations**
- **Top 25 (twenty-five) Non-Compliant Procuring Entities in 2023**

Based on the data collected and analyzed for the 2023 financial year, the NPPA reviewed 5,331 (five thousand three hundred and thirty-one) procurement activities executed by 178 (one hundred and seventy-eight) procuring entities, amounting to Le 17,571,632,126 (Seventeen billion, five hundred and seventy-one million, six hundred and thirty-two thousand, one hundred and twenty-six Leones). The review includes the following indicators as the basis for this report:

1. Procurement Systems Assessment

- a) Procuring Entities with and without Procurement Units
- b) Procuring Entities with and without Procurement Practitioners
- c) Procurement Units with and without a Procurement Office
- d) Procuring Entity with and without Signed /Approved Procurement Plans
- e) Procuring Entities with and without Reviewed and Approved Procurement Plans
- f) Procuring Entities with and without Contract Registers
- g) Procuring Entities with and without Updated Supplier Databases
- h) Procuring Entities with and without the Legal Framework (Act, Regulations, Manual)
- i) Procuring Entities with various revised Standard Bidding Documents (SBDs)
- j) Procuring Entities with and without Training Programs for their Procurement Officers
- k) Procuring Entities with and without Goods Received and Inspection Committees
- l) Procuring Entities with and without Adequate facilities & Equipment (Computers, Filing Cabinet, Photocopier, Printers, Internet Connections, etc)

2. Procurement Compliance Assessment

- i. Total number and value of procurement activities executed in 2023
- ii. Efficiency of Procurement Planning and Execution in 2023 (number and value of procurement activities)
- iii. Total number and value of procurement activities implemented at regional level
- iv. Total number and value of procurement activities executed per sector
- v. The source of funding for all executed procurement activities
- vi. The various categories of procurement used in 2023
- vii. The various methods of procurement used and the effectiveness of procurement thresholds in 2023
- viii. The highest spending procuring entities in 2023
- ix. The most contracted suppliers in 2023
- x. The highest expensed items in 2023
- xi. The highest-paid Government suppliers in 2023
- xii. The most frequently procured items in 2023

3. Summary Findings and Recommendations

4. Top 25 (twenty-five) Non-Compliant Procuring Entities in 2023

This comprehensive assessment aims to provide a clearer picture of the state of public procurement, highlight areas for improvement, and ensure that procurement practices contribute effectively to the economic growth and development of the country. The findings and recommendations aim to address identified gaps and strengthen compliance with procurement regulations, enhancing transparency, accountability, and efficiency in public procurement processes and ensuring better value for public funds.

Methodology

The National Public Procurement Authority (NPPA), through its team of Assessors stationed at various procuring entities, conducted an in-depth review of procurement documents across 178 (one hundred and seventy-eight) procuring entities. Data collection was facilitated using a questionnaire configured on the Kobo Collect Tool, accessed via smart tablets provided to the Assessors. The review covered the entire procurement lifecycle, from planning and initiation to execution and completion. This process also included an evaluation of the overall procurement system within each entity. The team meticulously examined a range of key documents, such as procurement plans, meeting minutes, bidding documents, invitations for bids, evaluation reports, and other essential records related to procurement activities. This thorough and systematic approach ensured a comprehensive assessment of compliance with national procurement standards and the overall performance of the procurement process.

Outlook on Public Procurement Activities for 2023

1. 2023 Annual Public Procurement Systems Compliance Assessment Review

In accordance with its statutory mandate under the **Public Procurement Act, 2016**, the National Public Procurement Authority (NPPA) conducted its **Annual Public Procurement Systems Review**, encompassing 135 (one hundred and thirty-five) procuring entities. These entities included ministries, departments, agencies (MDAs), local councils, and projects. The review was designed to assess the existing structures within procuring entities to ensure they effectively support the operations of procurement functions across the country. This assessment aimed to evaluate compliance with procurement standards, identify gaps, and recommend improvements to enhance transparency, efficiency, and accountability in public procurement.

While 91% of procuring entities have procurement units, 9% still lack this critical structure. Efforts should focus on establishing procurement units in all procuring entities in compliance with Section 19(1) of the Public Procurement Act, 2016. The data further revealed that 85% of procurement units have an office space, though 15% still lack dedicated office space for procurement activities. The availability of office equipment, including computers (93%) and photocopiers (87%), shows positive trends, although some entities still face challenges. Capacity-building programs for procurement staff remain limited, with only 30% having received training. Expanding training initiatives is essential to enhance skills and compliance. There is a high rate of approved procurement plans (90%) and NPPA/MoF endorsements (78%) in compliance with Section 29 of the Public Procurement Act of 2016, reflecting progress in planning. However, the 22% of plans not endorsed highlight the need for stricter oversight. Supplier databases and contract registers are available in 85% and 76% of entities, respectively.

The table below is a summary of key procurement indicators based on the review of procurement activities during the financial year 2023.

2023 ANNUAL PUBLIC PROCUREMENT SYSTEMS REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	% NUMBER OF PROCUREMENT ACTIVITIES
1	Total Procuring Entities Reviewed	135	
2	MDA's with Procurement Unit	123	91%
3	MDA's without Procurement Unit	12	9%
4	MDA's with Procurement Practitioners	124	92%
5	MDA's without Procurement Practitioners	11	8%
6	Procurement Unit with a Procurement Office	115	85%
7	Procurement Unit without a Procurement Office	20	15%
8	Ideal Office for Procurement Unit	102	76%
9	Office NOT Ideal for Procurement Unit	33	24%
10	Adequate Facilities	103	76%
11	Inadequate Facilities	32	24%
12	Office Computers Available	126	93%
13	Office Computers NOT Available	9	7%
14	Internet Connections Available	110	81%
15	Internet Connections NOT Available	25	19%

2023 ANNUAL PUBLIC PROCUREMENT SYSTEMS REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	% NUMBER OF PROCUREMENT ACTIVITIES
16	Printers NOT Available	9	7%
17	Photocopier Available	117	87%
18	Photocopier NOT Available	18	13%
19	Filing Cabinet Available	114	84%
20	Filing Cabinet NOT Available	21	16%
21	Availability of an Ideal Space for Filing	102	76%
22	Non-Availability of an Ideal Space for Filing	33	24%
23	Capacity Training Program for Procurement Staff	40	30%
24	NO Capacity Training Program for Procurement Staff	95	70%
25	Procuring Entities with Functioning Procurement Committee	126	93%
26	Procuring Entities without Functioning Procurement Committee	9	7%
27	Availability Established Goods Receiving Procedures	103	76%
28	Non-Availability Established Goods Receiving Procedures	32	24%
29	Procuring Entities with functioning Goods Received and Inspection Committee	80	59%
30	Procuring Entities without functioning Goods Received and Inspection Committee	55	41%
31	Procuring Entities with Public Procurement Act, 2016	127	94%
32	Procuring Entities without Public Procurement Act, 2016	8	6%
33	Procuring Entities with Public Procurement Regulations, 2020	126	93%
34	Procuring Entities without Public Procurement Regulations, 2020	9	7%
35	Procuring Entities with Public Procurement Manual	123	100%
36	Procuring Entities without Public Procurement Manual	12	9%
37	Procuring Entities with various revised Standard Bidding Documents (SBDs)	123	91%
38	Procuring Entities without various revised Standard Bidding Documents (SBDs)	12	9%
39	Procuring Entities with various SPFs	110	81%
40	Procuring Entities without various SPFs	25	19%
41	Procuring Entities with Contract Register	103	76%
42	Procuring Entities without Contract Register	32	24%
43	Procuring Entities with Supplier Data Base	115	85%
44	Procuring Entities without Supplier Data Base	20	15%
45	Procuring Entity with an Approved / Signed Procurement Plan	122	90%
46	Procuring Entity without an Approved / Signed Procurement Plan	13	10%
47	Procurement Plan Reviewed and Endorsed by NPPA/MoF	105	78%
48	Procurement Plan NOT Reviewed and Endorsed by NPPA/MoF	17	13%

Table 1 – NPPA 2023

The table below summarizes critical procurement systems indicators in 2023, focusing on the availability and absence within procuring entities, which are essential for the effective and efficient functioning of the procurement function. The lack of basic systems leads to inefficiencies, delays, and increased costs in procurement processes. These enable fair competition, transparency, and value for money. The implications of lacking these systems are also discussed below.

SUMMARY DETAILS OF BASIC PROCUREMENT SYSTEMS DATA IN 2023				
Procuring Entities with Basic Systems and Structures			Procuring Entities without Basic Systems and Structures	
Sn	Details	Quantity	Details	Quantity
1	Procuring Entities with Procurement Unit	123	Procuring Entities without Procurement Unit	12
2	Procuring Entities with Procurement Practitioners	124	Procuring Entities without Procurement Practitioners	11
3	Procuring Entities with Functioning Procurement Committee	126	Procuring Entities without Functioning Procurement Committee	9
4	Procuring Entity with Signed /Approved Procurement Plans	122	Procuring Entity without Signed /Approved Procurement Plans	13
5	Procurement Plan Reviewed and Endorsed by NPPA/MoF	105	Procurement Plans NOT Reviewed and Endorsed by NPPA/MoF	30
6	Procuring Entities with Functioning Goods Received and Inspection Committee	80	Procuring Entities without Functioning Goods Received and Inspection Committee	55
7	Procuring Entities with Public Procurement Act, 2016	127	Procuring Entities without Public Procurement Act, 2016	8
8	Procuring Entities with Public Procurement Regulations, 2020	126	Procuring Entities without Public Procurement Regulations, 2020	9
9	Procuring Entities with Public Procurement Manual	123	Procuring Entities without Public Procurement Manual	12
10	Procuring Entities with various revised Standard Bidding Documents (SBDs)	123	Procuring Entities without various revised Standard Bidding Documents (SBDs)	12
11	Procuring Entities with Contract Register	103	Procuring Entities without Contract Register	32
12	Procuring Entities with Supplier Data Base	115	Procuring Entities without Supplier Data Base	20
13	Procuring Entities with various Standard Procurement Forms (SPFs 1-6)	110	Procuring Entities without various Standard Procurement Forms (SPFs 1-6)	25

Table 2 – NPPA 2023

a) Procuring Entities with and **without** Established Procurement Units

A review of the procurement system indicates that 124 (one hundred and twenty-three) procuring entities have established and operational procurement units in compliance with Section 19 of the Public Procurement Act, 2016. These units play a critical role in ensuring procurement processes are efficient, transparent, and legally compliant. They also help maximize value for money and enhance overall institutional effectiveness.

Therefore, it is important to note that the lack of a dedicated procurement unit can lead to inefficient management of procurement activities, lack of specialized oversight, and increased risks of procurement fraud and corruption. Without procurement units, procurement decisions may be uncoordinated, delays may occur, and there will be an overall lack of accountability, ultimately affecting the delivery of services.

However, the review also identified 11 (eleven) procuring entities that lack established or fully functional procurement units. This absence presents significant risks, including inefficiencies, reduced transparency, and increased vulnerability to corrupt practices.

The table below provides details of procuring entities **without Procurement Units in 2023:**

Procuring Entities without Procurement Units in 2023	
Sn	Names of Procuring Entities
1	Decentralization Secretariat
2	Monument and Relics Commission
3	National Authorising Office (NAO)
4	National Fertilizer Regulatory Agency (NaFRA)
5	National Investment Board (NIB)
6	National Monitoring and Evaluation Directorate (NaMED)
7	National Public Procurement Authority (NPPA)
8	National Water Resources Management Agency (NWRMA)
9	Sierra Leone Broadcasting Corporation (SLBC)
10	Sierra Leone National Commission on Small Arms (SLeNCSA)
11	Tertiary Education Commission (TEC)

Table 3 – NPPA 2023

b) Procuring Entities with and **without** Qualified Procurement Practitioner

The analysis of system data revealed that 125 (one hundred and twenty-five) procuring entities have skilled, well-trained, and knowledgeable procurement practitioners in place. The presence of qualified personnel provides a strong foundation for ensuring that procurement processes are carried out effectively, efficiently, and in compliance with relevant regulations and best practices.

The absence of trained procurement practitioners results in inadequate procurement planning, ineffective contract management, and monitoring. Inefficiency in the procurement process could increase costs, reduce the quality of services or goods acquired, and limit economic growth potential.

The procurement systems review identified that 10 (ten) procuring entities lack qualified, trained, and knowledgeable procurement practitioners. This deficiency constitutes a violation of Section 19(1) of the Public Procurement Act, 2016. The absence of skilled procurement personnel compromises the efficiency and effectiveness of procurement processes, potentially leading to delays, increased costs, and inefficient use of resources. Additionally, such gaps make it difficult to ensure adherence to legal and regulatory requirements, further exacerbating the risks associated with procurement activities.

The table below provides details of procuring entities **without Procurement Practitioners in 2023:**

Procuring Entities without Procurement Practitioners in 2023	
Sn	Names of Procuring Entities
1	Decentralization Secretariat
2	Monument and Relics Commission
3	National Assets and Government Property Commission (NAGPC)
4	National Authorising Office (NAO)
5	National Fertilizer Regulatory Agency (NaFRA)
6	National Investment Board (NIB)
7	National Monitoring and Evaluation Directorate (NaMED)
8	Sierra Leone Regional Rice Value Chain Development Project (SLRRVDP)
9	Small and Medium Enterprise Development Agency (SMEDA)
10	Tertiary Education Commission (TEC)

Table 4 – NPPA 2023

c) Procuring Entities **without Procurement Committees**

A review of procurement systems revealed that 126 (one hundred and twenty-six) procuring entities have well-functioning Procurement Committees, in compliance with Section 18(1) of the Public Procurement Act, 2016. This represents a positive development for public procurement, as effective Procurement Committees provide critical oversight, ensuring that procurement processes are conducted fairly, ethically, and in accordance with established regulations. Their role helps prevent corruption, ensures value for money, and enhances both institutional effectiveness and procurement efficiency, ultimately contributing to better economic outcomes.

However, the data also indicate that 9 (nine) procuring entities lack well-functioning Procurement Committees. The absence of such committees can result in inconsistencies in the application of procurement standards and procedures, potentially compromising the fairness, transparency, and integrity of the procurement process.

The absence of a functioning procurement committee increases the risk of poor decision-making, lack of transparency, and misuse of public funds. Public trust in the procurement process may erode, reducing the willingness of businesses to engage in procurement activities, thus hindering economic progress.

A significant challenge identified across the public procurement landscape is the limited understanding among many Procurement Committee members

regarding their roles and responsibilities. This knowledge gap weakens the effectiveness and efficiency of public procurement, posing a barrier to the successful implementation of procurement reforms. Addressing this issue through targeted training and capacity-building initiatives will be essential to strengthening procurement governance and ensuring sustainable improvements in procurement practices.

The table below provides details of procuring entities **without** Procurement Committee in 2023:

Procuring Entities without Functioning Procurement Committee in 2023	
Sn	Names of Procuring Entities
1	Decentralization Secretariat
2	Ernest Bai Koroma University of Science and Technology (Magburaka)
3	Independent Media Commission (IMC)
4	Monument and Relics Commission
5	National Fertilizer Regulatory Agency (NaFRA)
6	National Monitoring and Evaluation Directorate (NaMED)
7	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)
8	Sierra Leone Insurance Commission (SLICOM)

Table 5 – NPPA 2023

d) Procuring Entities **without** Goods Received and Inspection Committee

Based on the system review data, 80 (eighty) procuring entities have well-established and functional Goods Received and Inspection Committee (GRIC) in compliance with Regulation 147(1) of the Public Procurement Regulation, 2020. However, the data further showed that 55 (fifty-five) procuring entities do not established Goods Received and Inspection Committees.

A critical aspect of effective procurement management is the establishment and operation of Goods Received and Inspection Committees (GRICs). This committee plays a critical role in ensuring that procured goods, works, and services meet the required specifications, quality standards, and contractual terms before acceptance and payment. Their function is essential for maintaining accountability, transparency, and quality assurance in the procurement process.

The absence of a functioning GRIC undermines key procurement principles, including value for money, transparency, and accountability. Furthermore, it increases the likelihood of undetected irregularities, such as the supply of defective goods, inflated invoicing, and non-compliance with contract specifications. These issues can lead to wastage of public funds, delays in service delivery, and a loss of public confidence in procurement processes.

The table below provides details of procuring entities **without** Goods Received and Inspection Committee in 2023:

Procuring Entities **without Functioning Goods Received and Inspection Committee in 2023**

Sn	Names of Procuring Entities
1	Administrator & Registrar General's Office (OARG)
2	Audit Service Sierra Leone (ASSL)
3	Bo District Council
4	Bombali District Council
5	Corporate Affairs Commission (CAC)
6	Decentralization Secretariat
7	Electoral Commission of Sierra Leone (ECSL)
8	Environmental Protection Agency (EPA)
9	Independent Commission for Peace and National Cohesion ICPNC -SL
10	Independent Media Commission (IMC)
11	Kailahun District Council
12	Karene District Council
13	Koinadugu District Council
14	Law Reform Commission (LRC)
15	Makeni City Council
16	Ministry of Agriculture and Forestry (MAF)
17	Ministry of Defence (MOD)
18	Ministry of Environment and Climate Change
19	Ministry of Internal Affairs (MIA)
20	Ministry of Lands, Housing and Country Planning (MLHCP)
21	Ministry of Local Government and Rural Development (MLGRD)
22	Ministry of Mines and Mineral Resources (MMMR)
23	Ministry of Planning and Economic Development (MOPED)
24	Ministry of Social Welfare (MSW)
25	Ministry of Youth Affairs (MOYA)
26	Monument and Relics Commission
27	Moyamba District Council
28	National Assets and Government Property Commission (NAGPC)
29	National Civil Registration Authority (NCRA)
30	National Council for Technical Vocational and other Awards (NCTVA)

31	National Drug Law Enforcement Agency (NDLEA)
32	National Fertilizer Regulatory Agency (NaFRA)
33	National Hiv/Aids Secretariat (NAS-SL)
34	National Monitoring and Evaluation Directorate (NaMED)
35	National Public Procurement Authority (NPPA)
36	National Water Resources Management Agency (NWRMA)
37	National Youth Commission (NAYCOM)
38	Nuclear safety and Radiation Protection Agency (NSRPA)
39	Office of National Security (ONS)
40	Office of the Ombudsman
41	Port Loko City Council
42	Sierra Leone Agribusiness & Rice Value Chain Support Project (SLARiS)-Moyamba
43	Sierra Leone Broadcasting Corporation [SLBC]
44	Sierra Leone Civil Aviation Authority [SLCAA]
45	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)
46	Sierra Leone Investment & Export Promotion Agency (SLIEPA)
47	Sierra Leone National Commission on Small Arms (SLeNCSA)
48	Sierra Leone Public Transport Authority (SLPTA)
49	Sierra Leone State Lottery (SLSL)
50	Sierra Leone Telecommunications Company (SIERRATEL)
51	Small and Medium Enterprise Development Agency (SMEDA)
52	Smallholders Commercialization and Agribusiness Development Project (SCADEP)
53	Tertiary Education Commission (TEC)
54	Tonkolili District Council
55	Universal Access Development Fund (UADF)

Table 6 – NPPA 2023

e) Procuring Entities with and **without** Signed, Approved and Reviewed Procurement Plans in 2023

The data provides insights into the level of compliance and engagement of procuring entities in adhering to procurement planning requirements in 2023. Based on the data, majority of procuring entities (122 out of 135) have an approved or signed procurement plan, indicating a high level of compliance with procurement regulations. This suggests that most entities are proactive in planning their procurement activities, which is essential for efficient resource allocation and timely project execution.

However, a small fraction of entities (13 out of 135) lacked an approved or signed procurement plan. This could indicate potential inefficiencies and non-compliance with procurement regulations by these entities as provided for in the legal and regulatory framework. These entities pose a risk of engaging in ad hoc or non-transparent procurement practices, which could impact the competitiveness of the procurement system.

The data further revealed that out of the 122 entities with approved procurement plans, 105 procurement plans were reviewed and endorsed by the National Public Procurement Authority (NPPA) in collaboration with Ministry of Finance (MoF) in fulfilment of the regulatory requirements provided in the Act. Unfortunately, 17 entities with approved procurement plans were not reviewed or endorsed by NPPA/MoF in violation of the legal framework. Overall, the data reflects a positive trend in procurement planning and compliance, with the majority of entities adhering to regulations.

The table below provides details of Procurement Plans in 2023:

SUMMARY DETAILS OF SIGNED, APPROVED & REVIEWED PROCUREMENT PLANS IN 2023		
Sn	DETAILS	QUANTITY
1	Procuring Entity with an Approved / Signed Procurement Plan	122
2	Procuring Entity without an Approved / Signed Procurement Plan	13
3	Procurement Plan Reviewed and Endorsed by NPPA/MoF	105
4	Procurement Plan NOT Reviewed and Endorsed by NPPA/MoF	17

Table 7 – NPPA 2023

f) Procuring Entities **without** Signed and Approved Procurement Plans

An analysis of system data revealed that 122 (one hundred and twenty-two) have fully adhered to Section 29 of the Public Procurement Act (PPA) of 2016, which mandates comprehensive procurement planning to optimize public expenditures and ensuring maximum value for money while aligning with the broader objectives of the Act. Additionally, the Act requires procuring entities to submit their procurement plans to both the National Public Procurement Authority (NPPA) and the Ministry of Finance (MoF) for joint review, validation, and approval.

However, 13 (thirteen) procuring entities were without signed and approved procurement plans. It is important to note that procurement activities conducted outside an approved plan are classified as miss-procurement, violating budgetary adherence principles set by the Act. Such actions can result in unplanned financial obligations, increasing the state's liabilities. Consequently, the government may be compelled to reallocate funds to cover these unforeseen expenses, often at the expense of critical budgeted activities. This diversion not only disrupts planned development initiatives but also undermines fiscal discipline and erodes public trust in the procurement system. Therefore, strict compliance with procurement planning and approval processes is essential to maintain transparency, accountability, and fiscal responsibility.

The non-availability of signed or approved procurement plans results in ad-hoc procurement activities, poor budget alignment, inefficient resource allocation and possible misuse of funds. The execution of procurement activities without a signed and approved procurement plan violates Section 29 of the Public Procurement Act of 2016 and maybe considered as miss-use of public funds.

Overall, the data reflects a positive trend, with most entities complying with procurement planning requirements and the majority of plans undergoing formal review. This analysis underscores the **critical role of procurement planning in ensuring transparency, accountability, and efficiency** in public sector procurement. Addressing the identified gaps will further enhance **competitiveness** and promote **economic growth** through better procurement practices.

The table below provides details of procuring entities without Approved / Signed Procurement Plans in 2023:

Procuring Entities without Approved / Signed Procurement Plans in 2023	
Sn	Names of Procuring Entities
1	Decentralization Secretariat
2	Directorate of Science, Technology and Innovation (DSTI)
3	Environmental Protection Agency (EPA)
4	Ministry of Sports (MOS)
5	Monument and Relics Commission
6	National Drug Law Enforcement Agency (NDLEA)
7	National Fertilizer Regulatory Agency (NaFRA)
8	Port Loko City Council
9	Project Fudiciary Management Unit (PFMU)
10	Sierra Leone Commercial Bank (SLCB)
11	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)
12	Sierra Leone Telecommunications Company (SIERRATEL)
13	Tertiary Eduaction Commission (TEC)

Table 8 – NPPA 2023

The table below provides details of procuring entities **whose** Procurement Plans were not reviewed and endorsed by the NPPA and MOF in 2023:

Procurement Plan NOT Reviewed and Endorsed by NPPA/MoF in 2023	
Sn	Names of Procuring Entities
1	Agricultural Valuechain Development Program (AVDP) - Bo
2	Decentralization Secretariat
3	Directorate of Science, Technology and Innovation (DSTI)
4	Ernest Bai Koroma University of Science and Technology (Magburaka)
5	Falaba District Council
6	Independent Commission for Peace and National Cohesion ICPNC -SL
7	Integrated Health Projects Administration Unit (IHPAU)
8	Kambia District Council
9	Karene District Council
10	Law Reform Commission (LRC)
11	Ministry of Sports (MOS)
12	Monument and Relics Commission
13	National Commission for Social Action (NaCSA)
14	National Council for Technical Vocational and other Awards (NCTVA)
15	National Drug Law Enforcement Agency (NDLEA)
16	National Fertilizer Regulatory Agency (NaFRA)
17	National Hiv/Aids Secretariat (NAS-SL)
18	National Investment Board (NIB)
19	National Monitoring and Evaluation Directorate (NaMED)
20	Port Loko City Council
21	Project Fudiciary Management Unit (PFMU)
22	Sierra Leone Agribusiness & Rice Value Chain Support Project (SLARiS)-Moyamba
23	Sierra Leone Commercial Bank (SLCB)
24	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)
25	Sierra Leone Free Education Project (SLFEP)
26	Sierra Leone Produce Monitoring Board (SLPMB)
27	Sierra Leone Regional Rice Value Chain Development Project (SLRRVDP)
28	Sierra Leone Telecommunications Company (SIERRATEL)
29	Smallholders Commercialization and Agricbusiness Development Project (SCADEP)
30	Tonkolili District Council

Table 9 – NPPA 2023

g) Procuring Entities with and without the Legal framework (Public Procurement Act, 2016, Public Procurement Regulations 2020, Public Procurement Manual)

The data provides insight into the level of compliance among procuring entities with key public procurement legal frameworks in 2023. The three main regulatory instruments under review are the Public Procurement Act, 2016, the Public Procurement Regulations, 2020, and the Public Procurement Manual. The detailed breakdown is provided in the table below:

SUMMARY DETAILS OF PROCURING ENTITIES USING THE VARIOUS LEGAL FRAMEWORKS IN 2023		
Sn	DETAILS	QUANTITY
1	Procuring Entities with Public Procurement Act, 2016	127
2	Procuring Entities without Public Procurement Act, 2016	8
3	Procuring Entities with Public Procurement Regulations, 2020	126
4	Procuring Entities without Public Procurement Regulations, 2020	9
5	Procuring Entities with Public Procurement Manual	123
6	Procuring Entities without Public Procurement Manual	12

Table 10 – NPPA 2023

h) Procuring Entities without Standard Procurement Forms (SPF 1 - 6)

The Standard Procurement Forms were designed to streamline and standardize the procurement process across all procuring entities, ensuring a consistent, transparent, and efficient workflow from initiation to completion. Developed by the National Public Procurement Authority (NPPA), these forms provide a clear and structured framework for procurement activities, guaranteeing that each step is documented and easily traceable. Without these standardized forms, there is potential for discrepancies in procurement procedures, which could lead to confusion, inefficiencies, and a lack of accountability, all of which undermine the transparency and credibility of the procurement process.

The Standard Procurement Forms (SPFs) are categorized as follows:

- i. **SPF-1:** Procurement Requisition Form, used to initiate the procurement process.
- ii. **SPF-2:** Used to seek approvals.
- iii. **SPF-3:** Used for Procurement Committee Approval.
- iv. **SPF-4 & SPF-5:** Used during the evaluation process.
- v. **SPF-6:** Used for the monthly reporting of procurement activities to the NPPA.

SUMMARY DETAILS OF PROCURING ENTITIES WITHOUT STANDARD PROCUREMENT FORMS (SPF 1 - 6) IN 2023		
Sn	DETAILS	QUANTITY
1	Procuring Entities with various SPFs	110
2	Procuring Entities without various SPFs	25

Table 11 – NPPA 2023

The table below provides details of procuring entities without Standard Procurement Forms (SPF 1-6)

Procuring Entities without Various Standard Procurement Forms (SPF 1-6) in 2023	
Sn	Names of Procuring Entities
1	Agricultural Valuechain Development Program (AVDP) - Bo
2	Corporate Affairs Commission (CAC)
3	Decentralization Secretariat
4	Judicial & Legal Service Commission (High Court, Court of Appeal, Supreme Court)
5	Ministry of Defence (MOD)
6	Ministry of Planning and Economic Development (MOPED)
7	Monument and Relics Commission
8	National Assets and Government Property Commission (NAGPC)
9	National Commission for Social Action (NaCSA)
10	National Drug Law Enforcement Agency (NDLEA)
11	National Fertilizer Regulatory Agency (NaFRA)
12	National Hiv/Aids Secretariat (NAS-SL)
13	National Monitoring and Evaluation Directorate (NaMED)
14	National Public Procurement Authority (NPPA)
15	National Sport Authority (NSA)

16	Office of National Security (ONS)
17	Political Parties Registration Commission (PPRC)
18	Project Fiduciary Management Unit (PFMU)
19	Sierra Leone Agribusiness & Rice Value Chain Support Project (SLARiS)-Moyamba
20	Sierra Leone Free Education Project (SLFEP)
21	Sierra Leone Police (SLP)
22	Sierra Leone Ports Authority (SLPA)
23	Sierra Leone Regional Rice Value Chain Development Project (SLRRVDP)
24	Sierra Leone Telecommunications Company (SIERRATEL)
25	Small and Medium Enterprise Development Agency (SMEDA)

Table 12 – NPPA 2023

These forms collectively ensure that all procurement activities are documented in a clear, systematic manner, making it easier to track, audit, and review the entire process. The data reveals that while the majority of procuring entities (110) have adopted the SPFs, a significant number (25) continue to operate without them. This gap underscores the need for increased awareness and enforcement to ensure universal compliance with the standardized procurement framework. The absence of these forms could have compromised the integrity and efficiency of their processes, highlighting the importance of full compliance with standardized procedures for the sake of consistency, transparency, and accountability.

i) Procuring Entities **without Contract Register in 2023**

The analysis of procurement systems in 2023 revealed that 103 (one hundred and three) procuring entities had a contract register based on the documents provided for review. However, 32 (thirty-two) procuring entities did not submit their contract registers for review, which hindered the NPPA’s ability to verify whether all procurement files for activities executed during the review year were disclosed, as required by law. This non-compliance violates Sections 18(13)(h) and 19(j) of the Public Procurement Act, 2016.

Contract registers play a vital role in tracking essential contract information and ensuring compliance with legal and administrative requirements. Maintaining an accurate and up-to-date contract register is crucial for enhancing transparency, improving compliance, facilitating performance monitoring, and ultimately increasing cost savings and efficiency in contract administration.

The table below provides summary details for contract register

SUMMARY DETAILS OF CONTRACT REGISTER IN 2023		
Sn	DETAILS	QUANTITY
1	Procuring Entities with Contract Register	103
2	Procuring Entities without Contract Register	32

Table 13 – NPPA 2023

The table below provides details of the procuring entities without contract register in 2023

Procuring Entities without Contract Register in 2023	
Sn	Names of Procuring Entities
1	Bonthe District Council
2	Corporate Affairs Commission (CAC)
3	Decentralization Secretariat
4	Eastern Technical University
5	Integrated Health Projects Administration Unit (IHPAU)
6	Judicial & Legal Service Commission (High Court, Court of Appeal, Supreme Court)
7	Kailahun District Council
8	Kambia District Council
9	Law Reform Commission (LRC)
10	Ministry of Defence (MOD)
11	Ministry of Social Welfare (MSW)
12	Ministry of Sports (MOS)
13	Monument and Relics Commission
14	Moyamba District Council
15	National Assets and Government Property Commission (NAGPC)
16	National Authorising Office (NAO)
17	National Council for Technical Vocational and other Awards (NCTVA)
18	National Drug Law Enforcement Agency (NDLEA)
19	National Fertilizer Regulatory Agency (NaFRA)
20	National Investment Board (NIB)
21	National Monitoring and Evaluation Directorate (NaMED)
22	National Water Resources Management Agency (NWRMA)
23	Office of the President
24	Port Loko City Council
25	Project Fudiciary Management Unit (PFMU)

26	Sierra Leone Agribusiness & Rice Value Chain Support Project (SLARiS)-Moyamba
27	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)
28	Sierra Leone Insurance Commission (SLICOM)
29	Sierra Leone Police (SLP)
30	Sierra Leone Regional Rice Value Chain Development Project (SLRRVDP)
31	Small and Medium Enterprise Development Agency (SMEDA)
32	Universal Access Development Fund (UADF)

Table 14 – NPPA 2023

j) Procuring Entities **without Supplier Database in 2023**

The procurement systems analysis revealed that **115** procuring entities maintain updated supplier databases, in compliance with **Section 18(13)(h) of the Public Procurement Act (PPA), 2016, and Regulation 51(6) of the Public Procurement Regulations, 2020**. However, the analysis also found that **20** procuring entities lack a supplier database.

Maintaining an accurate and up-to-date supplier database is crucial, particularly when utilizing procurement methods such as **restricted bidding, sole sourcing, and requests for quotations (RFQ)**. Without such a database, identifying qualified suppliers, contractors, and consultants for these procurement methods becomes challenging.

The table below provides summary details for Supplier Database:

SUMMARY DETAILS OF SUPPLIER DATABASE IN 2023		
Sn	DETAILS	QUANTITY
1	Procuring Entities with Supplier Data Base	115
2	Procuring Entities without Supplier Data Base	20

Table 15 – NPPA 2023

The table below provides details of the procuring entities without Supplier Database in 2023:

Procuring Entities without Supplier Database in 2023	
Sn	Names of Procuring Entities
1	Corporate Affairs Commission (CAC)
2	Decentralization Secretariat
3	Guma Valley Water Company (GVWC)
4	Integrated Health Projects Administration Unit (IHPAU)
5	Kambia District Council
6	Law Reform Commission (LRC)
7	Ministry of Defence (MOD)
8	Ministry of Social Welfare (MSW)
9	Ministry of Western Area
10	Moyamba District Council
11	National Assets and Government Property Commission (NAGPC)
12	National Drug Law Enforcement Agency (NDLEA)
13	National Fertilizer Regulatory Agency (NaFRA)
14	National Monitoring and Evaluation Directorate (NaMED)
15	Port Loko City Council
16	Sierra Leone Agribusiness & Rice Value Chain Support Project (SLARiS)-Moyamba
17	Sierra Leone Legal Aid Board
18	Sierra Leone Regional Rice Value Chain Development Project (SLRRVDP)
19	Small and Medium Enterprise Development Agency (SMEDA)
20	Universal Access Development Fund (UADF)

Table 16 – NPPA 2023

The 2023 Procurement Systems Assessment highlights the importance of establishing and maintaining basic procurement systems and structures in procuring entities. The Systems Assessment reveals significant progress in the country’s public procurement landscape, with notable improvements in compliance, infrastructure, and governance. However, challenges remain in capacity building, resource allocation, and full implementation of procurement standards. Addressing the gaps identified in this assessment is critical to ensuring transparency, accountability, and efficiency in public procurement. Strengthening these systems will enhance service delivery, reduce corruption, and promote sustainable economic development. The NPPA will continue to work with procuring entities to ensure that these gaps are addressed and that procurement systems continue to improve in alignment with national goals for transparency and efficiency in public procurement.

2. 2023 Annual Public Procurement Processes Compliance Assessment Review

In fulfilment of Section 14(2)(m) of the Public Procurement Act of 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of **5,331** (Five thousand, three hundred and thirty-one) procurement activities executed by **178** (One hundred and seventy-eight) procuring entities, with a total value of **Le 17,571,632,126** (Seventeen billion, five hundred and seventy-one million, six hundred and thirty-two thousand, one hundred and twenty-six Leones) during the 2023 financial year.

During the same period, **10** (Ten) procurement activities, amounting to **Le 810,950** (Eight hundred and ten thousand, nine hundred and fifty Leones), were cancelled. Consequently, the net value of procurement activities for the year stood at **Le 17,570,821,176** (Seventeen billion, five hundred and seventy million, eight hundred and twenty-one thousand, one hundred and seventy-six Leones), across **5,321** (Five thousand, three hundred and twenty-one) procurement activities.

The table below presents a summary of key procurement indicators for the year 2023.

2023 ANNUAL PUBLIC PROCUREMENT PROCESS COMPLIANCE ASSESSMENT REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (Le)
1	Total Procuring Entities Reviewed	178	17,571,632,126
2	Total 2023 Procurement Activities Reviewed	5,331	17,571,632,126
3	Less Cancelled Contracts	10	810,950
		5,321	17,570,821,176
Contract Values			
	Estimated/Budgeted Value (Le)		103,761,467,056
4	Value of Contract @ Award (Le)		34,812,567,796
5	Value of Contract @ Completion (Le)		17,571,632,126
6	Variance Btw Award Stage vs Completion Stage (Le)		17,240,935,670

Table 17 – NPPA 2023

The table below provides summary details of the various categories of procuring entities reviewed and their corresponding values during the year under review.

SUMMARY OF ANALYSIS OF 2023 PUBLIC PROCUREMENT COMPLIANCE ASSESSMENT REVIEW				
Sn	Details	Number of Procuring Entities	Number of Procurement Activities	Value of Procurement Activities (Le)
1	Ministries, Departments & Agencies (MDA's)	150	4,517	15,800,235,409
2	Projects	6	226	1,409,482,612
3	Local & City Councils	22	588	361,914,105
		178	5,331	17,571,632,126

Table 18 – NPPA 2023

The table below provides summary details of the various methods of procurement employed during the 2023 financial year.

Sn	SUMMARY DETAILS OF PROCUREMENT METHODS USED	Number of Procuring Entities	Number of Procurement Activities	Value of Procurement Activities (Le)
1	Open Competitive Methods Used (ICB & NCB)	112	801	14,140,478,514
2	Restricted Methods Used (SS & RB)	15	58	748,303,320
3	Non-Competitive Methods Used (RFQ/Others/No Method)	169	4,472	2,682,850,292
		296	5,331	17,571,632,126

Table 19 – NPPA 2023

The NPPA's review highlights the scale and complexity of public procurement activities in 2023. The majority of procurement activities were conducted through **open competitive methods**, ensuring transparency, fairness and value for money. Unfortunately, the high number of non-competitive methods suggests areas for improvement in ensuring competitive practices across all procurement activities. The significant variance between the estimated budget and the final contract completion value underscores the need for improved budget accuracy, cost control and effective contract management. The cancellation of **10 procurement activities** also points to the importance of rigorous planning and compliance in the procurement process.

Summary Overview of the Annual Public Procurement Processes Compliance Assessment in 2023

The table below provides a detailed overview of procurement activities across various entities in the 2023 Annual Public Procurement Processes Compliance Assessment. The review highlighted significant challenges and areas for improvement, particularly in terms of procurement planning, execution, and adherence to approved plans. A significant proportion of procurement activities deviated from the approved plans, and a notable number of contracts lacked complete documentation. The year saw improvements in competitive bidding, though there were challenges with adherence to procurement methods and contract documentation standards. Many activities were not recorded in the Contract Register, and procurement methods were often not properly applied. Nonetheless, a majority of contracts were completed on time, and a significant proportion of procurement activities were funded by government sources and donor partners. The use of competitive procurement methods remains a critical focus area for future compliance improvements. Delayed payments remain another critical area requiring further attention for compliance improvement.

2023 ANNUAL PUBLIC PROCUREMENT PROCESS COMPLIANCE ASSESSMENT REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (Le)
1	Total Procuring Entities Reviewed	178	17,571,632,126
2	Total 2023 Procurement Activities Reviewed	5,331	17,571,632,126
3	Less Cancelled Contracts	10	810,950
		5,321	17,570,821,176
Contract Values			
	Estimated/Budgeted Value (Le)		103,761,467,056
4	Value of Contract @ Award (Le)		34,812,567,796
5	Value of Contract @ Completion (Le)		17,571,632,126
6	Variance Btw Award Stage vs Completion Stage (Le)		17,240,935,670
Efficiency of Procurement Planning and Execution			
7	Procurement Activities in the Approved Plan	4,055	14,382,466,307
8	Procurement Activities NOT in the Approved Plan	1,276	3,189,165,818
9	Procurement Activities Executed as in the Approved Plan	1,612	11,968,935,317
10	Procurement Activities NOT Executed as in the Approved Plan	2,443	2,413,530,991
Competitive Procurement Activities Reviewed & Endorsed by NPPA:			
11	Procurement Activities Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	332	6,725,216,131
12	Procurement Activities NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	216	8,144,098,814
Use of Contract Register by Procuring Entities:			
13	Procurement Activities Recorded in the Contract Register	3,462	8,751,630,627
14	Procurement Activities NOT Recorded in the Contract Register	989	2,225,014,693
15	Contract Register NOT Available	880	6,594,986,805
Non-Usage of Procurement Numbers			
16	Procurement Activities without Procurement Numbers	626	102,472,631
Execution of Procurement Activities by Regions:			
17	East	150	28,760,161
18	West	4,640	16,793,514,864
19	South	278	450,918,725
20	North	156	38,219,675
21	Nort-West	107	260,218,701
		5,331	17,571,632,126
Execution of Procurement Activities by Sectors:			
22	General	1,638	2,861,949,515
23	Economic	1,630	3,869,367,688
24	Social	991	8,227,868,678
25	Security	258	841,049,528
26	Local Council	588	361,914,105
27	Projects	226	1,409,482,612
		5,331	17,571,632,126
Funding Source			
28	Government of Sierra Leone (GoSL)	3,267	7,155,622,367
29	Own Source Revenue	1,524	3,300,190,141
30	Donor Partners	540	7,115,819,618
		5,331	17,571,632,126
Execution of Procurement Activities by Procurement Categories			
31	Goods	3,467	6,688,659,814
32	Works	357	8,943,970,838
33	Services	1,507	1,939,001,474
		5,331	17,571,632,126

2023 ANNUAL PUBLIC PROCUREMENT PROCESS COMPLIANCE ASSESSMENT REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
Execution of Procurement Activities by Procurement Methods			
34	International Competitive Bidding (ICB)	97	3,205,213,999
35	National Competitive Bidding (NCB)	704	10,935,264,515
36	Request for Quotation (RFQ)	4,134	2,587,189,767
37	Sole Source	18	696,482,319
38	Restricted Bidding	40	51,821,000
39	OTHERS (Proforma Invoice, Internal Memo, Direct Purchase etc)	98	53,006,497
40	Procurement Activities Executed with NO Methods Available	240	42,654,028
		5,331	17,571,632,126
Execution of Procurement Activities by Procurement Methods and Procurement Categories			
41	ICB Goods	31	926,918,480
42	ICB Works	25	2,150,628,697
43	ICB Services	41	127,666,822
44	NCB Goods	454	3,170,044,524
45	NCB Works	117	6,715,447,845
46	NCB Services	133	1,049,772,145
47	RFQ Goods	2,790	2,003,050,950
48	RFQ Works	178	72,616,294
49	RFQ Services	1,166	511,522,523
50	Sole Source Goods	7	510,733,833
51	Sole Source Works	-	-
52	Sole Source Services	11	185,748,486
53	Restricted Bidding Goods	26	43,610,741
54	Restricted Bidding Works	-	-
55	Restricted Bidding Services	14	8,210,259
56	OTHERS - Goods	53	27,158,855
57	OTHERS - Works	5	4,818,136
58	OTHERS - Services	40	21,029,506
59	Method NOT Available - Goods	106	7,142,430
60	Method NOT Available - Works	32	459,866
61	Method NOT Available - Services	102	35,051,732
		5,331	17,571,632,126
Execution of Procurement Activities above RFQ Threshold using RFQ			
62	Procurement Activities above RFQ threshold Executed using RFQ	380	2,427,944,513
Use of Standard Bidding Documents			
63	Procurement Activities using NPPA Bidding Documents	3,218	10,612,257,585
64	Procurement Activities using Donor Bidding Documents	406	6,853,863,030
65	Procurement Activities using OTHER Bidding Documents	1,707	105,511,510
		5,331	17,571,632,126
Publication of Competitive Bidding Opportunities			
67	Competitive Bidding Opportunities (IFB) Advertised	513	11,718,482,498
68	Competitive Bidding Opportunities (IFB) NOT Advertised	265	3,169,783,848
Types of Contracts			
69	Lump Sum Contract	4,892	10,273,040,214
70	Framework Contract	283	3,397,243,376
71	Unit Price Contract	16	851,955,524
72	Pre-finance Contracts	9	110,159,119
73	Percentage (%) Based Contract	127	2,384,941,784
74	Cost-Reimbursable Contract	4	554,292,109
		5,331	17,571,632,126

2023 ANNUAL PUBLIC PROCUREMENT PROCESS COMPLIANCE ASSESSMENT REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
	Contract Status		
75	Completed Contracts	5,187	9,143,838,492
76	On-going Contracts	132	8,422,925,193
77	Cancelled Contracts	10	810,950
78	Delayed Contracts	2	4,057,490
		5,331	17,571,632,126
	Contract Payment Status		
79	Contract Payments Done on Time	4,885	14,647,120,199
80	Contract Payments NOT Done on Time	446	2,924,511,927
		5,331	17,571,632,126
	Use of Procurement Requisition using Standard Procurement Form One (SPF-1)		
81	Procurement Requisition/SPF-1 Used	19	37,393,260
82	Procurement Requisition/SPF-1 NOT Used	5,312	17,534,238,866
		5,331	17,571,632,126
	Use of Standard Procurement Form Two (SPF-2)		
83	SPF-2 Used	184	2,116,576,518
84	SPF-2 NOT Used	3,440	15,349,544,098
85	SPF-2 NOT Applicable	1,707	105,511,510
		5,331	17,571,632,126
	Use of Standard Procurement Form Three (SPF-3)		
86	SPF-3 Used	161	2,327,080,440
87	SPF-3 NOT Used	3,538	15,180,730,838
88	SPF-3 NOT Applicable	1,632	63,820,848
		5,331	17,571,632,126
	Evaluation of Procurement Activities		
89	Procurement Activities Evaluated	2,069	15,836,271,463
90	Procurement Activities NOT Evaluated	3,262	1,735,360,663
	Endorsement of Procurement Activities in Competitive Threshold by NPPA	5331	17571632126
91	Evaluations Reviewed & Endorsed by NPPA	426	7,071,837,818
92	Evaluations NOT Reviewed & Endorsed by NPPA	389	7,866,897,785
93	Evaluations NOT Applicable for Review & Endorsement by NPPA	4,516	2,632,896,523
		5,331	17,571,632,126
	Verification of Awardee Documents		
94	Documents submitted by the Awardee Valid	3,196	13,845,884,941
95	Documents submitted by the Awardee NOT Valid	180	117,553,232
96	Documents submitted by the Awardee Partially Available in the Procurement Files	467	633,727,802
97	Documents submitted by the Awardee NOT Available in the Procurement Files	1,488	2,974,466,150
		5,331	17,571,632,126
	Use of Standard Contract Documents		
98	Standard Contract Document Used	4,484	15,986,942,305
99	Standard Contract Document NOT Used	804	653,016,807
100	Contract Documents NOT Available	43	931,673,014
		5,331	17,571,632,126

Table 20 – NPPA 2023

Efficiency of Procurement Planning and Execution in 2023

The table and graph below provide summary details of the efficiency of procurement planning and execution in the public procurement landscape which reflects the level of adherence to the approved procurement plan, the extent of deviations, and the successful execution of procurement activities as in the approved procurement plan in full compliance with Section 29 of the Public Procurement Act, 2016.

Based on the data reviewed, the procurement activities in the approved plan totalled 4,055 (Four thousand and fifty-five) procurement activities with a combined value of Le 14,382,466,307 (Fourteen billion, three hundred and eighty-two million, four hundred and sixty-six thousand, three hundred and seven Leones). These activities were expected to be executed in accordance with the detailed procurement schedules, ensuring that projects and services aligned with national goals, budget projections, and policy mandates. However, there were 1,276 (one thousand, two hundred and seventy-six) procurement activities that were not included in the original approved plan. The total value of these unplanned procurement activities amounted to Le 3,189,165,818 (Three billion, one hundred and eighty-nine million, one hundred and sixty-five thousand, eight hundred and eighteen Leones).

Of the procurement activities listed in the approved plan, only 1,612 (one thousand, six hundred and twelve) activities were successfully executed in full accordance with the approved procurement schedules. The value of these successfully executed activities amounted to Le 11,968,935,317 (Eleven billion, nine hundred and sixty-eight million, nine hundred and thirty-five thousand, three hundred and seventeen Leones). This demonstrates a strong level of execution conformity, suggesting that procurement processes followed the established guidelines, timelines, and budget allocations. A significant proportion of procurement activities (approximately 40% of the total activities in the plan) were executed as intended, reflecting positively on procurement management efficiency. The execution of unplanned procurement activities exposes Government to unplanned and unapproved liabilities. It is also important to note that procuring entities are required to update their procurement plans as enshrined in Section 29(6) of the Public Procurement Act, 2016.

Disappointingly, a considerable number of procurement activities, specifically 2,443 (two thousand, four hundred and forty-three) activities, were not executed as planned. These non-executed activities had a total value of Le 2,413,530,991 (Two billion, four hundred and thirteen million, five hundred and thirty thousand, nine hundred and ninety-one Leones). This suggests a deviation of approximately 60% from the original procurement plan in terms of activity execution. These activities represent missed opportunities, potential inefficiencies, and could contribute to delayed projects, increased costs, and a lack of fulfilment of strategic objectives.

In summary, the efficiency of procurement planning and execution in 2023 reveals a mix of successes and challenges, with about 60.2% of the procurement activities failing to align with the approved plan. While the actual execution of planned activities accounted for the majority of the value, the discrepancies point to inefficiencies in the planning or execution phases. Ensuring that procurement activities align more closely with the approved plan, while minimizing the inclusion of non-planned activities, would significantly improve procurement efficiency and budgeting. Moving forward, more efforts should include strengthening the procurement planning process, reduce deviations, increasing oversight, and developing a robust system for tracking the execution of activities to prevent further discrepancies in the future.

The table and graph below provide a summary of the efficiency of procurement planning and execution in 2023.

Efficiency of Procurement Planning and Execution	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
Procurement Activities in the Approved Plan	4,055	14,382,466,307
Procurement Activities NOT in the Approved Plan	1,276	3,189,165,818
Procurement Activities Executed as in the Approved Plan	1,612	11,968,935,317
Procurement Activities NOT Executed as in the Approved Plan	2,443	2,413,530,991

Table 21 – NPPA 2023

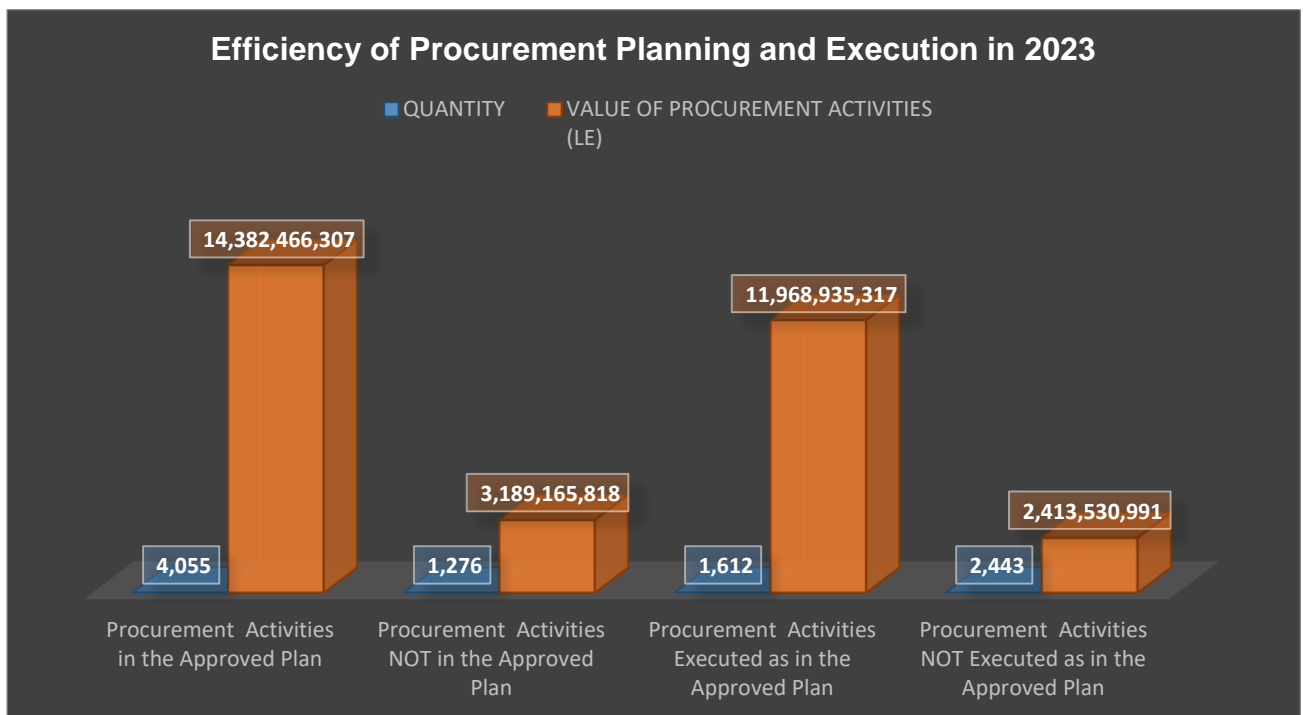


Chart 1 – NPPA 2023

Procurement Activities in the Approved Procurement Plans in 2023

The table below presents a list of the top 40 (forty) procuring entities that carried out the highest value of planned and approved procurement activities in 2023, organized in ascending order of their financial value. These top forty entities amounted to Le 14,133,969,578 (Fourteen billion, one hundred and thirty-three million, nine hundred and sixty-nine thousand, five hundred and seventy-eight Leones) representing 78% of the total procurement value reviewed in 2023.

Procuring Entities with Highest Value of Procurement Activities in the Approved Plan 2023			
Sn	Names of Procuring Entities	Number of Procurement Activity in the Approved Plan	Value of Procurement Activity in the Approved Plan (LE)
1	National Commission for Social Action (NaCSA)	62	5,901,691,586
2	National Social Security and Insurance Trust (NASSIT)	70	982,383,753
3	Anti-Corruption Commission (ACC)	20	969,700,334
4	Project Fiduciary Management Unit (PFMU)	22	858,568,569
5	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
6	Ministry of Finance (MOF)	20	568,362,553
7	Sierra Leone Petroleum Directorate (PDSL)	11	561,183,422
8	Sierra Leone Correctional Services (SLCS)	59	552,554,935
9	Sierra Leone Public Transport Authority (SLPTA)	8	412,388,169
10	Sierra Leone Airport Authority (SLAA)	53	244,440,317
11	Agricultural ValueChain Development Project (AVDP)-Bo	43	233,708,819
12	Electoral Commission of Sierra Leone (ECSL)	268	220,513,574
13	Ministry of Works & Public Assets (MWPA)	19	184,974,395
14	National Sports Authority (NSA)	9	180,193,974
15	National Medical Supplies Agency (NMSA)	7	176,021,888
16	Njala University-Mokonde Campus	45	169,264,497
17	Sierra Leone Standards Bureau (SLSB)	11	159,491,443
18	Freetown City Council (FCC)	78	152,882,905
19	Western Area Rural District Council (WARDC)	22	145,105,634
20	Statistics Sierra Leone (SSL)	10	132,285,516
21	Central Intelligence and Security Unit (CISU)	15	87,607,778
22	Sierra Leone Roads Authority (SLRA)	28	75,278,293
23	Ministry of Defence (MOD)	15	50,819,021
24	Petroleum Regulatory Agency (PRA)	19	43,191,102
25	Rokel Commercial Bank (RCB)	71	36,927,901
26	Ministry of Basic and Senior Secondary Education (MBSSE)	12	32,875,035
27	Environment Protection Agency (EPA)	91	31,054,977
28	Fourah Bay College (FBC)	19	27,841,435
29	Sierra Leone Port Authority (SLPA)	141	27,720,873
30	National Civil Registration Authority (NCRA)	43	24,973,299
31	Electricity Distribution and Supply Authority (EDSA)	7	24,633,222
32	Sierra Leone National Commission on Small Arms	11	23,788,205
33	Sierra Leone Commercial Bank (SLCB)	225	23,163,918
34	Eastern Technical University	39	21,672,747
35	Integrated Health Projects Administration Unit (IHPAU)	70	18,079,112
36	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049
37	Universal Access Development Fund (UADF)	61	13,677,547
38	Karene District Council	29	13,380,196
39	Teaching Service Commission (TSC)	74	13,282,275
40	Falaba District Council	18	12,322,244

Table 22 – NPPA 2023

The table below presents a list of the top 40 (forty) procuring entities that carried out the highest number of planned and approved procurement activities in 2023, organized in ascending order of their total number of activities. These top 40 (forty) procuring entities accounted for 2,598 (two thousand five hundred and ninety-eight) procurement activities, representing 49% of the total procurement activities reviewed for 2023.

Procuring Entities with Highest Number of Procurement Activities in the Approved Plan in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activity in the Approved Plan	Value of Procurement Activity in the Approved Plan (LE)
1	Electoral Commission of Sierra Leone (ECSL)	268	220,513,574
2	Sierra Leone Commercial Bank (SLCB)	225	23,163,918
3	Sierra Leone Port Authority (SLPA)	141	27,720,873
4	Guma Valley Water Company (GVWC)	93	2,659,926
5	Environment Protection Agency (EPA)	91	31,054,977
6	Office of the Chief Minister (OCM)	87	11,055,268
7	Freetown City Council (FCC)	78	152,882,905
8	Teaching Service Commission (TSC)	74	13,282,275
9	National Insurance Company (NIC)	72	4,510,989
10	Rokel Commercial Bank (RCB)	71	36,927,901
11	Integrated Health Projects Administration Unit (IHPAU)	70	18,079,112
12	National Social Security and Insurance Trust (NASSIT)	70	982,383,753
13	National Commission for Social Action (NaCSA)	62	5,901,691,586
14	Judicial & Legal Service Commission	61	2,496,267
15	Universal Access Development Fund (UADF)	61	13,677,547
16	Sierra Leone Correctional Services (SLCS)	59	552,554,935
17	Sierra Leone Pharmacy Board	58	944,792
18	Sierra Leone Airport Authority (SLAA)	53	244,440,317
19	Ministry of Planning and Economic Development (MOPED)	49	1,962,243
20	National Minerals Agency (NMA)	48	1,718,601
21	Independent Commission for Peace and National Cohesion	46	1,949,600
22	Njala University-Mokonde Campus	45	169,264,497
23	Pujehun District Council	45	397,683
24	Sierra Leone Civil Aviation Authority (SLCAA)	44	4,318,958
25	Agricultural ValueChain Development Project (AVDP)-Bo	43	233,708,819
26	Bo District Council	43	449,120
27	National Civil Registration Authority (NCRA)	43	24,973,299
28	Electricity Generation and Transmission Company (EGTC)	41	1,276,693
29	College of Medicine and Allied Health Sciences (COMAHS)	40	5,968,261
30	Sierra Leone Broadcasting Corporation (SLBC)	40	927,186
31	Sierra Leone Insurance Commission (SLICOM)	40	234,743
32	Bank of Sierra Leone (BSL)	39	7,693,091
33	Bombali District Council	39	7,357,257
34	Eastern Technical University	39	21,672,747
35	Kailahun District Council	39	503,780
36	National Water Resources Management Agency (NWRMA)	38	5,679,090
37	National Emergency Medical Services (NEMS)	37	3,215,663
38	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	37	645,935
39	Sierra Leone Road Safety Authority (SLRSA)	36	4,208,974
40	University of Sierra Leone (USL)	33	8,766,261

Table 23 – NPPA 2023

3.1 Procurement Activities **NOT** in the Approved Procurement Plans in 2023

The table below presents a list of the top 40 (forty) procuring entities that carried out the highest value of unplanned and unapproved procurement activities in 2023 in violation of Section 29 of the PPA, 2016, organized in ascending order of their financial value. These top forty entities amounted to Le 3,164,007,266 (Three billion, one hundred and sixty-four million, seven thousand, two hundred and sixty-six Leones) representing 18% of the total procurement value reviewed in 2023.

Procuring Entities with Highest Value of Procurement Activities NOT in the Approved Plan in 2023			
	Names of Procuring Entities	Number of Procurement Activity NOT in the Approved Plan	Value of Procurement Activity NOT in the Approved Plan (LE)
1	Electoral Commission of Sierra Leone (ECSL)	64	849,386,971
2	Ministry of Transport and Aviation ((MTA)	1	418,233,412
3	Ministry of Energy (MOE)	3	398,867,388
4	National Revenue Authority (NRA)	8	254,517,384
5	Project Fiduciary Management Unit (PFMU)	41	248,691,930
6	Ministry of Fisheries & Marine Resources (MFMR)	6	177,493,017
7	National Telecommunications Authority (NATCA)	48	136,684,218
8	Guma Valley Water Company (GVWC)	13	126,551,992
9	Ministry of Works & Public Assets (MWPA)	18	122,648,059
10	College of Medicine and Allied Health Sciences (COMAHS)	4	115,590,708
11	Sierra Leone Maritime Administration (SLMA)	21	100,146,784
12	Ministry of Defence (MOD)	7	75,887,642
13	Rokel Commercial Bank (RCB)	24	18,856,720
14	Agricultural ValueChain Development Project (AVDP)-Bo	8	17,951,831
15	Sierra Leone Police (SLP)	15	13,843,306
16	Sierra Leone Commercial Bank (SLCB)	60	10,810,477
17	Kambia District Council	5	10,484,981
18	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
19	Sierra Leone House of Parliament (HOP)	37	6,227,620
20	Ministry of Youth Affairs (MOYA)	10	5,992,266
21	Integrated Health Projects Administration Unit (IHPAU)	25	5,594,047
22	National Disaster Management Agency (NDMA)	14	4,624,315
23	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
24	National Drug Law Enforcement Agency (NDLEA)	10	2,900,966
25	National Youth Commission (NAYCOM)	19	2,859,730
26	Port Loko City Council	6	2,851,850
27	National Social Security and Insurance Trust (NASSIT)	2	2,297,800
28	National Minerals Agency (NMA)	19	2,105,248
29	Accountant General's Department (AGD)	6	1,850,190
30	Environment Protection Agency (EPA)	8	1,568,317
31	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
32	Sierra Leone Correctional Services (SLCS)	13	1,510,515
33	Ministry of Public Administration and Political Affairs (MPPA)	10	1,476,770
34	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
35	Sierra Leone Port Authority (SLPA)	11	1,381,918
36	Sierra Leone Produce Marketing Board (SLPMB)	7	1,315,513
37	Decentralization Secretariat	20	1,221,530
38	Office of National Security (ONS)	10	1,220,288
39	Statistics Sierra Leone (SSL)	15	1,125,734
40	Ministry of Social Welfare (MSW)	29	1,041,628

Table 24 – NPPA 2023

The table below presents a list of the top 40 (forty) procuring entities that carried out the highest number of unplanned and unapproved procurement activities in 2023 in violation of Section 29 of the PPA, 2016, organized in ascending order of their total number of activities. These top 40 (forty) procuring entities accounted for 921 (Nine hundred and twenty-one) procurement activities, representing 17% of the total procurement activities reviewed for 2023.

Procuring Entities with Highest Number of Procurement Activities NOT in the Approved Plan in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activity NOT in the Approved Plan	Value of Procurement Activity NOT in the Approved Plan (LE)
1	Sierra Leone Housing Corporation (SALHOC)	76	676,506
2	Electoral Commission of Sierra Leone (ECSL)	64	849,386,971
3	Sierra Leone Commercial Bank (SLCB)	60	10,810,477
4	National Telecommunications Authority (NATCA)	48	136,684,218
5	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
6	Project Fiduciary Management Unit (PFMU)	41	248,691,930
7	National Monitoring and Evaluation Directorate (NaMED)	39	600,838
8	Sierra Leone House of Parliament (HOP)	37	6,227,620
9	Ministry of Social Welfare (MSW)	29	1,041,628
10	Freetown City Council (FCC)	27	685,525
11	Integrated Health Projects Administration Unit (IHPAU)	25	5,594,047
12	Rokel Commercial Bank (RCB)	24	18,856,720
13	Judicial & Legal Service Commission	23	373,002
14	Sierra Leone Maritime Administration (SLMA)	21	100,146,784
15	Decentralization Secretariat	20	1,221,530
16	National Minerals Agency (NMA)	19	2,105,248
17	National Youth Commission (NAYCOM)	19	2,859,730
18	Ministry of Works & Public Assets (MWPA)	18	122,648,059
19	National Water Resources Management Agency (NWRMA)	18	304,360
20	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
21	National Commission for Persons with Disability – Sierra Leone	16	169,217
22	Electricity Generation and Transmission Company (EGTC)	15	562,407
23	Sierra Leone Police (SLP)	15	13,843,306
24	Statistics Sierra Leone (SSL)	15	1,125,734
25	Ministry of Finance (MOF)	14	973,005
26	Ministry of Planning and Economic Development (MOPED)	14	738,815
27	National Disaster Management Agency (NDMA)	14	4,624,315
28	National Fertilizer Regulatory Agency (NAFRA)	14	348,146
29	Small and Medium Enterprise and Development Agency (SMEDA)	14	186,047
30	Guma Valley Water Company (GVWC)	13	126,551,992
31	Sierra Leone Correctional Services (SLCS)	13	1,510,515
32	Teaching Service Commission (TSC)	13	879,205
33	Ministry of Gender and Children's Affairs (MGCA)	12	807,875
34	National Medical Supplies Agency (NMSA)	12	839,960
35	Sierra Leone Port Authority (SLPA)	11	1,381,918
36	Ministry of Public Administration and Political Affairs (MPPA)	10	1,476,770
37	Ministry of Youth Affairs (MOYA)	10	5,992,266
38	Monument and Relics Commission	10	368,019
39	National Drug Law Enforcement Agency (NDLEA)	10	2,900,966
40	National Insurance Company (NIC)	10	116,593

Table 25 – NPPA 2023

Procurement Activities Executed as Planned in 2023

The execution of procurement activities in alignment with an approved procurement plan is crucial for effective budget control and prudent financial management, thereby fostering transparency, accountability, and efficiency in the public procurement process. Ideally, these activities should be carried out in accordance with the prescribed methods, timelines, and values specified in the plan. It is important to highlight that Section 29(6) of the Public Procurement Act, 2016 mandates that procuring entities periodically review and update their approved plans as necessary and submit these updates to the NPPA for publication on a quarterly basis.

Non-compliance with the approved procurement plan may arise due to the following factors: i. The use of a procurement method that differs from the one originally approved in the plan; ii. Changes in the value of the activity compared to the approved plan; iii. Deviations in the timing of execution from what was specified in the plan; iv. Alterations in the subject or title of the procurement as compared to the approved plan; v. Adjustments in the procurement number from the initially approved plan.

The table below presents the top 40 (Forty) procuring entities that executed the highest-value procurement activities in accordance with the approved plan. Collectively, these entities accounted for 68% of the total procurement value in the 2023 financial year, amounting to Le 11,875,810,918 (Eleven billion, eight hundred and seventy-five million, eight hundred and ten thousand, nine hundred and eighteen Leones).

Procuring Entities with Highest Value of Procurement Activities Executed as Planned in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activity Executed as Planned	Value of Procurement Activity Executed as Planned (LE)
1	National Commission for Social Action (NaCSA)	56	5,897,860,148
2	Anti-Corruption Commission (ACC)	20	969,700,334
3	Project Fiduciary Management Unit (PFMU)	17	851,949,826
4	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
5	Ministry of Finance (MOF)	13	564,155,413
6	Sierra Leone Petroleum Directorate (PDSL)	7	554,561,542
7	Sierra Leone Public Transport Authority (SLPTA)	4	412,330,469
8	National Revenue Authority (NRA)	14	255,250,183
9	National Social Security and Insurance Trust (NASSIT)	26	246,347,813
10	Agricultural Value Chain Development Project (AVDP)-Bo	20	218,884,901
11	Ministry of Works & Public Assets (MWPA)	6	179,048,765
12	National Medical Supplies Agency (NMSA)	6	175,981,598
13	Sierra Leone Standards Bureau (SLSB)	10	159,466,247
14	Electoral Commission of Sierra Leone (ECSL)	232	136,688,936
15	Freetown City Council (FCC)	34	115,741,007

16	Central Intelligence and Security Unit (CISU)	15	87,607,778
17	Petroleum Regulatory Agency (PRA)	11	37,768,916
18	Sierra Leone Roads Authority (SLRA)	3	29,398,439
19	Electricity Distribution and Supply Authority (EDSA)	8	24,733,203
20	Sierra Leone Correctional Services (SLCS)	22	24,562,730
21	Eastern Technical University	14	20,817,347
22	National Sports Authority (NSA)	4	18,726,924
23	National Civil Registration Authority (NCRA)	12	17,099,067
24	Sierra Leone Port Authority (SLPA)	6	14,057,003
25	Karene District Council	28	13,286,241
26	Teaching Service Commission (TSC)	74	13,282,275
27	Falaba District Council	16	12,180,494
28	Administrator & Registrar General's Office (OARG)	5	11,729,558
29	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	2	11,707,701
30	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
31	Universal Access Development Fund (UADF)	2	11,253,865
32	Sierra Leone Maritime Administration (SLMA)	8	10,527,035
33	Integrated Health Projects Administration Unit (IHPAU)	14	9,517,728
34	University of Sierra Leone (USL)	32	8,631,711
35	Sierra Leone Commercial Bank (SLCB)	4	7,540,117
36	Rokel Commercial Bank (RCB)	10	7,444,521
37	Ministry of Foreign Affairs and International Cooperation	12	6,461,430
38	Accountant General's Department (AGD)	11	5,952,958
39	National Water Resources Management Agency (NWRMA)	34	5,608,875
40	National Youth Service (NYS)	8	5,423,100

Table 26 – NPPA 2023

3.2 Procurement Activities **NOT** Executed as Planned in 2023

The table below lists the top 40 (Forty) procuring entities that executed the highest-value procurement activities outside the scope of the approved procurement plan. These entities accounted for 31% of the total procurement value for the year under review, totaling Le 5,461,832,032 (Five billion, four hundred and sixty-one million, eight hundred and thirty-two thousand, thirty-two Leones).

Procuring Entities with Highest Value of Procurement Activities NOT Executed as Planned in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activity NOT Executed as Planned	Value of Procurement Activity NOT Executed as Planned (LE)
1	Electoral Commission of Sierra Leone (ECSL)	100	933,211,609
2	National Social Security and Insurance Trust (NASSIT)	46	738,333,740
3	Sierra Leone Correctional Services (SLCS)	50	529,502,720
4	Ministry of Transport and Aviation (MTA)	1	418,233,412
5	Ministry of Energy (MOE)	8	399,099,938
6	Project Fiduciary Management Unit (PFMU)	45	255,277,673
7	Sierra Leone Airport Authority (SLAA)	55	244,588,332
8	Ministry of Fisheries & Marine Resources (MFMR)	10	177,690,717
9	Njala University-Mokonde Campus	45	169,264,497
10	National Sports Authority (NSA)	5	161,467,050
11	Western Area Rural District Council (WARDC)	19	145,069,474
12	Statistics Sierra Leone (SSL)	23	133,283,056
13	Ministry of Works & Public Assets (MWPA)	31	128,573,689
14	Guma Valley Water Company (GVWC)	89	127,658,084
15	Ministry of Defence (MOD)	18	124,568,763
16	College of Medicine and Allied Health Sciences (COMAHS)	34	117,166,840
17	National Telecommunications Authority (NATCA)	43	115,836,956
18	Sierra Leone Maritime Administration (SLMA)	40	101,530,535
19	Rokel Commercial Bank (RCB)	85	48,340,100
20	Sierra Leone Roads Authority (SLRA)	26	45,974,254
21	Freetown City Council (FCC)	71	37,827,423
22	Ministry of Basic and Senior Secondary Education (MBSSE)	15	33,639,903
23	Agricultural Value Chain Development Project (AVDP)-Bo	31	32,775,749
24	Environment Protection Agency (EPA)	94	32,023,089
25	Fourah Bay College (FBC)	19	27,841,435
26	Sierra Leone Commercial Bank (SLCB)	279	26,249,576
27	Sierra Leone National Commission on Small Arms	15	23,800,645
28	National Disaster Management Agency (NDMA)	15	15,740,509
29	Sierra Leone Port Authority (SLPA)	146	15,045,788
30	Sierra Leone Police (SLP)	22	14,210,106
31	Integrated Health Projects Administration Unit (IHPAU)	81	14,155,431
32	Office of the Chief Minister (OCM)	87	11,532,068
33	Kambia District Council	15	10,630,456
34	National Revenue Authority (NRA)	26	9,318,717
35	National Civil Registration Authority (NCRA)	33	7,967,272
36	Sierra Leone Petroleum Directorate (PDSL)	8	7,518,159
37	Sierra Leone House of Parliament (HOP)	64	7,446,149
38	Attorney General and Minister of Justice	22	7,252,145
39	Ministry of Youth Affairs (MOYA)	13	6,186,316
40	Petroleum Regulatory Agency (PRA)	8	5,422,186

Table 27 – NPPA 2023

4.0 Methods of Procurement Used by Procuring Entities in 2023

The procurement activities executed by procuring entities in 2023 reveal a diverse range of methods employed to acquire goods, services, and works. The data highlights the quantity and value of procurement activities across various procurement methods, including International Competitive Bidding (ICB), National Competitive Bidding (NCB), Request for Quotation (RFQ), Sole Source, Restricted Bidding, and other methods such as Proforma Invoice, Internal Memo, and Direct Purchase. Additionally, a significant number of procurement activities were executed without any specified method, raising potential compliance concerns.

The use of ICB in 97 (ninety-seven) instances amounting to Le 3,205,213,999 (Three billion, two hundred and five million, two hundred and thirteen thousand, nine hundred and ninety-nine Leones) indicates that procuring entities engaged in large-scale, complex procurements during the year under review. NCB recorded the highest expenditure, with 704 (seven hundred and four) procurement activities amounting to Le 10,935,264,515 (Ten billion, nine hundred thirty-five million, two hundred sixty-four thousand, five hundred fifteen Leones). RFQ was the most frequently used method, applied 4,134 (Four thousand, one hundred and thirty-four) times, with a total procurement value of Le 2,587,189,767 (two billion, five hundred and eighty-seven million, one hundred and eighty-nine thousand, seven hundred and sixty-seven Leones). Sole Source Procurement accounted for 18 procurement activities, valued at Le 696,482,319 (six hundred and ninety-six million, four hundred and eighty-two thousand, three hundred and nineteen Leones). Restricted Bidding was used 40 (forty) times, with a total expenditure of fifty-one million, eight hundred twenty-one thousand Leones (Le 51,821,000). Other Methods (such as Proforma Invoice, Internal Memo, Direct Purchase, etc.) were used 98 (ninety-eight) times, amounting to Le 53,006,497 (fifty-three million, six thousand, four hundred and ninety-seven Leones). Procurement activities executed without an available method were recorded 240 (two hundred and forty) times, totalling forty-two million, six hundred fifty-four thousand, twenty-eight Leones (Le 42,654,028). The execution of 240 (two hundred and forty) procurement activities without any specified method is a significant compliance concern. This raises questions about the transparency, fairness, and legality of these procurements. Procuring entities must adhere to established procurement methods to ensure accountability and prevent corruption. The lack of a specified method suggests potential violations of procurement regulations and the need for stricter oversight.

Despite the availability of open competition methods like ICB and NCB, the Request for Quotation (RFQ) method dominated procurement activities, accounting for 4,134 activities, significantly outnumbering all other methods. While RFQ is appropriate for small-value procurements, excessive use raises concerns regarding potential fragmentation of contracts to evade more competitive bidding processes.

The data highlights the diverse procurement methods used in 2023, each with its own compliance challenges. While NCB and RFQ dominate in terms of quantity, ICB accounts for a significant portion of the total procurement value. To ensure compliance, procuring entities must prioritize transparency, proper documentation, and adherence to approved procurement methods to ensure procurement efficiency and fostering economic growth through fair and transparent public procurement practices.

The table and graph below provide a summary of the various procurement methods used in 2023.

Execution of Procurement Activities by Procurement Methods	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
International Competitive Bidding (ICB)	97	3,205,213,999
National Competitive Bidding (NCB)	704	10,935,264,515
Request for Quotation (RFQ)	4,134	2,587,189,767
Sole Source	18	696,482,319
Restricted Bidding	40	51,821,000
OTHERS (Proforma Invoice, Internal Memo, Direct Purchase etc)	98	53,006,497
Procurement Activities Executed with NO Methods Available	240	42,654,028

Table 28 – NPPA 2023

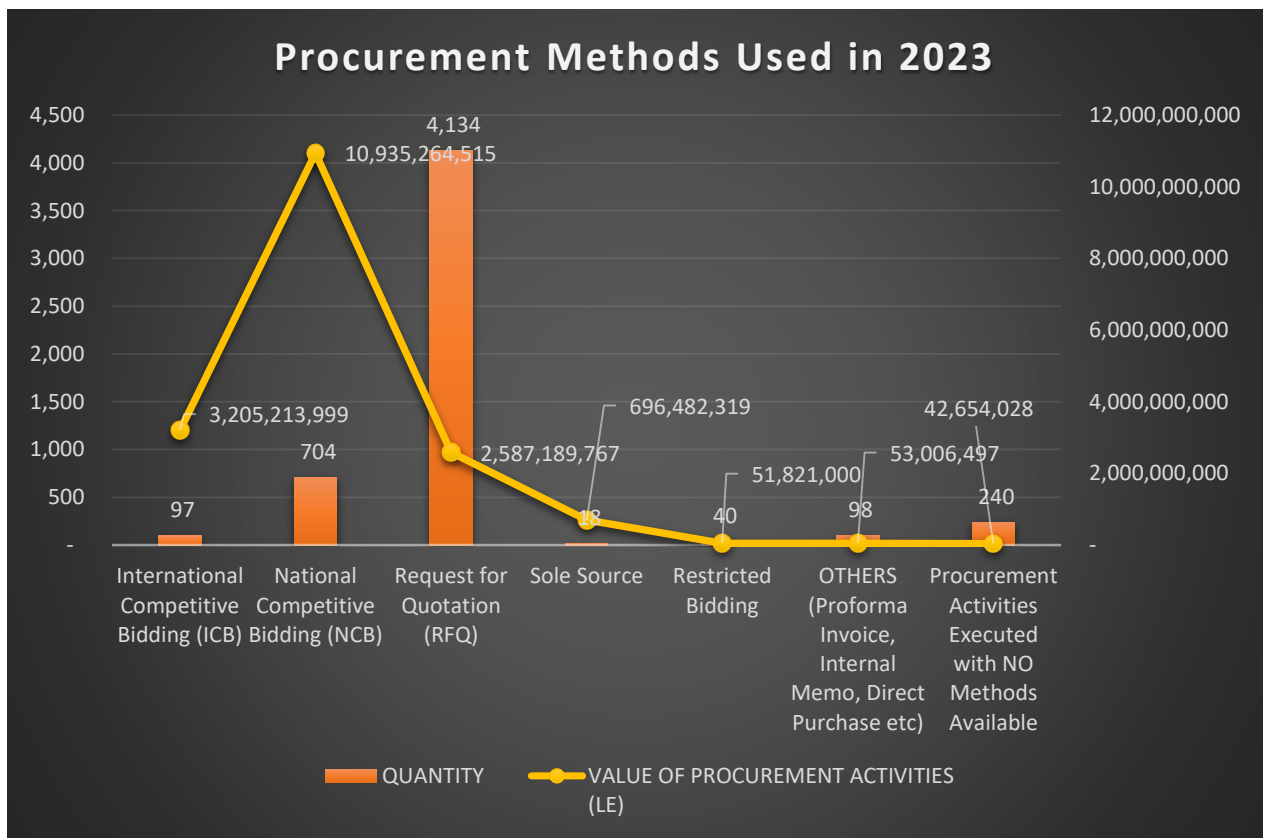


Chart 2 – NPPA 2023

Summary Details of Open Competitive Methods in 2023

The table below provides summary analysis of open competitive versus non-competitive procurement methods employed in 2023, providing a comprehensive overview of the procurement methods used by various procuring entities, the number of procurement activities undertaken, and the total value of these activities.

Sn	SUMMARY DETAILS OF PROCUREMENT METHODS USED	Number of Procuring Entities	Number of Procurement Activities	Value of Procurement Activities (Le)
1	Open Competitive Methods Used (ICB & NCB)	112	801	14,140,478,514
2	Restricted Methods Used (SS & RB)	15	58	748,303,320
3	Non-Competitive Methods Used (RFQ/Others/No Method)	169	4,472	2,682,850,292
		296	5,331	17,571,632,126

Table 29 – NPPA 2023

It is important to note that open competitive methods, which include **International Competitive Bidding (ICB)** and **National Competitive Bidding (NCB)**, are the most preferred method under the **Public Procurement Act of 2016**, as it promotes transparency, fairness, accountability and value for money. Based on the data, 82.8% of total procurement value were in competitive procurement activities which reflects a commitment to transparency, competition and best practices in public procurement.

The table below presents details of the use of **International Competitive Bidding (ICB)** and **National Competitive Bidding (NCB)** in 2023.

DETAILS OF OPEN COMPETITIVE METHODS IN 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	International Competitive Bidding (ICB)	97	3,205,213,999
2	National Competitive Bidding (NCB)	704	10,935,264,515

Table 30 – NPPA 2023

As per the table above, 97 (ninety-seven) procurement activities were executed using ICB method, with a total value of Le 3,205,213,999 (three billion, two hundred and five million, two hundred and thirteen thousand, nine hundred and ninety-nine Leones), whereas 704 (seven hundred and four) activities, amounting to Le 10,935,264,515 (ten billion, nine hundred thirty-five million, two hundred sixty-four thousand, five hundred fifteen Leones) were executed using NCB method. The dominance of open competitive methods (ICB and NCB) is a positive indicator of adherence to the principles of transparency and competition as enshrined in the Public Procurement Act of 2016. However, the significant use of non-competitive methods (RFQ/Others/No Method) raises concerns about potential circumvention of competitive processes.

Restricted methods, such as Sole Sourcing (SS) and Restrictive Bidding (RB), are used sparingly. These methods are typically allowed only in specific circumstances, such as national security concerns or when only a limited number of suppliers exist or where open competition is not feasible. The relatively low value and number of activities indicate that these methods are being used appropriately, in line with the Act.

Despite the high value of procurement activities executed using competitive bidding methods, the number of procurement activities executed through non-competitive methods are alarming. Non-competitive methods, such as Request for Quotations (RFQ) and other informal methods, are concerning due to their high usage (4,472 activities). While RFQ is permissible for low-value procurements, the sheer volume of activities suggests potential misuse or circumvention of competitive processes. The high reliance on Requests for Quotations (RFQ), Direct Contracting, and other non-competitive approaches suggests a potential lack of transparency and fair competition, contradicting the principles of the Public Procurement Act of 2016, which emphasizes open competition as a preferred method. The use of non-competitive methods increases the risk of corruption, favouritism, and mismanagement of public funds in violation of **Section 37 of the Public Procurement Act (2016)**.

The use of "No Method" in some procurement activities indicates a lack of proper documentation and adherence to procurement procedures. This is a clear violation of the Act, which requires all procurements to be conducted through approved methods. The extensive use of non-competitive methods raises compliance concerns, particularly regarding value-for-money procurement and potential corruption risks. The data suggests that some procuring entities may not be adhering to the Act's provisions, highlighting potential weaknesses in oversight and enforcement mechanisms.

The data underscores the need for greater adherence to competitive procurement principles. While the use of open competitive methods is commendable, the overreliance on non-competitive methods raises significant compliance and governance concerns, despite the legal framework emphasizing transparency and competition. The implications include higher costs, reduced accountability, and potential economic inefficiencies. By aligning and strengthening procurement practices with the Public Procurement Act of 2016 and the Public Procurement Regulations of 2020 will ensure that public procurement contributes to economic development, the efficient use of public resources, and value for money in public spending. Procuring entities should enhanced procurement planning, increased transparency, and ensure greater reliance on open and competitive methods.

Summary Details of Open Competitive Procurement Activities Reviewed & Endorsed by NPPA in 2023

In accordance with Section 14(2)(p) of the Public Procurement Act, 2016, procuring entities are required to submit their procurement activities with threshold within competitive methods to the National Public Procurement Authority for a comprehensive, end-to-end review. This review covers all procurement activities within competitive thresholds, from tender preparation to the evaluation process, ensuring technical correctness. The primary objective of this process is to promote fairness, transparency, and competition in the procurement process.

The table below summarizes procurement activities within competitive threshold reviewed and endorsed by the National Public Procurement Authority (NPPA).

SUMMARY DETAILS OF OPEN COMPETITIVE PROCUREMENT ACTIVITIES REVIEWED & ENDORSED BY NPPA IN 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Procurement Activities Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	332	6,725,216,131
2	Procurement Activities NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	216	8,144,098,814

Table 31 – NPPA 2023

According to the data, the NPPA reviewed and endorsed 332 (three hundred and thirty-two) procurement activities, valued at Le 6,725,216,131 (Six billion, seven hundred and twenty-five million, two hundred and sixteen thousand, one hundred and thirty-one Leones), were reviewed and endorsed by the NPPA within the competitive threshold, covering International Competitive Bidding (ICB) and National Competitive Bidding (NCB) activities.

In contrast, 216 (two hundred and sixteen) procurement activities, valued at Le 8,144,098,814 (Eight billion, one hundred and forty-four million, ninety-eight thousand, eight hundred and fourteen Leones), were not reviewed or endorsed by the NPPA. This review process remains a critical mechanism for upholding procurement integrity, ensuring compliance with regulatory requirements, and fostering a competitive and transparent procurement environment.

The table below provides details of the top 20 (twenty) procuring entities that complied with the specified section of the Public Procurement Act (PPA), ranked by their procurement values. The top 20 entities accounted for Le 6,587,565,776 (Six billion, five hundred and eighty-seven million, five hundred and sixty-five thousand, seven hundred and seventy-six Leones) representing 37% of the total procurement value implemented through 205 (two hundred and five) activities.

PROCURING ENTITIES WITH HIGHEST VALUES OF PROCUREMENT ACTIVITIES IN OPEN COMPETITIVE THRESHOLD REVIEWED & ENDORSED BY NPPA IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activity Reviewed & Endorsed by NPPA	Value of Procurement Activity Reviewed & Endorsed by NPPA LE
1	National Commission for Social Action (NaCSA)	9	1,014,907,352
2	Electoral Commission of Sierra Leone (ECSL)	57	985,274,714
3	Anti-Corruption Commission (ACC)	13	969,582,918
4	Ministry of Finance (MOF)	6	561,234,858
5	Sierra Leone Correctional Services (SLCS)	44	538,006,946
6	Ministry of Transport and Aviation ((MTA)	1	418,233,412
7	Sierra Leone Public Transport Authority (SLPTA)	2	412,328,269
8	Ministry of Energy (MOE)	2	398,852,788
9	National Revenue Authority (NRA)	3	242,200,327
10	Ministry of Fisheries & Marine Resources (MFMR)	2	177,538,887
11	National Social Security and Insurance Trust (NASSIT)	23	168,453,010
12	National Medical Supplies Agency (NMSA)	2	164,796,674
13	Statistics Sierra Leone (SSL)	5	125,259,994
14	Ministry of Works & Public Assets (MWPA)	3	124,371,156
15	College of Medicine and Allied Health Sciences (COMAHS)	7	119,677,256
16	Sierra Leone Roads Authority (SLRA)	2	72,302,865
17	Ministry of Basic and Senior Secondary Education (MBSSE)	7	33,280,498
18	Electricity Distribution and Supply Authority (EDSA)	3	24,632,372
19	Eastern Technical University	12	20,817,347
20	Ministry of Defence (MOD)	2	15,814,134

Table 32 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities that complied with the specified section of the Public Procurement Act (PPA), ranked by their number of procurement activities.

PROCURING ENTITIES WITH HIGHEST NUMBER OF PROCUREMENT ACTIVITIES IN OPEN COMPETITIVE THRESHOLD REVIEWED & ENDORSED BY NPPA IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activity Reviewed & Endorsed by NPPA	Value of Procurement Activity Reviewed & Endorsed by NPPA LE
1	Electoral Commission of Sierra Leone (ECSL)	57	985,274,714
2	Sierra Leone Correctional Services (SLCS)	44	538,006,946
3	National Social Security and Insurance Trust (NASSIT)	23	168,453,010
4	Anti-Corruption Commission (ACC)	13	969,582,918
5	Eastern Technical University	12	20,817,347
6	Accountant General's Department (AGD)	11	7,229,430
7	University of Sierra Leone (USL)	10	6,758,285
8	Audit Service Sierra Leone (ASSL)	9	3,924,803
9	Ministry of Foreign Affairs and International Cooperation	9	5,992,450
10	National Commission for Social Action (NaCSA)	9	1,014,907,352
11	College of Medicine and Allied Health Sciences (COMAHS)	7	119,677,256
12	Freetown Polytechnic	7	4,175,487
13	Ministry of Basic and Senior Secondary Education (MBSSE)	7	33,280,498
14	Ministry of Finance (MOF)	6	561,234,858
15	Petroleum Regulatory Agency (PRA)	6	10,628,812
16	National Youth Service (NYS)	5	5,342,000
17	Statistics Sierra Leone (SSL)	5	125,259,994
18	Administrator & Registrar General's Office (OARG)	4	11,632,538
19	Central Intelligence and Security Unit (CISU)	4	2,865,099
20	Office of National Security (ONS)	4	2,321,960

Table 33 – NPPA 2023

The table below lists the top 20 (twenty) procuring entities that **did not** submit their procurement activities within open competitive threshold to the NPPA for technical review, as required under Section 14(2)(p) of the Public Procurement Act, 2016. These entities are ranked based on the value of their procurement activities. The top 20 (twenty) procuring entities account for 46% (Le 8,105,453,488) of the total procurement value.

PROCURING ENTITIES WITH HIGHEST VALUES OF PROCUREMENT ACTIVITIES IN OPEN COMPETITIVE THRESHOLD NOT REVIEWED & ENDORSED BY NPPA IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	Value of Procurement Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB) (LE)
1	National Commission for Social Action (NaCSA)	48	4,884,536,286
2	Project Fiduciary Management Unit (PFMU)	8	831,103,184
3	National Social Security and Insurance Trust (NASSIT)	10	814,410,974
4	Sierra Leone Petroleum Directorate (PDSL)	9	560,867,748
5	Agricultural Value Chain Development Project (AVDP)-Bo	16	219,981,618
6	Ministry of Works & Public Assets (MWPA)	3	180,394,393
7	Guma Valley Water Company (GVWC)	7	127,721,163
8	Freetown City Council (FCC)	7	112,230,130
9	Ministry of Defence (MOD)	4	109,656,324
10	Electoral Commission of Sierra Leone (ECSL)	6	66,772,249
11	Sierra Leone Free Education Project (SLFEP)	2	65,778,515
12	Njala University-Mokonde Campus	3	24,302,200
13	National Sports Authority (NSA)	1	18,531,714
14	National Disaster Management Agency (NDMA)	6	15,979,239
15	Sierra Leone Correctional Services (SLCS)	5	14,555,953
16	Sierra Leone Commercial Bank (SLCB)	8	13,500,578
17	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	2	13,382,362
18	Karene District Council	7	11,002,812
19	Kambia District Council	4	10,478,981
20	Sierra Leone Port Authority (SLPA)	4	10,267,065

Table 34 – NPPA 2023

The table below lists the top 20 (twenty) procuring entities that **did not** submit their procurement activities within open competitive threshold to the NPPA for technical review, as required under Section 14(2)(p) of the Public Procurement Act, 2016, ranked based on the number of their procurement activities.

PROCURING ENTITIES WITH HIGHEST NUMBER OF PROCUREMENT ACTIVITIES IN OPEN COMPETITIVE THRESHOLD NOT REVIEWED & ENDORSED BY NPPA IN 2023			
Sn	Names of Procuring Entities	Number of Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	Value of Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB (LE)
1	National Commission for Social Action (NaCSA)	48	4,884,536,286
2	Agricultural Value Chain Development Project (AVDP)-Bo	16	219,981,618
3	National Social Security and Insurance Trust (NASSIT)	10	814,410,974
4	Sierra Leone Petroleum Directorate (PDSL)	9	560,867,748
5	Project Fiduciary Management Unit (PFMU)	8	831,103,184
6	Sierra Leone Commercial Bank (SLCB)	8	13,500,578
7	Freetown City Council (FCC)	7	112,230,130
8	Guma Valley Water Company (GVWC)	7	127,721,163
9	Karene District Council	7	11,002,812
10	Electoral Commission of Sierra Leone (ECSL)	6	66,772,249
11	Koinadugu District Council	6	2,120,084
12	Ministry of Finance (MOF)	6	7,505,825
13	National Disaster Management Agency (NDMA)	6	15,979,239
14	Environment Protection Agency (EPA)	5	2,243,571
15	Sierra Leone Correctional Services (SLCS)	5	14,555,953
16	Kambia District Council	4	10,478,981
17	Ministry of Defence (MOD)	4	109,656,324
18	Sierra Leone Port Authority (SLPA)	4	10,267,065
19	Sierra Leone Road Safety Authority (SLRSA)	4	1,274,000
20	Ministry of Works & Public Assets (MWPA)	3	180,394,393

Table 35 – NPPA 2023

Execution of Procurement Activities by Procurement Methods and Procurement Categories

Public procurement is a key driver of economic growth, ensuring transparency, efficiency, and value for money in the acquisition of goods, works, and services. This analysis examines the competitiveness of procurement activities in Sierra Leone, utilizing data on different procurement methods. It also highlights compliance issues relative to the Public Procurement Act of 2016 and Public Procurement Regulations, 2020 and provides recommendations to enhance procurement effectiveness.

The data provided below outlines the procurement activities conducted across various methods, including International Competitive Bidding (ICB), National Competitive Bidding (NCB), Request for Quotation (RFQ), Sole Source, Restricted Bidding, and other methods. The data reveals that National Competitive Bidding (NCB) and Request for Quotation (RFQ) are the most frequently used procurement methods. NCB accounts for the highest total value of procurement activities at Le 10,935,264,514 (Ten billion, nine hundred thirty-five million, two hundred sixty-four thousand, five hundred fourteen Leones), while RFQ accounts for Le 2,587,189,767 (Two billion, five hundred eighty-seven million, one hundred eighty-nine thousand, seven hundred sixty-seven Leones).

The significant use of ICB and NCB aligns with the procurement principle of fairness and open competition, which ensures value for money. However, given that Sierra Leone is an underdeveloped country, an over-reliance on ICB may limit the participation of local businesses due to stringent qualification requirements.

Sole source procurements, while sometimes necessary, must be justified under Section 47 of the Public Procurement Act, 2016. The absence of detailed justifications for these procurements could indicate non-compliance. Restricted bidding, though minimal, must adhere to Section 46 of the Act, which requires approval from the National Public Procurement Authority (NPPA).

The high volume of RFQ procurements, particularly for goods, suggests that some procurements may not have followed the competitive bidding process as required by the Act. RFQ is intended for low-value procurements, and its overuse could undermine competition. The "Method Not Available" category indicates a lack of proper documentation and adherence to procurement regulations. This undermines accountability and transparency.

The data highlights both strengths and weaknesses in the public procurement landscape. While the dominance of NCB and RFQ methods reflects a commitment to local procurement and value for money, the limited use of ICB, over-reliance on RFQ, and issues with sole source and unclassified procurements raise significant compliance concerns. By addressing these issues through enhanced oversight, transparency, and capacity building, the public procurement system can better align with the principles in the Public Procurement Act, 2016, and the Public Procurement Regulation, 2020.

EXECUTION OF PROCUREMENT ACTIVITIES BY PROCUREMENT METHODS AND PROCUREMENT CATEGORIES IN 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	ICB Goods	31	926,918,480
2	ICB Works	25	2,150,628,697
3	ICB Services	41	127,666,822
4	NCB Goods	454	3,170,044,524
5	NCB Works	117	6,715,447,845
6	NCB Services	133	1,049,772,145
7	RFQ Goods	2,790	2,003,050,950
8	RFQ Works	178	72,616,294
9	RFQ Services	1,166	511,522,523
10	Sole Source Goods	7	510,733,833
11	Sole Source Works	-	-
12	Sole Source Services	11	185,748,486
13	Restricted Bidding Goods	26	43,610,741
14	Restricted Bidding Works	-	-
15	Restricted Bidding Services	14	8,210,259
16	OTHERS - Goods	53	27,158,855
17	OTHERS - Works	5	4,818,136
18	OTHERS - Services	40	21,029,506
19	Method NOT Available - Goods	106	7,142,430
20	Method NOT Available - Works	32	459,866
21	Method NOT Available - Services	102	35,051,732

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Details of the Application of Procurement Methods by Procuring Entities

i. International Competitive Bidding (ICB)

The table below presents the details of the procuring entities that utilized International Competitive Bidding (ICB) in 2023, ranked by their procurement values. These entities collectively accounted for 18% of the total procurement value implemented through 94 (ninety-four) procurement activities.

Top Users of International Competitive Bidding (ICB) by Procurement Value in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using International Competitive Bidding Method (ICB)	Value of Procurement Activities Executed using International Competitive Bidding Method (ICB) (LE)
1	National Social Security and Insurance Trust (NASSIT)	14	958,479,459
2	Project Fiduciary Management Unit (PFMU)	4	820,340,853
3	Ministry of Transport and Aviation ((MTA)	1	418,233,412
4	National Revenue Authority (NRA)	1	240,427,085
5	Agricultural Value Chain Development Project (AVDP)-Bo	12	198,989,844
6	National Medical Supplies Agency (NMSA)	2	164,796,674
7	Ministry of Works & Public Assets (MWPA)	2	121,073,684
8	Electoral Commission of Sierra Leone (ECSL)	38	93,170,999
9	National Commission for Social Action (NaCSA)	2	80,036,915
10	Sierra Leone Roads Authority (SLRA)	1	29,152,559
11	Electricity Distribution and Supply Authority (EDSA)	4	24,002,922
12	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	4	14,298,682
13	Ministry of Defence (MOD)	1	10,881,304
14	Sierra Leone Port Authority (SLPA)	2	10,671,314
15	Universal Access Development Fund (UADF)	1	10,073,401
16	Eastern Technical University	2	5,905,678
17	Bank of Sierra Leone (BSL)	1	4,588,250

Table 37 – NPPA 2023

The table below presents the details of the procuring entities that utilized International Competitive Bidding (ICB) in 2023, ranked by their procurement numbers.

Top Users of International Competitive Bidding (ICB) by Procurement Numbers in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using International Competitive Bidding Method (ICB)	Value of Procurement Activities Executed using International Competitive Bidding Method (ICB) (LE)
1	Electoral Commission of Sierra Leone (ECSL)	38	93,170,999
2	National Social Security and Insurance Trust (NASSIT)	14	958,479,459
3	Agricultural Value Chain Development Project (AVDP)-Bo	12	198,989,844
4	Project Fiduciary Management Unit (PFMU)	4	820,340,853
5	Electricity Distribution and Supply Authority (EDSA)	4	24,002,922
6	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	4	14,298,682
7	National Medical Supplies Agency (NMSA)	2	164,796,674
8	Ministry of Works & Public Assets (MWPA)	2	121,073,684
9	National Commission for Social Action (NaCSA)	2	80,036,915
10	Sierra Leone Port Authority (SLPA)	2	10,671,314
11	Eastern Technical University	2	5,905,678
12	Ministry of Transport and Aviation ((MTA)	1	418,233,412
13	National Revenue Authority (NRA)	1	240,427,085
14	Sierra Leone Roads Authority (SLRA)	1	29,152,559
15	Ministry of Defence (MOD)	1	10,881,304
16	Universal Access Development Fund (UADF)	1	10,073,401
17	Bank of Sierra Leone (BSL)	1	4,588,250

Table 37 – NPPA 2023

ii. National Competitive Bidding (NCB)

The table below provides details of the top 20 (twenty) procuring entities that employed National Competitive Bidding (NCB) in 2023, ranked by their procurement values. These entities together accounted for 16% (Le 10,742,260,269) of the total procurement value, executed through 322 (three hundred and twenty-two) procurement activities.

Top Users of National Competitive Bidding (NCB) by Procurement Value in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using National Competitive Bidding Method (NCB)	Value of Procurement Activities Executed using National Competitive Bidding Method (NCB) (LE)
1	National Commission for Social Action (NaCSA)	55	5,819,406,724
2	Anti-Corruption Commission (ACC)	18	969,664,334
3	Electoral Commission of Sierra Leone (ECSL)	75	961,390,735
4	Ministry of Finance (MOF)	15	568,180,683
5	Sierra Leone Petroleum Directorate (PDSL)	9	560,867,748
6	Sierra Leone Correctional Services (SLCS)	53	552,927,019
7	Sierra Leone Public Transport Authority (SLPTA)	3	412,373,269
8	Ministry of Works & Public Assets (MWPA)	4	183,691,865
9	Guma Valley Water Company (GVWC)	12	127,903,061
10	Statistics Sierra Leone (SSL)	7	125,394,438
11	College of Medicine and Allied Health Sciences (COMAHS)	8	119,748,245
12	Freetown City Council (FCC)	11	115,020,970
13	Sierra Leone Free Education Project (SLFEP)	7	65,778,515
14	Sierra Leone Roads Authority (SLRA)	1	43,150,306
15	Ministry of Basic and Senior Secondary Education (MBSSE)	2	29,668,110
16	National Social Security and Insurance Trust (NASSIT)	19	24,384,525
17	National Sports Authority (NSA)	1	18,531,714
18	National Disaster Management Agency (NDMA)	8	16,084,989
19	Eastern Technical University	13	14,914,734
20	Sierra Leone Police (SLP)	1	13,178,286

Table 38 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities that employed National Competitive Bidding (NCB) in 2023, ranked by their number of procurement activities executed through 453 (four hundred and fifty-three) procurement activities.

Top Users of National Competitive Bidding (NCB) by Procurement Numbers in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using National Competitive Bidding Method (NCB)	Value of Procurement Activities Executed using National Competitive Bidding Method (NCB) (LE)
1	Electoral Commission of Sierra Leone (ECSL)	75	961,390,735
2	National Commission for Social Action (NaCSA)	55	5,819,406,724
3	Sierra Leone Correctional Services (SLCS)	53	552,927,019
4	Integrated Health Projects Administration Unit (IHPAU)	37	1,910,399
5	Sierra Leone Road Safety Authority (SLRSA)	33	4,116,733
6	University of Sierra Leone (USL)	21	8,351,639
7	National Social Security and Insurance Trust (NASSIT)	19	24,384,525
8	Anti-Corruption Commission (ACC)	18	969,664,334
9	Ministry of Finance (MOF)	15	568,180,683
10	Sierra Leone Port Authority (SLPA)	15	8,461,504
11	Eastern Technical University	13	14,914,734
12	Ministry of Foreign Affairs and International Cooperation	13	6,536,430
13	Guma Valley Water Company (GVWC)	12	127,903,061
14	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
15	Independent Media Commission (IMC)	12	47,585
16	Freetown City Council (FCC)	11	115,020,970
17	Accountant General's Department (AGD)	11	7,186,491
18	Audit Service Sierra Leone (ASSL)	10	2,765,132
19	Sierra Leone Petroleum Directorate (PDSL)	9	560,867,748
20	Political Parties Registration Commission (PPRC)	9	3,466,901

Table 39 – NPPA 2023

iii. Request for Quotation (RFQ)

The table below highlights the top 20 procuring entities that utilized the Request for Quotation (RFQ) method in 2023, ranked by procurement value. Collectively, these entities conducted 1,185 (one thousand, one hundred and eighty-five) procurement activities, accounting for 22% of total procurement activities. Their combined procurement value amounted to Le 2,373,374,541 (Two billion, three hundred and seventy-three million, three hundred and seventy-four thousand, five hundred and forty-one Leones), representing 14% of the total procurement value for the year.

Top Users of Request for Quotation Method (RFQ) by Procurement Values in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using Request for Quotation Method (RFQ)	Value of Procurement Activities Executed using Request for Quotation Method (RFQ) (LE)
1	Sierra Leone Free Education Project (SLFEP)	5	645,069,551
2	Project Fiduciary Management Unit (PFMU)	50	275,836,054
3	Sierra Leone Airport Authority (SLAA)	55	244,588,332
4	National Sports Authority (NSA)	8	161,662,260
5	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
6	Western Area Rural District Council (WARDC)	22	145,105,634
7	Njala University-Mokonde Campus	38	144,644,517
8	National Telecommunications Authority (NATCA)	44	115,939,706
9	Sierra Leone Maritime Administration (SLMA)	48	112,057,570
10	Central Intelligence and Security Unit (CISU)	11	84,662,092
11	Rokel Commercial Bank (RCB)	89	48,432,100
12	Freetown City Council (FCC)	94	38,547,460
13	Petroleum Regulatory Agency (PRA)	11	32,485,436
14	Environment Protection Agency (EPA)	92	30,376,501
15	Fourah Bay College (FBC)	19	27,841,435
16	National Civil Registration Authority (NCRA)	45	25,066,339
17	Sierra Leone National Commission on Small Arms	16	23,476,645
18	National Revenue Authority (NRA)	33	22,368,573
19	Sierra Leone Commercial Bank (SLCB)	274	20,289,115
20	Electoral Commission of Sierra Leone (ECSL)	219	15,338,811

Table 40 – NPPA 2023

The table below presents the top 20 (twenty) users of the Request for Quotation (RFQ) method in 2022, ranked by the number of activities and their corresponding values. These entities collectively conducted 2,578 procurement activities, representing 43% of the total procurement activities for the year.

Top Users of Request for Quotation Method (RFQ) by Procurement Numbers in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using Request for Quotation Method (RFQ)	Value of Procurement Activities Executed using Request for Quotation Method (RFQ) (LE)
1	Sierra Leone Commercial Bank (SLCB)	274	20,289,115
2	Electoral Commission of Sierra Leone (ECSL)	219	15,338,811
3	Sierra Leone Port Authority (SLPA)	129	6,760,911
4	Freetown City Council (FCC)	94	38,547,460
5	Guma Valley Water Company (GVWC)	94	1,308,857
6	Environment Protection Agency (EPA)	92	30,376,501
7	Rokel Commercial Bank (RCB)	89	48,432,100
8	Teaching Service Commission (TSC)	87	14,161,480
9	Judicial & Legal Service Commission	83	2,745,045
10	Office of the Chief Minister (OCM)	80	10,836,483
11	National Insurance Company (NIC)	75	3,879,092
12	Sierra Leone House of Parliament (HOP)	65	7,460,549
13	Ministry of Planning and Economic Development (MOPED)	62	2,687,258
14	National Minerals Agency (NMA)	60	2,841,562
15	Universal Access Development Fund (UADF)	60	2,435,682
16	Sierra Leone Pharmacy Board	60	1,012,282
17	Sierra Leone Airport Authority (SLAA)	55	244,588,332
18	Electricity Generation and Transmission Company (EGTC)	55	1,758,025
19	National Water Resources Management Agency (NWRMA)	51	5,918,150
20	Project Fiduciary Management Unit (PFMU)	50	275,836,054

Table 41 – NPPA 2023

Execution of procurement activities above the Request for Quotation (RFQ) threshold using the RFQ method

The execution of procurement activities above the Request for Quotation (RFQ) threshold using the RFQ method raises significant compliance and governance concerns within the public procurement landscape. These practices directly contravene the provisions outlined in the *Public Procurement Act, 2016* and the *Public Procurement Regulations, 2020*, which establish clear thresholds and methods to ensure transparency, competitiveness, and value for money in public procurement.

Procuring entities are required to adhere to the financial thresholds specified for the RFQ method. Exceeding these thresholds without justification constitutes a breach of Section 37 of the *Public Procurement Act, 2016*. Procurements above the RFQ threshold must follow approved methods and, where necessary, receive prior authorization from the National Public Procurement Authority (NPPA). The misuse of RFQ can facilitate bid rigging, contract splitting, restricts supplier participation, reducing competitiveness and potentially leading to inflated costs or favouritism. This undermines the integrity of the procurement process and erodes public trust in government institutions.

To uphold the integrity of the public procurement system, it is imperative that procuring entities strictly comply with the *Public Procurement Act, 2016* and the *Public Procurement Regulations, 2020*, thereby promoting transparency, accountability, and efficiency in public procurement, ultimately fostering economic growth and sustainable development.

Misuse of the RFQ method for procurement activities exceeding the approved threshold poses significant risks to transparency, competition, and financial

accountability. Strict compliance with the Public Procurement Act, 2016, and the Public Procurement Regulations, 2020, is crucial to maintaining integrity in public procurement and ensuring value for money in government spending.

The table below lists the top 20 (twenty) procuring entities that executed activities using the RFQ method with values exceeding the legal RFQ threshold. The entities are arranged in ascending order based on the value of procurement activities executed.

<i>PROCURING ENTITIES WITH HIGHEST VALUE OF ACTIVITIES ABOVE RFQ THRESHOLD</i>			
Sn	Names of Procuring Entities	Number of Procurement Activities above RFQ threshold Executed using RFQ	Value of Procurement Activities above RFQ threshold Executed using RFQ (Le)
1	Sierra Leone Free Education Project (SLFEP)	5	645,069,551
2	Project Fiduciary Management Unit (PFMU)	7	268,218,012
3	National Sports Authority (NSA)	3	161,323,500
4	Sierra Leone Standards Bureau (SLSB)	3	159,229,000
5	Western Area Rural District Council (WARDC)	2	144,891,620
6	Njala University-Mokonde Campus	15	143,188,136
7	National Telecommunications Authority (NATCA)	22	115,041,122
8	Sierra Leone Maritime Administration (SLMA)	2	108,647,500
9	Central Intelligence and Security Unit (CISU)	4	84,310,446
10	Rokel Commercial Bank (RCB)	8	43,973,724
11	Freetown City Council (FCC)	2	35,190,000
12	Petroleum Regulatory Agency (PRA)	4	31,990,750
13	Environment Protection Agency (EPA)	9	28,123,202
14	Fourah Bay College (FBC)	3	27,007,500
15	Sierra Leone National Commission on Small Arms	1	23,285,000
16	National Civil Registration Authority (NCRA)	2	23,208,000
17	National Revenue Authority (NRA)	9	20,735,958
18	Teaching Service Commission (TSC)	45	12,497,368
19	National Medical Supplies Agency (NMSA)	3	11,407,995
20	Falaba District Council	10	10,523,690

Table 42 – NPPA 2023

The table below lists the top 20 procuring entities that executed activities using the RFQ method with values exceeding the legal RFQ threshold. The entities are arranged in ascending order based on the number of activities.

PROCURING ENTITIES WITH HIGHEST NUMBER OF ACTIVITIES ABOVE RFQ THRESHOLD			
Sn	Names of Procuring Entities	Number of Procurement Activities above RFQ threshold Executed using RFQ	Value of Procurement Activities above RFQ threshold Executed using RFQ (Le)
1	Sierra Leone Commercial Bank (SLCB)	64	9,216,575
2	Teaching Service Commission (TSC)	45	12,497,368
3	Office of the Chief Minister (OCM)	23	8,034,463
4	National Telecommunications Authority (NATCA)	22	115,041,122
5	Sierra Leone House of Parliament (HOP)	21	6,264,072
6	Njala University-Mokonde Campus	15	143,188,136
7	Falaba District Council	10	10,523,690
8	Environment Protection Agency (EPA)	9	28,123,202
9	National Revenue Authority (NRA)	9	20,735,958
10	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
11	Rokel Commercial Bank (RCB)	8	43,973,724
12	Karene District Council	7	1,917,480
13	National Youth Commission (NAYCOM)	7	2,882,348
14	Project Fiduciary Management Unit (PFMU)	7	268,218,012
15	Bombali District Council	6	4,955,814
16	Sierra Leone Free Education Project (SLFEP)	5	645,069,551
17	Central Intelligence and Security Unit (CISU)	4	84,310,446
18	Electoral Commission of Sierra Leone (ECSL)	4	1,697,470
19	Judicial & Legal Service Commission	4	926,377
20	Ministry of Trade and Industry (MTI)	4	677,333

Table 43 – NPPA 2023

Use of Restricted Methods of Procurement in 2023

The Public Procurement Act, 2016, and the Public Procurement Regulations, 2020, establish a framework that prioritizes open competitive procurement methods but also allows the use of restricted methods such as Sole Source, Restricted Bidding, and Request for Quotations (RFQ) under specific circumstances. These methods provide flexibility in certain procurement situations, but they must be applied with caution and in strict compliance with legal guidelines to ensure fairness, transparency, and accountability. Their misuse or improper application can lead to significant compliance issues and broader implications for transparency, fairness, and value for money.

The use of restricted methods can increase the potential for corruption, nepotism, and clientelism, especially if the process is not carefully monitored. When procurement activities are restricted to a single supplier or a small group of suppliers, there is an increased risk that decisions will be influenced by personal interests rather than objective criteria. Sole Source procurement, in particular, can be vulnerable to abuse if not supported by adequate justification, such as the unavailability of alternative suppliers or the urgency of the need.

Procuring entities must be able to clearly justify their use of restricted methods, ensuring they meet the criteria for urgency, exclusivity, or necessity. By bypassing competitive processes, procuring entities may fail to achieve the best possible pricing or quality, resulting in inefficient use of public funds and poor value for money. Non-compliance with these provisions can undermine the integrity of the procurement process and expose the entity to legal challenges or reputational damage.

Restricted procurement methods are legally permitted under certain conditions, their misuse can lead to significant risks, including lack of transparency, corruption, and inefficiency. To ensure fairness, integrity, and value for money in public procurement, it is essential that these methods are used in strict compliance with the legal framework, with adequate justification, oversight, and accountability mechanisms in place.

iv. Sole Source

The table below presents details of the procuring entities that used the Sole Source procurement method in 2023, arranged in an ascending order based on their procurement values. Based on the data, 8 (eight) procuring entities undertook sole source amounting to Le 696,482,319 (Six hundred ninety-six million, four hundred eighty-two thousand, three hundred nineteen Leones) through 18 (eighteen) activities.

The review process revealed that all 18 activities were reviewed and endorsed by the NPPA, as they met the legal requirements enshrined in the PPA, 2016 for using the sole source method.

Use of Sole Source Procurement Method in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using Sole Source Method	Value of Procurement Activities Executed using Sole Source Method (LE)
1	Ministry of Energy (MOE)	2	398,852,788
2	Ministry of Fisheries & Marine Resources (MFMR)	1	177,088,887
3	Ministry of Defence (MOD)	2	107,569,324
4	Sierra Leone Commercial Bank (SLCB)	6	10,796,261
5	Audit Service Sierra Leone (ASSL)	1	1,264,760
6	Ministry of Finance (MOF)	3	560,000
7	Accountant General's Department (AGD)	2	317,039
8	Bank of Sierra Leone (BSL)	1	33,260

Table 44 – NPPA 2023

v. Restricted Bidding

The table below provides details of the procuring entities that used the Restricted Bidding method in 2023, ranked in ascending order based on their procurement values. According to the data, 5 (five) procuring entities conducted procurement activities amounting to Le 696,482,319 (six hundred and ninety-six million, four hundred and eighty-two thousand, three hundred and nineteen Leones) through 38 procurement activities.

Use of Restricted Bidding Method Method in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using Restricted Bidding Method	Value of Procurement Activities Executed using Restricted Bidding Method (LE)
1	Njala University-Mokonde Campus	7	24,619,980
2	Agricultural Value Chain Development Project (AVDP)-Bo	15	22,217,447
3	Ministry of Basic and Senior Secondary Education (MBSSE)	6	3,751,588
4	Ministry of Public Administration and Political Affairs (MPPA)	1	1,170,200
5	Bonthe District Council	9	61,785

Table 45 – NPPA 2023

vi. OTHERS (Proforma Invoice, Internal Memo, Direct Purchase etc)

The Public Procurement Act, 2016, and the Public Procurement Regulations, 2020, aim to ensure transparency, competition, and value for money in public procurement. However, the use of unsanctioned methods such as proforma invoicing, internal memos, and direct purchase, collectively termed "**Others**" undermines the integrity of the process. These practices can lead to inflated costs, favouritism, and collusion, compromising fairness and efficiency. The lack of competition in these methods increases the risk of conflicts of interest and procurement fraud, resulting in poor-quality goods or services and missed opportunities for innovation.

The table below list provide details of the procuring entities that used non-competitive methods, such as Direct Purchase, Internal memos and Proforma Invoicing (referred to as "OTHERS"), organized by their procurement values. Based on the data, 11 (eleven) procuring entities undertook 98 (ninety-eight) activities that amounted to Le 53,006,497 (Fifty-three million, six thousand, four hundred and ninety-seven Leones) in 2023.

Procurement Activities Executed using OTHER Methods (Direct Sourcing, Proforma etc) in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using OTHER Methods (Direct Sourcing, Proforma etc)	Value of Procurement Activities Executed using OTHER Methods (Direct Sourcing, Proforma etc) (LE)
1	Agricultural Value Chain Development Project (AVDP)-Bo	19	25,164,726
2	Integrated Health Projects Administration Unit (IHPAU)	8	11,684,128
3	Sierra Leone Regional Rice Value Chain Development Project-Bo	8	10,760,464
4	Sierra Leone Port Authority (SLPA)	6	3,209,062
5	National Council for Technical Vocational and other Awards (NCTVA)	37	1,304,784
6	Sierra Leone National Commission on Small Arms	1	349,500
7	Project Fiduciary Management Unit (PFMU)	2	288,261
8	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	7	110,700
9	Sierra Leone Seed Certification Agency	7	79,272
10	Sierra Leone Metrological Agency	1	32,000
11	Sierra Leone Local Content Agency (SLLCA)	2	23,600

Table 46 – NPPA 2023

vii. Execution of Procurement Activities without any Specified Procurement Methods

Executing procurement activities outside the framework established by the Public Procurement Act, 2016, and the Public Procurement Regulations, 2020, presents several risks and implications. The failure to specify procurement methods poses significant risks to transparency, accountability, and financial integrity. It undermines the principles of fairness, competition, and value for money, leading to poor service delivery, financial losses, and long-term damage to public trust and governance.

Without adherence to the prescribed procedures, there is a heightened risk of corrupt practices, such as favouritism, fraud, and conflicts of interest, as decisions may be made without proper scrutiny or competitive evaluation. Repeated use of non-compliant procurement methods weakens the overall procurement system, making it

susceptible to mismanagement and inefficiency, ultimately hindering the public sector's ability to effectively serve citizens.

The table below lists the procuring entities that conducted procurement activities without specifying the procurement methods used, organized by their procurement values. Based on the data, 240 (two hundred and forty) procurement activities amounting to Le 42,654,028 were executed without specifying the procurement methods by 27 (twenty-seven) procuring entities. The Sierra Leone Housing Corporation (SALHOC) accounted for 76 (seventy-six) being the highest followed by the National Monitoring and Evaluation Directorate (NaMED) with 55 (fifty-five) activities.

Execution of Procurement Activities without any Specified Procurement Methods in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed with NO Methods Available	Value of Procurement Activities Executed with NO Methods Available (LE)
1	National Telecommunications Authority (NATCA)	12	21,902,498
2	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
3	National Drug Law Enforcement Agency (NDLEA)	4	2,859,644
4	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	2	1,464,939
5	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
6	Decentralization Secretariat	19	1,219,080
7	National Monitoring and Evaluation Directorate (NaMED)	55	750,216
8	Sierra Leone Housing Corporation (SALHOC)	76	676,506
9	National Minerals Agency (NMA)	6	652,950
10	Sierra Leone Produce Marketing Company (SLPMC)	4	477,231
11	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	10	332,278
12	Sierra Leone Commercial Bank (SLCB)	2	184,702
13	National Council for Technical Vocational and other Awards (NCTVA)	4	154,737
14	Sierra Leone Broadcasting Corporation (SLBC)	7	52,586
15	National Commission for Persons with Disability – Sierra Leone	4	46,920
16	Public Private Partnership Unit (PPPU)	1	38,371
17	Project Fiduciary Management Unit (PFMU)	1	33,000
18	Attorney General and Minister of Justice	1	30,000
19	National Insurance Company (NIC)	6	28,490
20	Ministry of Planning and Economic Development (MOPED)	1	13,800
21	Department Corporatives	2	11,475
22	Sierra Leone Telecommunications Company (SIERRATEL)	5	10,918
23	Tertiary Education Commission (TEC)	2	9,505
24	National Youth Commission (NAYCOM)	1	9,000
25	National Fertilizer Regulatory Agency (NAFRA)	1	4,725
26	National Water Resources Management Agency (NWRMA)	1	4,000
27	Small and Medium Enterprise and Development Agency (SMEDA)	3	2,788

Table 47 – NPPA 2023

xi. Publication of Competitive Bidding Opportunities

Under Sierra Leone's Public Procurement Act, procuring entities are mandated to advertise competitive bidding opportunities to ensure competitive processes.

In 2023, there was a sharp contrast between competitive bidding opportunities that were advertised and those that were not. The table and graph below outline the key statistics for the year under review.

Based on the data, 513 competitive bidding opportunities advertised were advertised using the Invitation for Bids (IFB), valued at Le 11,718,482,498 (Eleven billion, seven

hundred and eighteen million, four hundred and eighty-two thousand, four hundred and ninety-eight Leones) representing 66.65% of the total procurement opportunities.

Unfortunately, 265 competitive bidding opportunities, valued at Le 3,169,783,848 (Three billion, one hundred and sixty-nine million, seven hundred and eighty-three thousand, eight hundred and forty-eight Leones) representing 33.35% of the total procurement value were not advertised as enshrined in Section 48(1) of the Public Procurement Act of 2016.

The advertisement of competitive bidding opportunities is a fundamental principle for ensuring transparency in the procurement process. By advertising procurement opportunities publicly, the government provides equal access to all potential suppliers and contractors. However, the non-publication of the 33.35% of procurement opportunities raises concerns about transparency and fairness in the procurement process and creates room for favouritisms and lack of accountability.

Publication of Competitive Bidding Opportunities			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Competitive Bidding Opportunities (IFB) Advertised	513	11,718,482,498
2	Competitive Bidding Opportunities (IFB) NOT Advertised	265	3,169,783,848

Table 48 – NPPA 2023

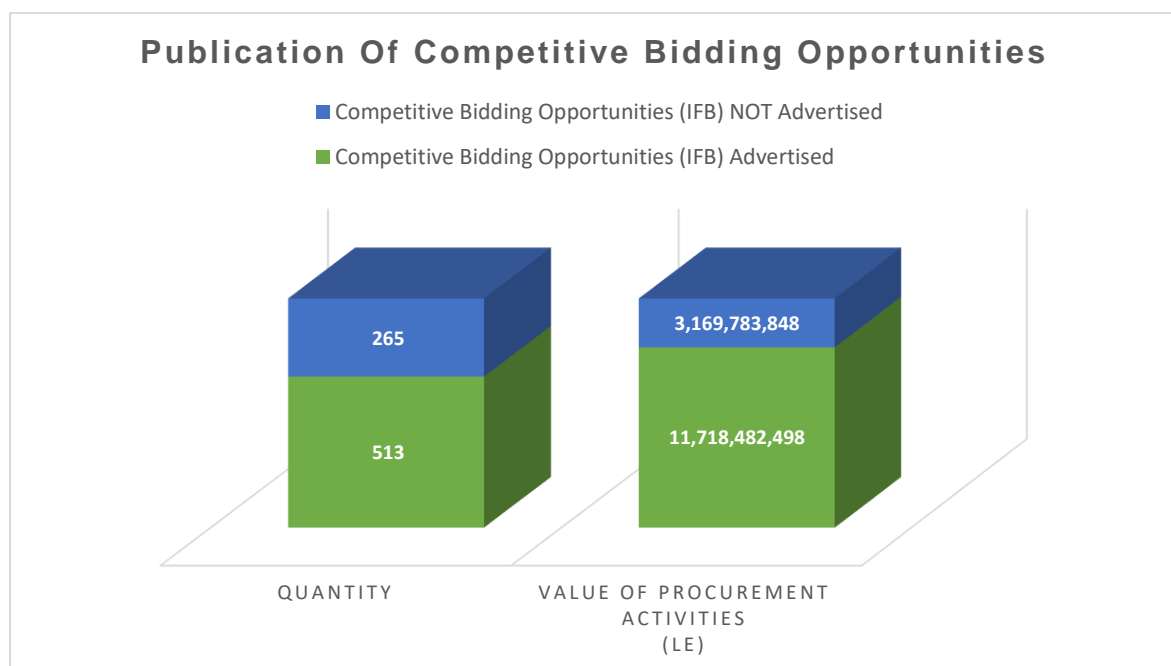


Chart 3 – NPPA 2023

The table below presents the top 20 (twenty) procuring entities that advertised competitive bidding opportunities in 2023, ranked according to their total procurement values.

Competitive Bidding Opportunities Advertised in 2023			
Sn	Names of Procuring Entities	Number of Invitations for Bids (IFB) Advertised	Value of Invitations for Bids (IFB) Advertised (LE)
1	National Commission for Social Action (NaCSA)	49	5,878,364,349
2	National Social Security and Insurance Trust (NASSIT)	33	982,863,984
3	Anti-Corruption Commission (ACC)	17	969,651,557
4	Project Fiduciary Management Unit (PFMU)	9	831,103,184
5	Sierra Leone Petroleum Directorate (PDSL)	8	560,675,738
6	Sierra Leone Correctional Services (SLCS)	45	475,487,022
7	Sierra Leone Public Transport Authority (SLPTA)	2	412,328,269
8	National Revenue Authority (NRA)	5	242,200,327
9	Agricultural Value Chain Development Project (AVDP)-Bo	12	190,344,834
10	Electoral Commission of Sierra Leone (ECSL)	51	189,969,794
11	National Medical Supplies Agency (NMSA)	2	164,796,674
12	Guma Valley Water Company (GVWC)	12	127,903,061
13	Statistics Sierra Leone (SSL)	7	125,394,438
14	College of Medicine and Allied Health Sciences (COMAHS)	8	119,748,245
15	Freetown City Council (FCC)	7	113,098,090
16	Ministry of Finance (MOF)	16	32,475,979
17	Ministry of Basic and Senior Secondary Education (MBSSE)	2	29,668,110
18	Electricity Distribution and Supply Authority (EDSA)	5	24,632,372
19	Eastern Technical University	14	20,817,347
20	National Sports Authority (NSA)	1	18,531,714

Table 49 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities that did **NOT** advertise competitive bidding opportunities in 2023, as no evidence of advertisements was provided during the review. These entities are ranked based on their total procurement values.

Competitive Bidding Opportunities NOT Advertised in 2023			
Sn	Names of Procuring Entities	Number of Invitations for Bids (IFB) NOT Advertised	Value of Invitations for Bids (IFB) NOT Advertised (LE)
1	Electoral Commission of Sierra Leone (ECSL)	53	864,525,116
2	Ministry of Finance (MOF)	4	536,264,704
3	Ministry of Transport and Aviation ((MTA)	1	418,233,412
4	Ministry of Energy (MOE)	2	398,852,788
5	Ministry of Works & Public Assets (MWPA)	6	304,765,549
6	Ministry of Fisheries & Marine Resources (MFMR)	1	177,088,887
7	Ministry of Defence (MOD)	4	108,556,324
8	Sierra Leone Correctional Services (SLCS)	8	77,439,997
9	Sierra Leone Roads Authority (SLRA)	2	72,302,865
10	Sierra Leone Free Education Project (SLFEP)	6	65,778,515
11	Agricultural Value Chain Development Project (AVDP)-Bo	20	36,151,090
12	Njala University-Mokonde Campus	7	24,619,980
13	National Commission for Social Action (NaCSA)	8	21,079,289
14	Sierra Leone Port Authority (SLPA)	13	14,199,830
15	Sierra Leone Commercial Bank (SLCB)	9	13,500,578
16	Kambia District Council	4	10,478,981
17	Ministry of Basic and Senior Secondary Education (MBSSE)	6	3,751,588
18	Political Parties Registration Commission (PPRC)	7	3,454,216
19	Freetown City Council (FCC)	4	1,922,880
20	Accountant General's Department (AGD)	3	1,748,790

Table 50 – NPPA 2023

Procuring entities are encouraged to fully comply with the requirement of the PPA 2016 that mandates the publication of competitive procurement, sole source and restrictive bidding opportunities as it is essential for improving the efficiency, fairness, and competitiveness of the country's procurement landscape, ultimately contributing to better governance and economic development.

Execution of Procurement Activities by Categories in 2023

In 2023, procurement activities were executed across three main categories: Goods, Works, and Services. The data reveals several key insights into procurement execution trends and spending in 2023.

Based on the data, procurement of goods accounted for the largest share of procurement transactions, with 3,467 (Three thousand, four hundred and sixty-seven) procurement activities, representing 65% of total number of procurement activities. However, despite the high number of transactions, the financial value of goods procurement stood at Le 6,688,659,814 (Six billion, six hundred eighty-and eight million, six hundred and fifty-nine thousand, eight hundred and fourteen Leones), which is 38% of the total procurement value.

Although the works category had the fewest number of procurement transactions (357 activities, or about 7% of total transactions), it accounted for the highest expenditure at Le 8,943,970,838 (Eight billion, nine hundred and forty-three million, nine hundred

and seventy thousand, eight hundred and thirty-eight Leones), representing 51% of the total procurement value. This indicates that procurement in this category involved high-cost projects such as infrastructure development, renovations, and construction.

The services category recorded 1,507 (one thousand five hundred and seven) procurement transactions (28% of total procurement activities). However, despite having a significantly higher number of transactions than works procurement, the total expenditure in this category was only Le 1,939,001,474 (One billion, nine hundred and thirty-nine million, one thousand, four hundred and seventy-four Leones), which represents a modest 11% of the overall procurement spending. This suggests that many of the procured services were lower in cost compared to goods and works.

Despite the limited number of works contracts, the high value of spending raises concerns about cost efficiency, value for money, and potential contract inflation. A detailed review of awarded contracts is necessary to ensure transparency and fair pricing. The large volume of goods procurement transactions suggests fragmentation of contracts, which could indicate possible contract splitting to bypass competitive procurement thresholds. The low expenditure on services, despite a considerable number of transactions, may indicate a lack of investment in consultancy, capacity building, and professional services. While goods procurement had the highest quantity, works procurement had the highest value, and services procurement had the lowest value. Compliance challenges such as contract fragmentation, potential cost inefficiencies, and limited investment in services must be addressed through enhanced oversight, better procurement planning, and stricter enforcement of procurement regulations to ensure transparency and value for money in public procurement.

The table and graph below provide details of the various categories of procurement for 2023:

Execution of Procurement Activities by Procurement Categories			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Goods	3,467	6,688,659,814
2	Works	357	8,943,970,838
3	Services	1,507	1,939,001,474

Table 51 – NPPA 2023

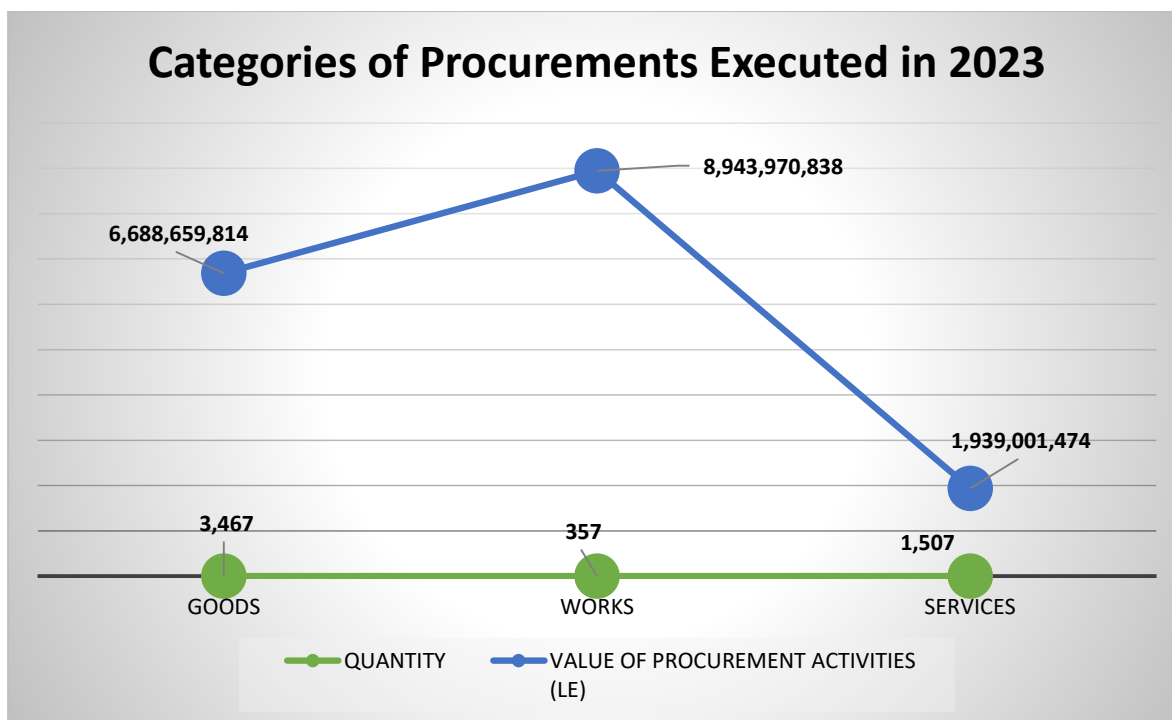


Chart 4 – NPPA 2023

i. Procurement of Goods in 2023

The table below presents the top 20 (twenty) procuring entities that procured Goods in 2023, together with their respective procurement values. The analysis shows that these entities were responsible for 681 (six hundred and eighty-one) procurement activities, representing 13% of all procurement transactions for the year. The total value of these procurements amounted to Le 6,074,313,168 (Six billion, seventy-four million, three hundred and thirteen thousand, one hundred and sixty-eight Leones), accounting for 35% of the total procurement value in 2023.

PROCURING ENTITIES WITH THE HIGHEST VALUE OF GOODS PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Goods procured	Value of Goods procured (LE)
1	Anti-Corruption Commission (ACC)	18	969,664,334
2	Sierra Leone Free Education Project (SLFEP)	6	645,069,551
3	Ministry of Finance (MOF)	21	561,581,138
4	Sierra Leone Correctional Services (SLCS)	62	538,924,244
5	Ministry of Transport and Aviation ((MTA)	1	418,233,412
6	Sierra Leone Public Transport Authority (SLPTA)	10	412,389,629
7	Ministry of Energy (MOE)	5	398,946,138
8	Project Fiduciary Management Unit (PFMU)	28	269,117,022
9	Agricultural Value Chain Development Project (AVDP)-Bo	36	239,569,152
10	Sierra Leone Airport Authority (SLAA)	42	203,545,541

11	Electoral Commission of Sierra Leone (ECSL)	152	195,081,225
12	Njala University-Mokonde Campus	44	169,173,122
13	National Medical Supplies Agency (NMSA)	8	164,987,263
14	National Sports Authority (NSA)	7	161,588,550
15	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
16	Guma Valley Water Company (GVWC)	100	129,186,783
17	Ministry of Defence (MOD)	15	125,203,788
18	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
19	Freetown City Council (FCC)	58	112,749,654
20	Central Intelligence and Security Unit (CISU)	12	78,157,244

Table 52 – NPPA 2023

The table below outlines the top 20 (twenty) procuring entities for Goods procurement in 2023, ranked by the number of activities. According to the analysis, these entities conducted 1,528 (one thousand five hundred and twenty-eight) procurement activities, accounting for 29% of all procurement activities during the year. The total value of these activities amounted to Le 1,656,523,774 (one billion, six hundred and fifty-six million, five hundred and twenty-three thousand, seven hundred and seventy-four Leones), representing 9% of the total procurement value for 2023.

PROCURING ENTITIES WITH THE HIGHEST NUMBER OF GOODS PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Goods procured	Value of Goods procured (LE)
1	Sierra Leone Commercial Bank (SLCB)	254	24,301,540
2	Electoral Commission of Sierra Leone (ECSL)	152	195,081,225
3	Sierra Leone Port Authority (SLPA)	149	28,921,441
4	Guma Valley Water Company (GVWC)	100	129,186,783
5	Rokel Commercial Bank (RCB)	92	52,971,540
6	National Insurance Company (NIC)	76	4,596,838
7	Environment Protection Agency (EPA)	66	30,175,057
8	Sierra Leone Correctional Services (SLCS)	62	538,924,244
9	National Minerals Agency (NMA)	61	3,620,124
10	Freetown City Council (FCC)	58	112,749,654
11	Office of the Chief Minister (OCM)	55	6,198,800
12	Integrated Health Projects Administration Unit (IHPAU)	54	12,731,699
13	Electricity Generation and Transmission Company (EGTC)	53	1,809,975
14	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
15	Njala University-Mokonde Campus	44	169,173,122
16	Universal Access Development Fund (UADF)	44	2,032,156
17	Judicial & Legal Service Commission	43	1,725,486
18	Sierra Leone Airport Authority (SLAA)	42	203,545,541
19	National Social Security and Insurance Trust (NASSIT)	40	13,542,566
20	Sierra Leone Civil Aviation Authority (SLCAA)	39	3,677,015

Table 53 – NPPA 2023

ii. Procurement of Works in 2023

The table below provides details of the top 20 (twenty) procuring entities for Works procurement in 2023, ranked by the value of their activities. The analysis revealed that these entities carried out 213 (two hundred and thirteen) activities, representing 4% of all procurement activities for the year. The total value of these activities amounted to Le 8,914,493,993 (Eight billion, nine hundred and fourteen million, four hundred and ninety-three thousand, nine hundred and ninety-three Leones), accounting for 51% of the total procurement value in 2023.

PROCURING ENTITIES WITH THE HIGHEST VALUE OF WORKS PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Works procured	Value of Works procured (LE)
1	National Commission for Social Action (NaCSA)	52	5,862,887,102
2	National Social Security and Insurance Trust (NASSIT)	16	853,912,294
3	Project Fiduciary Management Unit (PFMU)	5	820,504,446
4	Sierra Leone Petroleum Directorate (PDSL)	1	550,364,872
5	Ministry of Works & Public Assets (MWPA)	10	305,537,487
6	National Revenue Authority (NRA)	5	240,917,529
7	Sierra Leone Roads Authority (SLRA)	28	75,342,218
8	Sierra Leone Free Education Project (SLFEP)	6	65,778,515
9	Western Area Rural District Council (WARDC)	2	32,573,720
10	Sierra Leone Police (SLP)	1	13,178,286
11	Karene District Council	15	13,090,322
12	Universal Access Development Fund (UADF)	3	11,340,465
13	Sierra Leone Correctional Services (SLCS)	6	10,987,110
14	Administrator & Registrar General's Office (OARG)	1	10,859,398
15	Falaba District Council	11	10,799,866
16	Kambia District Council	4	10,478,981
17	Central Intelligence and Security Unit (CISU)	2	9,317,081
18	Bombali District Council	8	6,034,148
19	Electoral Commission of Sierra Leone (ECSL)	32	5,772,017
20	Agricultural Value Chain Development Project (AVDP)-Bo	5	4,818,136

Table 54 – NPPA 2023

The table below outlines the top forty procuring entities for Works procurement in 2023, ranked by the number of activities undertaken. According to the analysis, these entities conducted a total of 273 (two hundred and seventy-three) procurement activities, accounting for 5% of all procurement activities for the year. The cumulative value of these activities amounted to Le 8,286,998,756 (Eight billion, two hundred and eighty-six million, nine hundred and ninety-eight thousand, seven hundred and fifty-six Leones), representing 47% of the total procurement value for 2023.

PROCURING ENTITIES WITH THE HIGHEST NUMBER OF WORKS PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Works procured	Value of Works procured (LE)
1	National Commission for Social Action (NaCSA)	52	5,862,887,102
2	Electoral Commission of Sierra Leone (ECSL)	32	5,772,017
3	Sierra Leone Housing Corporation (SALHOC)	30	407,136
4	Sierra Leone Roads Authority (SLRA)	28	75,342,218
5	National Social Security and Insurance Trust (NASSIT)	16	853,912,294
6	Freetown City Council (FCC)	15	2,328,659
7	Karene District Council	15	13,090,322
8	Falaba District Council	11	10,799,866
9	Ministry of Works & Public Assets (MWPA)	10	305,537,487
10	Bombali District Council	8	6,034,148
11	Judicial & Legal Service Commission	7	264,621
12	Koinadugu District Council	6	2,085,950
13	Sierra Leone Commercial Bank (SLCB)	6	664,352
14	Sierra Leone Correctional Services (SLCS)	6	10,987,110
15	Sierra Leone Free Education Project (SLFEP)	6	65,778,515
16	Agricultural Value Chain Development Project (AVDP)-Bo	5	4,818,136
17	Bo District Council	5	134,190
18	Kenema District Council	5	4,732,658
19	National Revenue Authority (NRA)	5	240,917,529
20	Project Fiduciary Management Unit (PFMU)	5	820,504,446

Table 55 – NPPA 2023

iii. Procurement of Service in 2023

The table below presents the top 20 (twenty) procuring entities for services in 2023, arranged by procurement value. These entities collectively undertook 477 (four hundred seventy-seven) procurement activities, accounting for 9% of all procurement activities during the year. The total value of these activities amounted to Le 1,850,415,808 (One billion, eight hundred and fifty million, four hundred and fifteen thousand, eight hundred and eight Leones), representing 11% of the total procurement value for the year.

PROCURING ENTITIES WITH THE HIGHEST VALUE OF SERVICES PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Services procured	Value of Services procured (LE)
1	Electoral Commission of Sierra Leone (ECSL)	148	869,047,303
2	Ministry of Fisheries & Marine Resources (MFMR)	5	177,396,817
3	National Telecommunications Authority (NATCA)	28	135,180,186
4	Statistics Sierra Leone (SSL)	9	124,725,072
5	National Social Security and Insurance Trust (NASSIT)	16	117,226,693
6	Western Area Rural District Council (WARDC)	4	112,345,650
7	Sierra Leone Maritime Administration (SLMA)	8	99,299,829
8	Sierra Leone Airport Authority (SLAA)	13	41,042,791
9	Freetown City Council (FCC)	32	38,490,117
10	National Sports Authority (NSA)	2	18,605,424
11	Project Fiduciary Management Unit (PFMU)	30	17,639,032
12	National Civil Registration Authority (NCRA)	10	16,933,910
13	Teaching Service Commission (TSC)	72	12,037,932
14	National Medical Supplies Agency (NMSA)	11	11,874,585
15	Integrated Health Projects Administration Unit (IHPAU)	41	10,941,460
16	Sierra Leone Regional Rice Value Chain Development Project-Bo	8	10,760,464
17	Civil Service, Cabinet Secretariat (CABSEC)	2	10,354,879
18	National Commission for Social Action (NaCSA)	1	9,048,663
19	Sierra Leone Commercial Bank (SLCB)	25	9,008,503
20	National Revenue Authority (NRA)	12	8,456,498

Table 56 – NPPA 2023

The table below ranks the top 20 (twenty) procuring entities for the procurement of Services in 2023, arranged in ascending order based on the number of procurement activities. These entities carried out 764 (seven hundred sixty-four) activities, accounting for 14% of all procurement transactions. The total value of these activities amounted to Le 1,112,977,967 (one billion, one hundred twelve million, nine hundred seventy-seven thousand, nine hundred sixty-seven Leones), representing 6% of the overall procurement expenditure.

PROCURING ENTITIES WITH THE HIGHEST NUMBER OF SERVICES PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Services procured	Value of Services procured (LE)
1	Electoral Commission of Sierra Leone (ECSL)	148	869,047,303
2	Teaching Service Commission (TSC)	72	12,037,932
3	Integrated Health Projects Administration Unit (IHPAU)	41	10,941,460
4	Ministry of Planning and Economic Development (MOPED)	38	1,291,318
5	National Monitoring and Evaluation Directorate (NaMED)	36	568,518
6	Judicial & Legal Service Commission	34	879,162
7	Environment Protection Agency (EPA)	33	2,448,237
8	Freetown City Council (FCC)	32	38,490,117
9	Office of the Chief Minister (OCM)	32	4,755,118
10	Sierra Leone House of Parliament (HOP)	31	6,133,656
11	Project Fiduciary Management Unit (PFMU)	30	17,639,032
12	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	30	509,647
13	Independent Commission for Peace and National Cohesion	29	1,281,699
14	Sierra Leone Pharmacy Board	29	288,903
15	National Telecommunications Authority (NATCA)	28	135,180,186
16	Ministry of Social Welfare (MSW)	26	937,596
17	Nuclear Safety and Radiation Protection Agency (NSRPA)	25	1,145,749
18	Sierra Leone Commercial Bank (SLCB)	25	9,008,503
19	Sierra Leone Housing Corporation (SALHOC)	24	136,198
20	National Water Resources Management Agency (NWRMA)	21	257,632

Table 57 – NPPA 2023

Funding Sources for Procurement Activities in 2023

The procurement activities for the year 2023 were funded through three primary sources: the Government of Sierra Leone (GoSL), Own Source Revenue, and Donor Partners. Based on the data, the Government of Sierra Leone financed 3,267 (three thousand, two hundred and sixty-seven) procurement activities through the consolidated revenue fund, constituting the largest number of procurement funding, valued at Le 7,155,622,367 (Seven billion, one hundred and fifty-five million, six hundred and twenty-two thousand, three hundred and sixty-seven Leones). However, in terms of monetary value, it ranked second. This indicates that while the GoSL funded a high volume of procurement activities, the individual transaction values were relatively smaller compared to other funding sources.

A total of 1,524 (one thousand, five hundred and twenty-four) procurement activities were funded through internally generated revenue. The total value of these activities was Le 3,300,190,141 (Three billion, three hundred million, one hundred and ninety thousand, one hundred and forty-one Leones). This reflects the institution's ability to generate funds independently, which supports its financial sustainability and operational efficiency.

Contributions from Donor Partners financed 540 (five hundred and forty) procurement activities. The total value of these procurements was Le 7,115,819,618 (Seven billion, one hundred and fifteen million, eight hundred and nineteen thousand, six hundred and eighteen Leones). This funding source is nearly equal to that of the GoSL, emphasizing the critical role of external financial assistance in public procurement expenditures in the country.

The analysis revealed that the Government of Sierra Leone remains as the dominant source of procurement funding, contributing approximately 40.7% of the total procurement value. This reflects the government's significant role in national procurement and infrastructure development. The volume of procurement activities does not directly correlate with financial magnitude. Although GoSL financed the highest number of procurement activities, its total funding is only slightly higher than donor contributions, indicating that donor-funded projects might be of higher individual value. Given the significant contribution of GoSL to procurement activities, there is a need for strict compliance with public procurement laws to prevent mismanagement and corruption. While each source plays a critical role in supporting procurement activities, ensuring compliance with procurement regulations across all funding sources is essential for maintaining transparency, accountability, and efficiency in public procurement landscape.

The table and graph below provide details of the sources of funding for procurement activities in 2023:

Funding Sources for Procurement Activities in 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Government of Sierra Leone (GoSL)	3,267	7,155,622,367
2	Own Source Revenue	1,524	3,300,190,141
3	Donor Partners	540	7,115,819,618

Table 58 – NPPA 2023

Funding Sources For Procurement Activities In 2023

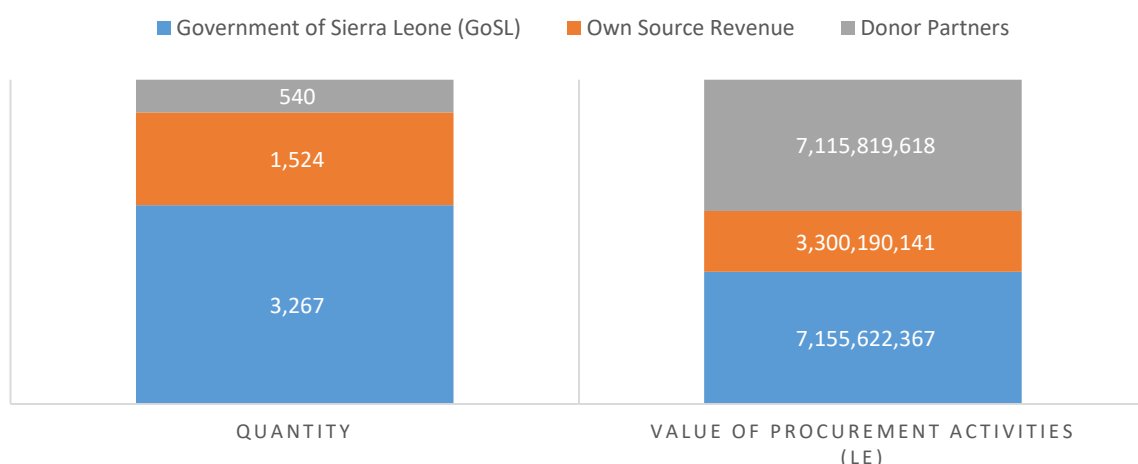


Chart 5 – NPPA 2023

The table below presents a list of the top 20 (twenty) highest-funded procuring entities by the Government of Sierra Leone, arranged in ascending order based on their funding amounts. These entities accounted for 39% (Le 6,773,540,739) of the total procurement value and 15% (817) of the total number of procurement activities.

PROCURING ENTITIES WITH THE HIGHEST VALUE OF GOVERNMENT OF SIERRA LEONE FUNDED ACTIVITIES IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Funded by GoSL	Value of Procurement Activities Funded by GoSL (LE)
1	Electoral Commission of Sierra Leone (ECSL)	332	1,069,900,545
2	National Commission for Social Action (NaCSA)	15	1,018,162,085
3	Anti-Corruption Commission (ACC)	20	969,700,334
4	Ministry of Finance (MOF)	34	569,335,558
5	Sierra Leone Correctional Services (SLCS)	72	554,065,450
6	Ministry of Transport and Aviation ((MTA)	1	418,233,412
7	Ministry of Energy (MOE)	9	399,164,338
8	Ministry of Works & Public Assets (MWPA)	37	307,622,454
9	National Sports Authority (NSA)	9	180,193,974
10	Ministry of Fisheries & Marine Resources (MFMR)	12	178,179,517
11	National Medical Supplies Agency (NMSA)	9	176,189,058
12	Njala University-Mokonde Campus	45	169,264,497
13	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
14	Statistics Sierra Leone (SSL)	25	133,411,250
15	Ministry of Defence (MOD)	22	126,706,663
16	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
17	Central Intelligence and Security Unit (CISU)	14	87,599,393
18	Rokel Commercial Bank (RCB)	62	49,788,376
19	Sierra Leone Roads Authority (SLRA)	27	46,189,659
20	Petroleum Regulatory Agency (PRA)	16	38,688,798

Table 59 – NPPA 2023

The table below presents details of the top 20 (twenty) procuring entities with the highest number of procurement activities financed through the Consolidated Revenue Fund by the Government of Sierra Leone, arranged in ascending order based on number of activities.

PROCURING ENTITIES WITH THE HIGHEST NUMBER OF GOVERNMENT OF SIERRA LEONE FUNDED ACTIVITIES IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Funded by GoSL	Value of Procurement Activities Funded by GoSL (LE)
1	Electoral Commission of Sierra Leone (ECSL)	332	1,069,900,545
2	Office of the Chief Minister (OCM)	89	11,681,568
3	Judicial & Legal Service Commission	84	2,869,269
4	Sierra Leone Correctional Services (SLCS)	72	554,065,450
5	Sierra Leone House of Parliament (HOP)	65	7,460,549
6	Rokel Commercial Bank (RCB)	62	49,788,376
7	Sierra Leone Pharmacy Board	60	1,012,282
8	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
9	National Water Resources Management Agency (NWRMA)	55	5,897,430
10	Guma Valley Water Company (GVWC)	47	668,313
11	Independent Commission for Peace and National Cohesion	46	1,949,600
12	Ministry of Planning and Economic Development (MOPED)	45	1,774,303
13	Njala University-Mokonde Campus	45	169,264,497
14	Sierra Leone Insurance Commission (SLICOM)	45	280,723
15	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
16	Bank of Sierra Leone (BSL)	41	7,693,091
17	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
18	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	41	819,892
19	Kailahun District Council	40	514,580
20	Eastern Technical University	39	21,672,747

Table 60 – NPPA 2023

The table below presents details of the top 20 (twenty) highest-funded procuring entities using Own Source/Internally Generated Revenues, arranged in ascending order by value. These entities accounted for 19% (Le 3,288,235,674) of the total procurement value and 23% (1,215) of the total number of procurement activities.

PROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT ACTIVITIES FUNDED THROUGH INTERNALLY GENERATED REVENUE IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Funded by Own Source Revenue (Self)	Value of Procurement Activities Funded by Own Source Revenue (Self) (LE)
1	National Social Security and Insurance Trust (NASSIT)	72	984,681,553
2	Sierra Leone Petroleum Directorate (PDSL)	11	559,591,191
3	Sierra Leone Public Transport Authority (SLPTA)	10	412,389,629
4	National Revenue Authority (NRA)	24	263,331,747
5	Sierra Leone Airport Authority (SLAA)	55	244,588,332
6	Freetown City Council (FCC)	105	153,568,430
7	Western Area Rural District Council (WARDC)	20	145,088,634
8	National Telecommunications Authority (NATCA)	56	137,842,204
9	Guma Valley Water Company (GVWC)	59	128,543,605
10	Sierra Leone Maritime Administration (SLMA)	46	111,981,970
11	Sierra Leone Commercial Bank (SLCB)	271	32,778,694
12	Sierra Leone Port Authority (SLPA)	151	28,969,941
13	Electricity Distribution and Supply Authority (EDSA)	7	24,633,222
14	Environment Protection Agency (EPA)	93	22,986,956
15	Universal Access Development Fund (UADF)	62	13,689,547
16	Rokel Commercial Bank (RCB)	33	5,996,245
17	Petroleum Regulatory Agency (PRA)	3	4,502,304
18	National Insurance Company (NIC)	54	4,432,539
19	Sierra Leone Civil Aviation Authority (SLCAA)	45	4,414,958
20	Sierra Leone Road Safety Authority (SLRSA)	38	4,223,974

Table 61 – NPPA 2023

The table below presents details of the top 20 (twenty) highest-funded procuring entities using Own Source/Internally Generated Revenues, arranged in ascending order by number of activities.

PROCURING ENTITIES WITH THE HIGHEST NUMBER OF PROCUREMENT ACTIVITIES FUNDED THROUGH INTERNALLY GENERATED REVENUE IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Funded by Own Source Revenue (Self)	Value of Procurement Activities Funded by Own Source Revenue (Self) (LE)
1	Sierra Leone Commercial Bank (SLCB)	271	32,778,694
2	Sierra Leone Port Authority (SLPA)	151	28,969,941
3	Freetown City Council (FCC)	105	153,568,430
4	Environment Protection Agency (EPA)	93	22,986,956
5	National Social Security and Insurance Trust (NASSIT)	72	984,681,553
6	National Minerals Agency (NMA)	67	3,823,849
7	Sierra Leone Housing Corporation (SALHOC)	66	579,251
8	Universal Access Development Fund (UADF)	62	13,689,547
9	Guma Valley Water Company (GVWC)	59	128,543,605
10	National Telecommunications Authority (NATCA)	56	137,842,204
11	Sierra Leone Airport Authority (SLAA)	55	244,588,332
12	National Insurance Company (NIC)	54	4,432,539
13	Electricity Generation and Transmission Company (EGTC)	48	1,715,647
14	Sierra Leone Maritime Administration (SLMA)	46	111,981,970
15	Sierra Leone Civil Aviation Authority (SLCAA)	45	4,414,958
16	Sierra Leone Road Safety Authority (SLRSA)	38	4,223,974
17	Rokel Commercial Bank (RCB)	33	5,996,245
18	Road Maintenance Fund Administration (RMFA)	27	1,096,452
19	National Revenue Authority (NRA)	24	263,331,747
20	Sierra Leone Water Company (SALWACO)	23	2,054,177

Table 62 – NPPA 2023

The table below presents details of the top 20 (twenty) highest-funded procuring entities by Donor Partners, arranged in ascending order by value. These entities accounted for 12% (Le 2,151,300,070) of the total procurement value and 23% (1,395) of the total procurement activities.

PROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT ACTIVITIES FUNDED THROUGH DONOR PARTNERS IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Funded by Donor Partners	Value of Procurement Activities Funded by Donor Partners (LE)
1	National Commission for Social Action (NaCSA)	47	4,883,529,501
2	Project Fiduciary Management Unit (PFMU)	62	1,107,256,480
3	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
4	Agricultural Value Chain Development Project (AVDP)-Bo	50	251,359,663
5	Sierra Leone Roads Authority (SLRA)	1	29,152,559
6	Integrated Health Projects Administration Unit (IHPAU)	78	21,467,440
7	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049
8	Teaching Service Commission (TSC)	79	13,756,032
9	Karene District Council	15	13,090,322
10	Falaba District Council	12	12,107,544
11	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
12	Kambia District Council	4	10,478,981
13	Bombali District Council	9	6,776,147
14	Ministry of Youth Affairs (MOYA)	7	5,873,680
15	National Disaster Management Agency (NDMA)	14	4,827,485
16	National Youth Commission (NAYCOM)	22	3,587,948
17	Smallholder Commercialization and Agri-business Development Project (SCADeP)	6	3,127,036
18	Ministry of Basic and Senior Secondary Education (MBSSE)	5	2,936,920
19	Tonkolili District Council	2	1,959,715
20	Port Loko City Council	1	1,285,817

Table 63 – NPPA 2023

The table below presents details of the top 20 (twenty) highest-funded procuring entities by Donor Partners, arranged in ascending order by number of procurement activities.

PROCURING ENTITIES WITH THE HIGHEST NUMBER OF PROCUREMENT ACTIVITIES FUNDED THROUGH DONOR PARTNERS IN 2023			
	Names of Procuring Entities	Number of Procurement Activities Funded by Donor Partners	Value of Procurement Activities Funded by Donor Partners (LE)
1	Teaching Service Commission (TSC)	79	13,756,032
2	Integrated Health Projects Administration Unit (IHPAU)	78	21,467,440
3	Project Fiduciary Management Unit (PFMU)	62	1,107,256,480
4	Agricultural Value Chain Development Project (AVDP)-Bo	50	251,359,663
5	National Commission for Social Action (NaCSA)	47	4,883,529,501
6	Ministry of Social Welfare (MSW)	28	1,016,548
7	National Youth Commission (NAYCOM)	22	3,587,948
8	Ministry of Planning and Economic Development (MOPED)	18	926,755
9	Karene District Council	15	13,090,322
10	National Disaster Management Agency (NDMA)	14	4,827,485
11	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
12	Falaba District Council	12	12,107,544
13	National Emergency Medical Services (NEMS)	11	1,060,373
14	National Medical Supplies Agency (NMSA)	10	672,790
15	Ministry of Gender and Children's Affairs (MGCA)	10	431,250
16	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
17	Bombali District Council	9	6,776,147
18	Sierra Leone Agricultural Research Institute (SLARI)	9	181,650
19	Ministry of Youth Affairs (MOYA)	7	5,873,680
20	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049

Table 64 – NPPA 2023

The data on Funding Sources for Procurement Activities in 2023 reveals that the Government of Sierra Leone and Donor Partners are the primary financial drivers of procurement, with comparable procurement values despite a large difference in the number of activities. It is important not that the reliance on Donor Partners for high-value projects highlights potential vulnerabilities if donor funding decreases. Government should enhance transparency and accountability in procurement activities to build trust among stakeholders and streamline procurement processes to ensure timely and cost-effective implementation of projects across all funding sources. Institutions relying on own-source revenue should be supported to enhance their revenue-generation capabilities, which could increase their contribution to procurement funding.

Regional Distribution of Procurement Activities in 2023

The execution of public procurement activities within different regions plays a critical role in the decentralization process of procurement in Sierra Leone. The data provided highlights the execution of procurement activities across five regions: East, West, South, North, and North-West. The procurement activities vary significantly in terms of quantity and value, raising critical compliance issues and implications for the decentralized procurement system.

The Public Procurement Act of 2016 and the Public Procurement Regulation of 2020 marked a significant shift in Sierra Leone's procurement landscape by decentralizing procurement activities from the Central Tender Board to regional and local government levels. This decentralization aims to enhance efficiency, promote

local participation, and ensure transparency and accountability in the use of public resources. However, as evidenced by the data on procurement activities across regions, there are challenges in implementing this decentralized system effectively. The decentralized system is designed to operate within the legal frameworks PPA, 2016 and the 2020 Regulations, ensuring adherence to procurement thresholds, methods, and reporting requirements.

The West Region accounts for the majority of procurement activities (4,640) and the highest value Le 16,793,514,864 (Sixteen billion, seven hundred and ninety-three million, five hundred and fourteen thousand, eight hundred and sixty-four Leones), while other regions lag significantly. This disparity raises concerns about equitable resource distribution and compliance with decentralization principles. The Eastern Region, with 150 (one hundred and fifty) activities, amounting to Le 28,760,161 (Twenty-eight million, seven hundred and sixty thousand, one hundred and sixty-one Leones) of the procurement value, which is significantly lower than other regions. The Southern region carried out 278 (two hundred and seventy-eight) procurement activities, totaling Le 450,918,725 (Four hundred and fifty million, nine hundred and eighteen thousand, seven hundred and twenty-five Leones). The Northern region completed 156 (one hundred and fifty-six) procurement activities with a total value of Le 38,219,675 (Thirty-eight million, two hundred and nineteen thousand, six hundred and seventy-five Leones). The North-West region undertook 107 (one hundred and seven) procurement activities, amounting to Le 260,218,701 (Two hundred and sixty million, two hundred and eighteen thousand, seven hundred and one Leones).

The extreme concentration of procurement activities in the Western Region indicates potential centralization of procurement processes, contradicting the objectives of the decentralized procurement system as envisioned in the Public Procurement Act of 2016. The disparity in procurement execution undermines regional economic development, as procurement plays a key role in stimulating local economies and potential non-compliance with the equitable distribution of procurement opportunities, leading to inefficiencies in public service delivery.

The table and graph below provide a detailed overview of the execution of procurement activities across various regions in 2023. The data highlights the quantity and value of procurement activities undertaken in the East, West, South, North, and North-West regions.

Execution of Procurement Activities by Regions in 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	East	150	28,760,161
2	West	4,640	16,793,514,864
3	South	278	450,918,725
4	North	156	38,219,675
5	Nort-West	107	260,218,701

Table 65 – NPPA 2023

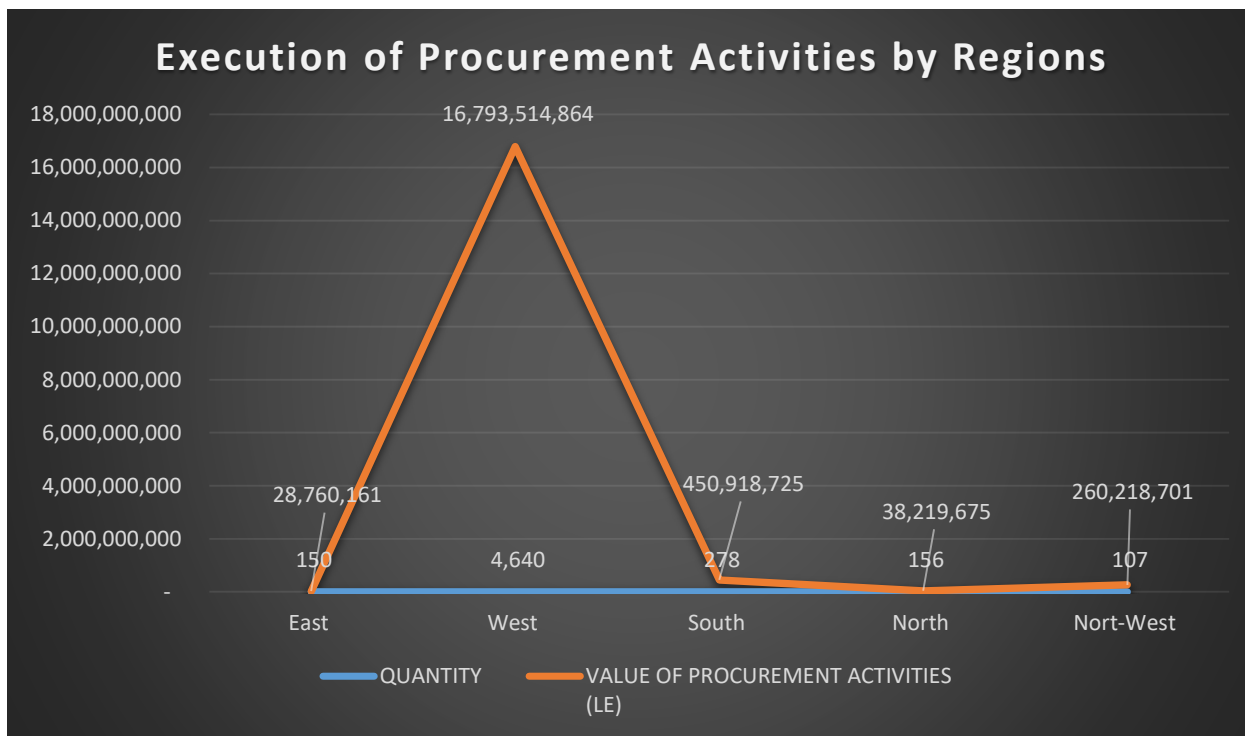


Chart 6 – NPPA 2023

The data analysis reveals a disproportionate concentration of procurement activities in the Western Region, posing significant risks to the effectiveness of a decentralized procurement system, violating the principles of fairness, accessibility, and regional equity in procurement. A highly centralized procurement system increases the risk of procurement fraud, collusion, and favoritism, inefficiencies in decentralized procurement systems as more contracts are awarded in a concentrated geographical area. This raises concerns about adherence to Section 18 of the Public Procurement Act 2016, which mandates that procurement be conducted efficiently across all government entities, ensuring equal participation, opportunities and promote equitable resource allocation.

Sectoral Distribution of Procurement Activities in 2023 (General, Economic, Social, Security, Local Council and Projects)

The sectoral distribution of procurement activities in 2023 reflects the allocation of resources across various sectors, including General, Economic, Social, Security, Local Council, and Projects. The data reveals significant disparities in the quantity and value of procurement activities, suggesting Government priorities during the year under review.

Based on the data, procurement activities executed in the General Sector accounted for 1,638 (one thousand, six hundred and thirty-eight) procurement activities amounting to Le 2,861,949,515 (Two billion, eight hundred and sixty-one million, nine hundred and forty-nine thousand, five hundred and fifteen Leones) representing

16.3% of the total procurement value. Economic Sector accounted for 1,630 (one thousand, six hundred and thirty) procurement activities amounting to Le 3,869,367,688 (Three billion, eight hundred and sixty-nine million, three hundred and sixty-seven thousand, six hundred and eighty-eight Leones) representing 22% of the total procurement value. Activities executed in the Social Sector accounted for 991 (nine hundred and ninety-one) procurement activities amounting to Le 8,227,868,678 (Eight billion, two hundred and twenty-seven million, eight hundred and sixty-eight thousand, six hundred and seventy-eight Leones), constituted the largest share of procurement activities at 46.8%. The Security Sector accounted for 258 (two hundred and fifty-eight) procurement activities amounting to Le 841,049,528 (Eight hundred and forty-one million, forty-nine thousand, five hundred and twenty-eight Leones) accounted for 4.8% of the total procurement value. The data revealed that 588 (five hundred and eighty-eight) procurement activities amounting to Le 361,914,105 (Three hundred and sixty-one million, nine hundred and fourteen thousand, one hundred and five Leones) representing 2.1% of the total procurement value were for all the Local Council Sector. Activities executed in the Projects sector accounted for 226 (two hundred and twenty-six) procurement activities amounting to Le 1,409,482,612 (One billion, four hundred and nine million, four hundred and eighty-two thousand, six hundred and twelve Leones) being 8% of the total procurement value.

The analysis revealed that the Social Sector recorded the highest procurement value (Le 8,227,868,678), indicating a significant allocation towards health, education, and social welfare services in 2023. The Economic Sector had the second highest expenditure (Le 3,869,367,688), reflecting investment in infrastructure and economic development programs. The General Sector recorded the highest number of procurement activities (1,638), but with a relatively moderate total value, implying numerous small-scale procurements. The Security Sector, with Le 841,049,528, had relatively low procurement activity, possibly due to centralized security-related purchases. Local Councils accounted for Le 361,914,105, suggesting limited procurement at the municipal level, potentially due to funding constraints. Project-related procurements amounted to Le 1,409,482,612, reflecting targeted investments in specific initiatives.

The table and graph below provide details of the various sectors and their corresponding values for 2023:

Execution of Procurement Activities by Sectors in 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	General	1,638	2,861,949,515
2	Economic	1,630	3,869,367,688
3	Social	991	8,227,868,678
4	Security	258	841,049,528
5	Local Council	588	361,914,105
6	Projects	226	1,409,482,612

Table 66 – NPPA 2023

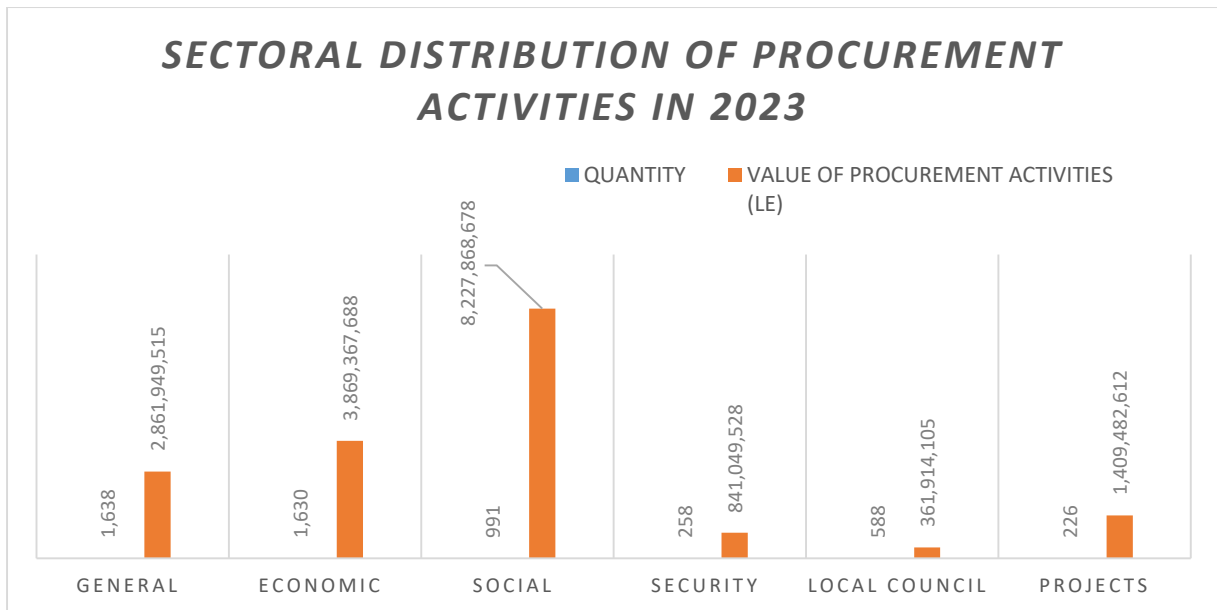


Chart 7 – NPPA 2023

Based on the analysis, the government's procurement activities in 2023 reflect a strong focus on social and economic development, demonstrates the government's intent to enhance human capital and economic growth, which is commendable. The high investment in social and economic sectors suggests improved access to essential services, fostering national development. However, the limited allocation to local councils raises concerns about the effectiveness of the decentralized procurement system. To achieve the objectives of the Public Procurement Act 2016 and Public Procurement Regulations 2020, is crucial to enhancing efficiency, ensuring equitable resource distribution, and promoting sustainable economic growth. Moving forward, targeted reforms in local council procurement, transparency, and regulatory oversight will be essential to achieving a more effective public procurement system.

Use of Standard Bidding Documents in 2023

The effective use of Standard Bidding Documents (SBDs) is a fundamental requirement for ensuring transparency, competition, and value for money in public procurement processes. The Public Procurement Act of 2016 and the Public Procurement Regulations of 2020 provide clear guidelines on the mandatory use of SBDs approved by the National Public Procurement Authority (NPPA) to enhance consistency and compliance in procurement activities. In 2023, procurement activities were conducted using three categories of bidding documents: NPPA Bidding Documents, Donor Bidding Documents, and Other Non-Approved Bidding Documents. This report presents a detailed narration, analysis, and summary of compliance issues regarding the use of SBDs in 2023, as well as associated risks and recommendations for improvement.

The National Public Procurement Authority (NPPA) bidding documents are the standard and approved documents for public procurement in Sierra Leone. The high number of procurement activities (3,218) and the substantial value (Le

10,612,257,585) indicate that the majority of procurement activities adhered to the approved framework, reflecting a relatively strong compliance level. This demonstrates that procuring entities recognize the importance of standardized documents in ensuring fairness and accountability in procurement processes.

Donor-funded projects often use their own bidding documents, which may differ from the NPPA standards. While these documents are generally aligned with international best practices, there is a risk of inconsistency with local regulations. The relatively high value (Le 6,853,863,030) underscores the importance of ensuring that donor documents are harmonized with the Public Procurement Act to avoid compliance gaps.

The use of non-approved bidding documents is a significant compliance issue. Although the value of these activities is relatively low (Le 105,511,510), the high number of activities (1,707) suggests widespread non-compliance and is a clear violation of the Public Procurement Act, which mandates the use of NPPA-approved documents. This non-compliance undermines the integrity of the procurement system and increases the risk of fraud, favouritism, and inefficiency in the procurement process.

The table and graph below provide details of the various bidding documents used by procuring entities and their corresponding values for 2023

Use of Standard Bidding Documents			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Procurement Activities using NPPA Bidding Documents	3,218	10,612,257,585
2	Procurement Activities using Donor Bidding Documents	406	6,853,863,030
3	Procurement Activities using OTHER Non-Approved Bidding Documents	1,707	105,511,510

Table 67 – NPPA 2023

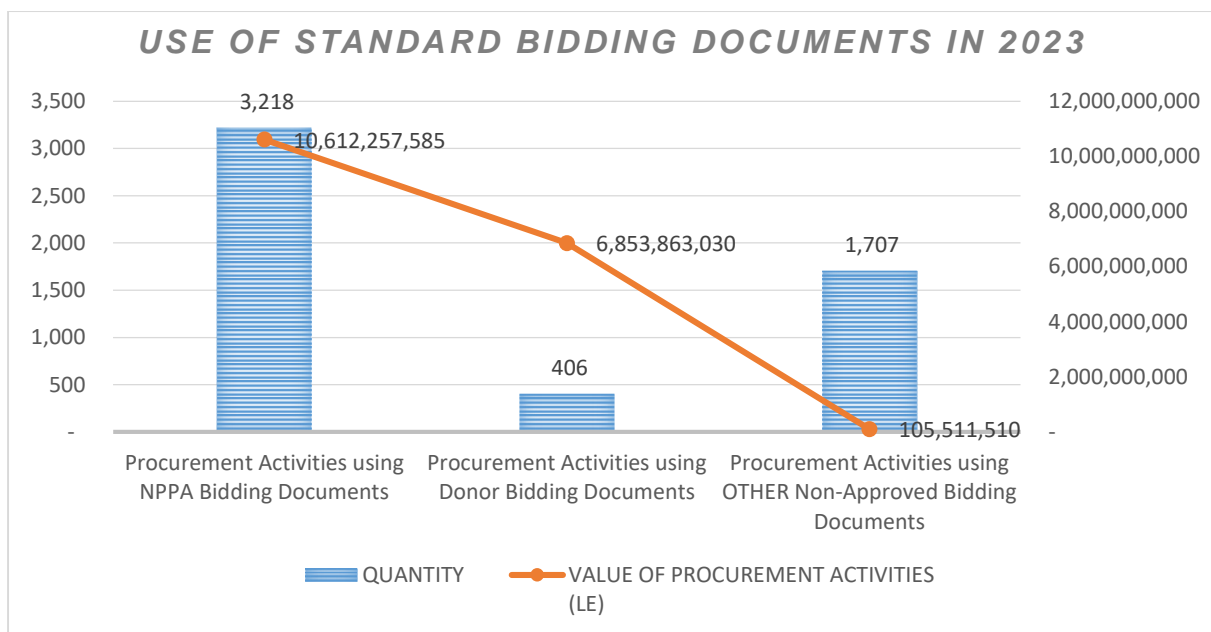


Chart 8 – NPPA 2023

The table below provides details of the top 20 (twenty) highest value procuring entities that used non-approved bidding documents in 2023, arranged in an ascending order based on their procurement values.

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF ACTIVITIES EXECUTED USING NON-APPROVED BIDDING DOCUMENTS IN 2023			
Sn	Names of Procuring Entities	Number of Procurement using OTHER Bidding Documents	Value of Procurement using OTHER Bidding Documents (Le)
1	Agricultural Value Chain Development Project (AVDP)-Bo	19	25,164,726
2	National Telecommunications Authority (NATCA)	16	21,938,421
3	Integrated Health Projects Administration Unit (IHPAU)	25	11,809,445
4	Sierra Leone Regional Rice Value Chain Development Project-Bo	8	10,760,464
5	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
6	Sierra Leone Port Authority (SLPA)	29	3,436,635
7	National Drug Law Enforcement Agency (NDLEA)	10	2,894,934
8	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	8	1,492,474
9	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
10	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
11	Decentralization Secretariat	20	1,221,530
12	National Minerals Agency (NMA)	29	831,089
13	National Monitoring and Evaluation Directorate (NaMED)	56	759,446
14	Sierra Leone Housing Corporation (SALHOC)	76	676,506
15	Sierra Leone Produce Marketing Company (SLPMC)	8	503,793
16	Guma Valley Water Company (GVWC)	75	494,973
17	Sierra Leone National Commission on Small Arms	13	412,690
18	Sierra Leone Commercial Bank (SLCB)	24	374,134
19	Project Fiduciary Management Unit (PFMU)	10	362,218
20	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	13	357,927

Table 68 – NPPA 2023

A decentralized procurement system can only function efficiently and effectively if compliance with standardized procurement processes is ensured. The use of NPPA-approved bidding documents and compliance with the Public Procurement Act 2016 and Public Procurement Regulations 2020 is critical to ensuring transparency, fairness, economic competitiveness, accountability, and value for money in public procurement. The use of unauthorized documents shows lack of adherence to the NPPA's guidelines, which could lead to procurement inefficiencies, legal challenges, and financial mismanagement. Procuring entities should ensure strict compliance with the use of approved SBDs for all procurement activities, regardless of the funding source.

Failure to Assign Unique Procurement Numbers to Procurement Activities in 2023

In 2023, a significant number of procurement activities in Sierra Leone were conducted without being assigned unique procurement numbers. Based on the data, 626 (six hundred and twenty-six) procurement activities totalling Le 102,472,631 (One hundred and two million, four hundred and seventy-two thousand, six hundred and thirty-one Leones) were not provided with unique identifiers as required by the Public Procurement Act of 2016 (PPA 2016) and the Public Procurement Regulation, 2020 (PPR 2020). This failure to assign procurement numbers poses serious compliance issues, undermining the transparency, accountability, and efficiency of the public procurement system.

Procurement numbers are crucial for the organization and tracking of procurement activities. They ensure that all procurement transactions are clearly identifiable and can be monitored from initiation to completion. Under the PPA 2016, which provides the legal framework for public procurement in Sierra Leone, it is mandatory for procurement activities to be assigned a unique procurement number at the beginning of each procurement process. The absence of procurement numbers hinders transparency, accountability, and effective monitoring, which increases the risk of fraud, mismanagement, and inefficient use of public funds. It also limits the ability of the National Public Procurement Authority (NPPA) to monitor the integrity of procurement processes, making it difficult to ensure that procedures are being followed in accordance with the law.

The table below outlines the top 20 (twenty) procuring entities that executed the highest value of procurement activities **without assigning unique procurement numbers.**

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF ACTIVITIES EXECUTED WITHOUT PROCUREMENT NUMBERS IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities without Procurement Numbers	Value of Procurement Activities without Procurement Numbers (LE)
1	Agricultural Value Chain Development Project (AVDP)-Bo	20	31,459,656
2	National Telecommunications Authority (NATCA)	20	22,931,340
3	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
4	Rokel Commercial Bank (RCB)	62	7,659,062
5	Teaching Service Commission (TSC)	28	3,974,036
6	National Insurance Company (NIC)	81	3,907,582
7	National Drug Law Enforcement Agency (NDLEA)	10	2,894,934
8	Sierra Leone Petroleum Directorate (PDSL)	5	2,583,388
9	Sierra Leone Commercial Bank (SLCB)	6	2,383,258
10	National Minerals Agency (NMA)	26	1,892,881
11	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	2	1,464,939
12	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
13	Project Fiduciary Management Unit (PFMU)	12	1,293,286
14	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
15	Decentralization Secretariat	20	1,221,530
16	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
17	Sierra Leone Housing Corporation (SALHOC)	76	676,506
18	Sierra Leone Produce Marketing Company (SLPMC)	6	488,731
19	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	10	332,278
20	Ministry of Water Resources (MWR)	2	309,310

Table 69 – NPPA 2023

The table below outlines the top 20 (twenty) procuring entities that conducted procurement activities *without* assigning unique procurement numbers, ranked by the number of activities in 2023.

PPROCURING ENTITIES WITH THE HIGHEST NUMBER OF ACTIVITIES EXECUTED WITHOUT PROCUREMENT NUMBERS IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities without Procurement Numbers	Value of Procurement Activities without Procurement Numbers (LE)
1	National Insurance Company (NIC)	81	3,907,582
2	Sierra Leone Housing Corporation (SALHOC)	76	676,506
3	Rokel Commercial Bank (RCB)	62	7,659,062
4	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
5	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
6	Teaching Service Commission (TSC)	28	3,974,036
7	National Minerals Agency (NMA)	26	1,892,881
8	Agricultural Value Chain Development Project (AVDP)-Bo	20	31,459,656
9	National Telecommunications Authority (NATCA)	20	22,931,340
10	Decentralization Secretariat	20	1,221,530
11	National Commission for Persons with Disability – Sierra Leone	16	169,217
12	Universal Access Development Fund (UADF)	14	226,821
13	Sierra Leone Seed Certification Agency	13	271,965
14	Project Fiduciary Management Unit (PFMU)	12	1,293,286
15	Sierra Leone Broadcasting Corporation (SLBC)	11	137,749
16	National Drug Law Enforcement Agency (NDLEA)	10	2,894,934
17	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	10	332,278
18	Department Corporatives	8	69,065
19	Sierra Leone Commercial Bank (SLCB)	6	2,383,258
20	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263

Table 70 – NPPA 2023

It is crucial that every procurement activity be assigned a procurement number as per the Public Procurement Act 2016 and the Public Procurement Regulations 2020. This will ensure that all procurement activities are documented, traceable, and compliant with legal and regulatory standards. The absence of procurement numbers creates inefficiencies in tracking procurement cycles, delays in reporting, and difficulty in evaluating procurement performance. Without strict adherence to procurement regulations and proper documentation such as procurement numbers, it poses significant risks to the transparency, efficiency, and integrity of the procurement process. It is therefore important for procuring entities to ensure that every procurement activity, regardless of size or urgency, is assigned a unique procurement number. This will facilitate tracking, accountability, and ensure compliance with the Public Procurement Act and Regulations.

Various Types of Contracts Signed in 2023

In 2023, Sierra Leone's public procurement system engaged in multiple types of contracts to facilitate government procurement processes. The data provided outlines the types and values of contracts signed during the year under review, which are critical to understanding the public procurement landscape. The contracts are categorized into **Lump Sum Contracts, Framework Contracts, Unit Price Contracts, Pre-finance Contracts, Percentage-Based Contracts, and Cost-Reimbursable Contracts**. A detailed analysis of the data is provided below.

Based on the data, Lump Sum Contracts accounted for the highest quantity (4,892) and value (Le 10,273,040,214), representing 64.5% of the total procurement value. This indicates a preference for fixed-price contracts, which are easier to manage and provide predictability in government expenditure. However, this it may also indicate limited flexibility for cost variations and raises concerns about whether these contracts are being awarded competitively and transparently, as required by the Public Procurement Act of 2016.

Framework Contracts were the second most utilized, with 283 (two hundred and eighty-three) contracts valued at Le 3,397,243,376 (Three billion, three hundred and ninety-seven million, two hundred and forty-three thousand, three hundred and seventy-six Leones). These contracts promote long-term supplier relationships and cost efficiency by reducing procurement lead times in repetitive procurements, particularly for commonly used goods and services. However, there is need for strict monitoring to prevent abuse, such as favouritism or lack of competition in selecting suppliers.

Unit Price Contracts accounted for 16 (sixteen) contracts valued at Le 851,955,524 (Eight hundred and fifty-one million, nine hundred and fifty-five thousand, five hundred and twenty-four Leones) and Cost-Reimbursable Contracts accounted for 4 (four) contracts valued at Le 554,292,109 (Five hundred and fifty-four million, two hundred and ninety-two thousand, one hundred and nine Leones) were the least utilized. These contracts are often used for complex projects where costs cannot be predetermined. Their limited use may suggest that the government may be avoiding contracts with high price variability. This is a prudent fiscal approach but may also limit responsiveness in projects requiring flexibility.

Pre-finance Contracts accounted for 9 (nine) contracts valued at Le 110,159,119 (One hundred and ten million, one hundred and fifty-nine thousand, one hundred and nineteen Leones) are typically used for high-risk projects where contractors require upfront payments. This poses financial risks if contractors' default or face liquidity constraints. The low value and quantity suggest cautious use, which aligns with the Public Procurement Regulation, 2020, which discourages pre-financing unless absolutely necessary.

Percentage-Based Contracts accounted for 127 (one hundred and twenty-seven) contracts valued at Le 2,384,941,784 (Two billion, three hundred and eighty-four million, nine hundred and forty-one thousand, seven hundred and eighty-four Leones) are often used for consultancy or specialized services. These contracts ensure that payments align with achieved results but require robust monitoring mechanisms. The significant value indicates reliance on external expertise, which may raise concerns about value for money and the capacity of public institutions to manage these contracts effectively.

The table and the graph below provide details of various contracts signed in 2023 and their corresponding values.

Various Types of Contracts Signed in 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Lump Sum Contract	4,892	10,273,040,214
2	Framework Contract	283	3,397,243,376
3	Unit Price Contract	16	851,955,524
4	Pre-finance Contracts	9	110,159,119
5	Percentage (%) Based Contract	127	2,384,941,784
6	Cost-Reimbursable Contract	4	554,292,109

Table 71 – NPPA 2023

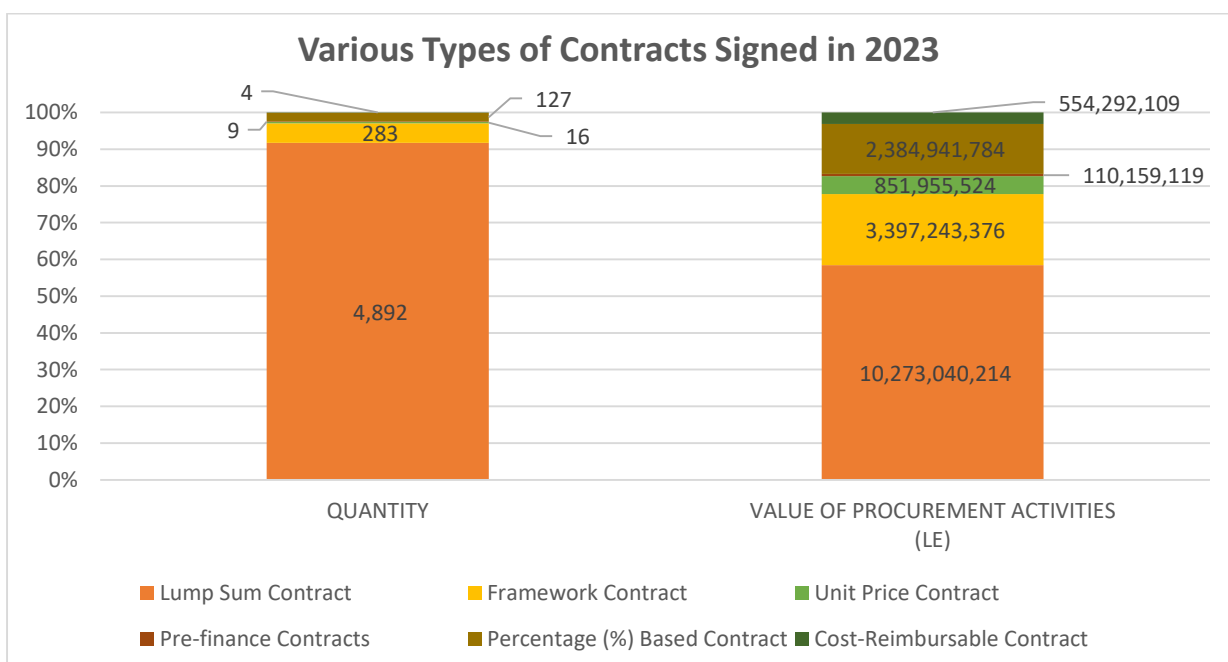


Chart 9 – NPPA 2023

The efficiency and effectiveness of public procurement in an unstable economy hinge on selecting the most appropriate contract types. The heavy reliance on Lump Sum Contracts indicates a preference for cost predictability, while Framework Contracts ensure long-term procurement stability. However, the limited use of Cost-Reimbursable and Pre-finance Contracts suggests caution in using mechanisms that could expose the government to financial risks.

The effectiveness of these contracts varies based on project scope, funding availability, and economic conditions. Lump Sum and Framework Contracts appear to be the most effective in delivering projects within budget constraints. However, the limited adoption of performance-based contracting mechanisms may restrict the ability to enhance value for money in service-oriented procurements. In an unstable economy like Sierra Leone, the choice of contract

types in public procurement plays a critical role in ensuring efficient resource allocation, project success, and economic growth. By adopting a strategic approach that aligns with the Public Procurement Act 2016 and Public Procurement Regulations 2020, Government will be able mitigate risks, enhance transparency, and achieve sustainable development goals.

Use of Contract Register by Procuring Entities in 2023

A Contract Register is a critical tool in public procurement, ensuring transparency, accountability, and efficiency in managing procurement activities. It serves as a repository of all awarded contracts, providing a systematic record of procurement transactions undertaken by procuring entities. The importance of maintaining a comprehensive contract register is underscored by its role in enabling proper monitoring, evaluation, and audit of procurement activities.

A Contract Register allows stakeholders, including oversight bodies and the general public, to access information on procurement transactions, reducing opportunities for corruption and mismanagement. The Public Procurement Act of 2016 and the Public Procurement Regulation, 2020 mandate the maintenance of a contract register to ensure all procurement activities adhere to established legal frameworks.

A well-maintained contract registers aids in identifying procurement risks such as contract duplication, over-expenditure, and non-compliance with procurement procedures. It serves as a basis for assessing the efficiency and effectiveness of procurement processes, enabling informed decision-making for future procurements. The absence of a contract register creates opportunities for fraudulent activities, such as awarding contracts to unqualified vendors or inflating contract values. The data provided highlights the use of the contract register by procuring entities in 2023.

Based on the data, 3,462 (three thousand, four hundred and sixty-two) procurement activities valued at Le 8,751,630,627 (Eight billion, seven hundred and fifty-one million, six hundred and thirty thousand, six hundred and twenty-seven Leones) were properly recorded in the contract register.

Procurement activities not recorded in the contract register accounted for 989 (nine hundred and eighty-nine) activities amounting to **Le 2,225,014,693** (Two billion, two hundred and twenty-five million, fourteen thousand, six hundred and ninety-three Leones) were executed without being recorded.

The table and the graph below provide details of the use of the contract register in 2023 and their corresponding values.

Use of Contract Register by Procuring Entities in 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Procurement Activities Recorded in the Contract Register	3,462	8,751,630,627
2	Procurement Activities NOT Recorded in the Contract Register	989	2,225,014,693
3	Contract Register NOT Available	880	6,594,986,805

Table 72 – NPPA 2023

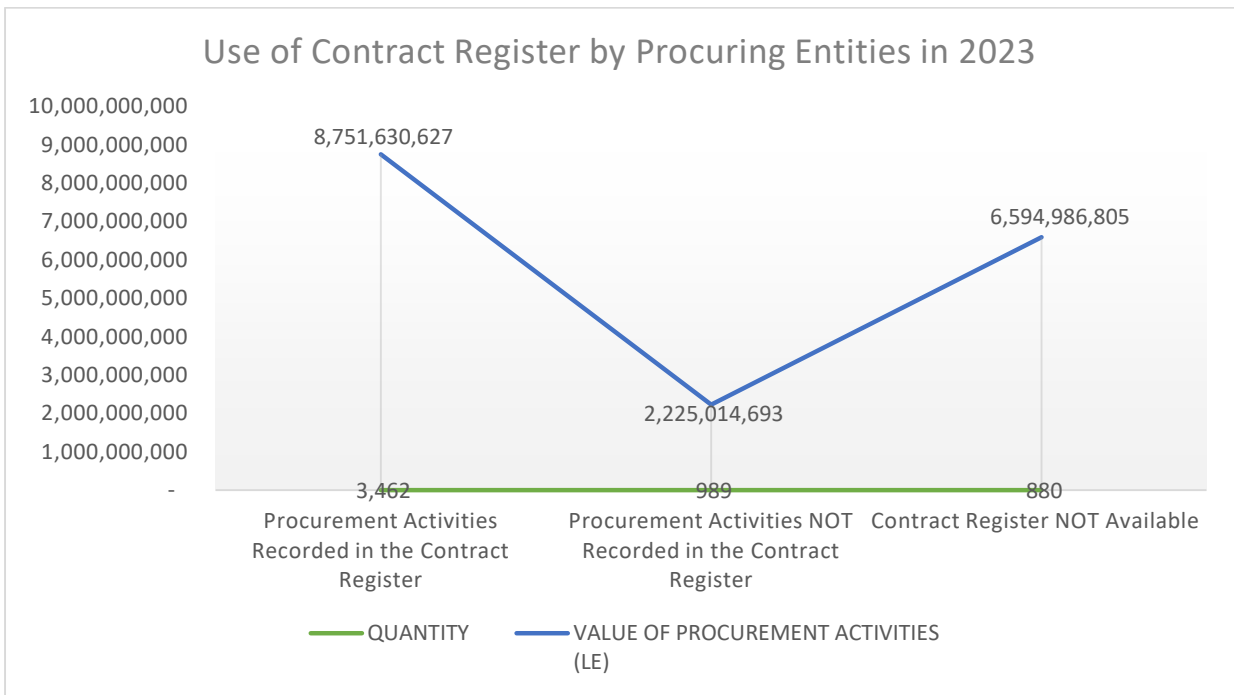


Chart 10 – NPPA 2023

Based on the analysis above, it is important to note that the non-maintenance of a contract register contravenes the Public Procurement Act of 2016 and the Public Procurement Regulation, 2020. Unrecorded procurement transactions make it difficult to track the actual use of public funds. The absence of proper documentation creates loopholes for contract inflation, ghost contracts, and favouritism. The contract register is an indispensable component of an accountable and transparent public procurement system. The 2023 data indicate a significant gap in compliance, which presents serious risks to procurement integrity and efficiency. Strengthening adherence to procurement laws through enforcement, capacity building, and technology adoption will improve procurement outcomes and contribute to economic growth in Sierra Leone.

Status of Signed Contracts in 2023

Public procurement is a key driver of economic development, ensuring the efficient and effective use of public resources. The status of signed contracts is a critical indicator of how well the procurement system functions in achieving value for money, efficiency, and compliance with legal frameworks. This report provides an in-depth analysis of the status of signed contracts in 2023, their relevance in public procurement, associated risks in line with the Public Procurement Act of 2016 and Public Procurement Regulation, 2020. The status of signed contracts plays a crucial role in assessing the effectiveness and efficiency of the procurement system. Understanding contract statuses allows for effective monitoring of procurement efficiency and timely delivery of public services.

Based on the analysis, 5,187 (Five thousand, one hundred and eighty-seven) contracts amounting to Le 9,143,838,492 (Nine billion, one hundred and forty-three million, eight hundred and thirty-eight thousand, four hundred and ninety-two Leone) were completed, which indicates a relatively efficient procurement process with successful project executions. 132 (one hundred and thirty-two) contracts valued at Le 8,422,925,193 (Eight billion, four hundred and twenty-two million, nine hundred twenty-five thousand, one hundred ninety-three Leone) were reported as on-going. 10 (ten) contracts valued at Le 810,950 (Eight hundred and ten thousand, nine hundred and fifty Leone) were reported as cancelled. Only 2 contracts valued at Le 4,057,490 (Four million, fifty-seven and thousand, four hundred and ninety Leone) were reported as delayed.

The status of signed contracts is a key performance indicator in public procurement. It provides a snapshot of the effectiveness of procurement processes and their alignment with the principles of transparency, accountability, and value for money. Completed contracts signify successful execution and delivery of procurement activities. They reflect adherence to timelines, quality standards, and budgetary allocations, which are essential for achieving value for money (VfM) in public procurement. On-going contracts indicate active procurement processes that are yet to be finalized. While these contracts are in progress, they require close monitoring to ensure compliance with contractual terms, timely delivery, and efficient use of public funds. Delayed contracts can lead to cost escalations, reduced service delivery efficiency, and loss of public confidence in procurement processes. Cancelled contracts represent failed procurement processes. These may result from weak planning, poor supplier selection, unforeseen circumstances or failure to adhere to competitive procurement methods as mandated by the Public Procurement Act 2016. Cancellations can lead to wasted resources, delays, and reputational damage to public institutions.

Delays and cancellations could suggest problems with contractor reliability and capacity. A procurement system that does not adequately vet contractors may lead to increased risks of non-performance, affecting the overall success of procurement projects. There is need for improved transparency in the procurement process, particularly when contracts are delayed or cancelled. This should include detailed reports on the reasons for cancellation or delays and regular public updates on the status of procurement projects. A more effective public procurement system hinges on improved monitoring, contractor management, and transparency in line with the Public Procurement Act 2016 and the Public Procurement Regulations 2020.

The table and the graph below provide details of the statuses of signed contracts in 2023 and their corresponding values.

Status of Signed Contracts in 2023			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Completed Contracts	5,187	9,143,838,492
2	On-going Contracts	132	8,422,925,193
3	Cancelled Contracts	10	810,950
4	Delayed Contracts	2	4,057,490

Table 73 – NPPA 2023

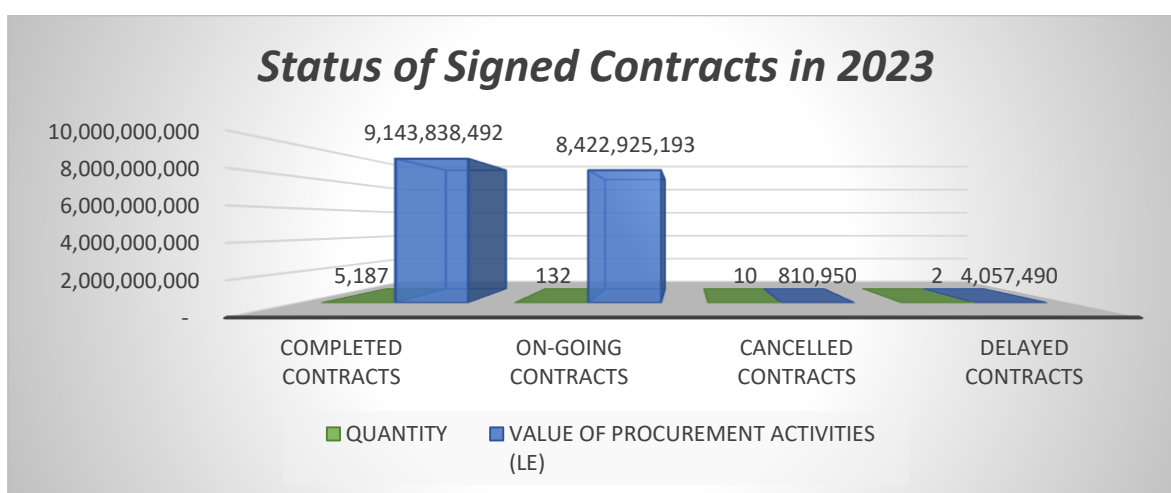


Chart 11 – NPPA 2023

The table below provides detailed list of all on-going projects and their corresponding values:

2023 On-going Projects			
Sn	NAME OF PROCURING ENTITY	Procurement Activity / Contract Title	Value of Contracts On-going (Le)
1	National Commission for Social Action (NaCSA)	Rehabilitation of 5.10 Km Feeder Road from Peyama Junction to Lowoma, 24 Km from Buima to Korbu, 17.6Km from Weima to Tongo, 4.9 Km from Bo Maahun to Jamessie and 5.1 Km from Palima to Maboma in Kenema District.	2,890,255,707
2	National Commission for Social Action (NaCSA)	Rehabilitation of 6.659 Km Feeder Road from Mokabanda to Molansana, 8.092 Km Feeder Road from Mathonkoh, 6.40 Km Feeder Road from Bradford to Mobalay and 5.12 Feeder from Benduma Junction to Benduma in Moyamba District (Lot 03)	1,305,393,977
3	National Social Security and Insurance Trust (NASSIT)	Construction of market stalls sewa ground project Lot 5 - support service building	639,091,295
4	National Commission for Social Action (NaCSA)	Construction of Six (6) Classroom Block Senior Secondary School and Components, Kukuna Town, Brimaia Chiefdom, Kambia District Lot 5	605,418,585
5	National Commission for Social Action (NaCSA)	Rehabilitation of Masingbi - Maquali - Makelfa 8.25km in Tonkolili District.	464,995,586
6	Ministry of Transport and Aviation (MTA)	PROCUREMENT OF NEW VEHICLES FOR PARAMOUNT CHIEFS JUDGES OF SUPREME AND HIGH COURT JUDGES AND OTHER PUBLIC OFFICIALS IN SIERRA LEONE	418,233,412
7	Project Fiduciary Management Unit (PFMU)	CONSTRUCTION AND REHABILITATION OF WORKS FOR EXISTING BUILDING FOR THE SIERRA LEONE EDUCATION SECTORS SUPPOT PROJECT (SLESSP) LOT 5 MILTON MARGAI UNIVERSITY	316,188,850
8	Project Fiduciary Management Unit (PFMU)	CONSTRUCTION OF NEW BUILDING/REHABILITATION OF EXISTING BUILDINGS LOT 1	268,538,609
9	National Revenue Authority (NRA)	CONSTRUCTION OF ADMINISTRATIVE AND COMMERCIAL BUILDINGS AT WILKINSON ROAD, FREETOWN	240,427,085
10	Project Fiduciary Management Unit (PFMU)	CONSTRUCTION AND REHABILITATION OF THE MILTON MARGAI TECHNICAL UNIVERSITY CONGO ROAD AND BROOK FIELD CAMPUS, PRINCE OF WALES AND MINISTRY OF EDUCATION BUILDING NEW ENGLAND VILLE Lot	231,171,333

Sn	NAME OF PROCURING ENTITY	Procurement Activity / Contract Title	Value of Contracts On-going (Le)
11	National Commission for Social Action (NaCSA)	Completion of Remaining Works for the Construction of Community Center and Component Rogbangba, Hastings. Freetown.	211,549,695
12	National Commission for Social Action (NaCSA)	Construction of Ahmadiyya Primary School Kalangba Town, Dixon Chiefdom, Kambia District	187,034,289
13	National Social Security and Insurance Trust (NASSIT)	SUPPLY, DELIVERY, TESTING AND COMMISSIONING OF AN INTEGRATED WEB BASED PENSION ADMINISTRATION SYSTEMS TO THE CLIENTS.	108,955,259
14	National Commission for Social Action (NaCSA)	CONSTRUCTION SUPPLY INSTALLATION AND COMMISSIONING OF MULTI RENEWABLE ENERGY PLATFORM OF SOLAR PV SYSTEM WITH BATTERY BANK AND INVERTER OF 2 X 3610Ah @ 480Volt AND DISTRIBUTION NETWORK TO HOUSEHOLDS, INSTITUTIONS AND COMMERCIAL CONSUMRRS FOR MANGE TOWN 150KW, GBINTI TOWN 150KW, MABANG TOWN 120KW, MASINGBI CRC 50KW	47,030,961
15	National Social Security and Insurance Trust (NASSIT)	CONSTRUCTION OF REGIONAL OFFICE NORTHWEST CERTIFICATE	37,254,141
16	National Social Security and Insurance Trust (NASSIT)	CONSTRUCTION OF UPSCALE LOCKS-UP STALL	36,167,105
17	National Commission for Social Action (NaCSA)	CONSTRUCTION SUPPLY INSTALLATION AND COMMISSIONING OF MULTI RENEWABLE ENERGY PLATFORM OF SOLAR PV SYSTEM WITH BATTERY BANK AND INVERTER OF 2 X 3610Ah @ 480Volt AND DISTRIBUTION NETWORK TO HOUSEHOLDS, INSTITUTIONS AND COMMERCIAL CONSUMRRS FOR MANGE TOWN 150KW, GBINTI TOWN 150KW, MABANG TOWN 120KW, MASINGBI CRC 50KW	33,005,953
18	Anti-Corruption Commission (ACC)	Supply and Delivery of Office Provisions and cleaning materials (lot 5)	32,587,550
19	Ministry of Basic and Senior Secondary Education (MBSSE)	PROCUREMENT OF GOVERNMENT BOARDING HOME SECONDARY SCHOOL JIMMI BAGBO	28,444,110
20	National Social Security and Insurance Trust (NASSIT)	REHABILITATION AND RECONSTRUCTION OF A FACILITY - MARONG HOUSE, CHARLOTTE STREET, FREETOWN	28,346,089
21	National Social Security and Insurance Trust (NASSIT)	RE_CONSTRUCTION OF WAREHOUSE BLOCK IN THE SEWA GROUND DEVELOPMENT PROJECTS LOT 3	26,467,374
22	National Social Security and Insurance Trust (NASSIT)	Project site development works Lot 4	21,975,913
23	National Social Security and Insurance Trust (NASSIT)	RE_CONSTRUCTION OF HERBERT WILLIAMS BUILDINGS LOT 7	21,950,208
24	Electricity Distribution and Supply Authority (EDSA)	PROCUREMENT OF SPARES FOR VEHICLES, MOTOR BIKES, GENERATORS, AND AIR COMPRESSORS	18,275,920
25	National Social Security and Insurance Trust (NASSIT)	CONSTRUCTION OF 2021 MOYAMBA DISTRICT OFFICE	13,549,223
26	Sierra Leone Police (SLP)	Construction of the New Building Regional Police Headquarters at Mattru Jong, Bonthe District	13,178,286
27	National Commission for Social Action (NaCSA)	Rehabilitation of 8.23 Km Feeder Road from Malal Junction to Kanhabana in Port Loko District and 7.11 Km Feeder Road from Gbinti Gbalan in Karene District.	12,988,925
28	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	Procurement of vehicles and Motor Cycles	11,091,561
29	National Social Security and Insurance Trust (NASSIT)	CONSTRUCTION OF OPEN MARKETS STALL (SEWA GROUND).	9,302,746
30	National Commission for Social Action (NaCSA)	CONSTRUCTION OF 43.2m Bridge along FR TOMBODU-YARDU	8,291,875
31	National Commission for Social Action (NaCSA)	Construction of 64.9m Bridge along FR Fandu-Gbamandu Kono District	7,635,725
32	National Commission for Social Action (NaCSA)	CONSTRUCTION OF 1NO RURAL WATER SUPPLY NETWORKS IN MANGE TOWN, PORT LOKO DISTRICT LOT 5	6,705,995
33	National Commission for Social Action (NaCSA)	CONSTRUCTION OF 1NO RURAL WATER SUPPLY NETWORKS IN SEMBEHUN TOWN	6,251,786
34	National Social Security and Insurance Trust (NASSIT)	CONSTRUCTION OF NEW TOILET BLOCK	6,070,349
35	National Commission for Social Action (NaCSA)	Construction of Water Harvest and Conservation Infrastructures in RGP's Districts - Construction of Irrigation and Harvesting (Dam system) for Bolland Conservation Infrastructures in Bagruwa (Mosenegor - Dam 40) and Ribbi (Matonko Dam 50m) Chiefdoms, Moyamba District.	5,799,334
36	National Commission for Social Action (NaCSA)	Construction of Water Harvest and Conservation Infrastructures - Lot 1 - Construction of Water Irrigation and Harvesting (Sprinkler System) for Bolland Conservation Infrastructures in Kholifa Mabang, BKM and Dibia Chiefdoms, Tonkolili, Port Loko and Karene Districts	5,542,726
37	National Commission for Social Action (NaCSA)	Construction of Water Harvest and Conservation Infrastructures in RGP's Districts - Construction of Water Irrigation and Harvesting (Dam System) for Bolland Conservation Infrastructures in Lower (Ndawebu -Dam 40m and Ngandorhun - Dam 40m in Bambara Chiefdom, Ken emailed District).	5,249,752
38	National Commission for Social Action (NaCSA)	Supply of Truck Vehicles for FCC	5,134,162
39	Ministry of Works & Public Assets (MWPA)	Rehabilitation of district office and quarter moyamba town	4,500,000
40	Project Fiduciary Management Unit (PFMU)	CONSTRUCTION AND REHABILITATION OF MAGBOROKA GOVERNMENT SECONDARY SCHOOL LOT 3	4,442,061
41	National Commission for Social Action (NaCSA)	CONSTRUCTION OF 1NO RURAL WATER SUPPLY NETWORKS IN BRADFORD TOWN	4,079,554
42	Integrated Health Projects Administration Unit (IHPAU)	CONSULTANCY ASSIGNMENT TO DEVELOP POLICY AND REGULATORY INSTRUMENTS FOR PUBLIC PRIVATE PARTNERSHIP	3,504,983
43	National Commission for Social Action (NaCSA)	Construction of Community Infrastructures - Lot 1 - Construction of Community Health Post (CHP), wallhun Village, Tikonko Chiefdom, Bo District	2,970,311
44	National Commission for Social Action (NaCSA)	Construction of Water Harvest and Conservation Infrastructures in RGP's Districts - Lot 2 - Construction of Water Irrigation and Harvesting (Dam System) for Bolland Conservation Infrastructures in Kunike Sanda (Masingbi - Tonkolili Dam 60m) Chiefdoms, Tonkolili District	2,875,241
45	National Commission for Social Action (NaCSA)	CONSTRUCTION OF 1NO RURAL WATER SUPPLY NETWORKS IN MABANG TOWN LOT 2	2,826,161

Sn	NAME OF PROCURING ENTITY	Procurement Activity / Contract Title	Value of Contracts On-going (Le)
46	National Social Security and Insurance Trust (NASSIT)	PROCUREMENT OF ELECTRICALS AND BUILDING MAINTENANCE	2,661,704
47	National Social Security and Insurance Trust (NASSIT)	CONSTRUCTION OF MANAGER'S QUARTERS LOT 2	2,582,620
48	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	Songai InspiredYouthEmpowerment	2,290,801
49	National Social Security and Insurance Trust (NASSIT)	PROCUREMENT OF ROUTINE PRINTING SERVICES	2,282,800
50	Agricultural ValueChain Development Project (AVDP)-Bo	Construction of three earth Dams in Pujehun, Kono and Kailahun District	2,154,902
51	National Commission for Social Action (NaCSA)	CONSTRUCTION OF JUNIOR SECONDARY SCHOOL, MAFARAY VILLAGE KAMBIA DISTRICT LOT 2	1,900,348
52	National Commission for Social Action (NaCSA)	CONSTRUCTION OF COMMUNITY HEALTH POST (CHP), KATHERINE VILLAGE TONKO LIMBA CHIEFDOM KAMBIA DISTRICT	1,864,423
53	Sierra Leone Port Authority (SLPA)	Supply of Sanitary Materials	1,862,553
54	National Commission for Social Action (NaCSA)	Construction of 21m Bridge along FR between Yomkelaya Junction - Maputolon Seg III Kambia District	1,807,379
55	National Commission for Social Action (NaCSA)	Construction of 1No Rural Water Supply Networks in Gbinti Town, Dabia Chiefdom, Karene District - Lot 4	1,781,098
56	National Commission for Social Action (NaCSA)	PROCUREMENT OF REHABILITATION OF FR SORIMANIKAYA LAYADI (SEG I)	1,764,473
57	National Commission for Social Action (NaCSA)	Rehabilitation of FR Dayor-Koakor Crossing Point (Seg I) 3.9KM	1,753,635
58	National Social Security and Insurance Trust (NASSIT)	SUPPLY OF STATIONERY	1,628,760
59	National Commission for Social Action (NaCSA)	REHABILITATION OF FR KWIKUMA KOIDUNDEH SEG 2.4KM KONO DISTRICT	1,612,224
60	National Social Security and Insurance Trust (NASSIT)	PROCUREMENT OF ROUTINE ELECTRICALS WORKS AT FICC.	1,608,390
61	National Commission for Social Action (NaCSA)	Rehabilitation of FR Koidundeh-Sumoya (2.6km) Kono District	1,599,731
62	National Commission for Social Action (NaCSA)	Rehabilitation of FR Kenema - Kufuru Seg 1 (4.0km) Kambia District	1,588,103
63	National Commission for Social Action (NaCSA)	Construction of Three (3) Classroom Block Primary School, Makoba, Bumpo Gao Chiefdom, Bo District.	1,460,756
64	National Social Security and Insurance Trust (NASSIT)	BIOMETRIC CONSUMABLES	1,454,577
65	National Social Security and Insurance Trust (NASSIT)	Provision of cleaning services	1,448,144
66	National Commission for Social Action (NaCSA)	CONSTRUCTION OF MARKET TYPE B, KENDAYAMA COMMUNITY, KAKUA CHIEFDOM, BO CITY, BO DISTRICT	1,429,891
67	National Commission for Social Action (NaCSA)	Construction of Community Infrastructures - Lot 4 - Construction of Three (3) Nr. Solar Powered Boreholes, Water Supply Network and Stand Taps, Kawula Town, Masungbala Chiefdom, Kambia District.	1,279,054
68	National Commission for Social Action (NaCSA)	Rehabilitation of FR Sumoya-Koindaya Line Seg 1(2.5km) Kono District	1,272,740
69	Agricultural ValueChain Development Project (AVDP)-Bo	CONSTRUCTION OF TWO CROSSING (BRIDE AND CULVERT)	1,253,326
70	National Commission for Social Action (NaCSA)	Rehabilitation of FR Yikuma Crossing Point - Yardu Kpendema Sandor 2.5km.	1,244,770
71	Ministry of Basic and Senior Secondary Education (MBSSE)	PROCUREMENT AND DELIVERY OF BEDS AND ACCESSORIES FOR GOVERNMENT BOARDING SCHOOLS	1,224,000
72	National Commission for Social Action (NaCSA)	PROCUREMENT OF FR KENEMA KUFURU SEG IV (2.2KM) KAMBIA DISTRICT	1,211,439
73	National Commission for Social Action (NaCSA)	Rehabilitation of FR along Dakoa - Dayor Seg 1 (3.0km) Kono District	1,029,136
74	National Social Security and Insurance Trust (NASSIT)	PROCUREMENT OF VEHICLE MAINTENANCE	1,024,836
75	Sierra Leone Port Authority (SLPA)	Supply of stationery items	1,016,000
76	Anti-Corruption Commission (ACC)	SUPPLY AND DELIVERY OF OFFICE FURNITURE	1,009,413
77	Ministry of Foreign Affairs and International Cooperation	Supply and Delivery of Computers and Accessories Consumables/Toner Cartridge	1,003,900
78	Agricultural ValueChain Development Project (AVDP)-Bo	CONSULTANCY SERVICES FOR THE DEVELOPMENT OF GUIDANCE NOTE	934,933
79	National Social Security and Insurance Trust (NASSIT)	SUPPLY OF GENERATOR SPARES PARTS	717,212
80	National Social Security and Insurance Trust (NASSIT)	Provision of cleaning services	715,300
81	Anti-Corruption Commission (ACC)	SUPPLY AND DELIVERY OF ICT EQUIPMENT	673,953
82	Integrated Health Projects Administration Unit (IHPAU)	SUPPLY AND DELIVERY OF STATIONERY	671,455
83	Sierra Leone Road Safety Authority (SLRSA)	SUPPLY OF GENUINE TONER CATRIDGES - LOT 1	612,000
84	National Social Security and Insurance Trust (NASSIT)	Provision of fumigation services	526,672
85	National Social Security and Insurance Trust (NASSIT)	Supply of electrical materials	460,745
86	Ministry of Fisheries & Marine Resources (MFMR)	SUPPLY AND DELIVERY OF ASSORTED FURNITURE TO THE MINISTRY OF FISHERIES AND MARINE RESOURCES	450,000
87	Ministry of Foreign Affairs and International Cooperation	Supply of Assorted Stationery Items	432,830
88	Koinadugu District Council	CONSTRUCTION OF FIVE (5) NO. SINGLE BOX CULVERTS WITHIN KABALA TOWN	420,720
89	Koinadugu District Council	CONSTRUCTION OF THREE (3) NO BOX CULVERTS ALONG BAMBUKORO TO BAMBUKARA (4KM)	398,036
90	Koinadugu District Council	CONSTRUCTION OF TWO (2) NO BOX CULVERTS ALONG MANGE TO MANORYS FEEDER ROAD (7KM).	362,654
91	Agricultural ValueChain Development Project (AVDP)-Bo	CONSULTANCY SERVICES FOR VILLAGE SAVING LOAN SCHEME(VSLA)ASSESSMENT AND DEVELOPMENT OF MANUAL FOR IMPLEMENTATION.	353,891
92	Sierra Leone Regional Rice Value Chain Development Project-Bo	Baseline Study for the SLRAIC Project	344,766
93	Ministry of Foreign Affairs and International Cooperation	Supply of Toiletries and Cleaning Items	303,470
94	Bo City Council	PROCUREMENT OF STATIONERY AND OFFICE EQUIPMENT.	291,174
95	Sierra Leone Regional Rice Value Chain Development Project-Bo	Land Security Study	257,715
96	Anti-Corruption Commission (ACC)	Supply and Delivery of information education and communication (IEC) materials (Lot 7)	220,053
97	National Aids Coordinating Secretariat	Vehicles maintenance and uninterrupted Internet Services	216,550
98	Sierra Leone Road Safety Authority (SLRSA)	Procurement, Supply and Delivery of Stationeries (LOT - 2)	215,481
99	Anti-Corruption Commission (ACC)	SUPPLY AND DELIVERY OF OFFICE PROVISIONS AND CLEANING MATERIALS	213,324
100	Koinadugu District Council	MAINTENANCE OF TWO (2) EXISTING CULVERTS ALONG YATAYA ROAD TO KOINADUGU ROAD	212,119

Sn	NAME OF PROCURING ENTITY	Procurement Activity / Contract Title	Value of Contracts On-going (Le)
101	Sierra Leone Road Safety Authority (SLRSA)	Procurement for the supply and delivery of Stationeries (LOT- 2)	172,000
102	Freetown City Council (FCC)	FUMIGATION OF COUNCIL BUILDINGS	166,550
103	National Aids Coordinating Secretariat	Security Services	151,200
104	Anti-Corruption Commission (ACC)	SUPPLY AND DELIVERY OF TYRES AND LUBRICANTS	139,725
105	Judicial & Legal Service Commission	Procurement of Stationery	124,224
106	Integrated Health Projects Administration Unit (IHPAU)	PROVISION OF SECURITY SERVICES AT IHPAU	86,400
107	Anti-Corruption Commission (ACC)	Supply and Delivery of Electrical and electronic equipment (Lot 4)	68,639
108	Road Maintenance Fund Administration (RMFA)	CLEANING AND FUMIGATION SERVICE	51,000
109	Bank of Sierra Leone (BSL)	PROCUREMENT OF BANKNOTE DESTRUCTION MACHINE AND BANKNOTE MACHINES	33,260

Table 74 – NPPA 2023

The status of procurement activities in 2023 reveals that several contracts, both completed and ongoing, exhibit compliance concerns regarding delays, cancellations, and insufficient execution of terms. Frequent cancellations and delays can lead to increased costs, wastage of public funds and inefficiencies, undermining the effective allocation of public funds and undermine stakeholder confidence in the procurement process, particularly from suppliers, contractors, and citizens, eroding trust in government institutions and procurement integrity. It is highly important to improve the planning phase of procurement activities to minimize cancellations and delays. Procuring entities should always conduct thorough needs assessments and feasibility studies to minimize contract cancellations and ensure realistic timelines.

Contract Payment Status in 2023

In 2023, the Public Procurement landscape in Sierra Leone reflected varying levels of compliance with the expected timelines for contract payments. The data provided highlights the contract payment status for 2023, categorizing payments into two groups: Contract Payments Done on Time and Contract Payments NOT Done on Time. This analysis will delve into the implications of these figures on the public procurement landscape. The public procurement process serves as a critical mechanism for government expenditure, which, in turn, impacts the delivery of public goods and services, infrastructure development, and economic stability. However, procurement activities can also create significant liabilities, especially when payments to contractors are delayed.

Based on the data, the majority of contract payments (4,885 out of 5,331 total contracts) were processed on time, amounting to a total value of Le 14,647,120,199 (Fourteen billion, six hundred and forty-seven million, one hundred and twenty thousand, one hundred and ninety-nine Leones) representing 83.4% of the value. This reflects a significant portion of the procurement activities being completed efficiently, adhering to the expectations set by the Public Procurement Act of 2016 and the Public Procurement Regulation of 2020. Timely payments suggest that a substantial portion of contracts are compliant with the regulatory framework designed to ensure fairness and transparency in the public procurement process.

However, 446 (four hundred and forty-six) contracts, amounting to Le 2,924,511,927 (Two billion, nine hundred and twenty-four million, five hundred and eleven thousand, nine hundred and twenty-seven Leones), faced delays in payments. This represents approximately 8.36% of total contracts, which could have serious implications for the vendors, service providers, and contractors involved in these procurement processes.

Delayed payments not only affect the financial stability of contractors, especially small and medium-sized enterprises, but also undermine trust in the procurement system.

Although the majority of payments were made on time, the 8.36% of delayed payments represents a breach of the Public Procurement Act, which stipulates that payments should be made promptly after the completion of contract terms or milestones. Such delays could negatively impact contractors and suppliers, particularly smaller businesses, who may face cash flow issues due to delayed payments. This could hinder their ability to meet operational costs or complete ongoing projects, ultimately slowing down the pace of development and infrastructure projects. Persistent delays in payments can erode public confidence in the procurement process, potentially deterring reputable contractors and suppliers from participating in future tenders. This can limit competition, reduce the quality of goods and services delivered to the government, and increase procurement costs.

Delays in payment might also indicate inadequate financial planning and resource allocation within the public sector. If the government does not have sufficient funds readily available or if there are delays in the approval of funds, this can result in postponed payments to contractors. To address delayed payments, the government must ensure that sufficient financial resources are allocated for procurement activities and that payments are prioritized according to contract completion and timelines. Budgeting for procurement should be more proactive and transparent to avoid funding shortfalls that cause delays.

The table and the graph below provide details of the statuses of contract payments in 2023 and their corresponding values.

Contract Payment Status			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Contract Payments Done on Time	4,885	14,647,120,199
2	Contract Payments NOT Done on Time	446	2,924,511,927

Table 75 – NPPA 2023

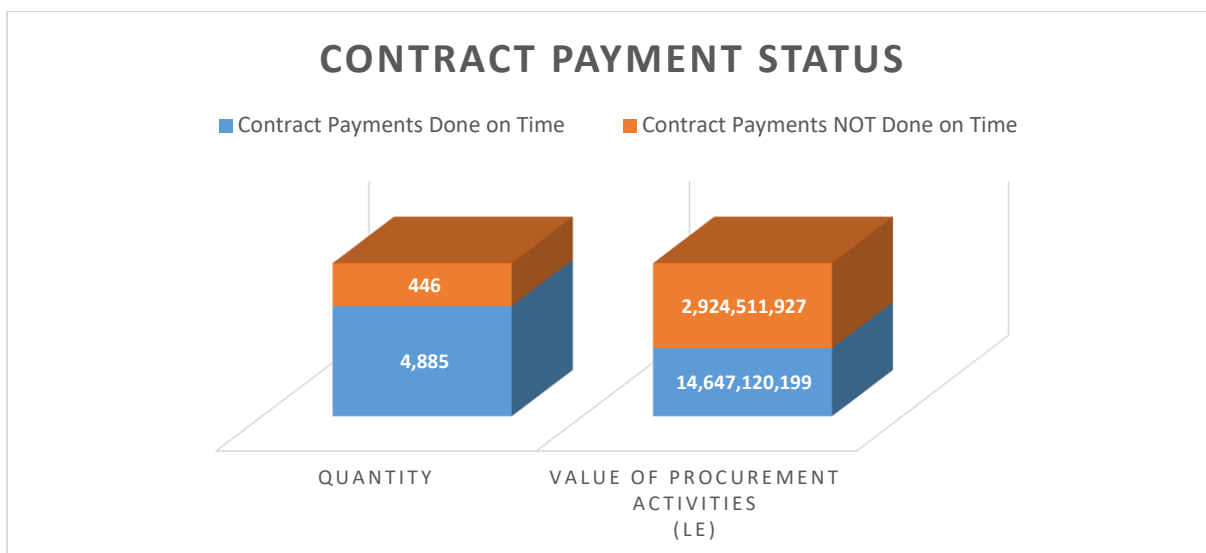


Chart 12 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities with the highest value of delayed payments in 2023.

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF DELAYED PAYMENTS IN 2023			
Sn	Names of Procuring Entities	Number of Contract Payments NOT Done on Time	Value of Contract Payments NOT Done on Time (LE)
1	Sierra Leone Free Education Project (SLFEP)	4	638,902,500
2	Ministry of Finance (MOF)	27	569,086,403
3	Sierra Leone Correctional Services (SLCS)	58	471,621,201
4	Ministry of Transport and Aviation ((MTA)	1	418,233,412
5	Project Fiduciary Management Unit (PFMU)	4	240,776,004
6	Ministry of Fisheries & Marine Resources (MFMR)	2	177,538,887
7	Sierra Leone Maritime Administration (SLMA)	18	100,036,350
8	Sierra Leone Airport Authority (SLAA)	8	99,039,265
9	Anti-Corruption Commission (ACC)	7	33,017,692
10	Ministry of Basic and Senior Secondary Education (MBSSE)	2	29,668,110
11	National Civil Registration Authority (NCRA)	21	23,867,340
12	Sierra Leone National Commission on Small Arms	1	23,285,000
13	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	2	13,382,362
14	Sierra Leone Police (SLP)	3	13,178,286
15	Njala University-Mokonde Campus	1	7,760,200
16	Agricultural Value Chain Development Project (AVDP)-Bo	4	7,492,716
17	Electoral Commission of Sierra Leone (ECSL)	10	7,346,506
18	National Commission for Social Action (NaCSA)	4	5,883,184
19	Karene District Council	11	4,983,690
20	Accountant General's Department (AGD)	16	4,395,309

Table 76 – NPPA 2023

The data analysis of the Contract Payment Status in 2023 indicates a largely positive trend in the timeliness of payments, with over 90% of contracts being paid on time. However, the 8.36% of delayed payments remains a significant issue. Delays in payments can have wide-ranging implications, including economic hardships for contractors, regulatory non-compliance, and a potential decline in public trust. However, the country's high indebtedness and liquidity constraints directly impact its ability to meet payment obligations on time, a continuous strain on the public procurement landscape. The government should explore more Public-Private Partnerships (PPPs) for infrastructure and other procurement-heavy projects. By leveraging private sector funding, the country can reduce its direct financial obligations and spread the risk, thereby mitigating the impact of liquidity challenges. PPPs can ensure timely project delivery and payments. Government can also adopt more strategic treasury management tools, such as contract financing, to ensure that funds are available at the right time. This includes the use of revolving funds or dedicated procurement accounts to facilitate timely payments to contractors.

Evaluation of Procurement Activities in 2023

The evaluation of procurement activities is a critical component of public procurement, ensuring transparency, accountability, and the prudent use of public resources. Bid evaluation involves assessing bids and proposals to determine their compliance with specified requirements, cost-effectiveness, and alignment with public interest. Proper bid evaluation facilitates informed decision-making, supports value for money (VfM) principles, ensures that public funds are used efficiently, and that goods, services, and works procured meet the intended objectives and mitigates corruption risks. Without proper evaluation, there is a high risk of mismanagement, corruption, and inefficiency, which can lead to poor service delivery and loss of public trust.

The data provided highlights the scale of procurement activities in 2023, with 2,069 (Two thousand and sixty-nine) procurement activities evaluated valued at Le 15,836,271,463 (Fifteen billion, eight hundred and thirty-six million, two hundred and seventy-one thousand, four hundred and sixty-three Leones) representing 90.1% of total procurement value. Conversely, 3,262 (Three thousand, two hundred and sixty-two) procurement activities were not evaluated amounting to Le 1,735,360,663 (One billion, seven hundred and thirty-five million, three hundred and sixty thousand, six hundred and sixty-three Leones). This indicates that a significant portion of procurement activities amounting to 61% of the total number of activities were not evaluated, raising concerns about compliance, transparency, and value for money. Value for money (VFM) is a cornerstone of public procurement, ensuring that public resources are used optimally to achieve the best possible outcomes. Failure to evaluate bids and award contracts without proper evaluation undermines VFM.

The lack of evaluation creates opportunities for corruption, favouritism, and collusion, as contracts may be awarded based on personal or political interests rather than merit. Contracts awarded without evaluation may result in overpriced or substandard goods, services, or works, leading to financial losses. Considering majority of procurement activities were not evaluated suggest that there was a significant breach of procurement compliance by procuring entities. The Public Procurement Act of 2016 mandates full evaluation of all procurement activities to ensure efficiency and transparency.

The table and the graph below provide details of the Evaluation of Procurement Activities in 2023 and their corresponding values.

Evaluation of Procurement Activities			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Procurement Activities Evaluated	2,069	15,836,271,463
2	Procurement Activities NOT Evaluated	3,262	1,735,360,663

Table 77 – NPPA 2023

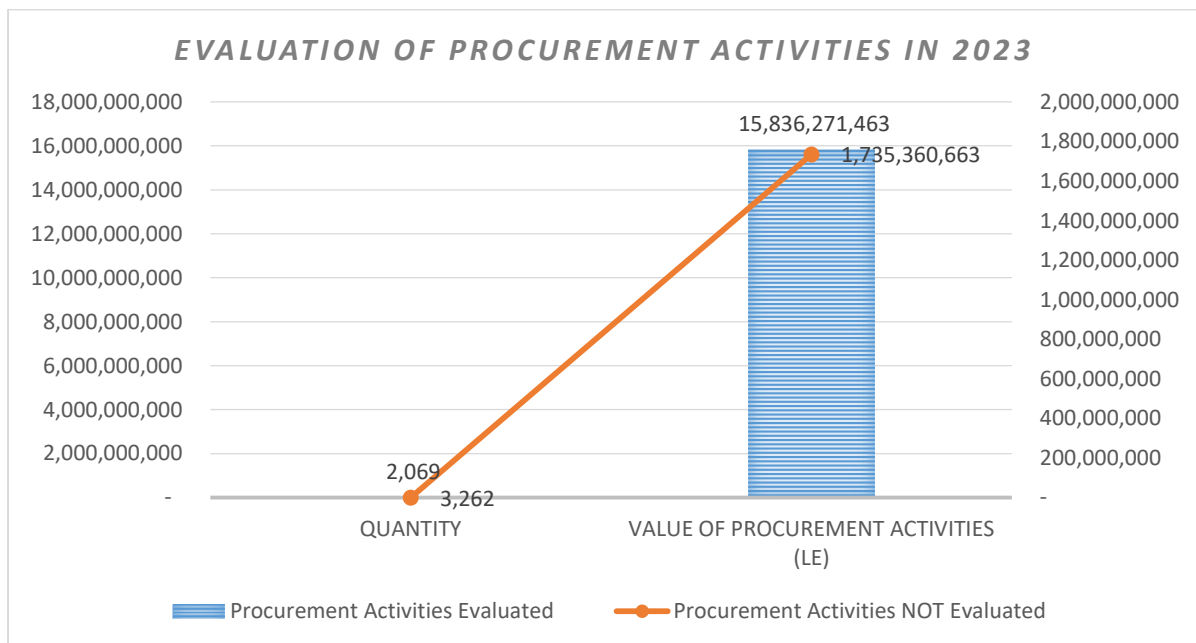


Chart 13 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities with the highest value of procurement activities **not** evaluated in 2023.

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT ACTIVITIES NOT EVALUATED IN 2023			
Sn	Names of Procuring Entities	Number of Evaluation NOT Done for this Activity	Value of Evaluation NOT Done for this Activity (LE)
1	Project Fiduciary Management Unit (PFMU)	30	572,510,917
2	Ministry of Transport and Aviation (MTA)	1	418,233,412
3	Ministry of Energy (MOE)	8	234,204,190
4	Njala University-Mokonde Campus	28	76,061,345
5	Rokel Commercial Bank (RCB)	88	48,406,018
6	Guma Valley Water Company (GVWC)	86	42,424,406
7	Freetown City Council (FCC)	95	38,573,410
8	Sierra Leone Commercial Bank (SLCB)	271	32,038,720
9	Environment Protection Agency (EPA)	93	30,379,723
10	National Telecommunications Authority (NATCA)	26	23,786,682
11	National Commission for Social Action (NaCSA)	16	21,302,162
12	National Medical Supplies Agency (NMSA)	12	11,705,924
13	Office of the Chief Minister (OCM)	89	11,681,568
14	Universal Access Development Fund (UADF)	45	11,525,623
15	National Social Security and Insurance Trust (NASSIT)	40	11,120,315
16	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
17	Integrated Health Projects Administration Unit (IHPAU)	36	9,887,891
18	Sierra Leone Port Authority (SLPA)	105	8,398,092
19	Attorney General and Minister of Justice	27	7,489,135
20	Sierra Leone House of Parliament (HOP)	65	7,460,549

Table 78 – NPPA 2023

The evaluation of procurement activities is fundamental to achieving efficiency, transparency, and value for money in public procurement. The high percentage of non-evaluated activities in 2023 poses significant risks to transparency, accountability, and VfM procurement. Public funds may be wasted on projects that do not deliver the intended benefits, reducing the overall efficiency and effectiveness of public spending. Without proper evaluation, there is no assurance that procurement processes are efficient or that goods and services are procured at the best possible price and quality. To enhance economic growth and ensure fair competition, there must be rigorous enforcement of procurement evaluation, investment in capacity building, and the adoption of digital tracking systems. Strict compliance with the Public Procurement Act 2016 and the Public Procurement Regulations 2020 is essential for strengthening public confidence and fostering national development.

Verification of Awardee Documents in 2023

The verification and authenticity of awardee documents play a crucial role in ensuring transparency, accountability, and efficiency in public procurement. In 2023, procurement activities revealed significant discrepancies in the submission and validation of awardee documents, highlighting potential risks and inefficiencies in the procurement process. This analysis evaluates the verification of awardee documents, the associated risks, and the implications for achieving value for money in public procurement, in alignment with the Public Procurement Act of 2016 and the Public Procurement Regulation of 2020.

Out of the total documents reviewed, it was noted that 3,196 (Three thousand, one hundred and ninety-six) awardee documents were valid as at the time of bid submission, amounting to Le 13,845,884,941 (Thirteen billion, eight hundred and forty-five million, eight hundred and eighty-four thousand, nine hundred and forty-one Leones). This indicates that the majority of awardees complied with the requirements, ensuring the integrity of the procurement process.

However, 180 (one hundred and eighty) awardee documents were found to be invalid as at the time of bid submission, with a total procurement value of Le 117,553,232 (One hundred and seventeen million, five hundred and fifty-three thousand, two hundred and thirty-two Leones). This raises concerns about the authenticity of these documents and the potential for fraud or misrepresentation.

The review further revealed that 467 (four hundred and sixty-seven) awardee documents were partially available in the procurement files, that amounted Le 633,727,802 (Six hundred and thirty-three million, seven hundred and twenty-seven thousand, eight hundred and two Leones). This suggests gaps in documentation, which could lead to inefficiencies and delays in the procurement process.

Disappointingly, 1,488 (one thousand, four hundred and eighty-eight) awardee documents were not available in the procurement files as at the time of the review exercise, representing a procurement value of Le 2,974,466,150 (Two billion, nine hundred and seventy-four million, four hundred and sixty-six thousand, one hundred and fifty Leones). This is a significant issue, as it undermines the transparency and accountability of the procurement process.

The table below provides summary details on the verification of awardee documents in 2023.

Verification of Awardee Documents			
Sn	DETAILS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Documents submitted by the Awardee Valid	3,196	13,845,884,941
2	Documents submitted by the Awardee NOT Valid	180	117,553,232
3	Documents submitted by the Awardee Partially Available in the Procurement Files	467	633,727,802
4	Documents submitted by the Awardee NOT Available in the Procurement Files	1,488	2,974,466,150

Table 79 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities with the highest value of procurement contracts awarded with **Invalid Awardee Documents in 2023.**

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT CONTRACTS WITH INVALID AWARDEE DOCUMENTS IN 2023			
Sn	Names of Procuring Entities	Number of Invalid Documents submitted by the Awardee	Value of Invalid Documents submitted by the Awardee (LE)
1	Sierra Leone Free Education Project (SLFEP)	1	61,624,451
2	Agricultural Value Chain Development Project (AVDP)-Bo	6	21,949,192
3	Rokel Commercial Bank (RCB)	4	12,301,650
4	Electoral Commission of Sierra Leone (ECSL)	6	11,421,925
5	Kenema District Council	2	2,771,866
6	Environment Protection Agency (EPA)	27	1,795,195
7	National Minerals Agency (NMA)	15	1,500,619
8	Sierra Leone Road Safety Authority (SLRSA)	4	471,000
9	Guma Valley Water Company (GVWC)	23	260,885
10	Teaching Service Commission (TSC)	2	248,180
11	Administrator & Registrar General's Office (OARG)	1	248,140
12	National Water Resources Management Agency (NWRMA)	13	236,227
13	Koinadugu District Council	3	195,254
14	Sierra Leone Commercial Bank (SLCB)	2	195,115
15	National Youth Commission (NAYCOM)	4	181,570
16	Independent Commission for Peace and National Cohesion	3	151,360
17	Integrated Health Projects Administration Unit (IHPAU)	2	147,278
18	Office of the Chief Minister (OCM)	2	140,590
19	Nuclear Safety and Radiation Protection Agency (NSRPA)	2	121,100
20	Sierra Leone Port Authority (SLPA)	3	119,715

Table 80 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities with the highest value of procurement contracts awarded with **Partially Available Awardee Documents in 2023.**

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT CONTRACTS WITH PARTIALLY AVAILABLE AWARDEE DOCUMENTS IN 2023			
Sn	Names of Procuring Entities	Number of Documents submitted by the Partially Available	Value of Documents submitted by the Partially Available (LE)
1	Project Fiduciary Management Unit (PFMU)	4	285,072,160
2	Sierra Leone Standards Bureau (SLSB)	5	138,391,500
3	Njala University-Mokonde Campus	27	44,699,177
4	Office of the Chief Minister (OCM)	21	2,436,795
5	Sierra Leone Port Authority (SLPA)	13	2,030,515
6	National Emergency Medical Services (NEMS)	28	1,960,999
7	Sierra Leone Commercial Bank (SLCB)	10	1,812,655
8	National Social Security and Insurance Trust (NASSIT)	21	1,777,479
9	Universal Access Development Fund (UADF)	1	1,180,464
10	Ministry of Foreign Affairs and International Cooperation	2	1,003,900
11	Freetown City Council (FCC)	28	885,318
12	Teaching Service Commission (TSC)	6	882,540
13	Sierra Leone Police (SLP)	14	779,820
14	Electricity Generation and Transmission Company (EGTC)	26	655,981
15	Njala University-Bo Campus	8	570,729
16	National Revenue Authority (NRA)	6	508,124
17	Sierra Leone House of Parliament (HOP)	14	440,324
18	Ministry of Employment, Labour and Social Security (MELSS)	1	400,000
19	Guma Valley Water Company (GVWC)	1	393,491
20	Agricultural Value Chain Development Project (AVDP)-Bo	1	388,700

Table 81 – NPPA 2023

The table below provides details of the top 20 (twenty) procuring entities with the highest value of procurement contracts awarded with **awardee documents not available in the procurement files in 2023.**

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT CONTRACTS WITH AWARDEE DOCUMENTS NOT AVAILABLE IN THE PROCUREMENT FILES IN 2023			
Sn	Names of Procuring Entities	Number of Documents submitted by the Awardee NOT Available	Value of Documents submitted by the Awardee NOT Available (LE)
1	Sierra Leone Free Education Project (SLFEP)	6	643,056,564
2	Ministry of Transport and Aviation ((MTA)	1	418,233,412
3	National Revenue Authority (NRA)	3	240,521,585
4	Agricultural Value Chain Development Project (AVDP)-Bo	13	194,561,628
5	Ministry of Fisheries & Marine Resources (MFMR)	1	177,088,887
6	Western Area Rural District Council (WARDC)	20	112,518,664
7	Rokel Commercial Bank (RCB)	89	39,374,781
8	Sierra Leone Commercial Bank (SLCB)	239	29,283,753
9	National Telecommunications Authority (NATCA)	25	23,758,207
10	National Commission for Social Action (NaCSA)	2	17,713,925
11	Integrated Health Projects Administration Unit (IHPAU)	20	13,090,237
12	Civil Service, Cabinet Secretariat (CABSEC)	3	10,404,428
13	Project Fiduciary Management Unit (PFMU)	17	9,947,616
14	Sierra Leone Regional Rice Value Chain Development Project-Bo	4	7,815,449
15	Electricity Distribution and Supply Authority (EDSA)	3	6,356,452
16	Ministry of Works & Public Assets (MWPA)	1	5,521,828
17	National Social Security and Insurance Trust (NASSIT)	5	5,000,365
18	Office of the Chief Minister (OCM)	30	3,998,495
19	National Insurance Company (NIC)	81	3,907,582
20	Sierra Leone Petroleum Directorate (PDSL)	7	3,721,800

Table 82 – NPPA 2023

The verification and authenticity of awardee documents remain a critical component of an effective public procurement landscape. Strengthening verification mechanisms, enhancing compliance, and enforcing procurement regulations will mitigate risks and enhance economic growth through efficient public procurement practices. Procuring entities and procurement practitioners play a fundamental role in ensuring that that all documents submitted by awardees are complete, verified and authenticated, and compliant with the Public Procurement Act of 2016 and Public Procurement Regulation, 2020. Contractors who submit invalid documents may lack the necessary technical and financial capacity, leading to substandard contract execution. Procuring entities should conduct thorough checks to validate the authenticity of documents, including financial records, tax compliance certificates, business registration and past performance records. It undermines fair competition and disadvantages compliant bidders who submit complete and authentic documentation. The verification and authenticity of awardee documents directly impact the efficiency and effectiveness of the procurement process.

Procuring Entities with the Highest Procurement Expenditures in 2023

This section identifies the top 25 (twenty) procuring entities responsible for the largest share of public procurement spending during the year under review. By analysing the entities with the highest expenditures, we can gain insight into the distribution of public funds, the sectors receiving the most investment, and potential areas for enhancing efficiency and competitiveness. Understanding the patterns of high spending can help inform policy decisions aimed at improving the management of public procurement resources.

The table below provides details of the top 25 (twenty-five) procuring entities with the highest value of procurement expenditures in 2023. Based on the data, these entities accounted for 92% of the total procurement expenditures executed through 22% of the total number of procurement activities in 2023.

Procuring Entities with the Highest Procurement Expenditures in 2023			
Sn	Names of Procuring Entities	Total Number of Procurement Activities	Total Value of Procurement Activities (Le)
1	National Commission for Social Action (NaCSA)	62	5,901,691,586
2	Project Fiduciary Management Unit (PFMU)	63	1,107,260,500
3	Electoral Commission of Sierra Leone (ECSL)	332	1,069,900,545
4	National Social Security and Insurance Trust (NASSIT)	72	984,681,553
5	Anti-Corruption Commission (ACC)	20	969,700,334
6	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
7	Ministry of Finance (MOF)	34	569,335,558
8	Sierra Leone Petroleum Directorate (PDSL)	15	562,079,701
9	Sierra Leone Correctional Services (SLCS)	72	554,065,450
10	Ministry of Transport and Aviation ((MTA)	1	418,233,412
11	Sierra Leone Public Transport Authority (SLPTA)	10	412,389,629
12	Ministry of Energy (MOE)	9	399,164,338
13	Ministry of Works & Public Assets (MWPA)	37	307,622,454
14	National Revenue Authority (NRA)	40	264,568,900
15	Agricultural Value Chain Development Project (AVDP)-Bo	51	251,660,650
16	Sierra Leone Airport Authority (SLAA)	55	244,588,332
17	National Sports Authority (NSA)	9	180,193,974
18	Ministry of Fisheries & Marine Resources (MFMR)	12	178,179,517
19	National Medical Supplies Agency (NMSA)	19	176,861,848
20	Njala University-Mokonde Campus	45	169,264,497
21	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
22	Freetown City Council (FCC)	105	153,568,430
23	Western Area Rural District Council (WARDC)	22	145,105,634
24	National Telecommunications Authority (NATCA)	56	137,842,204
25	Statistics Sierra Leone (SSL)	25	133,411,250

Table 83 – NPPA 2023

The table below provides details of the top 25 (twenty-five) procuring entities with the highest number of procurement activities executed during the year under review. These entities accounted for 46% of the total number of procurement activities in 2023.

Procuring Entities with the Highest Number of Procurement Activities in 2023			
Sn	Names of Procuring Entities	Total Number of Procurement Activities	Total Value of Procurement Activities (Le)
1	Electoral Commission of Sierra Leone (ECSL)	332	1,069,900,545
2	Sierra Leone Commercial Bank (SLCB)	285	33,974,395
3	Sierra Leone Port Authority (SLPA)	152	29,102,791
4	Guma Valley Water Company (GVWC)	106	129,211,918
5	Freetown City Council (FCC)	105	153,568,430
6	Environment Protection Agency (EPA)	99	32,623,294
7	Rokel Commercial Bank (RCB)	95	55,784,621
8	Integrated Health Projects Administration Unit (IHPAU)	95	23,673,159
9	Office of the Chief Minister (OCM)	89	11,681,568
10	Teaching Service Commission (TSC)	87	14,161,480
11	Judicial & Legal Service Commission	84	2,869,269
12	National Insurance Company (NIC)	82	4,627,582
13	Sierra Leone Housing Corporation (SALHOC)	76	676,506
14	National Social Security and Insurance Trust (NASSIT)	72	984,681,553
15	Sierra Leone Correctional Services (SLCS)	72	554,065,450
16	National Minerals Agency (NMA)	67	3,823,849
17	Sierra Leone House of Parliament (HOP)	65	7,460,549
18	Project Fiduciary Management Unit (PFMU)	63	1,107,260,500
19	Ministry of Planning and Economic Development (MOPED)	63	2,701,058
20	National Commission for Social Action (NaCSA)	62	5,901,691,586
21	Universal Access Development Fund (UADF)	62	13,689,547
22	Sierra Leone Pharmacy Board	60	1,012,282
23	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
24	National Telecommunications Authority (NATCA)	56	137,842,204
25	National Water Resources Management Agency (NWRMA)	56	5,983,450

Table 84 – NPPA 2023

The analysis of the top 25 (twenty-five) procuring entities in 2023 underscores the importance of effective public procurement management. The entities with the highest expenditures are concentrated in social services, governance, infrastructure, and energy. While these entities play a pivotal role in driving national development, the concentration of spending and disparities in procurement activities highlight the need for greater transparency, efficiency, and accountability.

The Top 50 (Fifty) Highest-Value Government Suppliers, Contractors, and Consultants in 2023

The analysis of the top 50 (fifty) highest-contracted government suppliers, contractors, and consultants plays a crucial role in assessing the competitiveness, transparency, and efficiency of the public procurement system. These entities significantly impact the country's economic landscape through job creation, skills development, and the stimulation of local businesses via subcontracting and supply chains. However, their dominant presence in procurement raises concerns about market concentration, transparency, and equitable distribution of opportunities.

The total contract value awarded to the top 50 (fifty) government suppliers, contractors, and consultants in 2023 amounted to Le 15,391,233,837 (Fifteen billion,

three hundred and ninety-one million, two hundred and thirty-three thousand, eight hundred and thirty-seven Leones) representing 88% of the total procurement value executed during the year. These contracts were awarded through 462 procurement activities, which accounted for only 9% of the total procurement activities undertaken. The heavy concentration of procurement expenditure among a limited number of firms may limit opportunities for small and medium-sized enterprises (SMEs). The reliance on a few major contractors may lead to cost inflation due to reduced price competition and may increase the risk of corruption, favouritism, and lack of transparency.

The table below provides details of the top 50 (Fifty) highest-value government suppliers, contractors, and consultants during the year under review.

THE TOP 50 HIGHEST-PAID GOVERNMENT SUPPLIERS, CONTRACTORS, AND CONSULTANTS IN 2023			
Sn	Contract Awarded to: (Name of Company/Business)	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	BROAD ENGINEERING AND CONSTRUCTION COMPANY (SL) LIMITED	3	3,495,674,292
2	S & H Trading Investment (SL) Limited	1	1,305,393,977
3	DEL ENTERPRISES	12	970,849,210
4	FODAY BARRIE GARAGE	5	832,281,350
5	Te Deum Commodities trading Company Ltd	1	639,091,295
6	INDEX ENTERPRISES	80	555,364,369
7	UPS AND E CONSTRUCTION AND ELECTRICALS	7	554,995,553
8	KHALLAM ENGINEERING & CONSTRUCTION SERVICES	1	464,995,586
9	WEST AFRICA DISTRIBUTION MOTORS (WADI MOTORS)	2	418,233,412
10	LIVERPOOL INVESTMENT COMPANY LTD	13	414,422,752
11	Macdon Enterprises	1	411,788,749
12	ENGINEERING AND BUILDING CO. EBCO(BITAR)	1	316,188,850
13	DAVID WALTER LIMITED	1	268,538,609
14	GLITZ INVESTMENT LIMITED	4	240,834,317
15	LARUBASA	1	240,427,085
16	CONCEIL LIMITED	1	233,892,640
17	SKM CONSTRUCTION AND TRADING INDUSTRY	1	231,171,333
18	GOOD GOD AUTO SPARES	19	215,908,503
19	IN 2 SIERRA LEONE LIMITED	7	212,306,517
20	SOMBONU CONSTRUCTION AND PROCUREMENT SERVICE	1	196,320,768

21	Top Trust Services (SL) Limited	1	187,034,289
22	FREETOWN SHIPYARD SL LTD	1	177,088,887
23	IMPECCABLE PROCUREMENT & CONSTRUCTION TRADING LTD	2	170,096,565
24	GENTO GROUP OF COMPANY (SL) LTD	1	164,960,148
25	INSTANT MODERN CONSTRUCTION COMPANY	4	164,682,896
26	EDDIE K ENTERPRISE	75	163,223,465
27	SINAVA & MARIAN ENTERPRISE	8	161,324,335
28	TESAT & SILLAH ENTERPRISE	5	138,696,077
29	MR KLIN	4	124,456,015
30	AFKAN CONSTRUCTION (SL) LIMITED	2	115,747,164
31	BASMA AUTO AND GARRAGE	1	112,327,900
32	DOKKAL ENTERPRISES	34	110,114,588
33	SYSTEM LIMITED & IT WAREHOUSE JOINT VENTURE (JV)	1	108,955,259
34	CHAMPION CONSTRUCTION COMPANY	12	102,278,690
35	MAGITO LOGISTICS (SL) LTD	7	102,024,420
36	CARRYER SALONE	1	98,700,000
37	Ram Kamara Enterprise	3	96,791,039
38	AKJ ENTERPRISE LIMITED	1	92,907,554
39	KISSY DISCOUNT ENTERPRISE	8	88,589,308
40	REN-FORM CC	2	76,468,109
41	ALL NATIONAL PHARMACEUTICALS	1	71,889,120
42	JARAMANA LOGISTICS SUPPLIERS	1	70,633,025
43	THE MARKET PLACE SL LTD	1	70,206,000
44	ERICO STATIONARY CONSTRUCTION AND GENERAL SERVICES	23	65,985,913
45	HARSIA ENTERPRISE	1	61,624,451
46	YETAYA GENERAL SUPPLIES	2	57,420,360
47	GLOBAL PROCUREMENT	2	57,345,401
48	SOLET MULTI SERVICES	32	56,738,389
49	AFRICA TRAVEL CENTRE	19	53,967,785
50	ESS BEE INTERNATIONAL (SL) LIMITED	45	50,277,521

Table 85 – NPPA 2023

The Top 50 (Fifty) Most Contracted Government Suppliers, Contractors, and Consultants of 2023

The table below provides details of the top 50 (Fifty) most contracted government suppliers, contractors, and consultants in 2023. These entities were responsible for executing 1,460 (One thousand, four hundred and sixty) procurement activities, accounting for 27% of the total procurement transactions conducted during the year. The cumulative value of these contracts amounted to Le 1,957,672,720 (One billion, nine hundred and fifty-seven million, six hundred and seventy-two thousand, seven hundred and twenty Leones), representing 11% of the total procurement expenditure.

*The most concerning issue is number 12 on the table, labelled as "**blank**," which represents contracts awarded without recording the names of the businesses involved. This practice compromises transparency, accountability, and the integrity of the procurement process, while also introducing significant risks.*

THE TOP 50 MOST CONTRACTED SUPPLIERS, CONTRACTORS, AND CONSULTANTS OF 2023

Sn	Contract Awarded to: (Name of Company/Business)	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	A.A ENTERPRISES LIMITED	124	34,860,603
2	TYPE A HOUSE OF ELECTRONICS (SL) LIMITED	106	5,514,761
3	INDEX ENTERPRISES	80	555,364,369
4	EDDIE K ENTERPRISE	75	163,223,465
5	H.M SAFIDEEN	63	14,180,871
6	ESS BEE INTERNATIONAL (SL) LIMITED	45	50,277,521
7	METRO STATIONERY STORE	40	2,051,038
8	COMPUTER SHOP	36	3,313,035
9	WELFARE LOGISTICS	35	24,677,100
10	DOKKAL ENTERPRISES	34	110,114,588
11	STATIONERY SHOP SIERRA LEONE	34	4,178,711
12	(blank)	33	3,015,758
13	SOLET MULTI SERVICES	32	56,738,389
14	VALUE POINT ENTERPRISE	32	1,312,352
15	CINDERELLA TRAVEL & TOURS (SL) LIMITED	30	7,091,044
16	DANSTIGE ENTERPRISES	27	271,028
17	ERICO STATIONARY CONSTRUCTION AND GENERAL SERVICES	23	65,985,913
18	SATGURU TRAVEL AND TOUR	23	13,816,136
19	DOZIC ENTERPRISES	22	7,048,444
20	ROLAAN ENTERPRISE	22	5,612,889
21	PRETTY SMALL SMALL THINGS ENTERPRISE	22	3,640,906
22	CHIDEX GROUP HOLDINGS	21	11,105,411
23	HAYAT AUTO SPARES	21	6,850,110
24	JAIDEV STORES	21	4,417,237
25	EAGLE'S LOGISTICS & INVESTMENT (SL) LIMITED	20	10,508,789
26	STAR - AYAN ENTERPRISE & GENERAL SUPPLY	20	977,734
27	T. CHOITHRAM & SONS LIMITED	20	453,280
28	ING. MARTIN MASSAQUOI	20	283,076
29	SIDMAH LOGISTICS	20	279,590
30	GOOD GOD AUTO SPARES	19	215,908,503
31	AFRICA TRAVEL CENTRE	19	53,967,785
32	GREENFIELD FARM	19	47,405,280
33	OFFICE SOLUTIONS	19	22,774,797
34	EXCELLENT GOVERNMENT PRINTING DEPARTMENT	19	4,314,722
35	INFINITY ICT AND GENERAL MERCHANDISE	19	1,199,653
36	YONI COMMERCIAL ENTERPRISE	19	581,725
37	EPI GARAGE-ENGINEERING PROTOTYPE INTERNATIONAL GARAGE	19	66,377
38	VAICOM ENTERPRISE	18	2,577,719
39	INTEGRATED POWER & CONTROL SOLUTION	18	489,556
40	COROSTAL ENTERPRISE	18	397,638

41	BAMA CATERING AND GENERAL SERVICES	18	248,052
42	EMBEES RELAXATION & GENERAL MERCHANDISE	18	103,165
43	KETSENG INVESTMENT	17	370,170
44	Star Travels (SL) Limited	15	24,507,222
45	TWO TEES CONSTRUCTION AND GENERAL MERCHANDISE	15	492,250
46	BROTHER'S CARPENTRY AND FINISHING MATERIALS CENTRE	15	124,500
47	BREAKTHROUGH CONSTRUCTION ENTERPRISES	14	338,196
48	JUNE'S WILL INVESTMENT	14	129,036
49	KUMBA SENESIE	14	89,475
50	LIVERPOOL INVESTMENT COMPANY LTD	13	414,422,752

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It is important to note that the concentration of contracts among a few suppliers raises concerns about anti-competitive practices, which may lead to higher prices and reduced service quality. Over-reliance on a limited number of suppliers can pose operational risks, especially in cases of supply chain disruptions or contractor underperformance. The government must ensure that competitive and transparent procurement methods are consistently applied to secure the best prices, quality, and delivery timelines. Supporting SMEs and local suppliers through capacity-building initiatives can create a more competitive and sustainable procurement ecosystem.

The Top 50 Highest-Value Expenditure Items in 2023

Public procurement plays a crucial role in economic development, particularly in underdeveloped countries like Sierra Leone. It drives infrastructural growth, promotes local enterprises, and ensures the efficient use of government resources. The procurement data from 2023 provides valuable insights into both the highest-value and most commonly procured items, offering a clear picture of public sector spending and its broader implications for economic growth, especially for small and medium enterprises (SMEs). This analysis evaluates the economic impact of these expenditures within the public procurement landscape, highlighting their role in fostering local economic growth in accordance with the Public Procurement Act, 2016, and the Public Procurement Regulation, 2020.

In 2023, high-value procurement items were dominated by large infrastructure and maintenance projects, as well as key consumables and equipment necessary for governmental operations. The top procurement item in terms of value was road rehabilitation (58 activities, with a total expenditure of Le 4,751,512,354), followed by vehicle spares and maintenance (432 activities, Le 1,738,944,728) and building maintenance and small works (157 activities, Le 1,542,386,060). Meanwhile, the most commonly procured items highlight frequent purchases of Office Stationery (480 procurements), Vehicle Spares (432), and Hall Rental Services (377), indicating high demand for administrative and logistical support. These procurements are essential for the functioning of public institutions and contribute significantly to national development, particularly for SMEs and local industries.

The procurement data reveals a mix of high-value infrastructure projects (e.g., road rehabilitation, building construction) and frequently procured consumables (e.g., office stationery, vehicle spares). The highest-value items are dominated by construction and infrastructure, while the most commonly procured items are routine operational supplies. Government expenditure on training, consultancy services, and capacity building (e.g., vehicle maintenance, electrical works, agricultural equipment) builds local enterprises' capacity, particularly in sectors that require specialized skills and technology.

The Public Procurement Act, 2016, requires the use of competitive methods in public procurement to ensure transparency, fairness, and value for money. The expenditures for high-value items like road rehabilitation, vehicle purchases, and building maintenance are likely subject to rigorous tendering processes. These projects are mostly awarded to large contractors due to the scale of operations and expertise required.

Although the Public Procurement Act promotes competition, there is still the challenge of ensuring that SMEs are not overshadowed by large corporations with greater capacity and experience. One challenge is the limited capacity of SMEs to meet the stringent requirements for large tenders, such as financial stability, technical capacity, and access to capital.

It is important to understand that construction projects, office supply contracts, and ICT services generate employment opportunities. Small and medium enterprises supplying government offices gain financial stability and growth. To further bolster the local economy, the government can enhance efforts to ensure that women-owned and youth-led businesses are included in procurement processes. These groups face particular challenges in accessing public procurement opportunities. The government should consider reserved procurement for SMEs in certain categories, ensuring equitable participation.

The table below presents the top 50 (Fifty) highest-value expenditure items for 2023, arranged in ascending order based on their values. The total value of these 50 items amounted to Le 17,484,845,662 (Seventeen billion, four hundred and eighty-four million, eight hundred and forty-five thousand, six hundred and sixty-two Leones), accounting for 99.5% of the total procurement value. These items were procured through 4,770 (Four thousand, seven hundred and seventy) procurement activities, representing 89% of the total number of procurement activities executed.

THE TOP 50 HIGHEST-VALUE EXPENDITURE ITEMS IN 2023			
Sn	Items Procured	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Road Rehabilitation	58	4,751,512,354
2	Vehicle Spares and Maintenance	432	1,738,944,728
3	Building Maintenance & Small Works	157	1,542,386,060
4	Building Construction	44	1,410,442,519
5	ICT Equipment	60	1,161,450,246
6	Printing Services	330	804,945,285
7	School Building Construction & Maintenance	6	797,437,971
8	Vehicle Purchase	21	516,490,014
9	Air Ticket	122	423,883,068
10	Office Stationery	480	423,821,998
11	Generator Purchase	10	405,469,207
12	Rice & Diet	38	386,106,915
13	IEC Materials	5	328,957,271
14	Consultancy Services	68	267,002,250
15	Medical Drugs, Equipment, Consumables & Reagent	43	260,494,008
16	Office Equipment	345	200,233,855
17	Furniture	223	183,163,641
18	Office Equipment Spares and Maintenance	90	181,544,895
19	Market Construction	13	167,638,046
20	Agricultural Equipment	7	160,344,988
21	Cleaning & Fumigation Services	70	136,513,186
22	Uniforms	26	126,122,120
23	Provision & Sundry Items	307	113,962,046
24	Solar Equipment & Maintenance	34	87,616,383
25	Pipes & Fittings	4	84,845,093
26	Building Materials	82	82,522,121
27	Agricultural Crops, Inputs & Seeds	43	81,603,950
28	Computer Accessories & Consumables	357	68,034,392
29	Road Construction	21	66,866,594
30	Classroom Construction	6	65,778,515
31	Electrical Materials & Works	138	61,986,645
32	Generator Spares and Maintenance	94	50,059,077
33	Hall Rental, Decoration and Catering Services	377	45,118,415
34	Equipment Spares and Maintenance	34	42,526,699
35	Teaching & Learning Materials	9	29,479,826
36	Furniture Materials & Fabrication	16	26,366,735
37	Equipment	17	21,390,117
38	Water Irrigation System	5	21,248,151
39	Protective Gear	5	21,202,515
40	Rural Water Supply Network	4	19,863,496
41	ICT Application & Software	65	19,838,938
42	Desktop & Laptop Computers	182	16,335,422
43	Vehicle Rental	162	13,301,681
44	Cleaning Materials & Tools	42	12,931,340
45	Plumbing Equipment & Maintenance	31	11,573,989
46	Tents	1	10,881,304
47	Internet and Communications	57	9,800,562
48	Capentary & Mechanical Tools	3	9,793,548
49	Hospitality Items	21	7,603,245
50	Medical Services	5	7,410,240

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The 50 Most Commonly Procured Items in 2023

The table below displays the top 50 (Fifty) most commonly procured items in 2023, ranked in ascending order based on the number of procurement activities. These 50 items collectively accounted for 5,069 (Five thousand, and sixty-nine), representing 95% of the total procurement activities. The total expenditure for these items amounted to Le 15,406,407,286 (fifteen billion, four hundred and six million, four hundred and seven thousand, two hundred and eighty-six Leones), constituting 87.7% of the overall procurement value.

THE 50 MOST COMMONLY PROCURED ITEMS IN 2023			
Sn	Items Procured	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	Office Stationery	480	423,821,998
2	Vehicle Spares and Maintenance	432	1,738,944,728
3	Hall Rental, Decoration and Catering Services	377	45,118,415
4	Computer Assessories & Consumables	357	68,034,392
5	Office Equipment	345	200,233,855
6	Printing Services	330	804,945,285
7	Provision & Sundry Items	307	113,962,046
8	Furniture	223	183,163,641
9	Desktop & Laptop Computers	182	16,335,422
10	Vehicle Rental	162	13,301,681
11	Building Maintenance & Small Works	157	1,542,386,060
12	Electrical Materials & Works	138	61,986,645
13	Air Ticket	122	423,883,068
14	Generator Spares and Maintenance	94	50,059,077
15	Office Equipment Spares and Maintenance	90	181,544,895
16	Building Materials	82	82,522,121
17	Cleaning & Fumigation Services	70	136,513,186
18	Consultancy Services	68	267,002,250
19	ICT Application & Software	65	19,838,938
20	ICT Equipment	60	1,161,450,246

21	Road Rehabilitation	58	4,751,512,354
22	Internet and Communications	57	9,800,562
23	Building Construction	44	1,410,442,519
24	Agricultural Crops, Inputs & Seeds	43	81,603,950
25	Fixtures & Fittings	43	2,851,781
26	Medical Drugs, Equipment, Consumables & Reagent	43	260,494,008
27	Cleaning Materials & Tools	42	12,931,340
28	Motor Bike & Tricycle Spares & Maintenance	42	1,274,741
29	Office Supplies	38	6,611,925
30	Rice & Diet	38	386,106,915
31	Rain Gear	37	6,437,985
32	Equipment Spares and Maintenance	34	42,526,699
33	Solar Equipment & Maintenance	34	87,616,383
34	Advertisement & Audio Visual Services	32	2,212,150
35	Groceries & Food Items	31	6,403,622
36	Plumbing Equipment & Maintenance	31	11,573,989
37	Water Treatment Chemicals	28	2,231,475
38	Motor Bike & Tricycle Purchase	26	2,897,641
39	Uniforms	26	126,122,120
40	Bank Consumables	22	3,102,497
41	Security Services	22	4,058,882
42	Hospitality Items	21	7,603,245
43	Road Construction	21	66,866,594
44	Vehicle Purchase	21	516,490,014
45	Phones & Tablets	19	2,211,419
46	Equipment	17	21,390,117
47	Electrical Equipment	16	2,962,843
48	Furniture Materials & Fabrication	16	26,366,735
49	Cooking Gas	13	1,406,460
50	IVS Tools	13	7,248,374

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The 2023 expenditure data highlight a strong focus on infrastructure development (roads, buildings, schools) and transport (vehicle purchases & maintenance), which accounted for the largest shares of spending. Meanwhile, routine administrative and operational costs (office supplies, printing, rentals) were procured frequently but at lower individual values. Investments in healthcare, agriculture, energy (solar/generators) and utilities also featured prominently, suggesting a balanced approach between capital projects and essential services. This diverse spread of procurement activities highlights the need to balance long-term capital projects with the ongoing operational needs of government departments. However, the substantial expenditures on office supplies, air travel, and vehicle-related costs raise questions about potential cost optimization. Moving forward, ensuring competitive procurement methods and prioritizing value-for-money initiatives will be crucial in maximizing the impact of public expenditure. These expenditures are crucial for fostering economic growth, enhancing public sector efficiency, and improving the quality of life for citizens. However, a further analysis of procurement efficiency, cost-effectiveness, and impact assessment is essential to ensure value for money and sustainable public investment.

Summary Findings, Observations and Recommendations in 2023

NPPA Observation: Failure to submit relevant documents and under reporting of Procurement Information by Procuring Entities – We observed during the review process that several Procuring Entities (PEs) failed to submit key procurement documents such as procurement plans, evaluation reports, contract award details, payment records and justifications for sole sourcing or restrictive bidding procedures employed. Some entities failed to maintain adequate records of procurement processes, resulting in gaps in documentation that made the review and oversight process difficult. The absence of these documents affects transparency, accountability and efficiency in the use of public funds in public procurement processes and made it difficult for our team to verify whether all procurement activities executed during the year were presented for examination. Failure to submit relevant documents and underreporting of procurement information by procuring entities are serious violations of these laws. The failure by procuring entities to provide relevant information as by the public procurement regulatory authority is in violation of Sections 15 and 33 of the Public Procurement Act, 2016 and its Regulations.

NPPA's Recommendations: Procuring entities are required to adhere strictly to the legal mandate enshrined in Sections 15 and 33 of the Public Procurement Act, 2016 by presenting for review all relevant documents relating to the execution of procurement activities during a financial year. The Authority bears the responsibility to maintain a database of Government expenditure and provide guidance on procurement spend based on data. ***To ensure compliance, NPPA recommends that PEs failing to submit these documents on time or providing incomplete documentation be penalized. Possible sanctions should include delays in payment processing, suspension from future procurement activities, or fines. This will deter non-compliance and improve overall accountability.***

It is crucial to emphasize that accurate and comprehensive data serve as the foundation for informed decision-making by key stakeholders, including policymakers, donor partners, and the general public. Reliable data is indispensable for effective resource allocation, evidence-based policy formulation, and strategic planning aimed at achieving sustainable development goals. Without complete and precise information, the ability to make sound decisions that align with national priorities and public interest is significantly compromised.

NPPA Observation: Lack of established and functioning Procurement Units, a Functioning Procurement Committees and Dedicated Procurement Practitioner in some Procuring Entities - Based on the NPPA's observations, several procuring entities (PEs) lack the necessary procurement structures required by law, leading to inefficiencies, non-compliance, and possible risk to the integrity and efficiency of the procurement landscape. Without a functioning procurement units and committees, a dedicated practitioner, monitoring and evaluation of procurement activities are compromised, leading to difficulties in assessing whether procurement practices are meeting the desired objectives.

NPPA's Recommendations: To enhance compliance, transparency, and efficiency in public procurement, the NPPA recommends that all procuring entities must maintain established procurement units with clear roles and responsibilities, well-established and functional procurement committee, and a dedicated practitioners as required

under **Sections 17, 18 and 19 of the Public Procurement Act, 2016**, to enhance efficiency and compliance. Strict adherence to these legal provisions will strengthen procurement governance, improve service delivery, and minimize risks associated with poor procurement practices.

NPPA Observation: Lack of adequate Professional Development Opportunities for Procurement Practitioners – The review revealed that a significant number of procurement practitioners lack access to structured and continuous professional development programs. There is also a lack of institutionalized capacity-building initiatives to enhance the competencies of procurement professionals. This hinders the development of skills necessary for effective procurement management.

The review revealed that some procurement practitioners lack the essential skills and training required to navigate complex procurement processes. The lack of technical capacity among practitioners often leads to inefficiencies, delays, and poor execution of procurement activities. This undermines the overall effectiveness of public procurement processes and negatively impacts service delivery. Some procuring entities face additional challenges, such as limited resources, staff shortages, inadequate workspace, and the unavailability of necessary equipment to support procurement activities.

NPPA's Recommendations: To address these challenges and improve the capacity of procurement practitioners, the National Public Procurement Authority (NPPA) should develop a structured continuous professional development programs aimed at continuously upgrading the skills of procurement practitioners. The program should focus on key areas such as procurement laws and regulations, ethical standards, contract management, and the use of procurement tools and technologies. The Authority should also collaborate with educational institutions and professional bodies to design accredited training programs critical to improving the efficiency and effectiveness of public procurement landscape.

NPPA Observation: Non-availability of a Functional Goods Receive and Inspection Committees across Procuring Entities – The systems review revealed that there is non-availability of Functional Goods Receive and Inspection Committees (GRICs) across many Procuring Entities, which is a critical issue in public procurement processes. The absence of these committees undermines transparency, accountability, and value for money in procurement. The Sierra Leone Public Procurement Act of 2016 and the Public Procurement Regulations, 2020 mandated that all Procuring Entities (PEs) should establish and operationalize Goods Receive and Inspection Committees (GRICs) to ensure compliance with contract specifications, prevent procurement fraud, and safeguard public funds. GRICs play a vital role in ensuring that goods, works, and services procured meet the required standards, specifications, and quantities as stipulated in the contract. The absence of GRICs allows unchecked deliveries, increasing the risk of delivery of substandard goods, inflated invoices, ghost procurements and lack of accountability.

NPPA's Recommendations: The NPPA recommends that Heads of PEs should appoint committee members in line with the legal requirements, ensuring representation from relevant departments. The NPPA, in collaboration with the Ministry of Finance, should enforce compliance, build capacity, and standardize inspection procedures to ensure effective implementation. Strict monitoring, training,

and enforcement mechanisms will enhance transparency, efficiency, and value for money in public procurement. Entities failing to establish GRICs should face administrative sanctions, including withholding procurement approvals until compliance is achieved.

NPPA Observation: Failure to use Standard Bidding Documents (SBDs) by some Procuring Entities - The National Public Procurement Authority (NPPA) has noted that some Procuring Entities (PEs) are not using the Standard Bidding Documents (SBDs) as mandated by the Public Procurement Act, 2016 and the Public Procurement Regulations, 2020. This failure undermines transparency, fairness, and competitiveness in public procurement. The PPA, 2016 mandates that Procuring Entities are required to use Standard Bidding Documents approved by NPPA to ensure uniformity and compliance with national procurement laws. The NPPA is responsible for developing and issuing standard procurement documents for use by all PEs.

NPPA's Recommendations: The use of Standard Bidding Documents is a cornerstone of Sierra Leone's public procurement system. Ensuring that all Procuring Entities use the Standard Bidding Documents (SBDs) is critical for fairness, transparency, and efficiency in public procurement and value for money in the procurement process. Procuring Entities are required to adhere to these templates to ensure compliance with the law.

NPPA Observation: Non-availability of a well-developed, Signed and Approved Procurement Plan – The absence of a well-developed, signed, and approved procurement plan is a significant lapse in compliance with the Sierra Leone Public Procurement Act of 2016 and the Public Procurement Regulations, 2020. A procurement plan is a critical document that outlines the procurement activities to be undertaken by an entity within a specific period, ensuring transparency, accountability, and efficiency in the use of public funds. Implementing procurement activities without an approved plan leads to budget overruns, inefficient resource allocation, and financial mismanagement. The absence of proper planning causes funding constraints, leading to payment delays, financial commitments beyond allocated budgets, and the accumulation of liabilities to contractors. Unanticipated procurement needs force the government to divert funds from other critical, budgeted activities, undermining effective service delivery.

NPPA's Recommendations: To address these challenges, the NPPA recommends that all procuring entities must develop, sign, and obtain approval for an annual procurement plan before initiating any procurement activities in strict compliance with Section 29 of the Public Procurement Act of 2016. The procurement plan must align with the approved budget and be submitted to the National Public Procurement Authority (NPPA) for review and compliance verification in coordination with the Ministry of Finance. The plan should include all anticipated procurement activities, timelines, estimated costs, and procurement methods. The NPPA should enforce penalties for entities that fail to submit procurement plans, as stipulated in the Public Procurement Regulation, 2020. The government should expedite the adoption of electronic procurement (e-procurement) systems to improve planning, reduce delays, and enhance financial accountability.

NPPA Observation: Failure to Execute Procurement Activities in accordance with the Approved Procurement Plan – During the review process, the National Public Procurement Authority (NPPA) observed a persistent failure by procuring entities to adhere to procurement planning and to execute procurement activities in accordance with the approved procurement plans and budgets. Ineffective planning and deviations from these approved documents result in multiple challenges, including budget overruns, delays, financial mismanagement, difficulties in tracking expenditures, and overall inefficiencies in the procurement process.

Furthermore, the review team identified instances where procuring entities executed procurement activities that were not included in the approved procurement plans submitted to NPPA. This practice constitutes a direct contravention of Section 29 of the Public Procurement Act, 2016, which mandates that all procurement activities must be executed in line with an entity's approved procurement plan and budget. Procurement methods must align with the approved plan and be executed in a manner that promotes competition, fairness, and value for money. Any modification to the approved procurement plan must be duly updated and approved to reflect the necessary adjustments as mandated in Section 29(6) of the Public Procurement Act, 2016.

NPPA's Recommendations: The NPPA recommends that all procuring entities must ensure that procurement activities align with their approved procurement plans and budgets. Procuring entities should improve procurement planning by conducting needs assessments, engaging key stakeholders, and ensuring realistic budgeting. All procurement activities must strictly follow the approved procurement plan. Any deviations must be justified in writing and approved by the relevant authority. Updates or modifications to the procurement plan should be formally documented and approved before implementation. Adherence to the approved procurement plan is critical for ensuring transparency, accountability, and efficiency in public procurement.

NPPA Observation: Excessive and inappropriate use of the Request for Quotation (RFQ) by Procuring Entities – The analysis revealed that there is an excessive and inappropriate use of the Request for Quotation (RFQ) method for procurement by procuring entities. Procuring entities are artificially dividing procurement activities to keep contract values below the competitive threshold, thereby avoiding open competitive procurement methods. Heavy reliance on RFQs limits opportunities for innovation and quality, reduces transparency, and increases the risk of collusion and anti-competitive behaviour in the procurement process. Procuring entities are in the habit of changing procurement methods and values from those approved in procurement plans, often shifting from competitive methods to RFQs, without adherence to due process undermines competition, fairness and value for money in public procurement. In many cases, Procuring Entities fail to provide adequate justification for using RFQ instead of more competitive methods like Open Competitive Bidding (OCB) or Restricted Bidding. The excessive use of RFQ reduces transparency in the procurement process, as it often involves fewer suppliers and less public scrutiny compared to other methods.

NPPA's Recommendations: To address these issues and align procurement practices with legal and regulatory requirements, the NPPA recommends that procuring entities should consolidate procurement requirements for similar items over a defined period, Aggregate procurement values to be subjected to open competitive

bidding and sign framework to ensure transparency, better pricing, and improved quality. The use of framework agreements provides flexibility in quantities and delivery schedules and offers cost savings through negotiated pricing, reduce administrative burdens, and ensure consistency in quality and service delivery. The NPPA should impose sanctions on Procuring Entities that consistently misuse RFQ or fail to comply with the Act and Regulations. It is important to note that the excessive and inappropriate use of RFQ by Procuring Entities undermines the principles of transparency, fairness, and value for money in public procurement.

NPPA Observation: Long Payment Delays to Suppliers, Contractors and Consultants by Government – One of the most commonly reported challenges across procuring entities is the lack of available funding to support their operations. This issue significantly hampers the effective implementation of procurement activities, leading to delays in project execution, contract awards, and service delivery. The absence of adequate funding undermines the ability of procuring entities to meet their obligations, including timely payments to suppliers, contractors, and consultants, and compromises the overall efficiency of the public procurement process. Procuring entities claim that there is late disbursement of funds from the Ministry of Finance (MOF) to procuring entities. Such delays significantly impact the efficiency and effectiveness of public procurement processes, leading to financial strain on suppliers, disruptions in project timelines, and hindrances to economic growth.

Payment delays disproportionately affect Small and Medium-Sized Enterprises (SMEs), limiting their capacity to deliver on contracts and maintain financial. Several projects across the country have stalled due to payment delays, leading to increased costs from contract variations, inflation adjustments, and extended timelines. Unreliable payment structures discourage qualified suppliers and contractors from participating in public procurement, limiting competition and value for money.

NPPA's Recommendations: The NPPA recommends that the Government should critically review procurement financing challenges and implement measures to ensure timely disbursement of funds to procuring entities. Procuring entities must synchronize their procurement plans with approved budgets to prevent financing gaps and payment delays. The Ministry of Finance should ensure that initiation of procurement processes is backed by available funds and must explore ways to ensure the timely release of funds to procuring entities to avoid disruptions in operations. The Government should explore alternative financing mechanisms, such as contractor financing arrangements and public-private partnerships (PPPs), to reduce dependency on immediate government disbursements.

NPPA Observation: Challenges in Contract Management and Oversight by Procuring Entities – During the review process, the National Public Procurement Authority (NPPA) identified widespread issues of poor contract management and oversight among procuring entities. A significant number of projects were found to be incomplete, with extended overdue timelines. The primary reason cited for these delays was insufficient funding. Procuring entities often delay payments to contractors, which affects project timelines and contractor performance.

These stalled projects result in wasted resources and hinder overall national development. Furthermore, oversight mechanisms and accountability structures among procuring entities are weak. Most procuring entities focus heavily on the pre-contract process but lose sight of contract execution and post-contract monitoring

once agreements are signed. Without effective monitoring and evaluation mechanisms, identifying and addressing issues in contract implementation becomes difficult.

NPPA's Recommendations: The NPPA recommends that procuring entities must develop accurate and realistic project cost estimates, ensuring that funding allocations align with project requirements before contract awards. Procuring entities should establish dedicated contract management units to monitor contract performance and ensure compliance with agreed terms throughout the project lifecycle. Procuring entities should ensure timely payment to contractors as stipulated in the contract agreements to avoid delays and disruptions in project implementation. Improving contract management and oversight mechanisms in Sierra Leone is essential to address the challenges of incomplete projects and delays. By enhancing planning processes, implementing robust monitoring systems, increasing accountability, and improving funding flexibility, procuring entities can ensure that projects are completed on time, within budget, and in accordance with the objectives of national development.

NPPA Observation: The Execution of Procurement Activities Without Specifying the Procurement Methods – The execution of procurement activities without specifying the procurement methods is a significant deviation from the provisions of the Public Procurement Act of 2016 and the Public Procurement Regulations, 2020. This omission undermines transparency, accountability, and fairness in the procurement process, which are fundamental principles of public procurement. The NPPA has observed an increasing trend where procurement activities are carried out without clearly specifying the procurement method being used, in violation of the provisions outlined in the legal and regulatory framework.

In line with the legal framework, it is imperative for procuring entities to clearly define and document the procurement method from the planning stage through every phase of the procurement process. The Public Procurement Act and Regulations prescribe specific procurement methods. The absence of a clear specification of the chosen procurement method can lead to a lack of transparency, reduced competition, and potential mismanagement, which in turn erodes public trust in the procurement system. It also increases the risk of corruption and legal challenges.

NPPA's Recommendations: Procuring entities must explicitly document the procurement method from the planning stage through all procurement phases, ensuring it aligns with the stipulations of the Sierra Leone Public Procurement Act, 2016, and the Public Procurement Regulations, 2020. To ensure public procurement processes are conducted transparently, legally, and efficiently, it is crucial that procuring entities comply with the requirements to clearly specify the procurement method at all stages of procurement.

NPPA Observation: Enhance the Review and Monitoring of Donor-Funded Projects by the NPPA - The National Public Procurement Authority (NPPA) plays a critical role in ensuring transparency, accountability, and efficiency in public procurement processes in Sierra Leone. One of the key observations highlighted is the need to enhance the review and monitoring of donor-funded projects. This is particularly important given the significant role donor funds play in the country's development agenda. There is often insufficient coordination between the NPPA, donors, and implementing agencies, which can result in duplication of efforts and

inefficiencies. Given the significant role these projects play in national development, effective monitoring is crucial for optimizing resource use, ensuring better project outcomes, improving transparency, and fostering greater accountability in public procurement.

Top 25 (twenty-five) High-Risk and Non-Compliant Procuring Entities in 2023

The Top 25 High-Risk and Non-Compliant Procuring Entities are those that failed to meet key indicators essential for an effective and transparent procurement system. Their non-compliance raises significant concerns regarding accountability, transparency, and efficiency in public procurement. Despite the National Public Procurement Authority (NPPA) formally submitting a detailed management report outlining its findings and requesting responses, clarifications, and supporting documentation from these entities, they failed to address the management queries. Their lack of response, coupled with significant lapses in compliance, underscores critical weaknesses in procurement practices, including:

- i. Lack of a signed and approved procurement plan.
- ii. Execution of high-value and numerous procurement activities not included in the approved procurement plan.
- iii. Significant deviations between executed procurement activities and the approved plan.
- iv. Excessive reliance on the Request for Quotation (RFQ) method.
- v. Use of the RFQ method for procurements within competitive thresholds without proper approval.
- vi. Execution of procurement activities using unapproved methods and without assigned procurement numbers.
- vii. Absence of awardee documents in procurement files. Key documents related to awardees were absent from procurement files, undermining transparency and auditability.
- viii. Procurement contracts were awarded without undergoing a proper evaluation process, raising concerns about fairness and due diligence.

The high-risk and non-compliant procurement practices outlined above pose significant threats to the integrity, efficiency, and transparency of the public procurement system. They create loopholes for corruption, misallocation of resources, and financial mismanagement, ultimately hindering economic development and public service delivery. These standards are vital for maintaining transparency, accountability, and efficiency in public procurement processes. ***A comprehensive analysis of each entity is provided below.***

ATTORNEY GENERAL AND MINISTRY OF JUSTICE

In line with its mandate to oversee public procurement processes, the National Public Procurement Authority (NPPA) conducted a comprehensive procurement compliance review for the Attorney General and Ministry of Justice for the 2023 financial year. The review aimed to assess the procurement planning, execution, and compliance with the Public Procurement Act, 2016.

Based on the documents presented for review, the Attorney General & Ministry of Justice reported 27 (twenty-seven) procurement activities amounting to a total value of Le 7,489,135 (Seven million, four hundred and eighty-nine thousand, one hundred

and thirty-five Leones). All procurement activities were funded by the Government of Sierra Leone (GoSL), accounting for 100% of the total procurement value.

The analysis revealed that 19 (Nineteen) procurement activities, valued at Le 6,756,362 (Six million, seven hundred and fifty-six thousand, three hundred and sixty-two Leones), representing 90% of the total procurement value, were in the approved procurement plan. However, 8 (Eight) activities, valued at Le 732,773 (Seven hundred and thirty-two thousand, seven hundred and seventy-three Leones), representing 10% of the total procurement value, were not in the approved procurement plan, violating Section 29 of the Public Procurement Act, 2016. Unfortunately, only 4 (Four) activities, valued at Le 206,990 (Two hundred and six thousand, nine hundred and ninety Leones), or 3% of the total procurement value, were executed as per the approved procurement plan. 22 (Twenty-two) activities, valued at Le 7,252,145 (Seven million, two hundred and fifty-two thousand, one hundred and forty-five Leones), representing 97% of the total procurement value, were not executed as per the approved procurement plan, violating Section 29(6) of the Public Procurement Act, 2016.

The methods of procurement predominantly used was the Request for Quotation method. 26 (Twenty-six) activities, valued at Le 7,459,135 (Seven million, four hundred and fifty-nine thousand, one hundred and thirty-five Leones), representing 99.6% of the total procurement value, were conducted using the Request for Quotation (RFQ) method. 1 (One) activity, valued at Le 30,000 (Thirty thousand Leones), representing 0.4% of the total procurement value, was executed without a specified procurement method. Disappointingly, 3 (Three) activities, valued at Le 5,855,945 (Five million, eight hundred and fifty-five thousand, nine hundred and forty-five Leones), representing 78% of the total procurement value, exceeded the RFQ threshold but were still executed using RFQ, violating Section 37(2) of the Public Procurement Act, 2016.

All 27 (twenty-seven) procurement activities were executed without using Standard Procurement Form One (SPF-1), violating Section 19(3)(h) of the Public Procurement Act, 2016. 2 (Two) activities, valued at Le 116,345 (One hundred and sixteen thousand, three hundred and forty-five Leones), representing 2% of the total procurement value, were conducted without assigned procurement numbers. All 27 (twenty-seven) contracts were not recorded in the contract register, violating the transparency requirements outlined in the Public Procurement Act, 2016. 21 (Twenty-one) contract payments, valued at Le 7,118,195 (Seven million, one hundred and eighteen thousand, one hundred and ninety-five Leones), representing 95% of the total procurement value, were made on time. 6 (Six) contract payments, valued at Le 370,940 (Three hundred and seventy thousand, nine hundred and forty Leones), representing 5% of the total procurement value, were delayed, causing financial strain on contractors.

The procurement documentation compliance analysis revealed that 26 (Twenty-six) procurement activities, valued at Le 7,404,445 (Seven million, four hundred and four thousand, four hundred and forty-five Leones), representing 99% of the total procurement value, had valid documentation. 1 (One) activity, valued at Le 84,690 (Eighty-four thousand, six hundred and ninety Leones), representing 1% of the total procurement value, had partially available documentation. No procurement activity was evaluated, raising serious concerns about the transparency and competitiveness of the procurement process.

Based on the findings above, the Attorney General & Minister of Justice’s office should ensure that procurement activities must be part of an approved procurement plan and budget to avoid violations of Section 29 of the Public Procurement Act, 2016. The entity should aggregate values of frequently procured items and use competitive bidding methods and sign Framework contracts to promote fairness, transparency and prevent procurement splitting and ensure cost efficiency. All contracts should be recorded in a register to facilitate tracking and monitoring in line with the Public Procurement Act, 2016. All procurement activities must be evaluated, and complete documentation should be maintained to enhance transparency and accountability.

The table below summarizes the procurement activities and their corresponding values undertaken by the Attorney General and Ministry of Justice in 2023:

<i>Summary Overview of 2023 Procurement Activities by the Attorney General & Ministry of Justice</i>				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	27		7,489,135	
Procurement Activities in the Approved Plan	19	70%	6,756,362	90%
Procurement NOT in the Approved Plan	8	30%	732,773	10%
Procurement Executed as in the Approved Plan	4	15%	206,990	3%
Procurement NOT Executed as in the Approved Plan	22	81%	7,252,145	97%
Procurements Executed NOT Using SPF-1 Requisition	27	100%	7,489,135	100%
Source of Funding				
Government of Sierra Leone (GoSL)	27	100%	7,489,135	100%
Categories of Procurement				
Goods	23	85%	7,027,827	94%
Works	1	4%	125,820	2%
Services	3	11%	335,488	4%
Methods of Procurement				
Request for Quotation (RFQ)	26	96%	7,459,135	99.6%
Procurement Activities Executed Without Specified Methods	1	4%	30,000	0.4%
Procurement Activities above RFQ threshold Executed using RFQ	3	11%	5,855,945	78%
Procurement Activities Conducted Without Assigned Procurement Numbers	2	7%	116,345	2%
Contract NOT Recorded in the Contract Register	27	100%	7,489,135	100%
Contract Payments Done on Time	21	78%	7,118,195	95%
Contract Payments NOT Done on Time	6	22%	370,940	5%
Procurement Activities Not Evaluated	27	100%	7,489,135	100%
Documents submitted by the Awardee Valid	26	96%	7,404,445	99%
Documents submitted by the Awardee Partially Available in the Procurement Files	1	4%	84,690	1%

NPPA’s Summary Compliance Statement: The compliance review of the Attorney General & Minister of Justice for the 2023 financial year revealed significant gaps in procurement planning, execution, and adherence to the Public Procurement Act, 2016. Major non-compliance issues include executing unapproved procurement activities, excessive use of the RFQ method beyond thresholds, lack of procurement evaluations, and failure to record contracts in the register. The entity is required to take

immediate corrective measures to enhance compliance with the Public Procurement Act, 2016 and ensure transparency, fairness, and value for money in public procurement.

ELECTRICITY DISTRIBUTION AND SUPPLY AUTHORITY (EDSA)

In accordance with the Public Procurement Act, 2016, and as mandated under Section 14(2)(m) of the Act, the National Public Procurement Authority (NPPA) conducted a procurement review of the Electricity Distribution and Supply Authority (EDSA) for the 2023 financial year. The review aimed to assess procurement planning, execution, and compliance with the Public Procurement Act, 2016.

Based on the documents presented for review, EDSA reported a total of 16 (Sixteen) procurement activities amounting to Le 24,942,578 (Twenty-Four Million, Nine Hundred and Forty-Two Thousand, Five Hundred and Seventy-Eight Leones). The activities were financed through the Consolidated revenue fund and internally generated revenues. 9 activities (56%), amounting to Le 309,356 (Three Hundred and Nine Thousand, Three Hundred and Fifty-Six Leones), were funded by the Government of Sierra Leone (GoSL) and 7 activities (44%), amounting to Le 24,633,222 (Twenty-Four Million, Six Hundred and Thirty-Three Thousand, Two Hundred and Twenty-Two Leones), were funded through EDSA's own-source revenue. Goods accounted for 100% of the procurement activities, totalling Le 24,942,578 (Twenty-Four Million, Nine Hundred and Forty-Two Thousand, Five Hundred and Seventy-Eight Leones).

The data revealed that 7 (Seven) activities, accounting for 99% of the total value (Le 24,633,222), were in the approved procurement plan. However, 9 (Nine) activities, valued at Le 309,356 (1%), were executed outside the approved procurement plan, violating Section 29 of the Public Procurement Act, 2016. A total of 8 (Eight) activities, valued at Le 24,733,203 (Ninety-Nine Percent), were executed as per the approved plan. However, 8 (Eight) activities, valued at Le 209,375, deviated from the approved plan, violating Section 29(6) of the Public Procurement Act, 2016. The execution of unplanned procurement activities creates financial liabilities and undermines budgetary control.

The methods of procurement employed were: International Competitive Bidding (ICB): 4 activities (25%) amounting to Le 24,002,922 (Twenty-Four Million, Two Thousand, Nine Hundred and Twenty-Two Leones) (96% of total procurement value). National Competitive Bidding (NCB): 3 activities (19%) amounting to Le 630,300 (Six Hundred and Thirty Thousand, Three Hundred Leones) (3% of total procurement value). Request for Quotation (RFQ): 9 activities (56%) amounting to Le 309,356 (Three Hundred and Nine Thousand, Three Hundred and Fifty-Six Leones) (1% of total procurement value). The excessive use of the RFQ method (56% of procurement activities) raises concerns about procurement splitting, reduced competition, contravening principles of transparency and value for money and non-compliance with Section 37(2) of the Public Procurement Act, 2016.

It was further noted that 6 activities (38%) amounting to Le 141,479 (One Hundred and Forty-One Thousand, Four Hundred and Seventy-Nine Leones) were conducted without assigned procurement numbers, making tracking and audit verification difficult. Only 3 activities (19%) amounting to Le 18,275,920 (Eighteen Million, Two Hundred and Seventy-Five Thousand, Nine Hundred and Twenty Leones) were recorded in the

contract register. 13 activities (81%) amounting to Le 6,666,658 (Six Million, Six Hundred and Sixty-Six Thousand, Six Hundred and Fifty-Eight Leones) were not recorded in the contract register, violating Section 19(h) of the Public Procurement Act, 2016.

11 contract payments (69%) amounting to Le 24,312,278 (Twenty-Four Million, Three Hundred and Twelve Thousand, Two Hundred and Seventy-Eight Leones) were made on time. 5 contract payments (31%) amounting to Le 630,300 (Six Hundred and Thirty Thousand, Three Hundred Leones) were delayed, affecting suppliers' cash flow and potentially delaying service delivery. 6 activities (38%) amounting to Le 24,632,372 (Twenty-Four Million, Six Hundred and Thirty-Two Thousand, Three Hundred and Seventy-Two Leones) were properly evaluated before contract awards. 10 procurement activities (62%), valued at Le 310,206 (1% of the Total Value), were not evaluated, raising concerns about transparency, competitiveness, and accountability in the procurement process. 13 activities (81%) were supported by valid awardee documentation, amounting to Le 18,586,126 (Eighteen Million, Five Hundred and Eighty-Six Thousand, One Hundred and Twenty-Six Leones), representing 75% of the total procurement value. 3 activities (19%) had incomplete or missing awardee documentation, totalling Le 6,356,452 (Six Million, Three Hundred and Fifty-Six Thousand, Four Hundred and Fifty-Two Leones), which represents 25% of the total procurement value. This non-compliance raises questions about the transparency and accountability of the procurement process.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Electricity Distribution and Supply Authority (EDSA)				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	16		24,942,578	
Procurement Activities in the Approved Plan	7	44%	24,633,222	99%
Procurement NOT in the Approved Plan	9	56%	309,356	1%
Procurement Executed as in the Approved Plan	8	50%	24,733,203	99%
Procurement NOT Executed as in the Approved Plan	8	50%	209,375	1%
Procurements Executed NOT Using SPF-1 Requisition	16	100%	24,942,578	100%
Source of Funding				
Government of Sierra Leone (GoSL)	9	56%	309,356	1%
Own Source Revenue	7	44%	24,633,222	99%
Categories of Procurement				
Goods	16	100%	24,942,578	100%
Methods of Procurement				
International Competitive Bidding (ICB)	4	25%	24,002,922	96%
National Competitive Bidding (NCB)	3	19%	630,300	3%
Request for Quotation (RFQ)	9	56%	309,356	1%
Procurement Activities Conducted Without Assigned Procurement Numbers	6	38%	141,479	1%
Contracts Recorded in the Contract Register	3	19%	18,275,920	73%
Contract NOT Recorded in the Contract Register	13	81%	6,666,658	27%
Contract Payments Done on Time	11	69%	24,312,278	97%
Contract Payments NOT Done on Time	5	31%	630,300	3%
Procurement Activities Evaluated	6	38%	24,632,372	99%
Procurement Activities Not Evaluated	10	63%	310,206	1%
Documents submitted by the Awardee Valid	13	81%	18,586,126	75%
Documents submitted by the Awardee NOT Available in the Procurement Files	3	19%	6,356,452	25%

Key Observations & Recommendations:

- i. **Lack of Procurement Planning:** 56% of procurement activities were **not included in the approved plan**. EDSA must ensure that all procurement activities are captured in an approved plan before execution.
- ii. **Non-Use of SPF-1 Forms:** All 16 procurement activities were executed without proper requisition documentation. All procurement activities should be initiated using Standard Procurement Forms to ensure compliance.
- iii. **Excessive RFQ Use:** 56% of procurement activities were executed using RFQ, some above the legal threshold. The excessive use of RFQ must be addressed by adopting **open competitive methods** in line with legal thresholds.
- iv. **Poor Record-Keeping:** 81% of procurement activities were **not recorded in the contract register**. All contracts must be recorded in the contract register to enhance transparency and accountability.
- v. **Delayed Payments:** 31% of payments were **not processed on time**, affecting project execution. Timely payments should be prioritized to avoid financial strain on contractors and prevent project delays.

NPPA's Summary Compliance Statement: The Electricity Distribution and Supply Authority (EDSA) exhibited a significant level of non-compliance with key provisions

of the Public Procurement Act, 2016. The key areas of non-compliance include the execution of activities outside the approved procurement plan, excessive reliance on non-competitive RFQ procurement methods, leading to possible contract splitting, failure to document 81% of contracts in the contract register, raising concerns about transparency, failure to assign unique procurement numbers to 38% of procurement activities, making procurement tracking difficult and incomplete documentation of awardees. The NPPA strongly recommends that EDSA takes immediate corrective actions to address these compliance issues and align its practices with the legal and regulatory framework governing public procurement.

The entity has an established procurement unit with available procurement officers and a signed and approved procurement plan. The procurement office is adequately equipped with computers, and the procurement committee is functioning as required. The entity should ensure that all procurement activities are executed in strict adherence to the approved procurement plan and update the plan regularly to reflect actual procurement activities.

GUMA VALLEY WATER COMPANY (GVWC)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, undertook a comprehensive procurement compliance review for the Guma Valley Water Company (GVWC) for the 2023 financial year. The review aimed to assess procurement planning, execution, and compliance with the Public Procurement Act, 2016.

A total of 106 procurement activities were reported by GVWC for the year, amounting to a total value of Le 129,211,918 (One Hundred and Twenty-Nine Million, Two Hundred and Eleven Thousand, Nine Hundred and Eighteen Leones). Based on the analysis of the data, 93 activities (88% of the total number) valued at Le 2,659,926 (Two Million, Six Hundred and Fifty-Nine Thousand, Nine Hundred and Twenty-Six Leones) were in the approved procurement plan, accounting for just 2% of the total procurement value. However, 13 activities (12% of the total) valued at Le 126,551,992 (One Hundred and Twenty-Six Million, Five Hundred and Fifty-One Thousand, Nine Hundred and Ninety-Two Leones) were not in the approved procurement plan, accounting for 98% of the total procurement value. This is in violation of Section 29 of the Public Procurement Act, 2016.

Disappointingly, 17 activities (16%) valued at Le 1,553,834 (One Million, Five Hundred and Fifty-Three Thousand, Eight Hundred and Thirty-Four Leones) were executed as planned, representing only 1% of the total procurement value. 89 activities (84%) valued at Le 127,658,084 (One Hundred and Twenty-Seven Million, Six Hundred and Fifty-Eight Thousand, Eighty-Four Leones) were not executed in line with the approved procurement plan, representing 99% of the total value. This constitutes a significant violation of Section 29(6) of the Public Procurement Act, 2016.

Review of the procurement methods revealed that National Competitive Bidding (NCB) was employed for 12 activities (11%) valued at Le 127,903,061 (One Hundred and Twenty-Seven Million, Nine Hundred and Three Thousand, Sixty-One Leones), representing 99% of the total procurement value. 7 procurement activities (7%) valued at Le 127,721,163 (One hundred and twenty-seven million, seven hundred and twenty-one thousand, one hundred and sixty-three Leones) with values within competitive

threshold, were not reviewed and endorsed by the National Public Procurement Authority (NPPA), violating Section 14(2)(p) of the PPA, 2016. The majority of procurement activities were carried out using the Request for Quotation (RFQ) method (94 activities, 89% of the total), with a total value of Le 1,308,857 (One Million, Three Hundred and Eight Thousand, Eight Hundred and Fifty-Seven Leones), representing 1% of the total procurement value. A significant 12% of activities (13 activities) exceeded the RFQ threshold but were executed using RFQ, violating the legal framework requiring open competitive methods.

Categories of Procurement: Goods: 100 activities (94%) valued at Le 129,186,783 (One Hundred Twenty-Nine Million, One Hundred Eighty-Six Thousand, Seven Hundred Eighty-Three Leones), representing 99.98% of the total value. Works: 1 activity (1%) valued at Le 8,000 (Eight Thousand Leones), representing 0.01% of the total value. Services: 5 activities (5%) valued at Le 17,135 (Seventeen Thousand, One Hundred Thirty-Five Leones), representing 0.01% of the total value.

74% of the contracts (78 activities) were recorded in the contract register, valued at Le 128,849,933 (One Hundred and Twenty-Eight Million, Eight Hundred and Forty-Nine Thousand, Nine Hundred and Thirty-Three Leones), representing 99.7% of the total value. However, 26 activities (25%) amounting to Le 355,530 (Three Hundred and Fifty-Five Thousand, Five Hundred and Thirty Leones), or 0.3% of the total value, were not recorded in the contract register, violating Section 19(h) of the Public Procurement Act, 2016. The review revealed that 100% of the procurement activities (106 activities) did not have SPF-1 requisitions submitted, violating Section 19(3)(h) of the PPA, 2016, which requires formal approval of procurement activities before execution.

Only 19% (20 activities) of the procurement activities, amounting to Le 86,787,512 (Eighty-Six Million, Seven Hundred and Eighty-Seven Thousand, Five Hundred and Twelve Leones), were evaluated. The remaining 81% (86 activities) valued at Le 42,424,406 (Forty-Two Million, Four Hundred and Twenty-Four Thousand, Four Hundred and Six Leones), were not evaluated, violating Section 21 of the Public Procurement Act, 2016. This lack of evaluations raises serious concerns about the transparency and competitiveness of the procurement process.

98.6% (8 activities) of the award documents were valid, while 0.2% (23 activities) were not valid, and 0.3% (1 activity) had partially available documents. 70% (74 activities) had no documentation available in the procurement files. This is a significant breach of Sections 21 and 53(2) of the Public Procurement Act, 2016, which undermines transparency, fairness, and legality of the procurement process.

All payments for procurement activities were made on time (100%). This is a positive outcome, as timely payments are crucial for maintaining good relationships with suppliers and contractors, particularly for SMEs.

The procurement activities conducted by GVWC in 2023 demonstrate significant non-compliance with the Public Procurement Act, 2016. Key violations include the execution of procurement activities outside the approved plan, the failure to submit Standard Procurement Forms (SPF-1), and the lack of contract registration for many activities. Furthermore, a high reliance on the RFQ method for procurement, particularly for high value contracts, raises concerns about procurement splitting, which violates the principles of transparency, competition, and value for money.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by Guma Valley Water Company (GVWC)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			

Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	106		129,211,918	
Procurement Activities in the Approved Plan	93	88%	2,659,926	2%
Procurement NOT in the Approved Plan	13	12%	126,551,992	98%
Procurement Executed as in the Approved Plan	17	16%	1,553,834	1%
Procurement NOT Executed as in the Approved Plan	89	84%	127,658,084	99%
Procurements Executed NOT Using SPF-1 Requisition	106	100%	129,211,918	100%
Source of Funding				
Government of Sierra Leone (GoSL)	47	44%	668,313	1%
Own Source Revenue	59	56%	128,543,605	99%
Categories of Procurement				
Goods	100	94%	129,186,783	99.98%
Works	1	1%	8,000	0.01%
Services	5	5%	17,135	0.01%
Methods of Procurement				
National Competitive Bidding (NCB)	12	11%	127,903,061	99%
Request for Quotation (RFQ)	94	89%	1,308,857	1%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	7	7%	127,721,163	99%
Contracts Recorded in the Contract Register	78	74%	128,849,933	99.7%
Contract NOT Recorded in the Contract Register	26	25%	355,530	0.3%
Contract Payments Done on Time	106	100%	129,211,918	100%
Procurement Activities Evaluated	20	19%	86,787,512	67%
Procurement Activities Not Evaluated	86	81%	42,424,406	33%
Documents submitted by the Awardee Valid	8	8%	127,433,660	98.6%
Documents submitted by the Awardee NOT Valid	23	22%	260,885	0.2%
Documents submitted by the Awardee Partially Available in the Procurement Files	1	1%	393,491	0.3%
Documents submitted by the Awardee NOT Available in the Procurement Files	74	70%	1,123,882	0.9%

NPPA's Summary Compliance Statement: While Guma Valley Water Company has a functional procurement unit and adequate resources, significant non-compliance issues were identified, particularly in procurement planning, execution, and documentation. GVWC has a functioning procurement unit, a signed and approved procurement plan, and a contract register in place. However, significant deviations from the procurement plan, poor documentation practices, non-compliance with procurement method thresholds, and lack of procurement evaluations raise concerns about procurement transparency, fairness, and value for money. It is recommended that GVWC strengthens its procurement planning, improves compliance with the approved plan, ensures better documentation and evaluations of procurement activities, and reduces over-reliance on RFQ for procurement above the set thresholds and to promote transparency, fairness, and value for money in procurement processes.

MINISTRY OF AGRICULTURE AND FOOD SECURITY (MAFS)

In compliance with its statutory mandate under Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted an annual review of the procurement processes and procedures of the Ministry of Agriculture and Food Security (MAFS) for the 2023 financial year.

The review examined six (6) procurement activities undertaken by MAFS, totalling Le 793,465 (Seven hundred and ninety-three thousand, four hundred and sixty-five Leones). All procurement activities were funded entirely through the Government of Sierra Leone (GoSL).

Out of the six (6) procurement activities, four (4) representing 67% were included in the approved procurement plan, amounting to Le 400,475 (Four hundred thousand, four hundred and seventy-five Leones), constituting 50% of the total procurement value. The remaining two (2) procurement activities, valued at Le 392,990 (Three hundred and ninety-two thousand, nine hundred and ninety Leones), were unplanned, indicating a lack of strict adherence to procurement planning, which contravenes Section 29 of the Public Procurement Act, 2016. Additionally, four (4) activities amounting to Le 400,475 (Four hundred thousand, four hundred and seventy-five Leones) were not executed as originally planned, which violates Section 29(6) of the Public Procurement Act, 2016, requiring entities to update their procurement plans to reflect actual implementation. It is critical for the entity to always plan its procurement activities and ensure execution is strictly in line with the approved plan and budgets. Execution of unplanned procurement activities increases the liabilities of the state through unauthorized expenditures.

Goods procurement constituted two (2) activities, valued at Le 197,725 (One hundred and ninety-seven thousand, seven hundred and twenty-five Leones), representing 25% of the total value. Works procurement included two (2) activities, valued at Le 392,990 (Three hundred and ninety-two thousand, nine hundred and ninety Leones), constituting 50% of the total value. Services procurement accounted for two (2)

activities, totalling Le 202,750 (Two hundred and two thousand, seven hundred and fifty Leones), representing 26% of the total value.

National Competitive Bidding (NCB) was used for three (3) activities, amounting to Le 337,619 (Three hundred and thirty-seven thousand, six hundred and nineteen Leones), representing 43% of the total value. Request for Quotation (RFQ) was used for three (3) activities, valued at Le 455,846 (Four hundred and fifty-five thousand, eight hundred and forty-six Leones), constituting 57% of the total value. The overuse of RFQ indicates non-compliance with Section 37(2) of the Public Procurement Act, 2016, as it reflects the practice of splitting procurement activities, undermining competitive principles such as transparency and value for money. One (1) procurement activity, valued at Le 139,894 (One hundred and thirty-nine thousand, eight hundred and ninety-four Leones), was not reviewed and endorsed by NPPA, despite being within the competitive threshold.

Four (4) procurement activities were recorded in the contract register, amounting to Le 400,475 (Four hundred thousand, four hundred and seventy-five Leones), representing 50% of the total procurement value. Two (2) contracts, valued at Le 392,990 (Three hundred and ninety-two thousand, nine hundred and ninety Leones), were not recorded in the contract register, raising concerns about transparency and accountability. Payments for four (4) procurement activities, totalling Le 400,475 (Four hundred thousand, four hundred and seventy-five Leones), were made on time, while delayed payments affected two (2) activities, amounting to Le 392,990 (Three hundred and ninety-two thousand, nine hundred and ninety Leones), constituting 50% of the total procurement value.

Five (5) procurement activities, totalling Le 695,465 (Six hundred and ninety-five thousand, four hundred and sixty-five Leones), representing 88%, were evaluated. One (1) activity, valued at Le 98,000 (Ninety-eight thousand Leones), representing 12%, was not evaluated, violating Section 53(1) of the Public Procurement Act, 2016. This issue raises concerns about transparency and accountability in procurement processes. Failure to conduct evaluations increases the risk of awarding contracts to unqualified suppliers or contractors, which can result in substandard goods, services, or works.

All documents submitted by awardees were valid, ensuring compliance with Sections 21 and 53(2) of the Public Procurement Act, 2016. All six (6) procurement activities were undertaken without the required Standard Procurement Form One (SPF-1), raising concerns about budget confirmation and proper authorization.

The review found that the Ministry of Agriculture and Food Security has a structured procurement unit, a dedicated procurement committee, and responsible procurement staff. However, key areas of non-compliance were identified, including procurement activities executed outside the approved plan (33%), Non-compliance with SPF-1 requisition for all procurement activities (100%), One procurement activity (17%) was not evaluated, contravening legal requirements.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry Of Agriculture and Food Security	
Indicators	Outcomes (Yes/No)
Procurement Systems Review	
Established Procurement Unit	Yes
Procurement Practitioner/Staff Available	Yes
Functioning Procurement Committee Available	Yes
Signed and Approved Procurement Plan	Yes
Procurement Plan Reviewed and Endorsed by NPPA	Yes
Capacity Training Program for Procurement Staff	No
Goods Received and Inspection Committee Available	No
Supplier Database Available	Yes
Contract Register Available	Yes
Various SPFs Available	Yes

Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	6		793,465	
Procurement Activities in the Approved Plan	4	67%	400,475	50%
Procurement NOT in the Approved Plan	2	33%	392,990	50%
Procurement NOT Executed as in the Approved Plan	4	67%	400,475	50%
Procurements Executed NOT Using SPF-1 Requisition	6	100%	793,465	100%
Source of Funding				
Government of Sierra Leone (GoSL)	6	100%	793,465	100%
Categories of Procurement				
Goods	2	33%	197,725	25%
Works	2	33%	392,990	50%
Services	2	33%	202,750	26%
Methods of Procurement				
National Competitive Bidding (NCB)	3	50%	337,619	43%
Request for Quotation (RFQ)	3	50%	455,846	57%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	1	17%	139,894	18%
Contracts Recorded in the Contract Register	4	67%	400,475	50%
Contract NOT Recorded in the Contract Register	2	33%	392,990	50%
Contract Payments Done on Time	4	67%	400,475	50%
Contract Payments NOT Done on Time	2	33%	392,990	50%
Procurement Activities Evaluated	5	83%	695,465	88%
Procurement Activities Not Evaluated	1	17%	98,000	12%
Documents submitted by the Awardee Valid	6	100%	793,465	100%

NPPA's Summary Compliance Statement: The Ministry of Agriculture and Food Security (MAFS) exhibited partial compliance with procurement regulations in 2023. The entity demonstrated strengths in procurement documentation and contract management but had critical weaknesses in procurement planning as 33% of procurement activities were unplanned, violating Section 29, the use of procurement methods as there was over-reliance on RFQ (50%) suggesting possible bid-splitting, one activity (17%) was not evaluated, undermining fair competition, no capacity

training for staff and no Goods Received Committee, and 33% of contracts were not registered, violating Section 19(h). MAFS should ensure all procurement activities align with the approved procurement plan, reduce reliance on RFQ and implement more open and competitive bidding methods, contract register should be updated to capture all awarded contracts to enhance compliance with the Public Procurement Act, 2016 and ensure value for money in public procurement.

MINISTRY OF BASIC AND SENIOR SECONDARY EDUCATION (MBSSE)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of procurement processes and procedures at the Ministry of Basic and Senior Secondary Education (MBSSE). The review evaluates the adherence to the Public Procurement Act, 2016, highlighting areas of compliance, non-compliance, and operational inefficiencies.

A total of 16 (sixteen) procurement activities, amounting to Le 33,675,503 (Thirty-Three Million, Six Hundred Seventy-Five Thousand, Five Hundred and Three Leones) were reported for the 2023 fiscal year. These activities were funded through various sources, including the Government of Sierra Leone (GoSL), donor contributions, and internally generated revenue. 9 (nine) activities, valued at Le 30,702,068 (Thirty Million, Seven Hundred Two Thousand, and Sixty-Eight Leones), representing 91.2% of the total value, were funded by the Government of Sierra Leone (GoSL). 2 (two) activities, valued at Le 36,515 (Thirty-Six Thousand, Five Hundred and Fifteen Leones), representing 0.1% of the total value, were funded through own-source revenue. 5 (five) activities, valued at Le 2,936,920 (Two Million, Nine Hundred Thirty-Six Thousand, Nine Hundred and Twenty Leones), representing 8.7% of the total value, were funded by donors.

Out of the 16 procurement activities, 12 (twelve) activities, valued at Le 32,875,035 (Thirty-Two Million, Eight Hundred and Seventy-Five Thousand, Thirty-Five Leones), representing 98% of the total procurement value, were included in the approved procurement plan. 4 (four) activities, valued at Le 800,468 (Eight Hundred Thousand, Four Hundred and Sixty-Eight Leones), representing 2% of the total procurement value, were not included in the approved procurement plan. This contravenes Section 29 of the Public Procurement Act, 2016.

Unfortunately, only 1 (one) activity, valued at Le 35,600 (Thirty-Five Thousand, Six Hundred Leones), representing 0.1%, was executed as per the approved plan. 15 (fifteen) activities, valued at Le 33,639,903 (Thirty-Three Million, Six Hundred and Thirty-Nine Thousand, Nine Hundred and Three Leones), representing 99.9%, were not executed in line with the approved plan. This lack of alignment between planned and executed procurement activities shows deficiencies in procurement planning and execution, which is a violation of Section 29(6) of the Public Procurement Act, 2016.

The procurement activities fell under two major categories: Goods: 6 (six) activities, valued at Le 30,464,683 (Thirty Million, Four Hundred and Sixty-Four Thousand, Six Hundred and Eighty-Three Leones), representing 90% of the total procurement value. Services: 10 (ten) activities, valued at Le 3,210,820 (Three Million, Two Hundred and Ten Thousand, Eight Hundred and Twenty Leones), representing 10% of the total procurement value.

The procurement methods used were as follows: National Competitive Bidding (NCB): 2 (two) activities, valued at Le 29,668,110 (Twenty-Nine Million, Six Hundred and Sixty-Eight Thousand, One Hundred and Ten Leones), representing 88% of the total procurement value. Request for Quotation (RFQ): 8 (eight) activities, valued at Le 255,805 (Two Hundred and Fifty-Five Thousand, Eight Hundred and Five Leones), representing 1% of the total procurement value. Restricted Bidding: 6 (six) activities, valued at Le 3,751,588 (Three Million, Seven Hundred and Fifty-One Thousand, Five Hundred and Eighty-Eight Leones), representing 11% of the total procurement value.

All 16 (sixteen) procurement activities were recorded in the contract register. 15 (fifteen) activities representing 99.96% of the total procurement value, were evaluated. However, 1 (one) activity representing 0.04%, was not evaluated, which undermines procurement transparency, violating Sections 21 and 53(2) of the Public Procurement Act, 2016. Failure to evaluate procurement activities raises concerns regarding fairness, transparency, and value for money in the award of contracts. None of the 16 (sixteen) activities used the Standard Procurement Form (SPF-1) requisition, constituting a 100% non-compliance rate. Payments for 2 activities, valued at Le 29,668,110 (Twenty-Nine Million, Six Hundred Sixty-Eight Thousand, One Hundred and Ten Leones), were delayed, representing 88% of the total procurement value. Delayed payments pose financial challenges for contractors and may impact the quality and timely delivery of goods and services.

The MBSSE has a functioning procurement unit and committee. However, the procurement office lacks adequate facilities, including computers and capacity training programs for staff. The procurement plan, though signed and approved, was not updated to reflect actual procurement activities, violating Section 29(6) of the Public Procurement Act, 2016. The entity should ensure all procurement activities are included in the approved procurement plan and executed as planned. Update the plan regularly to reflect actual implementation.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Basic and Senior Secondary Education (MBSSE)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	Yes			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	16		33,675,503	
Procurement Activities in the Approved Plan	12	75%	32,875,035	98%
Procurement NOT in the Approved Plan	4	25%	800,468	2%
Procurement Executed as in the Approved Plan	1	6%	35,600	0.1%
Procurement NOT Executed as in the Approved Plan	15	94%	33,639,903	99.9%
Procurements Executed NOT Using SPF-1 Requisition	16	100%	33,675,503	100%
Source of Funding				
Government of Sierra Leone (GoSL)	9	56%	30,702,068	91.2%
Own Source Revenue	2	13%	36,515	0.1%
Donor	5	31%	2,936,920	8.7%
Categories of Procurement				
Goods	6	38%	30,464,683	90%
Services	10	63%	3,210,820	10%
Methods of Procurement				
National Competitive Bidding (NCB)	2	13%	29,668,110	88%
Request for Quotation (RFQ)	8	50%	255,805	1%
Restricted Bidding	6	38%	3,751,588	11%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	1	6%	139,200	0.4%
Contracts Recorded in the Contract Register	16	100%	33,675,503	100%
Contract Payments Done on Time	14	88%	4,007,393	12%
Contract Payments NOT Done on Time	2	13%	29,668,110	88%
Procurement Activities Evaluated	15	94%	33,661,053	99.96%
Procurement Activities Not Evaluated	1	6%	14,450	0.04%
Documents submitted by the Awardee Valid	16	100%	33,675,503	100%

MINISTRY OF DEFENCE (MOD)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement compliance review of the Ministry of Defence (MOD) for the 2023 financial year. This review assessed compliance with procurement processes and legal requirements based on the documentation provided by the Ministry of Defence (MOD). The review revealed a total of 22 procurement activities valued at Le 126,706,663 (One hundred and twenty-six million, seven hundred and six thousand, six hundred and sixty-three Leones). These activities were fully funded by the Government of Sierra Leone (GoSL) through the Consolidated Revenue Fund.

Of the 22 procurement activities, 15 (68%) were included in the approved procurement plan, amounting to Le 50,819,021 (forty-eight million, eight hundred and nineteen thousand, twenty-one Leones). However, 7 (32%) activities, valued at Le 75,887,642 (seventy-five million, eight hundred and eighty-seven thousand, six hundred and forty-two Leones), were not included in the approved plan, which violates Section 29 of the Public Procurement Act, 2016. The review revealed that only 4 activities (18%) were executed as planned, amounting to Le 2,137,900 (two million, one hundred and thirty-

seven thousand, nine hundred Leones). In contrast, 18 activities (82%) were not executed as planned, amounting to Le 124,568,763 (one hundred and twenty-four million, five hundred and sixty-eight thousand, seven hundred and sixty-three Leones). The lack of adherence to the procurement plan represents a significant issue in procurement discipline. The procurement plan was not updated to reflect the actual activities executed, which is a breach of Section 29(6) of the Public Procurement Act, 2016. The entity should have updated the plan as mandated to reflect actual implementation of procurement activities.

All 22 procurement activities executed by the Ministry did not utilize the Standard Procurement Form SPF-1 requisition, which violates the procurement legal framework and points to weaknesses in compliance with formal procurement procedures.

Categories of Procurement: Goods: 15 activities (68%) were related to the procurement of Goods, valued at Le 125,203,788 (one hundred and twenty-five million, two hundred and three thousand, seven hundred and eighty-eight Leones), representing 98.8% of the total procurement value. 3 activities (14%) were related to procurement of Works, valued at Le 237,940 (two hundred and thirty-seven thousand, nine hundred and forty Leones), representing 0.2% of the total procurement value. 4 activities (18%) were related to procurement of Services, valued at Le 1,264,935 (one million, two hundred and sixty-four thousand, nine hundred and thirty-five Leones), representing 1.0% of the total procurement value.

Procurement Methods: International Competitive Bidding (ICB): 1 activity (5%) valued at Le 10,881,304 (ten million, eight hundred and eighty-one thousand, three hundred and four Leones), representing 9% of the total procurement value. National Competitive Bidding (NCB): 4 activities (18%) valued at Le 7,019,830 (seven million, nineteen thousand, eight hundred and thirty Leones), representing 6% of the total procurement value. Request for Quotation (RFQ): 14 activities (64%) valued at Le 1,236,205 (one million, two hundred and thirty-six thousand, two hundred and five Leones), representing 1% of the total procurement value. Sole Source: 2 activities (9%) valued at Le 107,569,324 (one hundred and seven million, five hundred and sixty-nine thousand, three hundred and twenty-four Leones), representing 85% of the total procurement value. The overuse of the RFQ method, particularly for items above the threshold for RFQ, is concerning as it undermines competition, transparency, and fairness in procurement. The high reliance on the RFQ method indicates a failure to aggregate similar procurement items, leading to possible splitting of contracts, which contravenes Section 37(2) of the Public Procurement Act, 2016.

None of the procurement contracts were recorded in the contract register, violating Section 19(h) of the Public Procurement Act. This omission hinders transparency and accountability, as tracking and monitoring of contracts become impossible. Payments for all 22 procurement activities were made on time. This indicates that financial obligations were met in a timely manner. 21 procurement activities (95%) were evaluated, representing 99.9% of the total procurement value, while 1 activity (5%) was not evaluated, representing 0.1% of the total value. The failure to evaluate one activity represents a small but concerning gap in compliance. The majority of awardee documents were valid for 19 activities (86%) amounting to Le 125,606,663 (one hundred and twenty-five million, six hundred and six thousand, six hundred and sixty-three Leones), while 3 activities (14%) lacked proper documentation, valued at Le 1,100,000 (one million, one hundred thousand Leones). The lack of proper

documentation for these activities raises concerns about transparency and accountability.

The entity has a functioning procurement unit with dedicated staff and a procurement committee. The entity has a functioning procurement unit with dedicated staff and a procurement committee.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Defence (MOD)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	No			
Supplier Database Available	No			
Contract Register Available	No			
Various SPFs Available	No			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	22		126,706,663	
Procurement Activities in the Approved Plan	15	68%	50,819,021	40%
Procurement NOT in the Approved Plan	7	32%	75,887,642	60%
Procurement Executed as in the Approved Plan	4	18%	2,137,900	2%
Procurement NOT Executed as in the Approved Plan	18	82%	124,568,763	98%
Procurements Executed NOT Using SPF-1 Requisition	22	100%	126,706,663	100%
Source of Funding				
Government of Sierra Leone (GoSL)	22	100%	126,706,663	100%
Categories of Procurement				
Goods	15	68%	125,203,788	98.8%
Works	3	14%	237,940	0.2%
Services	4	18%	1,264,935	1.0%
Methods of Procurement				
International Competitive Bidding (ICB)	1	5%	10,881,304	9%
National Competitive Bidding (NCB)	4	18%	7,019,830	6%
Request for Quotation (RFQ)	14	64%	1,236,205	1%
Sole Source	2	9%	107,569,324	85%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	4	18%	109,656,324	87%
Contract NOT Recorded in the Contract Register	126	573%	126,706,663	100%
Contract Payments Done on Time	22	100%	126,706,663	100%
Procurement Activities Evaluated	21	95%	126,635,978	99.9%
Procurement Activities Not Evaluated	1	5%	70,685	0.1%
Documents submitted by the Awardee Valid	19	86%	125,606,663	99%
Documents submitted by the Awardee NOT Available in the Procurement Files	3	14%	1,100,000	1%

NPPA's Summary Compliance Statement: The Ministry of Defence (MOD) demonstrated partial compliance with the Public Procurement Act, 2016, during the 2023 financial year. While the entity has a functioning procurement unit and committee, significant deficiencies were identified as 32% of procurement activities were unplanned, and 82% were not executed as per the approved plan, Sole Source and RFQ methods accounted for 86% of the total procurement value, undermining transparency and fairness, 14% of activities lacked valid documentation, and none were recorded in the contract register. The Ministry must take immediate steps to align its procurement activities with the legal requirements to enhance transparency, competition, and value for money in public procurement.

MINISTRY OF ENERGY (MOE)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of procurement processes and procedures at the Ministry of Energy (MOE) for the fiscal year 2023. The review evaluates adherence to the Public Procurement Act, 2016, and highlights areas of compliance, non-compliance, and operational inefficiencies. The total procurement value amounted to Le 399,164,338 (Three Hundred Ninety-Nine Million, One Hundred Sixty-Four Thousand, Three Hundred Thirty-Eight Leones) executed through 9 (nine) procurement activities.

Based data, 6 activities (67% of total activities) valued at Le 296,950 (Two Hundred Ninety-Six Thousand, Nine Hundred Fifty Leones), accounting for 0.07% of the total value were included in the approved procurement plan. However, 3 activities (33% of total activities) valued at Le 398,867,388 (Three Hundred Ninety-Eight Million, Eight Hundred Sixty-Seven Thousand, Three Hundred Eighty-Eight Leones), accounting for 99.93% of the total value were not included in the approved procurement plan. The execution of unplanned and unapproved activities contravenes Section 29 of the Public Procurement Act, 2016. The Ministry of Energy must ensure that all procurement activities are planned and executed strictly in line with the approved plan and budget.

Categories of Procurement: Goods: 5 (five) activities, valued at Le 398,946,138 (Three Hundred and Ninety-Eight Million, Nine Hundred and Forty-Six Thousand, One Hundred and Thirty-Eight Leones), representing 99.95% of the total procurement value. Works: 1 (one) activity, valued at Le 64,400 (Sixty-Four Thousand, Four Hundred Leones), representing 0.02% of the total procurement value. Services: 3 (three) activities, valued at Le 153,800 (One Hundred and Fifty-Three Thousand, Eight Hundred Leones), representing 0.04% of the total procurement value.

Procurement Methods: Request for Quotation (RFQ): 7 (seven) activities, valued at Le 311,550 (Three Hundred and Eleven Thousand, Five Hundred and Fifty Leones), accounting for 0.08% of the total procurement value. Sole Source: 2 (two) activities, valued at Le 398,852,788 (Three Hundred and Ninety-Eight Million, Eight Hundred and Fifty-Two Thousand, Seven Hundred and Eighty-Eight Leones), accounting for 99.92% of the total procurement value. The overuse of non-competitive methods, such as RFQ and Sole Source, undermines competition, transparency, and fairness in procurement.

3 activities (33% of total activities) valued at Le 153,800 (One Hundred Fifty-Three Thousand, Eight Hundred Leones), accounting for 0.04% of the total value were implemented without assigned procurement numbers and making tracking and accountability difficult.

Only 1 activity (11%) was evaluated, valued at Le 164,960,148 (One Hundred and Sixty-Four Million, Nine Hundred and Sixty Thousand, One Hundred and Forty-Eight Leones), representing 41% of the total procurement value. 8 activities (89%) were not evaluated, representing 59% of the total procurement value, which is a serious non-compliance issue that undermines transparency and accountability in the procurement process. 4 activities (44%) had valid awardee documentation, representing 99.94% of the total procurement value. 1 activity (11%) had partially available awardee

documentation, representing 0.01% of the total procurement value. 4 activities (44%) had no awardee documentation available, representing 0.05% of the total procurement value. The lack of proper documentation for several procurement activities significantly undermines the transparency and accountability of the procurement process.

The Ministry should ensure that all procurement activities are part of the approved procurement plan and executed accordingly. Every procurement activity should be evaluated to ensure compliance with legal and procurement standards. Ensure that all procurement activities have complete and valid documentation to maintain transparency and accountability. All procurement activities should be properly recorded in the contract register to ensure traceability and compliance with the law.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Energy (MOE)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Ls)	% Value of Procurements
Total Procurement	9		399,164,338	
Procurement Activities in the Approved Plan	6	67%	296,950	0.07%
Procurement NOT in the Approved Plan	3	33%	398,867,388	99.93%
Procurement Executed as in the Approved Plan	1	11%	64,400	0.02%
Procurement NOT Executed as in the Approved Plan	8	89%	399,099,938	99.98%
Procurements Executed NOT Using SPF-1 Requisition	9	100%	399,164,338	100%
Source of Funding				
Government of Sierra Leone (GoSL)	9	100%	399,164,338	100%
Categories of Procurement				
Goods	5	56%	398,946,138	99.95%
Works	1	11%	64,400	0.02%
Services	3	33%	153,800	0.04%
Methods of Procurement				
Request for Quotation (RFQ)	7	78%	311,550	0.08%
Sole Source	2	22%	398,852,788	99.92%
Procurement Activities Conducted Without Assigned Procurement Numbers	3	33%	153,800	0.04%
Contracts Recorded in the Contract Register	2	22%	398,852,788	99.92%
Contract NOT Recorded in the Contract Register	7	78%	311,550	0.08%
Contract Payments Done on Time	9	100%	399,164,338	100%
Procurement Activities Evaluated	1	11%	164,960,148	41%
Procurement Activities Not Evaluated	8	89%	234,204,190	59%
Documents submitted by the Awardee Valid	4	44%	398,917,388	99.94%
Documents submitted by the Awardee Partially Available in the Procurement Files	1	11%	28,750	0.01%
Documents submitted by the Awardee NOT Available in the Procurement Files	4	44%	218,200	0.05%

NPPA's Summary Compliance Statement: The Ministry of Energy (MOE) demonstrated significant non-compliance with the Public Procurement Act, 2016 in several key areas during the 2023 fiscal year. Notably, 99.93% of the total procurement value was not included in the approved procurement plan, and 99.92% of the procurement activities relied on sole source methods, further compromising transparency and competition. In addition, there were significant issues with awardee documentation and contract management, with 33% of procurement activities conducted without assigned procurement numbers and 78% of contracts not recorded in the contract register. Despite these issues, payments were made on time for all activities, and a portion of the procurement documentation was valid. This review

should serve as a basis for improving the procurement systems and processes at the Ministry of Energy to ensure compliance with the Public Procurement Act, 2016.

MINISTRY OF FISHERIES & MARINE RESOURCES (MFMR)

This report is a detailed review of the procurement activities undertaken by the Ministry of Fisheries & Marine Resources (MFMR) for the year 2023. The review was conducted by the National Public Procurement Authority (NPPA) under Section 14(2)(m) of the Public Procurement Act, 2016. It assesses compliance with procurement processes, legal requirements, and the proper execution of procurement activities as per the established framework. The total value of procurement activities reviewed amounted to Le 178,179,517 (One hundred seventy-eight million, one hundred seventy-nine thousand, five hundred seventeen Leones) through 12 procurement activities, funded entirely by the Government of Sierra Leone (GoSL) through the Consolidated Revenue Fund.

The Ministry has established a procurement unit and committee, and procurement activities are backed by a signed and approved procurement plan. However, there is no capacity training program for procurement staff, which is a gap that needs to be addressed to ensure continuous improvement in procurement processes.

50% of procurement activities were unplanned, with a significant portion of the procurement value (99.6%) being executed outside the approved plan, indicating a lack of adherence to procurement planning procedures. A significant reliance on Sole Source procurement (99.4% of procurement value) and the use of the RFQ method for large-value procurements undermine the principles of competition, fairness, and transparency. All procurements lacked the necessary SPF-1 requisitions, a major compliance issue.

A substantial percentage (42%) of contracts were not recorded in the contract register, violating transparency and accountability standards. Additionally, delayed payments for 17% of procurement activities negatively impact suppliers, particularly SMEs, by affecting their cash flow and project execution. While most procurement activities were evaluated, 17% were not, compromising transparency and the integrity of the procurement process. Additionally, the lack of documentation for one procurement activity is concerning and poses risks to accountability and transparency.

The MFMR should ensure all procurement activities are planned and executed in line with the approved procurement plan, as mandated by Section 29 of the Public Procurement Act, 2016. The entity should prioritize competitive procurement methods, such as National Competitive Bidding (NCB), and avoid over-reliance on non-competitive methods like Sole Source. MFMR should ensure all contracts are recorded in the contract register and payments are made on time to avoid financial challenges for contractors. The entity should prioritize the evaluation of all procurement activities to ensure value for money and transparency. MFMR should ensure all procurement activities are supported by complete and valid documentation to maintain compliance with the Public Procurement Act, 2016. A capacity training program for procurement staff is urgently needed to improve efficiency and compliance.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Fisheries & Marine Resources (MFMR)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	12		178,179,517	
Procurement Activities in the Approved Plan	6	50%	686,500	0.4%
Procurement NOT in the Approved Plan	6	50%	177,493,017	99.6%
Procurement Executed as in the Approved Plan	2	17%	488,800	0.3%
Procurement NOT Executed as in the Approved Plan	10	83%	177,690,717	99.7%
Procurements Executed NOT Using SPF-1 Requisition	12	100%	178,179,517	100%
Source of Funding				
Government of Sierra Leone (GoSL)	12	100%	178,179,517	100%
Categories of Procurement				
Goods	7	58%	782,700	0.4%
Services	5	42%	177,396,817	99.6%
Methods of Procurement				
National Competitive Bidding (NCB)	1	8%	450,000	0.3%
Request for Quotation (RFQ)	10	83%	640,630	0.4%
Sole Source	1	8%	177,088,887	99.4%
Contract Register				
Contracts Recorded in the Contract Register	7	58%	420,550	0.2%
Contract NOT Recorded in the Contract Register	5	42%	177,758,967	99.8%
Contract Payments				
Contract Payments Done on Time	10	83%	640,630	0.4%
Contract Payments NOT Done on Time	2	17%	177,538,887	99.6%
Procurement Evaluation				
Procurement Activities Evaluated	10	83%	178,086,437	99.9%
Procurement Activities Not Evaluated	2	17%	93,080	0.1%
Documentation				
Documents submitted by the Awardee Valid	11	92%	1,090,630	1%
Documents submitted by the Awardee NOT Available in the Procurement Files	1	8%	177,088,887	99%

NPPA's Summary Compliance Statement: Based on the review, the Ministry of Fisheries & Marine Resources exhibited significant non-compliance with key procurement principles outlined in the Public Procurement Act, 2016. The major issues identified include inadequate planning, improper procurement methods, lack of contract registration, delayed payments, and failure to evaluate procurement activities. The procurement process within the MFMR needs urgent reform to ensure alignment

with legal requirements, enhance transparency, and promote competition, fairness, and value for money in public procurement.

MINISTRY OF LANDS, HOUSING AND COUNTRY PLANNING (MLHCP)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the Ministry of Lands, Housing and Country Planning (MLHCP) for the 2023 financial year. This review assessed compliance with procurement processes and legal requirements based on the documentation provided by MLHCP. The review revealed a total of 17 procurement activities valued at Le 1,629,185 (One million, six hundred and twenty-nine thousand, one hundred and eighty-five Leones). These activities were fully funded by the Government of Sierra Leone (GoSL) through the Consolidated Revenue Fund.

The analysis revealed that 14 out of 17 activities (82%) were planned, amounting to Le 1,443,885 (One million, four hundred and forty-three thousand, eight hundred and eighty-five Leones), accounting for 89% of the total procurement value. 3 out of 17 activities (18%) were unplanned, amounting to Le 185,300 (One hundred and eighty-five thousand, three hundred Leones), accounting for 11% of the total procurement value. This is a violation of Section 29 of the Public Procurement Act, 2016. The data further showed that 4 activities (24%) were executed as per the approved plan, amounting to Le 761,807 (Seven hundred and sixty-one thousand, eight hundred and seven Leones), which is 47% of the total procurement value. 13 activities (76%) did not follow the approved plan, amounting to Le 867,378 (Eight hundred and sixty-seven thousand, three hundred and seventy-eight Leones), accounting for 53% of the total procurement value. The review highlighted a significant lack of discipline in procurement planning and execution, as evidenced by the high percentage of unplanned and improperly executed activities. This contravenes Section 29(6) of the Public Procurement Act, 2016, which mandates that procurement plans be updated to reflect actual activities executed.

The procurement activities were categorized as follows: Goods: 8 activities (47%) valued at Le 942,265 (Nine hundred and forty-two thousand, two hundred and sixty-five Leones), representing 58% of the total procurement value. Works: 2 activities (12%) valued at Le 193,000 (One hundred and ninety-three thousand Leones), representing 12% of the total procurement value. 7 activities (41%) valued at Le 493,920 (Four hundred and ninety-three thousand, nine hundred and twenty Leones), representing 30% of the total procurement value.

The procurement methods used were as follows: National Competitive Bidding (NCB): 1 activity (6%) valued at Le 630,107 (Six hundred and thirty thousand, one hundred and seven Leones), representing 39% of the total procurement value. Request for Quotation (RFQ): 16 activities (94%) valued at Le 999,078 (Nine hundred and ninety-nine thousand, and seventy-eight Leones), representing 61% of the total procurement value.

There was a heavy reliance on the Request for Quotation (RFQ) method, particularly for procurements above the RFQ threshold, with 2 activities valued at Le 239,800 (two hundred thirty-nine thousand, eight hundred Leones), or 15% of the total value, being

executed using RFQ despite exceeding the RFQ threshold. This undermines competition, transparency, and fairness, contravening Section 37(2) of the Public Procurement Act, 2016. The high reliance on RFQ indicates a failure to aggregate similar procurement items, leading to possible splitting of contracts.

15 out of 17 activities (88%) were evaluated, valued at Le 1,496,885 (One million, four hundred and ninety-six thousand, eight hundred and eighty-five Leones), accounting for 92% of the total procurement value. 2 out of 17 activities (12%) were not evaluated, amounting to Le 132,300 (One hundred and thirty-two thousand, three hundred Leones), accounting for 8% of the total procurement value.

14 out of 17 activities (82%) had valid awardee documents, valued at Le 1,451,885 (One million, four hundred and fifty-one thousand, eight hundred and eighty-five Leones), representing 89% of the total procurement value. 3 out of 17 activities (18%) had partial awardee documents, valued at Le 177,300 (One hundred and seventy-seven thousand, three hundred Leones), representing 11% of the total procurement value. 6 out of 17 activities (35%) had delayed payments, valued at Le 949,627 (Nine hundred and forty-nine thousand, six hundred and twenty-seven Leones), accounting for 58% of the total procurement value.

The Ministry must improve its procurement planning, ensure that procurement activities are conducted in line with the approved plan, and reduce reliance on non-competitive procurement methods. Training for procurement staff and ensuring adherence to procurement regulations, such as the timely execution of payments and the proper documentation of awardees, will strengthen the procurement process and improve compliance with the Public Procurement Act, 2016.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Lands, Housing and Country Planning (MLHCP)		
Indicators	Outcomes (Yes/No)	
Procurement Systems Review		
Established Procurement Unit	Yes	
Procurement Practitioner/Staff Available	Yes	
Functioning Procurement Committee Available	Yes	
Signed and Approved Procurement Plan	Yes	
Procurement Plan Reviewed and Endorsed by NPPA	Yes	
Capacity Training Program for Procurement Staff	No	
Conducive Procurement Office	Yes	
Goods Received and Inspection Committee Available	No	
Supplier Database Available	Yes	
Contract Register Available	Yes	
Various SPFs Available	Yes	

Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	17		1,629,185	
Procurement Activities in the Approved Plan	14	82%	1,443,885	89%
Procurement NOT in the Approved Plan	3	18%	185,300	11%
Procurement Executed as in the Approved Plan	4	24%	761,807	47%
Procurement NOT Executed as in the Approved Plan	13	76%	867,378	53%
Procurements Executed NOT Using SPF-1 Requisition	17	100%	1,629,185	100%
Source of Funding				
Government of Sierra Leone (GoSL)	17	100%	1,629,185	100%
Categories of Procurement				
Goods	8	47%	942,265	58%
Works	2	12%	193,000	12%
Services	7	41%	493,920	30%
Methods of Procurement				
National Competitive Bidding (NCB)	1	6%	630,107	39%
Request for Quotation (RFQ)	16	94%	999,078	61%
Procurement Activities above RFQ threshold Executed using RFQ	2	12%	239,800	15%
Contracts Recorded in the Contract Register	17	100%	1,629,185	100%
Contract Payments Done on Time	11	65%	679,558	42%
Contract Payments NOT Done on Time	6	35%	949,627	58%
Procurement Activities Evaluated	15	88%	1,496,885	92%
Procurement Activities Not Evaluated	2	12%	132,300	8%
Documents submitted by the Awardee Valid	14	82%	1,451,885	89%
Documents submitted by the Awardee Partially Available in the Procurement Files	3	18%	177,300	11%

NPPA's Summary Compliance Statement: The Ministry of Lands, Housing, and Country Planning (MLHCP) did not fully comply with procurement requirements in 2023. While the Ministry has a functional procurement unit and committee, there are significant areas requiring improvement to ensure full compliance with the Public Procurement Act, 2016. These areas include better planning, the proper use of procurement methods, timely payments, and the implementation of a comprehensive evaluation process for all procurement activities. Non-compliance with procurement planning, delays in payments. It is imperative that the Ministry prioritizes the implementation of procurement best practices, including strict adherence to the procurement plan, the proper evaluation of procurement activities, and the timely payment of contracts to ensure transparency, accountability, and value for money.

MINISTRY OF PLANNING AND ECONOMIC DEVELOPMENT (MOPED)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of the procurement processes and procedures at the Ministry of Planning and Economic Development (MOPED) for the year 2023. This report evaluates adherence to the Public Procurement Act, identifying areas of compliance, non-compliance, and operational inefficiencies.

While the entity has a functioning procurement unit, committee, and signed procurement plan, significant gaps were identified in procurement planning, execution,

and documentation. Key areas of non-compliance include the execution of unplanned procurement activities, over-reliance on non-competitive methods, lack of evaluation for procurement activities, and delayed contract payments.

A total of 63 procurement activities, amounting to Le 2,701,058,000 (Two Billion, Seven Hundred One Million, Fifty-Eight Thousand Leones) were reported for the fiscal year. These activities were funded by the Government of Sierra Leone (GoSL) and donors, with the following breakdown: 45 activities funded by GoSL, amounting to Le 1,774,303,000 (One Billion, Seven Hundred Seventy-Four Million, Three Hundred Three Thousand Leones), representing 66% of the total procurement value. 18 activities funded by Donors, amounting to Le 926,755,000 (Nine Hundred Twenty-Six Million, Seven Hundred Fifty-Five Thousand Leones), representing 34% of the total procurement value.

Out of these activities, 49 (78%) were part of the approved procurement plan, valued at Le 1,962,243,000 (One Billion, Nine Hundred Sixty-Two Million, Two Hundred and Forty-Three Thousand Leones), representing 73% of the total procurement value. The remaining 14 activities (22%) valued at Le 738,815,000 (Seven Hundred Thirty-Eight Million, Eight Hundred Fifteen Thousand Leones), were unplanned and do not align with the approved procurement plan. 21 activities (33%) valued at Le 877,640,000 (Eight Hundred Seventy-Seven Million, Six Hundred Forty Thousand Leones), which constitutes 32% of the total procurement value, were executed according to the approved plan. 41 activities (65%) valued at Le 1,809,618,000 (One Billion, Eight Hundred Nine Million, Six Hundred Eighteen Thousand Leones), representing 67% of the total procurement value, were not executed as per the approved procurement plan.

This indicates a significant deviation from the planned procurement activities, violating Section 29 of the Public Procurement Act, 2016. It is critical for MOPED to ensure that procurement activities strictly follow the approved procurement plan or, if necessary, update the plan to reflect actual procurement activities.

The following procurement methods were employed: 62 activities (98%) valued at Le 2,687,258,000 (Two Billion, Six Hundred Eighty-Seven Million, Two Hundred Fifty-Eight Thousand Leones), accounting for 99% of the total procurement value. 1 activity (2%) valued at Le 13,800,000 (Thirteen Million, Eight Hundred Thousand Leones), or 1% of the total procurement value, was executed without a specified method.

The excessive reliance on RFQs for procurements, including those above the RFQ threshold, contravenes Section 37(2) of the Public Procurement Act, 2016. A significant portion of the procurements was carried out using non-competitive methods such as RFQs, further undermining competition, transparency, and fairness.

55 activities (87%) valued at Le 2,434,438,000 (Two Billion, Four Hundred Thirty-Four Million, Four Hundred Thirty-Eight Thousand Leones), representing 90% of the total procurement value, were recorded in the contract register. However, 8 activities (13%) valued at Le 252,820,000 (Two Hundred Fifty-Two Million, Eight Hundred Twenty Thousand Leones), representing 9% of the total procurement value, were not recorded, violating Section 19(h) of the Public Procurement Act, 2016.

100% of the 63 procurement activities were not evaluated, which violates the principles of competition, transparency, and accountability. This lack of evaluation raises concerns regarding the fairness of the procurement process and the selection of unqualified suppliers or contractors. 2 (Two) procurement activities, representing 2%

of the total value, lacked assigned procurement numbers, further complicating tracking and accountability efforts.

22 activities (35%) valued at Le 1,151,995,000 (One Billion, One Hundred Fifty-One Million, Nine Hundred Ninety-Five Thousand Leones), representing 43% of the total procurement value, were delayed. This delay in payments poses financial challenges for contractors, especially SMEs, and affects the timely execution of projects.

54 activities (86%) valued at Le 2,386,458,000 (Two Billion, Three Hundred Eighty-Six Million, Four Hundred Fifty-Eight Thousand Leones), representing 88% of the total procurement value, had valid supplier documentation. 4 activities (6%) valued at Le 128,490,000 (One Hundred Twenty-Eight Million, Four Hundred Ninety Thousand Leones), representing 5% of the total procurement value, had partially available documentation. 5 activities (8%) valued at Le 186,110,000 (One Hundred Eighty-Six Million, One Hundred Ten Thousand Leones), representing 7% of the total procurement value, lacked the required documentation entirely. The lack of complete documentation for some activities compromises the integrity and transparency of the procurement process.

Categories of Procurement: Goods: 25 (twenty-five) activities, valued at Le 1,409,740 (One Million, Four Hundred and Nine Thousand, Seven Hundred and Forty Leones), representing 52% of the total procurement value. Services: 38 (thirty-eight) activities, valued at Le 1,291,318 (One Million, Two Hundred and Ninety-One Thousand, Three Hundred and Eighteen Leones), representing 48% of the total procurement value.

The entity has a functioning procurement unit with dedicated staff and a signed and approved procurement plan. However, the procurement office lacks adequate facilities, including office computers and capacity training programs for staff.

MOPED must ensure that all procurement activities are included in the approved procurement plan and executed as planned. The procurement plan should be updated regularly to reflect actual procurement activities. The use of non-competitive methods, such as RFQ for items above the threshold, should be avoided. The entity should aggregate similar procurement items and use open competitive methods to ensure transparency and value for money. All procurement activities must be supported by complete and valid documentation. The entity should prioritize the evaluation of all procurement activities to ensure transparency and accountability. MOPED should invest in capacity training programs for procurement staff to improve compliance with procurement laws and guidelines.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Planning and Economic Development (MOPED)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	No			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	No			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	63		2,701,058	
Procurement Activities in the Approved Plan	49	78%	1,962,243	73%
Procurement NOT in the Approved Plan	14	22%	738,815	27%
Procurement Executed as in the Approved Plan	21	33%	877,640	32%
Procurement NOT Executed as in the Approved Plan	41	65%	1,809,618	67%
Procurements Executed NOT Using SPF-1 Requisition	63	100%	2,701,058	100%
Source of Funding				
Government of Sierra Leone (GoSL)	45	71%	1,774,303	66%
Donor	18	29%	926,755	34%
Categories of Procurement				
Goods	25	40%	1,409,740	52%
Services	38	60%	1,291,318	48%
Methods of Procurement				
Request for Quotation (RFQ)	62	98%	2,687,258	99%
Procurement Activities Executed Without Specified Methods	1	2%	13,800	1%
Procurement Activities above RFQ threshold Executed using RFQ	1	2%	307,165	11%
Procurement Activities Conducted Without Assigned Procurement Numbers	2	3%	65,440	2%
Contracts Recorded in the Contract Register	55	87%	2,434,438	90%
Contract NOT Recorded in the Contract Register	8	13%	252,820	9%
Contract Payments Done on Time	41	65%	1,549,063	57%
Contract Payments NOT Done on Time	22	35%	1,151,995	43%
Procurement Activities Not Evaluated	63	100%	2,701,058	100%
Documents submitted by the Awardee Valid	54	86%	2,386,458	88%
Documents submitted by the Awardee Partially Available in the Procurement Files	4	6%	128,490	5%
Documents submitted by the Awardee NOT Available in the Procurement Files	5	8%	186,110	7%

NPPA's Summary Compliance Statement: The Ministry of Planning and Economic Development (MOPED) demonstrated a number of weaknesses in its procurement processes in 2023, including inadequate procurement planning, improper execution of activities outside the approved plan, over-reliance on non-competitive procurement methods such as RFQs, and failure to evaluate procurement activities. It is crucial for MOPED to improve procurement planning, ensure compliance with procurement methods, update procurement plans regularly, and prioritize the evaluation of

procurement activities to maintain transparency, competitiveness, and value for money in the procurement process.

MINISTRY OF PUBLIC ADMINISTRATION AND POLITICAL AFFAIRS (MPPA)

In accordance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a thorough review of the procurement processes and procedures at the Ministry of Public Administration and Political Affairs (MPPA) for the 2023 fiscal year. This report outlines the findings of the review, evaluates the adherence to the Public Procurement Act, and highlights areas of compliance, non-compliance, and operational inefficiencies.

A total of 16 (sixteen) procurement activities, amounting to Le 1,595,820 (One Million, Five Hundred Ninety-Five Thousand, Eight Hundred and Twenty Leones), were reported for the 2023 fiscal year. All procurement activities were funded entirely by the Government of Sierra Leone (GoSL) through the consolidated fund.

Based on the data, 6 activities valued at Le 119,050 (One Hundred and Nineteen Thousand, Fifty Leones) representing 7% of the total procurement value were part of the approved procurement plan. 10 activities valued at Le 1,476,770 (One Million, Four Hundred Seventy-Six Thousand, Seven Hundred and Seventy Leones), representing 93% of the total procurement value, were not included in the approved procurement plan. This is in violation of Section 29 of the Public Procurement Act, 2016, which mandates that all procurement activities should align with the approved plan. Disappointingly, only 38% of the procurement activities were executed as planned, which highlights a major gap in procurement planning and adherence to the approved procurement process. The procurement plan was signed and approved, but it was not reviewed or endorsed by the NPPA as required by Section 29 of the Public Procurement Act, 2016.

The following procurement methods were used: Request for Quotation (RFQ): 15 activities valued at Le 425,620 (Four Hundred Twenty-Five Thousand, Six Hundred and Twenty Leones), representing 27% of the total procurement value. Restricted Bidding: 1 activity valued at Le 1,170,200 (One Million, One Hundred Seventy Thousand, Two Hundred Leones), representing 73% of the total procurement value. The over-reliance on RFQs for procurement, particularly for items above the threshold for RFQ, raises concerns about competition, transparency, and fairness. It suggests a failure to aggregate similar procurement items, which contravenes Section 37(2) of the Public Procurement Act, 2016.

14 out of 16 contracts were recorded in the contract register, accounting for 25% of the total procurement value. The remaining 2 contracts, valued at Le 1,190,200 (One Million, One Hundred Ninety Thousand, Two Hundred Leones), were not recorded in the contract register, violating Section 19(h) of the Public Procurement Act, 2016. Payments for all 16 procurement activities, totalling Le 1,595,820, were made on time, which is a positive indicator of financial management and compliance.

12 procurement activities, accounting for 97% of the total procurement value, were evaluated, while 4 activities, valued at Le 42,270 (Forty-Two Thousand, Two Hundred and Seventy Leones), representing 3% of the total value, were not evaluated. This non-compliance with evaluation procedures undermines the transparency and competitiveness of the procurement process. All 16 activities were supported by valid

documentation, which is a significant compliance with transparency and accountability requirements.

The Ministry of Public Administration and Political Affairs (MPPA) demonstrated several positive aspects in its procurement activities in 2023, such as timely payments and the provision of valid awardee documentation. However, there are significant areas of non-compliance, particularly in procurement planning, the use of non-competitive procurement methods like RFQs, and the failure to align procurement activities with the approved plan. The MPPA must take immediate steps to address the identified deficiencies in procurement planning, execution, and documentation and improve the transparency, accountability, and efficiency of its procurement processes.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Public Administration and Political Affairs (MPPA)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Conducive Procurement Office	Yes			
Goods Received and Inspection Committee Available	No			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	16		1,595,820	
Procurement Activities in the Approved Plan	6	38%	119,050	7%
Procurement NOT in the Approved Plan	10	63%	1,476,770	93%
Procurement Executed as in the Approved Plan	6	38%	119,050	7%
Procurements Executed NOT Using SPF-1 Requisition	16	100%	1,595,820	100%
Source of Funding				
Government of Sierra Leone (GoSL)	16	100%	1,595,820	100%
Categories of Procurement				
Goods	7	44%	1,283,090	80%
Services	9	56%	312,730	20%
Methods of Procurement				
Request for Quotation (RFQ)	15	94%	425,620	27%
Restricted Bidding	1	6%	1,170,200	73%
Contract Register				
Contracts Recorded in the Contract Register	14	88%	405,620	25%
Contract NOT Recorded in the Contract Register	2	13%	1,190,200	75%
Contract Payments				
Contract Payments Done on Time	16	100%	1,595,820	100%
Procurement Evaluation				
Procurement Activities Evaluated	12	75%	1,553,550	97%
Procurement Activities Not Evaluated	4	25%	42,270	3%
Contract Register				
Documents submitted by the Awardee Valid	16	100%	1,595,820	100%

MINISTRY OF TERTIARY AND HIGHER EDUCATION (MTHE)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the Ministry of Tertiary and Higher Education (MTHE) for the 2023 financial year. This review assessed compliance with procurement processes and legal requirements based on the documentation provided by MTHE. The review revealed a total of 9 procurement activities valued at Le 2,411,255 (Two million, four hundred and eleven thousand, two hundred and fifty-five Leones). These activities were fully funded by the Government of Sierra Leone (GoSL) through the Consolidated Revenue Fund.

Notably, the Ministry demonstrated compliance in some key areas such as the establishment of a procurement unit, the availability of procurement staff, and the use of valid documentation by awardees. However, there were several instances of non-compliance, particularly in relation to procurement activities not being executed in line with the approved plan, delayed payments, and failure to use the Standard Procurement Form (SPF-1) in all activities. The procurement plan was signed and approved, and it was reviewed and endorsed by the NPPA. There is a supplier database and a goods inspection committee in place. However, the Ministry lacks a capacity training program for procurement staff, which is a critical area for improvement.

A total of 9 procurement activities were reviewed, with 8 activities (89%) were in the approved procurement plan. However, 1 activity (11%) was not included in the approved procurement plan, and 3 activities (33%) were executed contrary to the approved plan. A significant number of procurement activities (33%) were executed not in line with the approved procurement plan. The execution of unplanned procurement activities increases the liabilities of the State and contravenes Section 29 of the Public Procurement Act, 2016. MTHE must ensure that all procurement activities are planned and executed strictly in line with the approved plan and budgets.

Categories of Procurement: Goods: 6 activities (67%) valued at Le 2,114,905 (Two million, one hundred and fourteen thousand, nine hundred and five Leones), representing 88% of the total procurement value. Works: 1 activity (11%) valued at Le 198,350 (One hundred and ninety-eight thousand, three hundred and fifty Leones), representing 8% of the total procurement value. Services: 2 activities (22%) valued at Le 98,000 (Ninety-eight thousand Leones), representing 4% of the total procurement value. The majority of the procurements (67%) were related to goods, accounting for 88% of the total procurement value. Procurement of services accounted for 22% of the activities but only 4% of the total value.

Methods of Procurement: National Competitive Bidding (NCB): 4 activities (44%) valued at Le 1,863,428 (One million, eight hundred and sixty-three thousand, four hundred and twenty-eight Leones), representing 77% of the total procurement value. Request for Quotation (RFQ): 5 activities (56%) valued at Le 547,827 (Five hundred and forty-seven thousand, eight hundred and twenty-seven Leones), representing 23% of the total procurement value. The reliance on RFQ for items above the threshold undermines competition, transparency, and fairness in procurement. MTHE should aggregate similar procurement items and use open competitive methods to ensure better outcomes and compliance with Section 37(2) of the Public Procurement Act, 2016.

89% of contracts were recorded in the contract register, though 11% were not. 67% of payments were made on time, with the remaining 33% delayed, impacting financial flows and project completion. All procurement activities (100%) were evaluated, and all awardee documents (100%) were valid. None of the procurement activities used SPF-1 requisitions. The Ministry must ensure all activities comply with Section 19(3)(h) of the Public Procurement Act, 2016, by using the prescribed forms. There is no capacity training program for procurement staff. A robust training program should be implemented to improve the competency of procurement officers and ensure compliance with procurement procedures.

The Ministry of Tertiary and Higher Education (MTHE) generally adhered to the requirements of the Public Procurement Act, 2016. However, several areas, particularly the failure to execute all activities as per the approved procurement plan, late payments, and the non-use of SPF-1 requisitions, highlight areas that need immediate attention and improvement. It is recommended that the Ministry take corrective actions to address these issues and align their procurement practices fully with the legal framework.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Ministry of Tertiary and Higher Education (MTHE)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Conducive Procurement Office	Yes			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	9		2,411,255	
Procurement Activities in the Approved Plan	8	89%	2,212,905	92%
Procurement NOT in the Approved Plan	1	11%	198,350	8%
Procurement Executed as in the Approved Plan	6	67%	2,016,005	84%
Procurement NOT Executed as in the Approved Plan	3	33%	395,250	16%
Procurements Executed NOT Using SPF-1 Requisition	9	100%	2,411,255	100%
Source of Funding				
Government of Sierra Leone (GoSL)	9	100%	2,411,255	100%
Categories of Procurement				
Goods	6	67%	2,114,905	88%
Works	1	11%	198,350	8%
Services	2	22%	98,000	4%
Methods of Procurement				
National Competitive Bidding (NCB)	4	44%	1,863,428	77%
Request for Quotation (RFQ)	5	56%	547,827	23%
Contract Register				
Contracts Recorded in the Contract Register	8	89%	2,315,735	96%
Contract NOT Recorded in the Contract Register	1	11%	95,520	4%
Contract Payments				
Contract Payments Done on Time	6	67%	1,717,063	71%
Contract Payments NOT Done on Time	3	33%	694,192	29%
Procurement Evaluation				
Procurement Activities Evaluated	9	100%	2,411,255	100%
Documents submitted by the Awardee Valid	9	100%	2,411,255	100%

NATIONAL CIVIL REGISTRATION AUTHORITY (NCRA)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of procurement processes and procedures at the National Civil Registration Authority (NCRA). The review evaluated adherence to the Public Procurement Act, 2016, highlighting areas of compliance, non-compliance, and operational inefficiencies. The review revealed that the NCRA has a functioning procurement unit and committee,

with a signed and approved procurement plan. However, significant gaps were identified in procurement planning, execution, and documentation.

A total of 45 (forty-five) procurement activities, amounting to Le 25,066,339 (Twenty-Five Million, Sixty-Six Thousand, Three Hundred and Thirty-Nine Leones), were reported for the 2023 fiscal year. 43 (forty-three) activities, valued at Le 24,973,299 (Twenty-Four Million, Nine Hundred and Seventy-Three Thousand, Two Hundred and Ninety-Nine Leones), constituting 96% of the total value, were part of the approved procurement plan. 2 (two) activities, valued at Le 93,040 (Ninety-Three Thousand and Forty Leones), constituting 4% of the total value, were unplanned. 12 (twelve) activities, representing 27% of the total number and 68% of the total value (Le 17,099,067), were executed as planned. 33 (thirty-three) activities, representing 73% of the total number and 32% of the total value (Le 7,967,272), were not executed as per the procurement plan. The execution of unplanned activities contravenes Section 29 of the Public Procurement Act, 2016. The NCRA must ensure that all procurement activities are strictly aligned with the approved plan and budget.

Categories of Procurement: Goods: 35 (thirty-five) activities, valued at Le 8,132,429 (Eight Million, One Hundred and Thirty-Two Thousand, Four Hundred and Twenty-Nine Leones), representing 32% of the total procurement value. Services: 10 (ten) activities, valued at Le 16,933,910 (Sixteen Million, Nine Hundred and Thirty-Three Thousand, Nine Hundred and Ten Leones), representing 68% of the total procurement value.

100% of procurement activities were executed using the Request for Quotation (RFQ) method. 2 (two) activities, valued at Le 23,208,000 (Twenty-Three Million, Two Hundred and Eight Thousand Leones), exceeded the RFQ threshold, indicating non-compliance with Section 37(2) of the Public Procurement Act, 2016. The overuse of the RFQ method, particularly for items above the threshold, undermines competition, transparency, and fairness. The NCRA should aggregate similar procurement items and use open competitive methods to ensure better outcomes.

31 (thirty-one) activities, valued at Le 24,943,178 (Twenty-Four Million, Nine Hundred and Forty-Three Thousand, One Hundred and Seventy-Eight Leones), were evaluated, representing 69% of the total number and 99.5% of the total value. 14 (fourteen) activities, valued at Le 123,161 (One Hundred and Twenty-Three Thousand, One Hundred and Sixty-One Leones), were not evaluated, representing 31% of the total number and 0.5% of the total value. The absence of evaluation for 31% of activities undermines transparency and accountability. The NCRA must prioritize the evaluation of all procurement activities to ensure value for money.

37 (thirty-seven) activities, valued at Le 24,730,559 (Twenty-Four Million, Seven Hundred and Thirty Thousand, Five Hundred and Fifty-Nine Leones), were supported by valid documentation, representing 82% of the total number and 99% of the total value. 8 (eight) activities, valued at Le 335,780 (Three Hundred and Thirty-Five Thousand, Seven Hundred and Eighty Leones), were either partially available or invalid, representing 18% of the total number and 1% of the total value. The NCRA must ensure that all procurement activities are supported by complete and valid documentation to maintain compliance with the Public Procurement Act, 2016.

21 (twenty-one) activities, valued at Le 23,867,340 (Twenty-Three Million, Eight Hundred and Sixty-Seven Thousand, Three Hundred and Forty Leones), were delayed, representing 47% of the total number and 95% of the total value. Delayed payments pose financial challenges for contractors, particularly SMEs, and must be addressed to ensure smooth project execution.

The NCRA should ensure that all procurement activities are included in the approved procurement plan and executed as planned. The entity should use open competitive methods for procurement activities exceeding the RFQ threshold and avoid splitting contracts. All procurement activities must be supported by complete and valid documentation. The NCRA should evaluate all procurement activities to ensure transparency, competitiveness, and value for money. The entity should ensure timely payments to contractors to avoid financial challenges and project delays.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the National Civil Registration Authority (NCRA)		
Indicators	Outcomes (Yes/No)	
Procurement Systems Review		
Established Procurement Unit	Yes	
Procurement Practitioner/Staff Available	Yes	
Functioning Procurement Committee Available	Yes	
Signed and Approved Procurement Plan	Yes	
Procurement Plan Reviewed and Endorsed by NPPA	Yes	
Capacity Training Program for Procurement Staff	No	
Goods Received and Inspection Committee Available	No	
Supplier Database Available	Yes	
Contract Register Available	Yes	
Various SPFs Available	Yes	

Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	45		25,066,339	
Procurement Activities in the Approved Plan	43	96%	24,973,299	99.6%
Procurement NOT in the Approved Plan	2	4%	93,040	0.4%
Procurement Executed as in the Approved Plan	12	27%	17,099,067	68%
Procurement NOT Executed as in the Approved Plan	33	73%	7,967,272	32%
Procurements Executed NOT Using SPF-1 Requisition	45	100%	25,066,339	100%
Source of Funding				
Government of Sierra Leone (GoSL)	37	82%	24,477,627	98%
Own Source Revenue	8	18%	588,712	2%
Categories of Procurement				
Goods	35	78%	8,132,429	32%
Services	10	22%	16,933,910	68%
Methods of Procurement				
Request for Quotation (RFQ)	45	100%	25,066,339	100%
Procurement Activities above RFQ threshold Executed using RFQ	2	4%	23,208,000	93%
Contracts Recorded in the Contract Register	45	100%	25,066,339	100%
Contract Payments Done on Time	24	53%	1,198,999	5%
Contract Payments NOT Done on Time	21	47%	23,867,340	95%
Procurement Activities Evaluated	31	69%	24,943,178	99.5%
Procurement Activities Not Evaluated	14	31%	123,161	0.5%
Documents submitted by the Awardee Valid	37	82%	24,730,559	99%
Documents submitted by the Awardee Partially Available in the Procurement Files	8	18%	335,780	1%

NPPA's Summary Compliance Statement: Based on the review of the National Civil Registration Authority's procurement activities for 2023, it is evident that the entity has made notable efforts in some areas, such as maintaining a functioning procurement unit and securing appropriate supplier documentation. However, there are significant non-compliance issues that need immediate attention. There is a clear lack of discipline in adhering to the approved procurement plan, with 73% of activities not executed as planned. The excessive reliance on the RFQ method, including for procurement activities above the RFQ threshold, constitutes a breach of procurement principles and undermines competition. The procurement activities were largely executed using non-competitive methods, and there was inadequate use of the Standard Procurement Forms, violating established procurement procedures.

It is imperative that the NCRA improves its procurement practices by strictly following the approved procurement plan, using competitive procurement methods where applicable, ensuring timely payments, and carrying out thorough evaluations to ensure transparency, fairness, and value for money in all procurement activities.

NATIONAL INSURANCE COMPANY (NIC)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of procurement processes and procedures at the National Insurance Company (NIC). The review evaluated adherence to the Public Procurement Act, 2016, highlighting areas of compliance, non-compliance, and operational inefficiencies.

The review revealed significant gaps in procurement planning, execution, and documentation at the National Insurance Company (NIC). While the entity has a functioning procurement unit and committee, there are critical deficiencies in adherence to procurement laws, particularly in planning, execution, and the use of non-competitive methods. Key findings include: 88% of procurement activities were included in the approved procurement plan, but only 2% were executed as planned. 91% of procurement activities were conducted using the Request for Quotation (RFQ) method, with 70% of these exceeding the RFQ threshold, indicating non-compliance with Section 37(2) of the Public Procurement Act, 2016. 100% of procurement activities were not evaluated, and 84% lacked valid awardee documentation, undermining transparency and accountability. 74% of contracts were not recorded in the contract register, violating Section 19(h) of the Act.

These activities were funded through two main sources: Government of Sierra Leone (GoSL): Le 195,043 (One Hundred and Ninety-Five Thousand, Forty-Three Leones), representing 4% of the total procurement value. Own Source Revenue: Le 4,432,539 (Four Million, Four Hundred and Thirty-Two Thousand, Five Hundred and Thirty-Nine Leones), representing 96% of the total procurement value.

A total of 82 (eighty-two) procurement activities, amounting to Le 4,627,582 (Four Million, Six Hundred Twenty-Seven Thousand, Five Hundred Eighty-Two Leones), were reported for the 2023 fiscal year. 72 (seventy-two) activities, valued at Le 4,510,989 (Four Million, Five Hundred Ten Thousand, Nine Hundred Eighty-Nine Leones), constituting 97% of the total value, were part of the approved procurement plan. 10 (ten) activities, valued at Le 116,593 (One Hundred Sixteen Thousand, Five Hundred Ninety-Three Leones), constituting 3% of the total value, were unplanned.

Disappointingly, only 2 (two) activities, valued at Le 725,913 (Seven Hundred Twenty-Five Thousand, Nine Hundred Thirteen Leones), representing 16% of the total value, were executed as planned. 74 (seventy-four) activities, valued at Le 3,873,179 (Three Million, Eight Hundred Seventy-Three Thousand, One Hundred Seventy-Nine Leones), representing 84% of the total value, were not executed as per the approved plan. The execution of unplanned and unapproved activities contravenes Section 29 of the Public Procurement Act, 2016. The entity must ensure strict adherence to the approved procurement plan and update it regularly to reflect actual implementation. The procurement plan was not updated to reflect actual implementation, in violation of Section 29(6) of the Public Procurement Act, 2016. The plan should have been regularly updated to mirror procurement activities and prevent discrepancies.

100% (all 82 activities) were executed without using the Standard Procurement Form One (SPF-1) requisition, indicating a significant compliance gap. All 82 (eighty-two) activities, valued at Le 4,627,582 (Four Million, Six Hundred Twenty-Seven Thousand, Five Hundred Eighty-Two Leones), were paid on time.

Categories of Procurement: Goods: 76 (Seventy-Six) activities, valued at Le 4,596,838 (Four Million, Five Hundred and Ninety-Six Thousand, Eight Hundred and Thirty-Eight Leones), representing 99% of the total procurement value. Services: 6 (Six) activities, valued at Le 30,744 (Thirty Thousand, Seven Hundred and Forty-Four Leones), representing 1% of the total procurement value.

Procurement Methods: National Competitive Bidding (NCB): 1 (one) activity, valued at Le 720,000 (Seven Hundred Twenty Thousand Leones), accounting for 16% of the total procurement value. Request for Quotation (RFQ): 75 (seventy-five) activities, valued at Le 3,879,092 (Three Million, Eight Hundred Seventy-Nine Thousand, Ninety-Two Leones), accounting for 84% of the total procurement value. 1 (one) activity, valued at Le 3,227,500 (Three Million, Two Hundred Twenty-Seven Thousand, Five Hundred Leones), exceeded the RFQ threshold, violating Section 37(2) of the Act. Other Methods: 6 (six) activities, valued at Le 28,490 (Twenty-Eight Thousand, Four Hundred Ninety Leones), representing 1% of the total procurement value, were executed without specified methods. The overuse of RFQ, particularly for items above the threshold, undermines competition, transparency, and fairness. The entity must aggregate similar procurement items and use open competitive methods to ensure compliance with the Act. The use of unspecified procurement methods further undermines compliance with the established legal framework.

81 (Ninety-Nine Percent) activities, valued at Le 3,907,582 (Three Million, Nine Hundred and Seven Thousand, Five Hundred and Eighty-Two Leones), did not have assigned procurement numbers, making tracking and accountability difficult. 34 (thirty-four) contracts, valued at Le 3,430,153 (Three Million, Four Hundred Thirty Thousand, One Hundred Fifty-Three Leones), were not recorded, violating Section 19(h) of the Act. Only 1 (one) activity, valued at Le 720,000 (Seven Hundred Twenty Thousand Leones), had valid documentation, representing 16% of the total value. 81 (eighty-one) activities, valued at Le 3,907,582 (Three Million, Nine Hundred Seven Thousand, Five Hundred Eighty-Two Leones), lacked valid documentation, raising concerns about transparency and accountability. The absence of evaluations for all procurement activities (100% non-compliance) and missing awardee documentation for most activities (99%) violates fundamental principles of transparency and accountability. The entity must ensure proper evaluations are conducted for all procurement activities to ensure fairness and value for money.

The entity has a functioning procurement unit, committee, and signed procurement plan. However, there is no capacity training program for procurement staff, and the procurement plan was not reviewed or endorsed by the NPPA, violating the procurement legal framework.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the National Insurance Company (NIC)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	82		4,627,582	
Procurement Activities in the Approved Plan	72	88%	4,510,989	97%
Procurement NOT in the Approved Plan	10	12%	116,593	3%
Procurement Executed as in the Approved Plan	2	2%	725,913	16%
Procurement NOT Executed as in the Approved Plan	74	90%	3,873,179	84%
Procurements Executed NOT Using SPF-1 Requisition	82	100%	4,627,582	100%
Source of Funding				
Government of Sierra Leone (GoSL)	28	34%	195,043	4%
Own Source Revenue	54	66%	4,432,539	96%
Categories of Procurement				
Goods	76	93%	4,596,838	99%
Services	6	7%	30,744	1%
Methods of Procurement				
National Competitive Bidding (NCB)	1	1%	720,000	16%
Request for Quotation (RFQ)	75	91%	3,879,092	84%
Procurement Activities Executed Without Specified Methods	6	7%	28,490	1%
Procurement Activities above RFQ threshold Executed using RFQ	1	1%	3,227,500	70%
Procurement Activities Conducted Without Assigned Procurement Numbers	81	99%	3,907,582	84%
Contracts Recorded in the Contract Register	44	54%	1,183,204	26%
Contract NOT Recorded in the Contract Register	34	41%	3,430,153	74%
Contract Payments Done on Time	82	100%	4,627,582	100%
Procurement Activities Not Evaluated	82	100%	4,627,582	100%
Documents submitted by the Awardee Valid	1	1%	720,000	16%
Documents submitted by the Awardee NOT Available in the Procurement Files	81	99%	3,907,582	84%

NPPA's Summary Compliance Statement: The procurement review of the National Insurance Company (NIC) for 2023 reveals significant non-compliance with the Public Procurement Act, 2016. The entity failed to adhere to fundamental procurement principles, including competitive bidding, planning discipline, and proper documentation. The overreliance on non-competitive procurement methods, absence of evaluations, and poor contract management require urgent corrective action. It is crucial that NIC takes immediate corrective actions, including proper procurement planning, evaluation of procurement activities, updating the procurement plan regularly, and ensuring full compliance with legal procurement methods. Failure to do so risks undermining public trust and accountability in the procurement process.

NATIONAL MONITORING AND EVALUATION DIRECTORATE (NAMED)

This procurement compliance review assesses the procurement activities of the National Monitoring and Evaluation Directorate (NaMED) for the year 2023, under the provisions of the Public Procurement Act, 2016. The review identifies significant gaps and areas of non-compliance in NaMED's procurement practices, highlighting a need for urgent reforms in procurement planning, execution, and oversight.

In 2023, NaMED undertook 57 procurement activities with a total value of Le 895,908 (Eight Hundred Ninety-Five Thousand, Nine Hundred and Eight Leones). Out of these, 39 activities (68%) amounting to Le 600,838 (Six Hundred Thousand, Eight Hundred and Thirty-Eight Leones) were unplanned and executed outside the approved procurement plan. Only 18 activities (32%) amounting to Le 295,070 (Two Hundred Ninety-Five Thousand and Seventy Leones) were planned. 68% were unplanned, valued at Le 600,838 (67% of the total value). This indicates a significant failure in procurement planning, as nearly two-thirds of the activities did not follow the approved procurement plan. 32% of the planned activities (18) were not executed as per the approved plan, resulting in discrepancies between the planned and executed procurements. The failure to update the procurement plan to reflect actual activities executed violates Section 29(6) of the Act.

A total of 96% (55 activities) of procurements were executed without specifying an appropriate procurement method, accounting for Le 750,216 (84% of the total procurement value). This raises concerns about the lack of transparency, competitiveness, and adherence to legal procurement processes. The procurement methods used were predominantly non-competitive, with only 2% (1 activity) conducted via National Competitive Bidding (NCB), valued at Le 136,462 (15% of the total value). Another 2% (1 activity) used Request for Quotation (RFQ), valued at Le 9,230 (1% of the total value). These methods represent just a small fraction of total procurement activities, indicating a systemic reliance on non-competitive procurement practices. 2% of the procurement activities (1) valued at Le 136,462 (15%) were not reviewed and endorsed by the National Public Procurement Authority (NPPA), as required by the law for procurement above the competitive threshold. The use of non-competitive methods contravenes Section 37(2) of the Public Procurement Act, 2016.

Categories of Procurement: Goods: 21 activities (37%), valued at Le 327,390 (Three Hundred and Twenty-Seven Thousand, Three Hundred and Ninety Leones). Services: 36 activities (63%), valued at Le 568,518 (Five Hundred and Sixty-Eight Thousand, Five Hundred and Eighteen Leones).

NaMED did have a signed procurement plan, but it was not reviewed or endorsed by NPPA as required under Section 29 of the Public Procurement Act, 2016. No procurement activities were assigned procurement numbers, and no records were maintained in a contract register for the majority (98%) of procurement activities. This lack of proper documentation and registration violates Section 19(h) of the Public Procurement Act, 2016.

56 activities (98%), valued at Le 759,446 (Seven Hundred and Fifty-Nine Thousand, Four Hundred and Forty-Six Leones) were not evaluated. This is a serious compliance issue, as the majority (98%) of procurement activities (56) were not evaluated,

representing Le 759,446 (85%) of the total value. The absence of evaluation undermines transparency, accountability, and the ability to assess value for money.

Of the 57 procurement activities, 28% (16 activities) had valid awardee documentation, valued at Le 276,089 (31% of the total value). 35% (20 activities) had partially available documentation, totalling Le 288,337 (32% of the total value). 37% (21 activities) lacked the required awardee documentation entirely, amounting to Le 331,482 (37% of the total value). This lack of documentation is a serious issue as it limits accountability and transparency in the procurement process.

NaMED lacks an established procurement unit and dedicated procurement staff, both essential for managing procurement processes effectively. There is no functioning procurement committee, and the procurement office is inadequate in terms of facilities and resources, such as computers and staff training programs. These issues hinder the capacity of NaMED to comply with procurement regulations. The procurement plan, while signed, was not reviewed or endorsed by the NPPA, and no procurement activities were assigned procurement numbers, leading to significant compliance violations.

A concerning over-reliance on non-competitive methods, particularly direct sourcing and RFQs for high-value procurements, violates the principles of transparency, fairness, and value for money. NaMED should immediately halt the use of unapproved procurement methods and comply with competitive bidding processes. NaMED must ensure that all procurement activities are supported by valid and complete documentation, as this is fundamental to ensuring transparency and accountability.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the National Monitoring and Evaluation Directorate (NaMED)		
Indicators	Outcomes (Yes/No)	
Procurement Systems Review		
Established Procurement Unit	No	
Procurement Practitioner/Staff Available	No	
Functioning Procurement Committee Available	No	
Signed and Approved Procurement Plan	Yes	
Procurement Plan Reviewed and Endorsed by NPPA	No	
Capacity Training Program for Procurement Staff	No	
Conducive Procurement Office	No	
Goods Received and Inspection Committee Available	No	
Supplier Database Available	No	
Contract Register Available	No	
Various SPFs Available	No	

Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	57		895,908	
Procurement Activities in the Approved Plan	18	32%	295,070	33%
Procurement NOT in the Approved Plan	39	68%	600,838	67%
Procurement NOT Executed as in the Approved Plan	18	32%	295,070	33%
Procurements Executed NOT Using SPF-1 Requisition	57	100%	895,908	100%
Source of Funding				
Government of Sierra Leone (GoSL)	57	100%	895,908	100%
Categories of Procurement				
Goods	21	37%	327,390	37%
Services	36	63%	568,518	63%
Methods of Procurement				
National Competitive Bidding (NCB)	1	2%	136,462	15%
Request for Quotation (RFQ)	1	2%	9,230	1%
Procurement Activities Executed Without Specified Methods	55	96%	750,216	84%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	1	2%	136,462	15%
Procurement Activities Conducted Without Assigned Procurement Numbers	57	100%	895,908	100%
Contracts Recorded in the Contract Register	1	2%	10,500	1%
Contract NOT Recorded in the Contract Register	56	98%	885,408	99%
Contract Payments Done on Time	57	100%	895,908	100%
Procurement Activities Evaluated	1	2%	136,462	15%
Procurement Activities Not Evaluated	56	98%	759,446	85%
Documents submitted by the Awardee Valid	16	28%	276,089	31%
Documents submitted by the Awardee Partially Available in the Procurement Files	20	35%	288,337	32%
Documents submitted by the Awardee NOT Available in the Procurement Files	21	37%	331,482	37%

NPPA's Summary Compliance Statement: The procurement activities of NaMED in 2023 were largely non-compliant with the Public Procurement Act, 2016. The organization failed to follow proper procurement planning and execution procedures, with 68% of activities unplanned and executed outside the approved plan. The procurement methods used were predominantly non-competitive, and procurement activities were not properly documented or evaluated. These issues point to a systemic lack of adherence to the procurement legal framework and suggest that immediate reforms are necessary to bring NaMED into compliance with the Public Procurement Act. This report underscores the urgent need for NaMED to prioritize capacity building, procurements planning, and the adherence to legal frameworks to ensure accountability, transparency, and value for money in future procurement activities.

NATIONAL YOUTH SERVICE (NYS)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the National Youth Service (NYS) for the 2023 financial year. This review assessed compliance with procurement processes and legal requirements based on the documentation provided by NYS. The total number of procurement activities executed by the NYS in 2023 was 20, with a combined procurement value of Le 6,045,304 (Six Million, Forty-Five

Thousand, Three Hundred and Four Leones). These activities were fully funded by the Government of Sierra Leone (GoSL) through the Consolidated Revenue Fund.

18 activities (90% of the total number) were planned, valued at Le 5,960,004 (Five Million, Nine Hundred Sixty Thousand, Four Leones), which represents 99% of the total procurement value. 2 activities (10% of the total number) were unplanned, amounting to Le 85,300 (Eighty-Five Thousand, Three Hundred Leones), which represents 1% of the total procurement value. 8 activities (40% of the total) were executed according to the approved procurement plan, with a total value of Le 5,423,100 (Five Million, Four Hundred Twenty-Three Thousand, One Hundred Leones), representing 90% of the total procurement value. 12 activities (60% of the total) were not executed in line with the approved plan, amounting to Le 622,204 (Six Hundred Twenty-Two Thousand, Two Hundred Four Leones), which represents 10% of the total procurement value.

Procurement Categories: Goods: 17 activities (85% of total procurements) valued at Le 1,839,804 (One Million, Eight Hundred Thirty-Nine Thousand, Eight Hundred and Four Leones), representing 30% of the total procurement value. Services: 3 activities (15% of total procurements) valued at Le 4,205,500 (Four Million, Two Hundred Five Thousand, Five Hundred Leones), representing 70% of the total procurement value.

The following procurement methods were used: National Competitive Bidding (NCB): 5 activities (25% of total procurements) valued at Le 5,417,600 (Five Million, Four Hundred Seventeen Thousand, Six Hundred Leones), representing 90% of the total procurement value. Request for Quotation (RFQ): 14 activities (70% of total procurements) valued at Le 627,704 (Six Hundred Twenty-Seven Thousand, Seven Hundred Four Leones), representing 10% of the total procurement value. The overuse of the RFQ method, particularly for items above the threshold for RFQ, undermines competition, transparency, and fairness in procurement. This contravenes Section 37(2) of the Public Procurement Act, 2016.

19 activities (95% of total procurements) were recorded in the contract register, valued at Le 6,040,004 (Six Million, Forty Thousand, Four Leones), representing 99.9% of the total procurement value. However, 1 activity (5% of the total) valued at Le 5,300 (Five Thousand, Three Hundred Leones), was not recorded in the contract register. All payments for procurement activities (100%) were made on time, totalling Le 6,045,304 (Six Million, Forty-Five Thousand, Three Hundred and Four Leones).

6 activities (30% of total procurements) were evaluated, valued at Le 5,417,600 (Five Million, Four Hundred Seventeen Thousand, Six Hundred Leones), representing 90% of the total procurement value. 14 activities (70% of total procurements) were not evaluated, amounting to Le 627,704 (Six Hundred Twenty-Seven Thousand, Seven Hundred Four Leones), representing 10% of the total procurement value. The lack of evaluation for 70% of procurement activities undermines transparency, competitiveness, and value for money.

Key Findings:

The NYS has a significant proportion of procurement activities that are not executed as planned, which demonstrates a lack of proper procurement planning and adherence to the approved procurement plan. A concerning 70% of procurement

activities were not evaluated, which undermines transparency and the effectiveness of the procurement process. The use of non-competitive procurement methods such as RFQs for substantial contracts is problematic and raises concerns about the lack of competition and potential inefficiencies. A minor percentage of activities (5%) were not recorded in the contract register, and 1% of the awardee documentation was incomplete, which diminishes the integrity and accountability of the procurement process.

The NYS should ensure that all procurement activities align with the approved procurement plan and that deviations are promptly reported and justified. The NYS should ensure that all procurement activities are evaluated in line with established procurement laws to ensure transparency and competitiveness. The reliance on RFQs should be reduced, and more competitive methods, such as National Competitive Bidding, should be employed to increase fairness and value for money. The NYS should ensure that all awardee documentation is complete, valid, and available in the procurement files, to ensure compliance with the Public Procurement Act. The entity should prioritize the evaluation of all procurement activities to ensure transparency, competitiveness, and value for money. The entity should provide adequate training for procurement staff and equip the procurement office with necessary facilities to improve procurement processes.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the National Youth Service (NYS)				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	20		6,045,304	
Procurement Activities in the Approved Plan	18	90%	5,960,004	99%
Procurement NOT in the Approved Plan	2	10%	85,300	1%
Procurement Executed as in the Approved Plan	8	40%	5,423,100	90%
Procurement NOT Executed as in the Approved Plan	12	60%	622,204	10%
Procurements Executed NOT Using SPF-1 Requisition	20	100%	6,045,304	100%
Source of Funding				
Government of Sierra Leone (GoSL)	20	100%	6,045,304	100%
Categories of Procurement				
Goods	17	85%	1,839,804	30%
Services	3	15%	4,205,500	70%
Methods of Procurement				
National Competitive Bidding (NCB)	5	25%	5,417,600	90%
Request for Quotation (RFQ)	14	70%	627,704	10%
Contracts Recorded in the Contract Register	19	95%	6,040,004	99.9%
Contract NOT Recorded in the Contract Register	1	5%	5,300	0.1%
Contract Payments Done on Time	20	100%	6,045,304	100%
Procurement Activities Evaluated	6	30%	5,417,600	90%
Procurement Activities Not Evaluated	14	70%	627,704	10%
Documents submitted by the Awardee Valid	19	95%	5,965,304	99%
Documents submitted by the Awardee Partially Available in the Procurement Files	1	5%	80,000	1%

NPPA's Summary Compliance Statement: Based on the findings, the National Youth Service (NYS) showed a partial level of compliance with procurement regulations in 2023. The entity complied with the timely payment of contracts and the recording of the majority of contracts in the register. However, significant issues were identified in procurement planning, execution, evaluation, and the use of non-competitive methods. The entity should address these gaps by ensuring strict adherence to procurement plans, enhancing procurement evaluation processes, and prioritizing the use of competitive procurement methods to enhance transparency, accountability, and value for money.

ROAD MAINTENANCE FUND ADMINISTRATION (RMFA)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of procurement processes and procedures at the Road Maintenance Fund Administration (RMFA). The review assesses adherence to the Public Procurement Act, 2016, highlighting areas of compliance, non-compliance, and operational inefficiencies.

A total of 27 (twenty-seven) procurement activities, amounting to Le 1,096,452 (One million, ninety-six thousand, four hundred and fifty-two Leones), were reported for the 2023 fiscal year. These activities were entirely funded through RMFA's own-source revenue.

26 (twenty-six) of procurement activities, valued at Le 1,088,152 (One million, eighty-eight thousand, one hundred and fifty-two Leones), were included in the approved procurement plan. 1 (one) activity, valued at Le 8,300 (Eight Thousand, Three Hundred Leones), constituting 1% of the total value, was unplanned. 23 (twenty-three) activities, representing 85% of the total value (Le 946,152), were executed as planned. 4 (four) activities, accounting for 14% of the total value (Le 150,300), were not executed as per the procurement plan. The execution of unplanned activities contravenes Section 29 of the Public Procurement Act, 2016. The entity must ensure that all procurement activities are strictly aligned with the approved plan and budget.

Categories of Procurement: Goods: 22 (twenty-two) activities, valued at Le 956,697 (Nine Hundred and Fifty-Six Thousand, Six Hundred and Ninety-Seven Leones), representing 87% of the total procurement value. Services: 5 (five) activities, valued at Le 139,755 (One Hundred and Thirty-Nine Thousand, Seven Hundred and Fifty-Five Leones), representing 13% of the total procurement value.

Procurement Methods: National Competitive Bidding (NCB): 1 (one) activity, valued at Le 205,102 (Two Hundred and Five Thousand, One Hundred and Two Leones), accounting for 19% of the total procurement value. Request for Quotation (RFQ): 26 (twenty-six) activities, valued at Le 891,350 (Eight Hundred and Ninety-One Thousand, Three Hundred and Fifty Leones), accounting for 81% of the total procurement value.

The data reveals over-reliance on RFQ, even for procurement activities above the RFQ threshold. This contravenes Section 37(2) of the Public Procurement Act, 2016, which discourages contract splitting and promotes competitive methods for better value for money.

All 27 procurement activities (100%) were executed without using the required Standard Procurement Form-1 (SPF-1) Requisition, a violation of procurement documentation requirements.

96% of contracts (26 out of 27) were recorded in the Contract Register, covering Le 1,092,657 (One Million, Ninety-Two Thousand, Six Hundred and Fifty-Seven Leones), 99.7% of the total procurement value. 1 (one) contract, valued at Le 3,795 (Three Thousand, Seven Hundred and Ninety-Five Leones), 0.3% of the total procurement value, was not recorded, violating Section 19(h) of the Public Procurement Act, 2016.

96% of contracts (26 out of 27) had timely payments, covering Le 1,092,657 (One Million, Ninety-Two Thousand, Six Hundred and Fifty-Seven Leones), 99.7% of the total procurement value. 1 (one) contract, valued at Le 3,795 (Three Thousand, Seven Hundred and Ninety-Five Leones), 0.3% of the total procurement value, experienced payment delays, potentially affecting contractor cash flow.

17 (seventeen) activities, valued at Le 998,469 (Nine Hundred and Ninety-Eight Thousand, Four Hundred and Sixty-Nine Leones), 91% of the total procurement value, were evaluated. 10 (ten) activities, valued at Le 97,983 (Ninety-Seven Thousand, Nine Hundred and Eighty-Three Leones), 9% of the total procurement value, were not evaluated, undermining transparency and competitiveness.

89% of awardee documentation (24 out of 27 activities) was valid, covering Le 1,061,180 (One Million, Sixty-One Thousand, One Hundred and Eighty Leones), 97% of the total procurement value. 1 (one) activity, valued at Le 19,372 (Nineteen

Thousand, Three Hundred and Seventy-Two Leones), 2% of the total procurement value, had partially available documentation. 2 (two) activities, valued at Le 15,900 (Fifteen Thousand, Nine Hundred Leones), 1% of the total procurement value, lacked any documentation, violating Sections 21 and 53(2) of the Public Procurement Act, 2016.

RMFA has an established and functional Procurement Unit and Committee. A signed and approved Procurement Plan was available and endorsed by NPPA. The procurement office is well-equipped, and a Supplier Database is available. A Contract Register is maintained, and various Standard Procurement Forms (SPFs) are available. Capacity Training Programs for procurement staff are lacking, which affects skill development and compliance with procurement laws.

While the RMFA has made progress in establishing a functional procurement unit and adhering to some aspects of the Public Procurement Act, 2016, significant gaps remain in planning, execution, and transparency. Addressing these issues is critical to ensuring compliance, accountability, and value for money in public procurement.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Road Maintenance Fund Administration (RMFA)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Conducive Procurement Office	Yes			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	27		1,096,452	
Procurement Activities in the Approved Plan	26	96%	1,088,152	99%
Procurement NOT in the Approved Plan	1	4%	8,300	1%
Procurement Executed as in the Approved Plan	23	85%	946,152	86%
Procurement NOT Executed as in the Approved Plan	4	15%	150,300	14%
Procurements Executed NOT Using SPF-1 Requisition	27	100%	1,096,452	100%
Source of Funding				
Own Source Revenue	27	100%	1,096,452	100%
Categories of Procurement				
Goods	22	81%	956,697	87%
Services	5	19%	139,755	13%
Methods of Procurement				
National Competitive Bidding (NCB)	1	4%	205,102	19%
Request for Quotation (RFQ)	26	96%	891,350	81%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	1	4%	205,102	19%
Procurement Activities above RFQ threshold Executed using RFQ	1	4%	153,804	14%
Contracts Recorded in the Contract Register	26	96%	1,092,657	99.7%
Contract NOT Recorded in the Contract Register	1	4%	3,795	0.3%
Contract Payments Done on Time	26	96%	1,092,657	99.7%
Contract Payments NOT Done on Time	1	4%	3,795	0.3%
Procurement Activities Evaluated	17	63%	998,469	91%
Procurement Activities Not Evaluated	10	37%	97,983	9%
Documents submitted by the Awardee Valid	24	89%	1,061,180	97%
Documents submitted by the Awardee Partially Available in the Procurement Files	1	4%	19,372	2%
Documents submitted by the Awardee NOT Available in the Procurement Files	2	7%	15,900	1%

SIERRA LEONE CORRECTIONAL SERVICES (SLCS)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the Sierra Leone Correctional Services (SLCS) for the 2023 financial year. This review assessed compliance with procurement processes and legal requirements based on the documentation provided by SLCS.

While SLCS has a functioning procurement unit, dedicated procurement staff, and a signed procurement plan, there is a lack of a formal capacity training program for procurement staff. It is recommended that SLCS invest in regular capacity-building initiatives to enhance the competencies of its procurement personnel. All 72 activities

(100%) were executed without using the Standard Procurement Form (SPF-1), further undermining transparency and accountability.

The review revealed a total of 72 procurement activities valued at Le 554,065,450 (Five Hundred Fifty-Four Million, Sixty-Five Thousand, Four Hundred Fifty Leones). These activities were fully funded by the Government of Sierra Leone (GoSL) through the Consolidated Revenue Fund.

The data showed that 59 activities amounting to Le 552,554,935 were planned, while 13 activities amounting to Le 1,510,515 were unplanned, violating Section 29 of the Public Procurement Act, 2016. 22 activities (31% of total procurement) amounting to Le 24,562,730 (4% of the total value) were executed as per the approved plan, while 50 activities (69%) amounting to Le 529,502,720 (96% of the total value) were not executed in line with the approved plan. The entity failed to update the procurement plan to reflect actual activities executed, which is a breach of Section 29(6) of the Act. This lack of planning and execution discipline undermines transparency and accountability in procurement processes.

Procurement activities were categorized as follows: Goods: 62 activities (86%) valued at Le 538,924,244 (Five Hundred Thirty-Eight Million, Nine Hundred Twenty-Four Thousand, Two Hundred Forty-Four Leones), representing 97% of the total procurement value. Works: 6 activities (8%) valued at Le 10,987,110 (Ten Million, Nine Hundred Eighty-Seven Thousand, One Hundred Ten Leones), representing 2% of the total procurement value. Services: 4 activities (6%) valued at Le 4,154,096 (Four Million, One Hundred Fifty-Four Thousand, Ninety-Six Leones), representing 1% of the total procurement value. The majority of procurement activities were for Goods, indicating a focus on operational needs.

The procurement methods utilized included: National Competitive Bidding (NCB): 53 activities (74%) valued at Le 552,927,019 (Five Hundred Fifty-Two Million, Nine Hundred Twenty-Seven Thousand, Nineteen Leones), representing 100% of the total procurement value. Request for Quotation (RFQ): 19 activities (26%) valued at Le 1,138,431 (One Million, One Hundred Thirty-Eight Thousand, Four Hundred Thirty-One Leones), representing 0% of the total procurement value. The predominant use of NCB (74%) is consistent with best practices, but a considerable number of procurements (26%) were executed using the RFQ method, which is a non-competitive method. The review identified 1 activity (1%) executed using RFQ above the threshold, valued at Le 198,000 (One Hundred Ninety-Eight Thousand Leones), which contravenes Section 37(2) of the Public Procurement Act, 2016. This undermines competition, transparency, and fairness in procurement. It was observed that 5 procurement activities, amounting to Le 14,555,953, were not reviewed and endorsed by the NPPA, violating the competitive threshold requirement.

23 procurements (32% of total procurements) valued at Le 1,850,551 (One million, eight hundred and fifty thousand, five hundred and fifty-one Leones), accounting for 0% of the total procurement value were not evaluated. Although 68% of procurements were evaluated, the remaining 32% were not evaluated, which raises concerns about transparency and the competitiveness of the procurement process.

Valid Awardee Documentation: 68 procurements (94% of total procurements) valued at Le 553,850,560 (Five hundred and fifty-three million, eight hundred and fifty thousand, five hundred and sixty Leones). Invalid Awardee Documentation: 3 procurements (4% of total procurements) valued at Le 116,400 (One hundred and sixteen thousand, four hundred Leones). Missing Awardee Documentation: 1 procurement (1% of total procurements) valued at Le 98,490 (Ninety-eight thousand, four hundred and ninety Leones). While the majority of procurement activities had valid documentation, there were some instances where documentation was either invalid or missing. It is essential for SLCS to ensure that all procurement activities are supported by complete and valid documentation for compliance and transparency. A significant portion of payments (81% of total procurement value) were not made on time, affecting contractor cash flows and overall service delivery.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Sierra Leone Correctional Services (SLCS)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	72		554,065,450	
Procurement Activities in the Approved Plan	59	82%	552,554,935	100%
Procurement NOT in the Approved Plan	13	18%	1,510,515	0%
Procurement Executed as in the Approved Plan	22	31%	24,562,730	4%
Procurement NOT Executed as in the Approved Plan	50	69%	529,502,720	96%
Procurements Executed NOT Using SPF-1 Requisition	72	100%	554,065,450	100%
Source of Funding				
Government of Sierra Leone (GoSL)	72	100%	554,065,450	100%
Categories of Procurement				
Goods	62	86%	538,924,244	97%
Works	6	8%	10,987,110	2%
Services	4	6%	4,154,096	1%
Methods of Procurement				
National Competitive Bidding (NCB)	53	74%	552,927,019	100%
Request for Quotation (RFQ)	19	26%	1,138,431	0%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	5	7%	14,555,953	3%
Procurement Activities above RFQ threshold Executed using RFQ	1	1%	198,000	0%
Contracts Recorded in the Contract Register	61	85%	553,140,830	100%
Contract NOT Recorded in the Contract Register	11	15%	924,620	0%
Contract Payments Done on Time	14	19%	82,444,249	15%
Contract Payments NOT Done on Time	58	81%	471,621,201	85%
Procurement Activities Evaluated	49	68%	552,214,899	100%
Procurement Activities Not Evaluated	23	32%	1,850,551	0%
Documents submitted by the Awardee Valid	68	94%	553,850,560	100%
Documents submitted by the Awardee NOT Valid	3	4%	116,400	0%
Documents submitted by the Awardee NOT Available in the Procurement Files	1	1%	98,490	0%

NPPA's Summary Compliance Statement: Based on the procurement activities reviewed for Sierra Leone Correctional Services (SLCS) in 2023, there were several areas of non-compliance with the Public Procurement Act, 2016. A significant proportion of procurement activities were not executed according to the approved plan, and several procurements were conducted using non-competitive methods such as RFQ for items exceeding the threshold. Additionally, procurement evaluations were not carried out for a significant portion of activities, and some awardee documentation was either invalid or missing. SLCS also faced issues with timely contract payments, with 81% of procurements experiencing delays. The procurement plan was not updated to reflect the actual execution of procurement activities, and the procurement office lacked proper infrastructure and capacity-building programs. Despite these

challenges, SLCS has a functioning procurement unit, procurement committee, and valid procurement documentation for most activities. However, immediate improvements are required in planning, execution, transparency, and compliance with procurement laws to ensure that public funds are used efficiently and effectively.

SIERRA LEONE HOUSE OF PARLIAMENT (HOP)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the Sierra Leone House of Parliament (HOP) for the 2023 financial year. This review assessed compliance with procurement processes and legal requirements based on the documentation provided by the Sierra Leone House of Parliament (HOP). The review revealed a total of 65 procurement activities valued at Le 7,460,549 (seven million, four hundred and sixty thousand, five hundred and forty-nine Leones). These activities were fully funded by the Government of Sierra Leone (GoSL) through the Consolidated Revenue Fund.

Based on the data, 28 activities (43% of total) amounting to Le 1,232,929 (one million, two hundred and thirty-two thousand, nine hundred and twenty-nine Leones) were planned. 37 activities (57% of total) amounting to Le 6,227,620 (six million, two hundred and twenty-seven thousand, six hundred and twenty Leones) were unplanned and in violation of Section 29 of the Public Procurement Act, 2016.

Only 1 activity (2% of total) amounting to Le 14,400 (fourteen thousand, four hundred Leones) was executed as per the approved plan. 64 activities (98% of total) amounting to Le 7,446,149 (seven million, four hundred and forty-six thousand, one hundred and forty-nine Leones) were not executed in line with the approved plan. The procurement plan was not updated to reflect actual activities executed, breaching Section 29(6) of the Public Procurement Act, 2016. All 65 activities (100% of total) amounting to Le 7,460,549 (seven million, four hundred and sixty thousand, five hundred and forty-nine Leones) were paid on time.

Categories of Procurement: Goods: 33 activities (51% of total) valued at Le 1,305,793 (one million, three hundred and five thousand, seven hundred and ninety-three Leones), representing 17.5% of the total procurement value. Works: 1 activity (2% of total) valued at Le 21,100 (twenty-one thousand, one hundred Leones), representing 0.3% of the total procurement value. 31 activities (48% of total) valued at Le 6,133,656 (six million, one hundred and thirty-three thousand, six hundred and fifty-six Leones), representing 82.2% of the total procurement value.

Procurement Methods: Request for Quotation (RFQ): 65 activities (100% of total) amounting to Le 7,460,549 (seven million, four hundred and sixty thousand, five hundred and forty-nine Leones) were executed using RFQ. 21 activities (32% of total) amounting to Le 6,264,072 (six million, two hundred and sixty-four thousand, and seventy-two Leones) were above the RFQ threshold, indicating non-compliance with Section 37(2) of the Public Procurement Act, 2016.

39 activities (60% of total) amounting to Le 2,179,163 (two million, one hundred and seventy-nine thousand, one hundred and sixty-three Leones) were recorded in the

contract register. 25 activities (38% of total) amounting to Le 5,263,566 (five million, two hundred and sixty-three thousand, five hundred and sixty-six Leones) were not recorded, violating Section 19(h) of the Public Procurement Act, 2016.

None of the 65 activities (100% of total) were evaluated, undermining transparency and accountability. HOP failed to evaluate procurement activities before awarding contracts, violating procurement regulations and undermining transparency, competition, and value for money. **The absence of evaluations increases the risk of awarding contracts to unqualified suppliers or contractors.**

35 activities (54% of total) amounting to Le 5,708,258 (five million, seven hundred and eight thousand, two hundred and fifty-eight Leones) had valid documentation. 2 activities (3% of total) amounting to Le 96,570 (ninety-six thousand, five hundred and seventy Leones) had invalid documentation. 14 activities (22% of total) amounting to Le 440,324 (four hundred and forty thousand, three hundred and twenty-four Leones) had partially available documentation. 14 activities (22% of total) amounting to Le 1,215,397 (one million, two hundred and fifteen thousand, three hundred and ninety-seven Leones) lacked documentation entirely.

While the entity has a functioning procurement unit, committee, and signed procurement plan, significant non-compliance issues were identified: 57% of activities were unplanned, and 98% of activities were not executed as per the approved plan. Over-reliance on RFQ for activities above the threshold, contravening Section 37(2) of the Act. 38% of activities were not recorded in the contract register, and no evaluations were conducted for any procurement activity. 22% of activities lacked proper documentation, raising concerns about transparency and accountability. The execution of unplanned procurement activities increases financial risks and undermines transparency. The entity should ensure that all procurement activities are planned and executed strictly in line with the approved plan and budget.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Sierra Leone House of Parliament (HOP)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	65		7,460,549	
Procurement Activities in the Approved Plan	28	43%	1,232,929	17%
Procurement NOT in the Approved Plan	37	57%	6,227,620	83%
Procurement Executed as in the Approved Plan	1	2%	14,400	0.2%
Procurement NOT Executed as in the Approved Plan	64	98%	7,446,149	99.8%
Procurements Executed NOT Using SPF-1 Requisition	65	100%	7,460,549	100%
Source of Funding				
Government of Sierra Leone (GoSL)	65	100%	7,460,549	100%
Categories of Procurement				
Goods	33	51%	1,305,793	17.5%
Works	1	2%	21,100	0.3%
Services	31	48%	6,133,656	82.2%
Methods of Procurement				
Request for Quotation (RFQ)	65	100%	7,460,549	100%
Procurement Activities above RFQ threshold Executed using RFQ	21	32%	6,264,072	84%
Contracts Recorded in the Contract Register	39	60%	2,179,163	29%
Contract NOT Recorded in the Contract Register	25	38%	5,263,566	71%
Contract Payments Done on Time	65	100%	7,460,549	100%
Procurement Activities Not Evaluated	65	100%	7,460,549	100%
Documents submitted by the Awardee Valid	35	54%	5,708,258	77%
Documents submitted by the Awardee NOT Valid	2	3%	96,570	1%
Documents submitted by the Awardee Partially Available in the Procurement Files	14	22%	440,324	6%
Documents submitted by the Awardee NOT Available in the Procurement Files	14	22%	1,215,397	16%

NPPA's Summary Compliance Statement: The Sierra Leone House of Parliament's procurement practices for 2023 show significant non-compliance with the Public Procurement Act, 2016. Key issues identified include: A high level of unplanned procurements (57% of activities) that violates Section 29 of the Act. An over-reliance on the RFQ method, especially for activities exceeding the RFQ threshold, undermining competition and transparency. Poor record-keeping, with a majority of contracts not recorded in the contract register, violating Section 19(h). The failure to evaluate any procurement activities, which contravenes the requirements for competitive and transparent procurement processes. Insufficient documentation for awarded contracts, raising concerns about accountability and transparency. Overall, these issues point to a lack of discipline in procurement planning and execution, leading to risks of inefficiency, and poor value for money. Immediate corrective actions are required to align procurement practices with legal requirements and enhance transparency, competitiveness, and accountability.

SIERRA LEONE HOUSING CORPORATION (SALHOC)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of procurement processes and procedures at the Sierra Leone Housing Corporation (SALHOC). The review evaluated adherence to the Public Procurement Act, 2016, highlighting areas of compliance, non-compliance, and operational inefficiencies.

The review revealed significant non-compliance with the Public Procurement Act, 2016, particularly in procurement planning, execution, and documentation. Key findings include, 100% of procurement activities (76 activities) were not included in the approved procurement plan, amounting to Le 676,506 (Six Hundred and Seventy-Six Thousand, Five Hundred and Six Leones). 100% of procurement activities were executed without using the Standard Procurement Form (SPF-1), in violation of Section 19(3)(h) of the Act. 100% of procurement activities were conducted without assigned procurement numbers, and contracts were not recorded in the contract register, contravening Section 19(h) of the Act. 100% of procurement activities were not evaluated, undermining transparency, competitiveness, and accountability. 100% of awardee documents were unavailable, raising serious concerns about the integrity of the procurement process. The findings indicate a complete disregard for procurement planning, transparency, and accountability, necessitating immediate reforms to ensure compliance with the Public Procurement Act, 2016. The execution of unplanned and unapproved procurement activities contravenes Section 29 of the Public Procurement Act, 2016. It is critical for the entity to align procurement activities with the approved plan and budget to ensure compliance.

A total of 76 (seventy-six) procurement activities, amounting to Le 676,506 (Six Hundred and Seventy-Six Thousand, Five Hundred and Six Leones), were reported for the 2023 fiscal year. These activities were funded as follows: Government of Sierra Leone (GoSL): 10 activities (13%), valued at Le 97,255 (Ninety-Seven Thousand, Two Hundred and Fifty-Five Leones), representing 14% of the total procurement value. Own Source Revenue: 66 activities (87%), valued at Le 579,251 (Five Hundred and Seventy-Nine Thousand, Two Hundred and Fifty-One Leones), representing 86% of the total procurement value.

The procurement activities were categorized as follows: Goods: 22 activities (29%), valued at Le 133,172 (One Hundred and Thirty-Three Thousand, One Hundred and Seventy-Two Leones), representing 20% of the total procurement value. Works: 30 activities (39%), valued at Le 407,136 (Four Hundred and Seven Thousand, One Hundred and Thirty-Six Leones), representing 60% of the total procurement value. Services: 24 activities (32%), valued at Le 136,198 (One Hundred and Thirty-Six Thousand, One Hundred and Ninety-Eight Leones), representing 20% of the total procurement value.

All 76 (seventy-six) procurement activities were executed without specified methods, amounting to Le 676,506 (Six Hundred and Seventy-Six Thousand, Five Hundred and Six Leones). This represents 100% non-compliance with the approved procurement methods outlined in the Public Procurement Act, 2016.

The lack of evaluation undermines the integrity and fairness of the procurement process. It is essential for SALHOC to conduct proper evaluations and maintain complete records for all procurement activities. While all payments were reportedly made on time, the absence of supporting documentation and evaluation records raises concerns about the validity and compliance of these transactions.

SALHOC should ensure that all procurement activities align with the approved plan and update the plan regularly as mandated by Section 29(6) of the Public Procurement Act, 2016. SALHOC should maintain a comprehensive contract register and ensure all awardee documents are properly filed and accessible. Conduct thorough evaluations for all procurement activities to ensure compliance with competitive procurement principles. Require all awarded suppliers to submit complete and valid documentation in adherence to Sections 21 and 53(2) of the Act.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

<i>Summary Overview of 2023 Procurement Activities by the Sierra Leone Housing Corporation (SALHOC)</i>				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	76		676,506	
Procurement NOT in the Approved Plan	76	100%	676,506	100%
Procurements Executed NOT Using SPF-1 Requisition	76	100%	676,506	100%
Source of Funding				
Government of Sierra Leone (GoSL)	10	13%	97,255	14%
Own Source Revenue	66	87%	579,251	86%
Categories of Procurement				
Goods	22	29%	133,172	20%
Works	30	39%	407,136	60%
Services	24	32%	136,198	20%
Methods of Procurement				
Procurement Activities Executed Without Specified Methods	76	100%	676,506	100%
Procurement Activities Conducted Without Assigned Procurement Numbers	76	100%	676,506	100%
Contract NOT Recorded in the Contract Register	76	100%	676,506	100%
Contract Payments Done on Time	76	100%	676,506	100%
Procurement Activities Not Evaluated	76	100%	676,506	100%
Documents submitted by the Awardee NOT Available in the Procurement Files	76	100%	676,506	100%

NPPA's Summary Compliance Statement: The procurement compliance review of SALHOC for 2023 revealed extensive non-compliance with the Public Procurement Act, 2016. All 76 procurement activities were executed outside the approved procurement plan, lacked specified procurement methods, and were not recorded in the contract register. Furthermore, evaluation processes were not conducted, and awardee documents were missing for all activities. These findings indicate severe deficiencies in procurement planning, transparency, and accountability. The complete absence of compliance with procurement laws reflects serious operational

inefficiencies, weak procurement controls, and a disregard for transparency and accountability.

SIERRA LEONE PETROLEUM DIRECTORATE (PDSL)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a comprehensive review of procurement processes and procedures at the Sierra Leone Petroleum Directorate (PDSL). This review evaluates PDSL's adherence to the Public Procurement Act, highlighting areas of compliance, non-compliance, and operational inefficiencies. The analysis covers procurement activities conducted in 2023.

A total of 15 procurement activities, amounting to Le 562,079,701 (Five Hundred Sixty-Two Million, Seventy-Nine Thousand, Seven Hundred and One Leones), were recorded for 2023. These activities were funded primarily by the Government of Sierra Leone (GoSL) and the Directorate's own source revenue.

Based on the data, 11 (eleven) activities, valued at Le 561,183,422.00 (Five Hundred and Sixty-One Million, One Hundred and Eighty-Three Thousand, Four Hundred and Twenty-Two Leones), representing 99.8% of the total value, were part of the approved procurement plan. 4 (four) activities, valued at Le 896,279.00 (Eight Hundred and Ninety-Six Thousand, Two Hundred and Seventy-Nine Leones), representing 0.2% of the total value, were unplanned. The review shows that 53% of the procurement activities were not executed as planned, in contravention of the Public Procurement Act, 2016, specifically Section 29, which mandates that all procurement activities must adhere to the approved procurement plan.

7 (seven) activities, valued at Le 554,561,542.00 (Five Hundred and Fifty-Four Million, Five Hundred and Sixty-One Thousand, Five Hundred and Forty-Two Leones), representing 99% of the total value, were executed as per the approved plan. 8 (eight) activities, valued at Le 7,518,159.00 (Seven Million, Five Hundred and Eighteen Thousand, One Hundred and Fifty-Nine Leones), representing 1% of the total value, were not executed in line with the approved plan. The execution of unplanned activities contravenes Section 29 (6) of the Public Procurement Act, 2016. The PDSL must ensure that all procurement activities are planned and executed in strict adherence to the approved procurement plan. The procurement plan was signed, approved, and reviewed. However, it was not endorsed by the NPPA, which violates procurement legal guidelines.

Procurement Methods: National Competitive Bidding (NCB): 9 activities, valued at Le 560,867,748 (Five Hundred Sixty Million, Eight Hundred Sixty-Seven Thousand, Seven Hundred and Forty-Eight Leones), accounted for 99.8% of the total procurement value. Request for Quotation (RFQ): 6 activities, valued at Le 1,211,953 (One Million, Two Hundred and Eleven Thousand, Nine Hundred and Fifty-Three Leones), represented 0.2% of the total procurement value.

While the majority of procurements followed the National Competitive Bidding method, there were instances where procurements above the RFQ threshold were conducted using the RFQ method. This is a significant violation of Section 37(2) of the Public Procurement Act, 2016, which prohibits the splitting of procurement activities.

7 activities (47%) were evaluated, amounting to Le 556,887,443 (Five Hundred Fifty-Six Million, Eight Hundred Eighty-Seven Thousand, Four Hundred and Forty-Three Leones), which constitutes 99% of the total procurement value. However, 8 activities (53%) valued at Le 5,192,258 (Five Million, One Hundred Ninety-Two Thousand, Two Hundred and Fifty-Eight Leones), which is 1% of the total procurement value, were not evaluated, compromising the procurement process's transparency and competitiveness.

8 activities (53%) had valid awardee documentation, amounting to Le 558,357,901 (Five Hundred Fifty-Eight Million, Three Hundred Fifty-Seven Thousand, Nine Hundred and One Leones), representing 99% of the total procurement value. However, 7 activities (47%) lacked the necessary documentation, valued at Le 3,721,800 (Three Million, Seven Hundred Twenty-One Thousand, Eight Hundred Leones), or 1% of the total procurement value. This lack of documentation is a breach of Section 21 and Section 53(2) of the Public Procurement Act, 2016.

13 activities, valued at Le 561,309,751 (Five Hundred Sixty-One Million, Three Hundred Nine Thousand, Seven Hundred Fifty-One Leones), representing 99.9% of the total procurement value, had payments made on time. 2 activities, valued at Le 769,950 (Seven Hundred Sixty-Nine Thousand, Nine Hundred and Fifty Leones), or 0.1% of the total value, were delayed. Delays in payments, especially for small and medium-sized enterprises (SMEs), can negatively affect cash flow and project execution, which should be addressed to ensure smooth procurement operations.

73% of procurement activities followed the approved plan, though 27% deviated. The entity should update the procurement plan regularly to reflect actual procurement activities and ensure all procurements are in alignment with the plan. While the use of National Competitive Bidding (NCB) was predominantly followed, the inappropriate use of RFQ for procurements above the threshold raises concerns. The entity should avoid splitting contracts and instead aggregate similar procurement activities, utilizing open competitive methods. The non-evaluation of 53% of procurement activities is a significant concern. The entity must ensure that all procurement activities are evaluated to maintain transparency and competitiveness. Additionally, incomplete or missing documentation for 47% of procurement activities violates legal requirements and should be addressed promptly.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Sierra Leone Petroleum Directorate (PDSL)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	Yes			
Supplier Database Available	Yes			
Contract Register Available	Yes			
Various SPFs Available	Yes			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	15		562,079,701	
Procurement Activities in the Approved Plan	11	73%	561,183,422	99.8%
Procurement NOT in the Approved Plan	4	27%	896,279	0.2%
Procurement Executed as in the Approved Plan	7	47%	554,561,542	99%
Procurement NOT Executed as in the Approved Plan	8	53%	7,518,159	1%
Procurements Executed NOT Using SPF-1 Requisition	15	100%	562,079,701	100%
Source of Funding				
Government of Sierra Leone (GoSL)	4	27%	2,488,510	0.4%
Own Source Revenue	11	73%	559,591,191	99.6%
Categories of Procurement				
Goods	11	73%	9,737,139	1.7%
Works	1	7%	550,364,872	97.9%
Services	3	20%	1,977,690	0.4%
Methods of Procurement				
National Competitive Bidding (NCB)	9	60%	560,867,748	99.8%
Request for Quotation (RFQ)	6	40%	1,211,953	0.2%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	9	60%	560,867,748	100%
Procurement Activities above RFQ threshold Executed using RFQ	2	13%	1,005,860	0.2%
Procurement Activities Conducted Without Assigned Procurement Numbers	5	33%	2,583,388	0.5%
Contracts Recorded in the Contract Register	14	93%	560,870,581	99.8%
Contract NOT Recorded in the Contract Register	1	7%	1,209,120	0.2%
Contract Payments Done on Time	13	87%	561,309,751	99.9%
Contract Payments NOT Done on Time	2	13%	769,950	0.1%
Procurement Activities Evaluated	7	47%	556,887,443	99%
Procurement Activities Not Evaluated	8	53%	5,192,258	1%
Documents submitted by the Awardee Valid	8	53%	558,357,901	99%
Documents submitted by the Awardee NOT Available in the Procurement Files	7	47%	3,721,800	1%

NPPA's Summary Compliance Statement: Based on the comprehensive review of procurement activities for 2023 at the Sierra Leone Petroleum Directorate (PDSL), the procurement processes show a mixed level of compliance. While there is adherence

to some aspects of the Public Procurement Act, 2016, particularly with regard to procurement planning and the use of competitive bidding methods, several violations were noted: Non-compliance with procurement execution as per the approved plan. Inconsistent use of procurement methods, particularly RFQ beyond the threshold. Inadequate procurement evaluations and missing or invalid documentation. Delays in payments and lack of timely updates to procurement records.

PDSL should ensure that all procurement activities are executed strictly in line with the approved procurement plan and update the plan regularly. There should be a focus on using competitive procurement methods, particularly for activities above the RFQ threshold. Proper evaluation of all procurement activities is essential to ensure transparency, fairness, and value for money. PDSL must ensure that all procurement documentation is complete, valid, and properly stored to comply with the Public Procurement Act, 2016.

SIERRA LEONE PORT & HARBOUR'S AUTHORITY (SLP&HA)

In compliance with Section 14(2)(m) of the Public Procurement Act, 2016, the National Public Procurement Authority (NPPA) conducted a detailed procurement review for the Sierra Leone Port & Harbour's Authority (SLP&HA) for the 2023 fiscal year. The objective was to evaluate adherence to the Public Procurement Act, 2016, identifying compliance, non-compliance, and operational inefficiencies in the procurement processes. The results of this review provide a comprehensive analysis of procurement activities and suggest recommendations for improvement in line with national procurement standards.

During 2023, SLP&HA executed a total of 152 procurement activities, with a total value of Le 29,102,791 (Twenty-Nine Million, One Hundred and Two Thousand, Seven Hundred and Ninety-One Leones). The source of funding was predominantly from the entity's own revenue (99%), amounting to Le 28,969,941 (Twenty-Eight Million, Nine Hundred and Sixty-Nine Thousand, Nine Hundred and Forty-One Leones), with only 1% (Le 132,850) coming from the Government of Sierra Leone (GoSL).

141 activities (93% of the total) valued at Le 27,720,873 (Twenty-Seven Million, Seven Hundred and Twenty Thousand, Eight Hundred and Seventy-Three Leones) were included in the approved procurement plan. 11 activities (7% of the total) valued at Le 1,381,918 (One Million, Three Hundred and Eighty-One Thousand, Nine Hundred and Eighteen Leones) were unplanned, contravening Section 29 of the Act.

48% of procurement activities, valued at Le 14,057,003 (Fourteen Million, Fifty-Seven Thousand, and Three Leones), were executed as per the approved plan, while 52%, valued at Le 15,045,788 (Fifteen Million, Forty-Five Thousand, Seven Hundred and Eighty-Eight Leones), were not executed in line with the plan. This non-compliance with the approved procurement plan is in direct contravention of Section 29 of the Public Procurement Act, 2016, which mandates that all procurement activities be executed according to the approved plan and budget. The failure to execute the procurement activities as planned highlights significant weaknesses in procurement management and planning.

Methods of Procurement Used: International Competitive Bidding (ICB): 2 activities valued at Le 10,671,314 (Ten Million, Six Hundred and Seventy-One Thousand, Three

Hundred and Fourteen Leones), accounting for 37% of the total procurement value. National Competitive Bidding (NCB): 15 activities valued at Le 8,461,504 (Eight Million, Four Hundred and Sixty-One Thousand, Five Hundred and Four Leones), representing 29% of the total procurement value. Request for Quotation (RFQ): 129 activities valued at Le 6,760,911 (Six Million, Seven Hundred and Sixty Thousand, Nine Hundred and Eleven Leones), representing 23% of the total procurement value. Other Methods (Proforma Invoice, Internal Memo, Direct Sourcing, etc.): 6 activities valued at Le 3,209,062 (Three Million, Two Hundred and Nine Thousand, Sixty-Two Leones), representing 11% of the total procurement value.

The extensive use of RFQs, especially for items above the RFQ threshold, and reliance on unapproved procurement methods such as proforma invoices and direct sourcing, contravene the Public Procurement Act, 2016. These practices undermine competition, transparency, and fairness in procurement and are inconsistent with the Act's objectives of ensuring value for money and competitive practices.

47 activities (31% of the total number) were evaluated, valued at Le 20,704,699 (Twenty Million, Seven Hundred and Four Thousand, Six Hundred and Ninety-Nine Leones), representing 71% of the total procurement value. 105 activities (69% of the total number) were not evaluated, valued at Le 8,398,092 (Eight Million, Three Hundred and Ninety-Eight Thousand, Ninety-Two Leones), representing 29% of the total procurement value. The failure to evaluate the majority of procurement activities compromises the transparency, competitiveness, and fairness of the procurement process. Additionally, the evaluation of procurement activities is a key requirement to ensure that contracts are awarded to qualified and capable suppliers, contributing to better quality and value for money in government procurement.

60 awardee documents (39% of the total) were valid, valued at Le 24,400,649 (Twenty-Four Million, Four Hundred Thousand, Six Hundred and Forty-Nine Leones), representing 83.8% of the total procurement value. 3 awardee documents (2% of the total) were invalid, valued at Le 119,715 (One Hundred and Nineteen Thousand, Seven Hundred and Fifteen Leones), representing 0.4% of the total procurement value. A significant number of awardee documents (50%) were missing from procurement files, further undermining transparency and accountability. 98% of the contracts were recorded in the contract register, representing 74% of the total procurement value. However, 2% of the contracts, valued at Le 7,493,127 (Seven Million, Four Hundred and Ninety-Three Thousand, One Hundred and Twenty-Seven Leones), were not recorded, which is non-compliant with the Act.

Based on the review of the procurement activities at Road Sierra Leone Port & Harbour Authority (SLP&HA) for the year 2023, a significant number of procurement activities were executed outside the approved procurement plan, violating Section 29 of the Public Procurement Act, 2016. Excessive reliance on the Request for Quotation (RFQ) method and non-competitive procurement methods such as Direct Sourcing and Proforma Invoices undermined procurement transparency, fairness, and competitiveness. A majority of procurement activities were not subjected to proper evaluations, compromising accountability and value for money. Missing or invalid awardee documents and failure to record contracts in the contract register demonstrate non-compliance with procurement documentation requirements.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Sierra Leone Port & Harbour's Authority (SLP&HA)				
Indicators	Outcomes (Yes/No)			
Procurement Systems Review				
Established Procurement Unit	Yes			
Procurement Practitioner/Staff Available	Yes			
Functioning Procurement Committee Available	Yes			
Signed and Approved Procurement Plan	Yes			
Procurement Plan Reviewed and Endorsed by NPPA	Yes			
Capacity Training Program for Procurement Staff	No			
Goods Received and Inspection Committee Available	No			
Supplier Database Available	No			
Contract Register Available	No			
Various SPFs Available	No			
Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	152		29,102,791	
Procurement Activities in the Approved Plan	141	93%	27,720,873	95%
Procurement NOT in the Approved Plan	11	7%	1,381,918	5%
Procurement Executed as in the Approved Plan	6	4%	14,057,003	48%
Procurement NOT Executed as in the Approved Plan	146	96%	15,045,788	52%
Procurements Executed NOT Using SPF-1 Requisition	152	100%	29,102,791	100%
Source of Funding				
Government of Sierra Leone (GoSL)	1	1%	132,850	0.5%
Own Source Revenue	151	99%	28,969,941	99.5%
Categories of Procurement				
Goods	149	98%	28,921,441	99.4%
Works	1	1%	132,850	0.5%
Services	2	1%	48,500	0.2%
Methods of Procurement				
International Competitive Bidding (ICB)	2	1%	10,671,314	37%
National Competitive Bidding (NCB)	15	10%	8,461,504	29%
Request for Quotation (RFQ)	129	85%	6,760,911	23%
Others ie Proforma Invoice, Internal Memo, Direct Sourcing, etc	6	4%	3,209,062	11%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)				
	4	3%	10,267,065	35%
Procurement Activities above RFQ threshold Executed using RFQ				
	3	2%	1,464,875	5%
Contracts Recorded in the Contract Register				
	149	98%	21,609,664	74%
Contract NOT Recorded in the Contract Register	3	2%	7,493,127	26%
Contract Payments Done on Time				
	151	99%	28,969,941	99.5%
Contract Payments NOT Done on Time	1	1%	132,850	0.5%
Procurement Activities Evaluated				
	47	31%	20,704,699	71%
Procurement Activities Not Evaluated	105	69%	8,398,092	29%
Documents submitted by the Awardee Valid				
	60	39%	24,400,649	83.8%
Documents submitted by the Awardee NOT Valid	3	2%	119,715	0.4%
Documents submitted by the Awardee Partially Available in the Procurement Files	13	9%	2,030,515	7.0%
Documents submitted by the Awardee NOT Available in the Procurement Files	76	50%	2,551,912	8.8%

NPPA's Summary Compliance Statement: Based on the review of the 2023 procurement activities for the Sierra Leone Port & Harbour's Authority (SLP&HA), significant non-compliance with the Public Procurement Act, 2016, has been observed. Key areas of non-compliance include failure to adhere to the approved procurement plan, the overuse of non-competitive procurement methods, lack of procurement activity evaluation, incomplete or missing documentation, and inadequate contract recording. It is strongly recommended that SLP&HA strictly adhere to the approved procurement plan and update it regularly as required. Limit the use of RFQ and non-competitive procurement methods, ensuring compliance with

competitive bidding standards. Ensure all procurement activities are documented and recorded according to the Public Procurement Act to improve accountability and reduce the risk of fraud.

SIERRA LEONE ROAD SAFETY AUTHORITY (SLRSA)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the Sierra Leone Road Safety Authority (SLRSA) for the 2023 financial year. The objective of the review was to assess compliance with procurement processes, legal requirements, and the overall effectiveness of procurement management based on the available documentation.

The SLRSA conducted a total of 38 procurement activities with a total value of Le 4,223,974 (Four Million, Two Hundred and Twenty-Three Thousand, Nine Hundred and Seventy-Four Leones). The majority of the procurements were planned (95%), but there were still procurement activities that were unplanned, executed contrary to the approved procurement plan, and did not adhere to the legal framework. There were significant concerns around procurement methods, procurement evaluations, and documentation, as well as delays in payments and failure to comply with specific sections of the Public Procurement Act, 2016.

A total of 36 procurement activities (95% of all procurements) were in line with the approved procurement plan, valued at Le 4,208,974 (four billion, two hundred and eight million, nine hundred and seventy-four Leones), representing 99.6% of the total value. However, 2 procurements (5% of total procurements), valued at Le 15,000 (fifteen thousand Leones), were executed without being included in the approved plan, representing 0.4% of the total procurement value. This is a breach of Section 29 of the Public Procurement Act, 2016.

Based on the data, 7 activities (18% of procurements) valued at Le 2,476,723 (two million, four hundred and seventy-six thousand, seven hundred and twenty-three Leones), were executed in line with the approved plan, accounting for 59% of the procurement value. However, 31 activities (82% of procurements), valued at Le 1,747,251 (one million, seven hundred and forty-seven thousand, two hundred and fifty-one Leones), did not comply with the approved plan, which constitutes 41% of the procurement value. The procurement plan was not updated to reflect the actual execution of procurement activities, in violation of Section 29(6) of the Public Procurement Act, 2016.

The majority of procurements (33 activities, or 87%) used National Competitive Bidding (NCB), amounting to Le 4,116,733 (four billion, one hundred and sixteen million, seven hundred and thirty-three thousand Leones), representing 97% of the total procurement value. 5 activities (13% of procurements), valued at Le 107,241 (one hundred and seven thousand, two hundred and forty-one Leones), used the Request for Quotation (RFQ) method, accounting for 3% of the total procurement value. Notably, 4 activities, valued at Le 1,274,000 (one million, two hundred and seventy-four thousand Leones), were not reviewed or endorsed by the NPPA, which is a breach of the competitive threshold regulations.

30 procurements (79%) were recorded in the contract register, representing 84% of the total procurement value (Le 3,559,429 – three billion, five hundred and fifty-nine million, four hundred and twenty-nine thousand Leones). 8 procurements (21%) were not recorded in the contract register, valued at Le 664,545 (six hundred and sixty-four thousand, five hundred and forty-five Leones), accounting for 16% of the total procurement value, which contravenes Section 19(h) of the Public Procurement Act.

35 procurements (92%) had payments made on time, amounting to Le 4,202,354 (four billion, two hundred and two million, three hundred and fifty-four thousand Leones), which represents 99% of the total procurement value. 3 procurements (8%), valued at Le 21,620 (twenty-one thousand, six hundred and twenty Leones), experienced delays in payment, representing 1% of the total procurement value.

22 procurement activities (58% of procurements) were evaluated, totalling Le 3,419,927 (three billion, four hundred and nineteen million, nine hundred and twenty-seven thousand Leones), or 81% of the total procurement value. 16 procurement activities (42%) were not evaluated, valued at Le 804,047 (eight hundred and four thousand, forty-seven Leones), accounting for 19% of the procurement value. The lack of evaluations raises serious concerns regarding the transparency and competitiveness of the procurement process.

31 procurements (82% of activities) had valid awardee documents, totalling Le 3,552,853 (three billion, five hundred and fifty-two million, eight hundred and fifty-three thousand Leones), which represents 84% of the procurement value. 4 procurements (11% of activities) had invalid awardee documents, valued at Le 471,000 (four hundred and seventy-one thousand Leones), representing 11% of the total value. 1 procurement had partially available documents, and 2 procurements lacked documentation entirely, further undermining transparency and accountability in the process.

The SLRSA has a functioning procurement unit with dedicated staff and a procurement committee. The procurement office is adequately equipped with computers, and the procurement plan was signed and approved. However, there is no capacity training program for procurement staff, which is a critical gap.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Sierra Leone Road Safety Authority (SLRSA)	
Indicators	Outcomes (Yes/No)
Procurement Systems Review	
Established Procurement Unit	Yes
Procurement Practitioner/Staff Available	Yes
Functioning Procurement Committee Available	Yes
Signed and Approved Procurement Plan	Yes
Procurement Plan Reviewed and Endorsed by NPPA	Yes
Capacity Training Program for Procurement Staff	No
Goods Received and Inspection Committee Available	Yes
Supplier Database Available	Yes
Contract Register Available	Yes
Various SPFs Available	Yes

Procurement Process Review				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	38		4,223,974	
Procurement Activities in the Approved Plan	36	95%	4,208,974	99.6%
Procurement NOT in the Approved Plan	2	5%	15,000	0.4%
Procurement Executed as in the Approved Plan	7	18%	2,476,723	59%
Procurement NOT Executed as in the Approved Plan	31	82%	1,747,251	41%
Procurements Executed NOT Using SPF-1 Requisition	38	100%	4,223,974	100%
Source of Funding				
Own Source Revenue	38	100%	4,223,974	100%
Categories of Procurement				
Goods	31	82%	4,154,112	98%
Services	7	18%	69,862	2%
Methods of Procurement				
National Competitive Bidding (NCB)	33	87%	4,116,733	97%
Request for Quotation (RFQ)	5	13%	107,241	3%
Procurement NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	4	11%	1,274,000	30%
Procurement Activities Conducted Without Assigned Procurement Numbers	1	3%	15,000	0.4%
Contracts Recorded in the Contract Register	30	79%	3,559,429	84%
Contract NOT Recorded in the Contract Register	8	21%	664,545	16%
Contract Payments Done on Time	35	92%	4,202,354	99%
Contract Payments NOT Done on Time	3	8%	21,620	1%
Procurement Activities Evaluated	22	58%	3,419,927	81%
Procurement Activities Not Evaluated	16	42%	804,047	19%
Documents submitted by the Awardee Valid	31	82%	3,552,853	84%
Documents submitted by the Awardee NOT Valid	4	11%	471,000	11%
Documents submitted by the Awardee Partially Available in the Procurement Files	1	3%	24,621	1%
Documents submitted by the Awardee NOT Available in the Procurement Files	2	5%	175,500	4%

NPPA's Summary Compliance Statement: The Sierra Leone Road Safety Authority (SLRSA) demonstrated mixed levels of compliance with the Public Procurement Act, 2016, in 2023. The authority adhered to some procurement processes but failed in key

areas, such as procurement planning, updating procurement plans, and following competitive procurement methods. Notably: Non-compliance with procurement planning: 82% of activities were not executed as per the approved plan. Failure to use proper procurement methods: 13% of procurement was done through RFQs, and several activities lacked competitive methods. Inadequate documentation and contract register maintenance: 21% of contracts were not recorded, and procurement activities lacked procurement numbers. Lack of evaluation for 42% of procurement activities, undermining the integrity and transparency of the process.

SLRSA should strictly adhere to the approved procurement plan and ensure all activities are planned and executed in accordance with the Public Procurement Act. SLRSA must use open competitive methods and refrain from excessive reliance on RFQs, especially for items above the threshold. The authority should ensure that all procurement activities are adequately documented, with assigned procurement numbers and proper contract register entries. SLRSA must evaluate all procurement activities and maintain transparency in the bidding process. SLRSA should invest in capacity-building programs for its procurement staff and address infrastructure deficiencies in the procurement office.

SIERRA LEONE SEED CERTIFICATION AGENCY

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the Sierra Leone Seed Certification Agency (SLSCA) for the 2023 financial year. The review assessed compliance with procurement processes and legal requirements based on the documentation provided by SLSCA. The review revealed significant non-compliance with procurement planning, execution, and documentation, particularly in the areas of procurement methods, evaluation, and record-keeping. While 85% of procurement activities were included in the approved plan, 54% were not executed as planned, and 100% of procurements were conducted without using the Standard Procurement Form (SPF-1). Additionally, all procurement activities lacked unique procurement numbers, and none were evaluated, raising serious concerns about transparency, accountability, and compliance with the Public Procurement Act, 2016.

Out of 13 procurement activities, 11 (85%) were planned, while 2 (15%) were unplanned and in violation of Section 29 of the Public Procurement Act, 2016. Of the planned activities, 6 (46%) were executed in line with the approved plan, while 7 (54%) activities deviated from the approved plan, representing 29% of the total value (Le 79,272). The procurement plan was not updated to reflect actual activities executed, which contravenes Section 29(6) of the Public Procurement Act.

6 activities (46%) were for Goods, valued at Le 203,132 (Seventy-three thousand, one hundred and thirty-two Leones), accounting for 75% of the total procurement value. 7 activities (54%) were for Services, valued at Le 68,833 (Sixty-eight thousand, eight hundred and thirty-three Leones), making up 25% of the total procurement value.

6 activities (46%) were executed via RFQ, totalling Le 192,693 (One hundred and ninety-two thousand, six hundred and ninety-three Leones), representing 71% of the total procurement value. 7 activities (54%) used non-competitive methods (e.g., Proforma Invoice, Internal Memo, Direct Sourcing), amounting to Le 79,272 (Seventy-

nine thousand, two hundred and seventy-two Leones), accounting for 29% of the total procurement value.

Only 1 (8%) contract was recorded in the contract register, valued at Le 10,350 (Ten thousand, three hundred and fifty Leones). Awardee documentation was missing for 10 activities (77%), highlighting gaps in compliance with procurement regulations. 13 activities (100%) lacked procurement evaluations, contravening procurement transparency and accountability standards. All 13 activities (100%) received timely payments, totalling Le 271,965 (Two hundred and seventy-one thousand, nine hundred and sixty-five Leones).

The Sierra Leone Seed Certification Agency failed to align all procurement activities with the approved procurement plan. This indicates significant non-compliance with Section 29 of the Public Procurement Act, 2016. The execution of unplanned procurement activities further exposes the State to potential financial risks. There was an over-reliance on non-competitive procurement methods, including RFQs and other unauthorized methods such as Proforma Invoices and Internal Memos. This practice is not only in violation of the Public Procurement Act, 2016 but also undermines competition, transparency, and fairness in procurement. The lack of competitive bidding processes is concerning and should be addressed urgently to ensure compliance and to mitigate risks associated with over-reliance on non-competitive methods.

The lack of procurement numbers and the failure to record contracts in the contract register are violations of Section 19(h) of the Public Procurement Act. Furthermore, the absence of procurement evaluations and incomplete awardee documentation raises concerns about the transparency and accountability of the procurement process. This demonstrates a significant need for reform in the agency's procurement documentation practices.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Sierra Leone Seed Certification Agency				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	13		271,965	
Procurement Activities in the Approved Plan	11	85%	248,256	91%
Procurement NOT in the Approved Plan	2	15%	23,709	9%
Procurement Executed as in the Approved Plan	6	46%	192,693	71%
Procurement NOT Executed as in the Approved Plan	7	54%	79,272	29%
Procurements Executed NOT Using SPF-1 Requisition	13	100%	271,965	100%
Source of Funding				
Government of Sierra Leone (GoSL)	13	100%	271,965	100%
Categories of Procurement				
Goods	6	46%	203,132	75%
Services	7	54%	68,833	25%
Methods of Procurement				
Request for Quotation (RFQ)	6	46%	192,693	71%
Others ie Proforma Invoice, Internal Memo, Direct Sourcing, etc	7	54%	79,272	29%
Procurement Activities Conducted Without Assigned Procurement Numbers	13	100%	271,965	100%
Contracts Recorded in the Contract Register	1	8%	10,350	4%
Contract NOT Recorded in the Contract Register	12	92%	261,615	96%
Contract Payments Done on Time	13	100%	271,965	100%
Procurement Activities Not Evaluated	13	100%	271,965	100%
Documents submitted by the Awardee Valid	3	23%	157,132	58%
Documents submitted by the Awardee NOT Available in the Procurement Files	10	77%	114,833	42%

NPPA's Summary Compliance Statement: Based on the review of the 2023 procurement activities of the Sierra Leone Seed Certification Agency, it is evident that the agency is not fully compliant with the provisions of the Public Procurement Act, 2016. The key areas of non-compliance include inadequate procurement planning, excessive use of non-competitive procurement methods, failure to assign procurement numbers, lack of proper contract registration, absence of procurement evaluations, and missing or invalid awardee documentation. Immediate corrective actions are needed to address these issues, including aligning procurement activities with the approved plan, adopting competitive procurement methods, and ensuring proper recordkeeping and documentation. Compliance with the Public Procurement Act, 2016, is crucial to ensuring transparency, accountability, and value for money in public procurement.

The Sierra Leone Seed Certification Agency should update its procurement plan to reflect actual procurement activities and ensure adherence to the approved plan. A stricter adherence to competitive procurement methods, particularly through Open Competitive Bidding, should be enforced. All procurement activities should be assigned unique procurement numbers and recorded in the contract register. The agency must conduct evaluations for all procurement activities to ensure compliance with legal requirements and to uphold transparency. The agency should consider

capacity building for procurement staff to ensure better compliance with procurement laws and regulations.

WESTERN AREA RURAL DISTRICT COUNCIL (WARDC)

The National Public Procurement Authority (NPPA), under Section 14(2)(m) of the Public Procurement Act, 2016, conducted a procurement review of the Western Area Rural District Council (WARDC) for the 2023 financial year. This review assessed compliance with procurement processes and legal requirements based on the documentation provided by WARDC. The review identified significant non-compliance with procurement planning, execution, and documentation processes, with a heavy reliance on the Request for Quotation (RFQ) method, absence of evaluations for most activities, and invalid documentation for several contracts.

In 2023, WARDC planned and executed a total of 22 procurement activities valued at Le 145,105,634 (One Hundred Forty-Five Million, One Hundred Five Thousand, Six Hundred Thirty-Four Leones). These activities were primarily funded through Own Source Revenue, constituting 99.99% of the total procurement value, with only 2 activities being funded by the Government of Sierra Leone (GoSL), accounting for 0.01%.

All 22 procurement activities were planned, making the procurement process highly organized in terms of documentation. However, 19 of these activities, valued at Le 145,069,474 (One Hundred Forty-Five Million, Sixty-Nine Thousand, Four Hundred Seventy-Four Leones), were not executed as per the approved plan. This represents 86% of the total procurement value. Only 3 activities (14%) amounting to Le 36,160 (Thirty-Six Thousand, One Hundred Sixty Leones), were executed as planned, which represents a minuscule 0.02% of the total procurement value. This deviation indicates a significant lack of adherence to the approved procurement plan, which is a violation of Section 29(6) of the Public Procurement Act, 2016 and highlights a lack of discipline in procurement execution.

Procurement Categories: Goods: 16 activities (73% of total activities), valued at Le 186,264 (0.13% of total procurement value). Works: 2 activities (9% of total activities), valued at Le 32,573,720 (22.45% of total procurement value). Services: 4 activities (18% of total activities), valued at Le 112,345,650 (77.42% of total procurement value).

All procurement activities, including those above the Request for Quotation (RFQ) threshold, were executed using the Request for Quotation (RFQ) method. This method accounted for 100% of the procurement activities and 100% of the procurement value (Le 145,105,634). The overuse of the RFQ method, particularly for activities above the RFQ threshold, contravenes Section 37(2) of the Public Procurement Act, 2016, and undermines competition, transparency, and fairness.

There was significant non-compliance with procurement best practices, particularly in the over-reliance on the RFQ method for procurement activities exceeding the RFQ threshold. This practice undermines competition, transparency, and fairness, and may be an indication of contract splitting and a lack of aggregation of similar items.

Only 5 activities (23% of the total) were evaluated, totalling Le 144,971,360 (One Hundred Forty-Four Million, Nine Hundred Seventy-One Thousand, Three Hundred Sixty Leones). This represents 99.91% of the total procurement value. The remaining 17 activities (77%) valued at Le 134,274 (One Hundred Thirty-Four Thousand, Two Hundred Seventy-Four Leones), were not evaluated. The lack of evaluation compromises transparency and accountability, as it prevents the assessment of the competitive nature of the bidding process and the value for money.

Only 2 activities (9% of the total) had valid awardee documents, accounting for Le 32,586,970 (Thirty-Two Million, Five Hundred Eighty-Six Thousand, Nine Hundred Seventy Leones), which represents 22% of the total procurement value. In contrast, 20 activities (91% of the total) did not have awardee documents available, comprising Le 112,518,664 (One Hundred Twelve Million, Five Hundred Eighteen Thousand, Six Hundred Sixty-Four Leones), which represents 78% of the total procurement value. The absence of proper documentation for 20 procurement activities compromises the transparency and integrity of the procurement process, violating Sections 21 and 53(2) of the Public Procurement Act, 2016.

21 activities (95%) were recorded in the contract register, accounting for Le 145,091,584 (One Hundred Forty-Five Million, Ninety-One Thousand, Five Hundred Eighty-Four Leones), which represents 99.99% of the total procurement value. However, 1 activity (5%) valued at Le 14,050 (Fourteen Thousand and Fifty Leones), was not recorded, highlighting a slight non-compliance with the requirements of the Public Procurement Act, 2016. Payments for all 22 procurement activities were made on time, totalling Le 145,105,634 (One Hundred Forty-Five Million, One Hundred Five Thousand, Six Hundred Thirty-Four Leones). This reflects positive compliance with the requirement to make timely payments to contractors and suppliers, reducing financial challenges for vendors and promoting efficiency in project execution.

The table below provides summary details of the procurement activities and their corresponding values undertaken by the entity in 2023:

Summary Overview of 2023 Procurement Activities by the Western Area Rural District Council (WARDC)				
Activities	Number of Procurements	% Number of Procurements	Value of Procurements (Le)	% Value of Procurements
Total Procurement	22		145,105,634	
Procurement Activities in the Approved Plan	22	100%	145,105,634	100%
Procurement Executed as in the Approved Plan	3	14%	36,160	0.02%
Procurement NOT Executed as in the Approved Plan	19	86%	145,069,474	99.98%
Procurements Executed Using SPF-1 Requisition	14	64%	32,690,614	23%
Procurements Executed NOT Using SPF-1 Requisition	8	36%	112,415,020	77%
Source of Funding				
Government of Sierra Leone (GoSL)	2	9%	17,000	0.01%
Own Source Revenue	20	91%	145,088,634	99.99%
Categories of Procurement				
Goods	16	73%	186,264	0.13%
Works	2	9%	32,573,720	22.45%
Services	4	18%	112,345,650	77.42%
Methods of Procurement				
Request for Quotation (RFQ)	22	100%	145,105,634	100%
Procurement Activities above RFQ threshold Executed using RFQ	2	9%	144,891,620	100%
Contracts Recorded in the Contract Register	21	95%	145,091,584	99.99%
Contract NOT Recorded in the Contract Register	1	5%	14,050	0.01%
Contract Payments Done on Time	22	100%	145,105,634	100%
Procurement Activities Evaluated	5	23%	144,971,360	99.91%
Procurement Activities Not Evaluated	17	77%	134,274	0.09%
Documents submitted by the Awardee Valid	2	9%	32,586,970	22%
Documents submitted by the Awardee NOT Available in the Procurement Files	20	91%	112,518,664	78%

NPPA's Summary Compliance Statement: Based on the review, the Western Area Rural District Council (WARDC) exhibited significant non-compliance with the Public Procurement Act, 2016, throughout the 2023 procurement period in several critical areas. The procurement process has shown significant weaknesses, particularly in the areas of procurement execution, use of non-competitive methods, lack of proper evaluations, missing documentation, and inconsistent contract recording. Immediate reforms and stricter adherence to procurement regulations are necessary to ensure transparency, fairness, and value for money in future procurement activities.

WARDC should ensure strict adherence to the approved procurement plan and regularly update it to reflect actual procurement activities. The over-reliance on the RFQ method should be addressed by utilizing more open competitive procurement methods for higher-value transactions. All procurement activities should undergo thorough evaluations to ensure fairness and transparency. Awardee documentation should be made available for all activities, and all procurements should be recorded in the contract register. WARDC should implement comprehensive training programs for its procurement staff to strengthen procurement capacity and compliance with the Public Procurement Act, 2016. There is an urgent need for improvements in procurement planning, execution, and documentation to ensure transparency, competitiveness, and accountability in the procurement process.

Appendices

2023 ANNUAL PUBLIC PROCUREMENT COMPLIANCE ASSESSMENT REVIEW DASHBOARD			
2023 ANNUAL PUBLIC PROCUREMENT SYSTEMS REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	% NUMBER OF PROCUREMENT ACTIVITIES
1	Total Procuring Entities Reviewed	135	
2	MDA's with Procurement Unit	123	91%
3	MDA's without Procurement Unit	12	9%
4	MDA's with Procurement Practitioners	124	92%
5	MDA's without Procurement Practitioners	11	8%
6	Procurement Unit with a Procurement Office	115	85%
7	Procurement Unit without a Procurement Office	20	15%
8	Ideal Office for Procurement Unit	102	76%
9	Office NOT Ideal for Procurement Unit	33	24%
10	Adequate Facilities	103	76%
11	Inadequate Facilities	32	24%
12	Office Computers Available	126	93%
13	Office Computers NOT Available	9	7%
14	Internet Connections Available	110	81%
15	Internet Connections NOT Available	25	19%
16	Printers NOT Available	9	7%
17	Photocopier Available	117	87%
18	Photocopier NOT Available	18	13%
19	Filing Cabinet Available	114	84%
20	Filing Cabinet NOT Available	21	16%
21	Availability of an Ideal Space for Filing	102	76%
22	Non-Availability of an Ideal Space for Filing	33	24%
23	Capacity Training Program for Procurement Staff	40	30%
24	NO Capacity Training Program for Procurement Staff	95	70%
25	Procuring Entities with Functioning Procurement Committee	126	93%
26	Procuring Entities without Functioning Procurement Committee	9	7%
27	Availability Established Goods Receiving Procedures	103	76%
28	Non-Availability Established Goods Receiving Procedures	32	24%
29	Procuring Entities with functioning Goods Received and Inspection Committee	80	59%
30	Procuring Entities without functioning Goods Received and Inspection Committee	55	41%
31	Procuring Entities with Public Procurement Act, 2016	127	94%
32	Procuring Entities without Public Procurement Act, 2016	8	6%
33	Procuring Entities with Public Procurement Regulations, 2020	126	93%
34	Procuring Entities without Public Procurement Regulations, 2020	9	7%
35	Procuring Entities with Public Procurement Manual	123	100%
36	Procuring Entities without Public Procurement Manual	12	9%
37	Procuring Entities with various revised Standard Bidding Documents (SBDs)	123	91%
38	Procuring Entities without various revised Standard Bidding Documents (SBDs)	12	9%
39	Procuring Entities with various SPFs	110	81%
40	Procuring Entities without various SPFs	25	19%
41	Procuring Entities with Contract Register	103	76%
42	Procuring Entities without Contract Register	32	24%
43	Procuring Entities with Supplier Data Base	115	85%
44	Procuring Entities without Supplier Data Base	20	15%
45	Procuring Entity with an Approved / Signed Procurement Plan	122	90%
46	Procuring Entity without an Approved / Signed Procurement Plan	13	10%
47	Procurement Plan Reviewed and Endorsed by NPPA/MoF	105	78%
48	Procurement Plan NOT Reviewed and Endorsed by NPPA/MoF	17	13%

2023 ANNUAL PUBLIC PROCUREMENT PROCESS COMPLIANCE ASSESSMENT REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (Le)
1	Total Procuring Entities Reviewed	178	17,571,632,126
2	Total 2023 Procurement Activities Reviewed	5,331	17,571,632,126
3	Less Cancelled Contracts	10	810,950
		5,321	17,570,821,176
	Contract Values		
	Estimated/Budgeted Value (Le)		103,761,467,056
4	Value of Contract @ Award (Le)		34,812,567,796
5	Value of Contract @ Completion (Le)		17,571,632,126
6	Variance Btw Award Stage vs Completion Stage (Le)		17,240,935,670
	Efficiency of Procurement Planning and Execution		
7	Procurement Activities in the Approved Plan	4,055	14,382,466,307
8	Procurement Activities NOT in the Approved Plan	1,276	3,189,165,818
9	Procurement Activities Executed as in the Approved Plan	1,612	11,968,935,317
10	Procurement Activities NOT Executed as in the Approved Plan	2,443	2,413,530,991
	Competitive Procurement Activities Reviewed & Endorsed by NPPA:		
11	Procurement Activities Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	332	6,725,216,131
12	Procurement Activities NOT Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	216	8,144,098,814
	Use of Contract Register by Procuring Entities:		
13	Procurement Activities Recorded in the Contract Register	3,462	8,751,630,627
14	Procurement Activities NOT Recorded in the Contract Register	989	2,225,014,693
15	Contract Register NOT Available	880	6,594,986,805
	Non-Usage of Procurement Numbers		
16	Procurement Activities without Procurement Numbers	626	102,472,631
	Execution of Procurement Activities by Regions:		
17	East	150	28,760,161
18	West	4,640	16,793,514,864
19	South	278	450,918,725
20	North	156	38,219,675
21	Nort-West	107	260,218,701
		5,331	17,571,632,126
	Execution of Procurement Activities by Sectors:		
22	General	1,638	2,861,949,515
23	Economic	1,630	3,869,367,688
24	Social	991	8,227,868,678
25	Security	258	841,049,528
26	Local Council	588	361,914,105
27	Projects	226	1,409,482,612
		5,331	17,571,632,126
	Funding Source		
28	Government of Sierra Leone (GoSL)	3,267	7,155,622,367
29	Own Source Revenue	1,524	3,300,190,141
30	Donor Partners	540	7,115,819,618
		5,331	17,571,632,126

2023 ANNUAL PUBLIC PROCUREMENT PROCESS COMPLIANCE ASSESSMENT REVIEW			
Sn	KEY PROCUREMENT INDICATORS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
Execution of Procurement Activities by Procurement Categories			
31	Goods	3,467	6,688,659,814
32	Works	357	8,943,970,838
33	Services	1,507	1,939,001,474
		5,331	17,571,632,126
Execution of Procurement Activities by Procurement Methods			
34	International Competitive Bidding (ICB)	97	3,205,213,999
35	National Competitive Bidding (NCB)	704	10,935,264,515
36	Request for Quotation (RFQ)	4,134	2,587,189,767
37	Sole Source	18	696,482,319
38	Restricted Bidding	40	51,821,000
39	OTHERS (Proforma Invoice, Internal Memo, Direct Purchase etc)	98	53,006,497
40	Procurement Activities Executed with NO Methods Available	240	42,654,028
		5,331	17,571,632,126
Execution of Procurement Activities by Procurement Methods and Procurement Categories			
41	ICB Goods	31	926,918,480
42	ICB Works	25	2,150,628,697
43	ICB Services	41	127,666,822
44	NCB Goods	454	3,170,044,524
45	NCB Works	117	6,715,447,845
46	NCB Services	133	1,049,772,145
47	RFQ Goods	2,790	2,003,050,950
48	RFQ Works	178	72,616,294
49	RFQ Services	1,166	511,522,523
50	Sole Source Goods	7	510,733,833
51	Sole Source Works	-	-
52	Sole Source Services	11	185,748,486
53	Restricted Bidding Goods	26	43,610,741
54	Restricted Bidding Works	-	-
55	Restricted Bidding Services	14	8,210,259
56	OTHERS - Goods	53	27,158,855
57	OTHERS - Works	5	4,818,136
58	OTHERS - Services	40	21,029,506
59	Method NOT Available - Goods	106	7,142,430
60	Method NOT Available - Works	32	459,866
61	Method NOT Available - Services	102	35,051,732
		5,331	17,571,632,126
Execution of Procurement Activities above RFQ Threshold using RFQ			
62	Procurement Activities above RFQ threshold Executed using RFQ	380	2,427,944,513
Use of Standard Bidding Documents			
63	Procurement Activities using NPPA Bidding Documents	3,218	10,612,257,585
64	Procurement Activities using Donor Bidding Documents	406	6,853,863,030
65	Procurement Activities using OTHER Bidding Documents	1,707	105,511,510
		5,331	17,571,632,126
Publication of Competitive Bidding Opportunities			
66	Competitive Bidding Opportunities (IFB) Advertised	513	11,718,482,498
68	Competitive Bidding Opportunities (IFB) NOT Advertised	265	3,169,783,848

Sn	KEY PROCUREMENT INDICATORS	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
	Types of Contracts		
69	Lump Sum Contract	4,892	10,273,040,214
70	Framework Contract	283	3,397,243,376
71	Unit Price Contract	16	851,955,524
72	Pre-finance Contracts	9	110,159,119
73	Percentage (%) Based Contract	127	2,384,941,784
74	Cost-Reimbursable Contract	4	554,292,109
		5,331	17,571,632,126
	Contract Status		
75	Completed Contracts	5,187	9,143,838,492
76	On-going Contracts	132	8,422,925,193
77	Cancelled Contracts	10	810,950
78	Delayed Contracts	2	4,057,490
		5,331	17,571,632,126
	Contract Payment Status		
79	Contract Payments Done on Time	4,885	14,647,120,199
80	Contract Payments NOT Done on Time	446	2,924,511,927
		5,331	17,571,632,126
	Use of Procurement Requisition using Standard Procurement Form One (SPF-1)		
81	Procurement Requisition/SPF-1 Used	19	37,393,260
82	Procurement Requisition/SPF-1 NOT Used	5,312	17,534,238,866
		5,331	17,571,632,126
	Use of Standard Procurement Form Two (SPF-2)		
83	SPF-2 Used	184	2,116,576,518
84	SPF-2 NOT Used	3,440	15,349,544,098
85	SPF-2 NOT Applicable	1,707	105,511,510
		5,331	17,571,632,126
	Use of Standard Procurement Form Three (SPF-3)		
86	SPF-3 Used	161	2,327,080,440
87	SPF-3 NOT Used	3,538	15,180,730,838
88	SPF-3 NOT Applicable	1,632	63,820,848
		5,331	17,571,632,126
	Evaluation of Procurement Activities		
89	Procurement Activities Evaluated	2,069	15,836,271,463
90	Procurement Activities NOT Evaluated	3,262	1,735,360,663
	Endorsement of Procurement Activities in Competitive Threshold by NPPA	5331	17571632126
91	Evaluations Reviewed & Endorsed by NPPA	426	7,071,837,818
92	Evaluations NOT Reviewed & Endorsed by NPPA	389	7,866,897,785
93	Evaluations NOT Applicable for Review & Endorsement by NPPA	4,516	2,632,896,523
		5,331	17,571,632,126
	Verification of Awardee Documents		
94	Documents submitted by the Awardee Valid	3,196	13,845,884,941
95	Documents submitted by the Awardee NOT Valid	180	117,553,232
96	Documents submitted by the Awardee Partially Available in the Procurement Files	467	633,727,802
97	Documents submitted by the Awardee NOT Available in the Procurement Files	1,488	2,974,466,150
		5,331	17,571,632,126
	Use of Standard Contract Documents		
98	Standard Contract Document Used	4,484	15,986,942,305
99	Standard Contract Document NOT Used	804	653,016,807
100	Contract Documents NOT Available	43	931,673,014
		5,331	17,571,632,126

Procuring Entities with the Highest Procurement Expenditures in 2023			
Sn	Names of Procuring Entities	Total Number of Procurement Activities	Total Value of Procurement Activities (Le)
1	National Commission for Social Action (NaCSA)	62	5,901,691,586
2	Project Fiduciary Management Unit (PFMU)	63	1,107,260,500
3	Electoral Commission of Sierra Leone (ECSL)	332	1,069,900,545
4	National Social Security and Insurance Trust (NASSIT)	72	984,681,553
5	Anti-Corruption Commission (ACC)	20	969,700,334
6	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
7	Ministry of Finance (MOF)	34	569,335,558
8	Sierra Leone Petroleum Directorate (PDSL)	15	562,079,701
9	Sierra Leone Correctional Services (SLCS)	72	554,065,450
10	Ministry of Transport and Aviation ((MTA)	1	418,233,412
11	Sierra Leone Public Transport Authority (SLPTA)	10	412,389,629
12	Ministry of Energy (MOE)	9	399,164,338
13	Ministry of Works & Public Assets (MWPA)	37	307,622,454
14	National Revenue Authority (NRA)	40	264,568,900
15	Agricultural Value Chain Development Project (AVDP)-Bo	51	251,660,650
16	Sierra Leone Airport Authority (SLAA)	55	244,588,332
17	National Sports Authority (NSA)	9	180,193,974
18	Ministry of Fisheries & Marine Resources (MFMR)	12	178,179,517
19	National Medical Supplies Agency (NMSA)	19	176,861,848
20	Njala University-Mokonde Campus	45	169,264,497
21	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
22	Freetown City Council (FCC)	105	153,568,430
23	Western Area Rural District Council (WARDC)	22	145,105,634
24	National Telecommunications Authority (NATCA)	56	137,842,204
25	Statistics Sierra Leone (SSL)	25	133,411,250
26	Guma Valley Water Company (GVWC)	106	129,211,918
27	Ministry of Defence (MOD)	22	126,706,663
28	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
29	Sierra Leone Maritime Administration (SLMA)	48	112,057,570
30	Central Intelligence and Security Unit (CISU)	18	87,797,536
31	Sierra Leone Roads Authority (SLRA)	29	75,372,693
32	Rokel Commercial Bank (RCB)	95	55,784,621
33	Petroleum Regulatory Agency (PRA)	19	43,191,102
34	Sierra Leone Commercial Bank (SLCB)	285	33,974,395
35	Ministry of Basic and Senior Secondary Education (MBSSE)	16	33,675,503
36	Environment Protection Agency (EPA)	99	32,623,294
37	Sierra Leone Port Authority (SLPA)	152	29,102,791
38	Fourah Bay College (FBC)	19	27,841,435
39	National Civil Registration Authority (NCRA)	45	25,066,339
40	Electricity Distribution and Supply Authority (EDSA)	16	24,942,578
41	Sierra Leone National Commission on Small Arms	17	23,826,145
42	Integrated Health Projects Administration Unit (IHPAU)	95	23,673,159
43	Eastern Technical University	39	21,672,747
44	National Disaster Management Agency (NDMA)	19	16,341,429
45	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049
46	Sierra Leone Police (SLP)	22	14,210,106
47	Teaching Service Commission (TSC)	87	14,161,480
48	Universal Access Development Fund (UADF)	62	13,689,547
49	Karene District Council	29	13,380,196
50	Falaba District Council	18	12,322,244

51	Administrator & Registrar General's Office (OARG)	6	11,736,458
52	Office of the Chief Minister (OCM)	89	11,681,568
53	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
54	Kambia District Council	15	10,630,456
55	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
56	University of Sierra Leone (USL)	33	8,766,261
57	Accountant General's Department (AGD)	25	8,320,457
58	Bank of Sierra Leone (BSL)	41	7,693,091
59	Ministry of Foreign Affairs and International Cooperation	23	7,640,937
60	Attorney General and Minister of Justice	27	7,489,135
61	Sierra Leone House of Parliament (HOP)	65	7,460,549
62	Bombali District Council	39	7,357,257
63	Ministry of Youth Affairs (MOYA)	14	6,302,516
64	National Youth Service (NYS)	20	6,045,304
65	National Water Resources Management Agency (NWRMA)	56	5,983,450
66	Office of the Vice President (OVP)	30	5,962,921
67	National Fire Force (NFF)	20	5,482,479
68	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
69	Kenema District Council	21	4,944,101
70	National Insurance Company (NIC)	82	4,627,582
71	Sierra Leone Civil Aviation Authority (SLCAA)	45	4,414,958
72	Freetown Polytechnic	8	4,244,913
73	National Emergency Medical Services (NEMS)	46	4,228,678
74	Sierra Leone Road Safety Authority (SLRSA)	38	4,223,974
75	Audit Service Sierra Leone (ASSL)	20	4,172,372
76	National Youth Commission (NAYCOM)	36	4,110,200
77	Political Parties Registration Commission (PPRC)	25	4,036,847
78	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
79	National Minerals Agency (NMA)	67	3,823,849
80	Financial Intelligence Unit (FIU)	16	3,780,978
81	Office of National Security (ONS)	13	3,007,326
82	National Drug Law Enforcement Agency (NDLEA)	12	2,927,570
83	Judicial & Legal Service Commission	84	2,869,269
84	Port Loko City Council	6	2,851,850
85	Public Private Partnership Unit (PPPU)	7	2,775,024
86	Ministry of Planning and Economic Development (MOPED)	63	2,701,058
87	Office of the President	9	2,686,698
88	Koinadugu District Council	19	2,503,339
89	Ministry of Tertiary and Higher Education (MTHE)	9	2,411,255
90	Sierra Leone Water Company (SALWACO)	29	2,405,457
91	Tonkolili District Council	20	2,298,365
92	Sierra Leone Immigration Department (SLID)	15	2,259,013
93	Port Loko District Council	31	2,148,063
94	Independent Commission for Peace and National Cohesion	46	1,949,600
95	Electricity Generation and Transmission Company (EGTC)	56	1,839,100
96	Ministry of Water Resources (MWR)	17	1,657,655
97	Sierra Leone Health Service Commission	7	1,650,110
98	Ministry of Lands, Housing and Country Planning (MLHCP)	17	1,629,185
99	Ministry of Public Administration and Political Affairs (MPPA)	16	1,595,820
100	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
101	Ministry of Employment, Labour and Social Security (MELSS)	6	1,497,580
102	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
103	Ministry of Trade and Industry (MTI)	17	1,437,181
104	Sierra Leone Produce Marketing Board (SLPMB)	7	1,315,513
105	Nuclear Safety and Radiation Protection Agency (NSRPA)	28	1,300,049

106	Ministry of Social Welfare (MSW)	36	1,253,643
107	Decentralization Secretariat	20	1,221,530
108	Institute of Public Administration and Management (IPAM)	6	1,143,752
109	Ministry of Gender and Children's Affairs (MGCA)	20	1,105,759
110	Road Maintenance Fund Administration (RMFA)	27	1,096,452
111	National Authorising Office (NAO)	22	1,079,950
112	Sierra Leone Pharmacy Board	60	1,012,282
113	Sierra Leone Broadcasting Corporation (SLBC)	43	949,782
114	Bo City Council	22	905,344
115	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
116	Koidu New Sengbehun City Council (KNSCC)	24	825,923
117	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	41	819,892
118	National Tourist Board (NTB)	18	798,357
119	Ministry of Agriculture and Forestry (MAF)	6	793,465
120	Sierra Leone Metrological Agency	20	788,200
121	Njala University-Bo Campus	13	782,592
122	Sierra Leone Housing Corporation (SALHOC)	76	676,506
123	Milton Margai Technical University (MMTU)	5	644,046
124	Sierra Leone Produce Marketing Company (SLPMC)	10	609,231
125	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	21	576,250
126	National Commission for Privatization (NCP)	29	563,565
127	Kenema City Council	8	550,750
128	National Investment Board (NIB)	12	521,942
129	Public Service Commission (PSC)	9	517,037
130	Kailahun District Council	40	514,580
131	Local Government Service Commission (LGSC)	16	509,000
132	National Council for Civic Education and Development (NACCED)	10	502,581
133	Human Resource management Office	10	496,945
134	Office of the Ombudsman	14	489,365
135	Ministry of Internal Affairs (MIA)	6	476,225
136	Bo District Council	44	459,620
137	National Aids Coordinating Secretariat	3	456,450
138	Ministry of Information and Civic Education (MICE)	5	448,845
139	Pujehun District Council	47	420,221
140	National Public Procurement Authority (NPPA)	10	399,578
141	Conservation Trust Fund	6	382,250
142	Tertiary Education Commission (TEC)	6	373,445
143	Monument and Relics Commission	10	368,019
144	Public Sector Reform Unit (PSRU)	11	358,405
145	Law Reform Commission(LRC)	24	349,778
146	National Fertilizer Regulatory Agency (NAFRA)	14	348,146
147	National Protected Area Authority (NPAA)	6	344,610
148	Sierra Leone Legal Aid Board	7	308,390
149	Sierra Leone Local Content Agency (SLLCA)	16	307,473
150	Moyamba District Council	15	305,310
151	Sierra Leone Agricultural Research Institute (SLARI)	16	302,785
152	Ministry of Communication, Technology and Innovation	5	293,791
153	Ministry of Local Government and Rural Development (MLGRD)	4	284,850
154	Sierra Leone Insurance Commission (SLICOM)	45	280,723
155	Sierra Leone Seed Certification Agency	13	271,965
156	Sierra Leone Library Board (SLLB)	11	268,270
157	Bonthe District Council	21	259,388
158	Sierra Leone Postal Services (SALPOST)	3	256,450
159	Kono District Council	18	252,060
160	Makeni City Council	19	242,574
161	Human Right Commission Sierra Leone (HRCSL)	12	232,260
162	Corporate Affairs Commission (CAC)	4	227,954
163	Small and Medium Enterprise and Development Agency (SMEDA)	14	186,047
164	National Commission for Persons with Disability – Sierra Leone	16	169,217
165	Independent Police Complaint Board	6	168,608
166	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	3	153,900
167	Civil Service Training College (CSTC)	8	127,150
168	Ministry of Mines and Mineral Resources (MMMR)	5	122,000
169	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
170	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
171	Ministry of Environment and Climate Change	3	87,500
172	Department Corporatives	8	69,065
173	Bonthe Municipal Council	5	68,400
174	Independent Media Commission (IMC)	15	60,725
175	Sierra Leone National Shipping Agency (SLNSA)	10	59,577
176	National Commission for Democracy (NCD)	1	50,000
177	Ministry of Western Area	2	40,575
178	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753

Procuring Entities with the Highest Number of Procurement Activities in 2023			
Sn	Names of Procuring Entities	Total Number of Procurement Activities	Total Value of Procurement Activities (Le)
1	Electoral Commission of Sierra Leone (ECSL)	332	1,069,900,545
2	Sierra Leone Commercial Bank (SLCB)	285	33,974,395
3	Sierra Leone Port Authority (SLPA)	152	29,102,791
4	Guma Valley Water Company (GVWC)	106	129,211,918
5	Freetown City Council (FCC)	105	153,568,430
6	Environment Protection Agency (EPA)	99	32,623,294
7	Rokel Commercial Bank (RCB)	95	55,784,621
8	Integrated Health Projects Administration Unit (IHPAU)	95	23,673,159
9	Office of the Chief Minister (OCM)	89	11,681,568
10	Teaching Service Commission (TSC)	87	14,161,480
11	Judicial & Legal Service Commission	84	2,869,269
12	National Insurance Company (NIC)	82	4,627,582
13	Sierra Leone Housing Corporation (SALHOC)	76	676,506
14	National Social Security and Insurance Trust (NASSIT)	72	984,681,553
15	Sierra Leone Correctional Services (SLCS)	72	554,065,450
16	National Minerals Agency (NMA)	67	3,823,849
17	Sierra Leone House of Parliament (HOP)	65	7,460,549
18	Project Fiduciary Management Unit (PFMU)	63	1,107,260,500
19	Ministry of Planning and Economic Development (MOPED)	63	2,701,058
20	National Commission for Social Action (NaCSA)	62	5,901,691,586
21	Universal Access Development Fund (UADF)	62	13,689,547
22	Sierra Leone Pharmacy Board	60	1,012,282
23	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
24	National Telecommunications Authority (NATCA)	56	137,842,204
25	National Water Resources Management Agency (NWRMA)	56	5,983,450
26	Electricity Generation and Transmission Company (EGTC)	56	1,839,100
27	Sierra Leone Airport Authority (SLAA)	55	244,588,332
28	Agricultural Value Chain Development Project (AVDP)-Bo	51	251,660,650
29	Sierra Leone Maritime Administration (SLMA)	48	112,057,570
30	Pujehun District Council	47	420,221
31	National Emergency Medical Services (NEMS)	46	4,228,678
32	Independent Commission for Peace and National Cohesion	46	1,949,600
33	Njala University-Mokonde Campus	45	169,264,497
34	National Civil Registration Authority (NCRA)	45	25,066,339
35	Sierra Leone Civil Aviation Authority (SLCAA)	45	4,414,958
36	Sierra Leone Insurance Commission (SLICOM)	45	280,723
37	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
38	Bo District Council	44	459,620
39	Sierra Leone Broadcasting Corporation (SLBC)	43	949,782
40	Bank of Sierra Leone (BSL)	41	7,693,091
41	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
42	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	41	819,892
43	National Revenue Authority (NRA)	40	264,568,900
44	Kailahun District Council	40	514,580
45	Eastern Technical University	39	21,672,747
46	Bombali District Council	39	7,357,257
47	Sierra Leone Road Safety Authority (SLRSA)	38	4,223,974
48	Ministry of Works & Public Assets (MWPA)	37	307,622,454
49	National Youth Commission (NAYCOM)	36	4,110,200
50	Ministry of Social Welfare (MSW)	36	1,253,643

51	Ministry of Finance (MOF)	34	569,335,558
52	University of Sierra Leone (USL)	33	8,766,261
53	Port Loko District Council	31	2,148,063
54	Office of the Vice President (OVP)	30	5,962,921
55	Sierra Leone Roads Authority (SLRA)	29	75,372,693
56	Karene District Council	29	13,380,196
57	Sierra Leone Water Company (SALWACO)	29	2,405,457
58	National Commission for Privatization (NCP)	29	563,565
59	Nuclear Safety and Radiation Protection Agency (NSRPA)	28	1,300,049
60	Attorney General and Minister of Justice	27	7,489,135
61	Road Maintenance Fund Administration (RMFA)	27	1,096,452
62	Statistics Sierra Leone (SSL)	25	133,411,250
63	Accountant General's Department (AGD)	25	8,320,457
64	Political Parties Registration Commission (PPRC)	25	4,036,847
65	Koidu New Sengbehun City Council (KNSCC)	24	825,923
66	Law Reform Commission(LRC)	24	349,778
67	Ministry of Foreign Affairs and International Cooperation	23	7,640,937
68	Western Area Rural District Council (WARDC)	22	145,105,634
69	Ministry of Defence (MOD)	22	126,706,663
70	Sierra Leone Police (SLP)	22	14,210,106
71	National Authorising Office (NAO)	22	1,079,950
72	Bo City Council	22	905,344
73	Kenema District Council	21	4,944,101
74	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	21	576,250
75	Bonthe District Council	21	259,388
76	Anti-Corruption Commission (ACC)	20	969,700,334
77	National Youth Service (NYS)	20	6,045,304
78	National Fire Force (NFF)	20	5,482,479
79	Audit Service Sierra Leone (ASSL)	20	4,172,372
80	Tonkolili District Council	20	2,298,365
81	Decentralization Secretariat	20	1,221,530
82	Ministry of Gender and Children's Affairs (MGCA)	20	1,105,759
83	Sierra Leone Metrological Agency	20	788,200
84	National Medical Supplies Agency (NMSA)	19	176,861,848
85	Petroleum Regulatory Agency (PRA)	19	43,191,102
86	Fourah Bay College (FBC)	19	27,841,435
87	National Disaster Management Agency (NDMA)	19	16,341,429
88	Koinadugu District Council	19	2,503,339
89	Makeni City Council	19	242,574
90	Central Intelligence and Security Unit (CISU)	18	87,797,536
91	Falaba District Council	18	12,322,244
92	National Tourist Board (NTB)	18	798,357
93	Kono District Council	18	252,060
94	Sierra Leone National Commission on Small Arms	17	23,826,145
95	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
96	Ministry of Water Resources (MWR)	17	1,657,655
97	Ministry of Lands, Housing and Country Planning (MLHCP)	17	1,629,185
98	Ministry of Trade and Industry (MTI)	17	1,437,181
99	Ministry of Basic and Senior Secondary Education (MBSSE)	16	33,675,503
100	Electricity Distribution and Supply Authority (EDSA)	16	24,942,578
101	Financial Intelligence Unit (FIU)	16	3,780,978
102	Ministry of Public Administration and Political Affairs (MPPA)	16	1,595,820
103	Local Government Service Commission (LGSC)	16	509,000
104	Sierra Leone Local Content Agency (SLLCA)	16	307,473
105	Sierra Leone Agricultural Research Institute (SLARI)	16	302,785
106	National Commission for Persons with Disability – Sierra Leone	16	169,217
107	Sierra Leone Petroleum Directorate (PDSL)	15	562,079,701
108	Kambia District Council	15	10,630,456
109	Sierra Leone Immigration Department (SLID)	15	2,259,013
110	Moyamba District Council	15	305,310

111	Independent Media Commission (IMC)	15	60,725
112	Ministry of Youth Affairs (MOYA)	14	6,302,516
113	Office of the Ombudsman	14	489,365
114	National Fertilizer Regulatory Agency (NAFRA)	14	348,146
115	Small and Medium Enterprise and Development Agency (SMEDA)	14	186,047
116	Office of National Security (ONS)	13	3,007,326
117	Njala University-Bo Campus	13	782,592
118	Sierra Leone Seed Certification Agency	13	271,965
119	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
120	Ministry of Fisheries & Marine Resources (MFMR)	12	178,179,517
121	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
122	National Drug Law Enforcement Agency (NDLEA)	12	2,927,570
123	National Investment Board (NIB)	12	521,942
124	Human Right Commission Sierra Leone (HRCSL)	12	232,260
125	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
126	Public Sector Reform Unit (PSRU)	11	358,405
127	Sierra Leone Library Board (SLLB)	11	268,270
128	Sierra Leone Public Transport Authority (SLPTA)	10	412,389,629
129	Sierra Leone Produce Marketing Company (SLPMC)	10	609,231
130	National Council for Civic Education and Development (NACCED)	10	502,581
131	Human Resource management Office	10	496,945
132	National Public Procurement Authority (NPPA)	10	399,578
133	Monument and Relics Commission	10	368,019
134	Sierra Leone National Shipping Agency (SLNSA)	10	59,577
135	Ministry of Energy (MOE)	9	399,164,338
136	National Sports Authority (NSA)	9	180,193,974
137	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
138	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
139	Office of the President	9	2,686,698
140	Ministry of Tertiary and Higher Education (MTHE)	9	2,411,255
141	Public Service Commission (PSC)	9	517,037
142	Freetown Polytechnic	8	4,244,913
143	Kenema City Council	8	550,750
144	Civil Service Training College (CSTC)	8	127,150
145	Department Corporatives	8	69,065
146	Public Private Partnership Unit (PPPU)	7	2,775,024
147	Sierra Leone Health Service Commission	7	1,650,110
148	Sierra Leone Produce Marketing Board (SLPMB)	7	1,315,513
149	Sierra Leone Legal Aid Board	7	308,390
150	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049
151	Administrator & Registrar General's Office (OARG)	6	11,736,458
152	Port Loko City Council	6	2,851,850
153	Ministry of Employment, Labour and Social Security (MELSS)	6	1,497,580
154	Institute of Public Administration and Management (IPAM)	6	1,143,752
155	Ministry of Agriculture and Forestry (MAF)	6	793,465
156	Ministry of Internal Affairs (MIA)	6	476,225
157	Conservation Trust Fund	6	382,250
158	Tertiary Education Commission (TEC)	6	373,445
159	National Protected Area Authority (NPAA)	6	344,610
160	Independent Police Complaint Board	6	168,608
161	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
162	Milton Margai Technical University (MMTU)	5	644,046
163	Ministry of Information and Civic Education (MICE)	5	448,845
164	Ministry of Communication, Technology and Innovation	5	293,791
165	Ministry of Mines and Mineral Resources (MMMR)	5	122,000
166	Bonthe Municipal Council	5	68,400
167	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
168	Ministry of Local Government and Rural Development (MLGRD)	4	284,850
169	Corporate Affairs Commission (CAC)	4	227,954
170	National Aids Coordinating Secretariat	3	456,450
171	Sierra Leone Postal Services (SALPOST)	3	256,450
172	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	3	153,900
173	Ministry of Environment and Climate Change	3	87,500
174	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
175	Ministry of Western Area	2	40,575
176	Ministry of Transport and Aviation ((MTA)	1	418,233,412
177	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
178	National Commission for Democracy (NCD)	1	50,000

Procuring Entities with Highest Number of Procurement Activities in the Approved Plan in 2023

Sn	Names of Procuring Entities	Number of Procurement Activity in the Approved Plan	Value of Procurement Activity in the Approved Plan (LE)
1	Electoral Commission of Sierra Leone (ECSL)	268	220,513,574
2	Sierra Leone Commercial Bank (SLCB)	225	23,163,918
3	Sierra Leone Port Authority (SLPA)	141	27,720,873
4	Guma Valley Water Company (GVWC)	93	2,659,926
5	Environment Protection Agency (EPA)	91	31,054,977
6	Office of the Chief Minister (OCM)	87	11,055,268
7	Freetown City Council (FCC)	78	152,882,905
8	Teaching Service Commission (TSC)	74	13,282,275
9	National Insurance Company (NIC)	72	4,510,989
10	Rokel Commercial Bank (RCB)	71	36,927,901
11	Integrated Health Projects Administration Unit (IHPAU)	70	18,079,112
12	National Social Security and Insurance Trust (NASSIT)	70	982,383,753
13	National Commission for Social Action (NaCSA)	62	5,901,691,586
14	Judicial & Legal Service Commission	61	2,496,267
15	Universal Access Development Fund (UADF)	61	13,677,547
16	Sierra Leone Correctional Services (SLCS)	59	552,554,935
17	Sierra Leone Pharmacy Board	58	944,792
18	Sierra Leone Airport Authority (SLAA)	53	244,440,317
19	Ministry of Planning and Economic Development (MOPED)	49	1,962,243
20	National Minerals Agency (NMA)	48	1,718,601
21	Independent Commission for Peace and National Cohesion	46	1,949,600
22	Njala University-Mokonde Campus	45	169,264,497
23	Pujehun District Council	45	397,683
24	Sierra Leone Civil Aviation Authority (SLCAA)	44	4,318,958
25	Agricultural ValueChain Development Project (AVDP)-Bo	43	233,708,819
26	Bo District Council	43	449,120
27	National Civil Registration Authority (NCRA)	43	24,973,299
28	Electricity Generation and Transmission Company (EGTC)	41	1,276,693
29	College of Medicine and Allied Health Sciences (COMAHS)	40	5,968,261
30	Sierra Leone Broadcasting Corporation (SLBC)	40	927,186
31	Sierra Leone Insurance Commission (SLICOM)	40	234,743
32	Bank of Sierra Leone (BSL)	39	7,693,091
33	Bombali District Council	39	7,357,257
34	Eastern Technical University	39	21,672,747
35	Kailahun District Council	39	503,780
36	National Water Resources Management Agency (NWRMA)	38	5,679,090
37	National Emergency Medical Services (NEMS)	37	3,215,663
38	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	37	645,935
39	Sierra Leone Road Safety Authority (SLRSA)	36	4,208,974
40	University of Sierra Leone (USL)	33	8,766,261
41	National Revenue Authority (NRA)	32	10,051,516
42	Karene District Council	29	13,380,196
43	National Commission for Privatization (NCP)	29	563,565
44	Nuclear Safety and Radiation Protection Agency (NSRPA)	28	1,300,049
45	Sierra Leone House of Parliament (HOP)	28	1,232,929
46	Sierra Leone Roads Authority (SLRA)	28	75,278,293
47	Sierra Leone Maritime Administration (SLMA)	27	11,910,786
48	Road Maintenance Fund Administration (RMFA)	26	1,088,152
49	Office of the Vice President (OVP)	25	4,455,791
50	Sierra Leone Water Company (SALWACO)	25	2,272,412

51	Koidu New Sengbehun City Council (KNSCC)	23	815,943
52	Port Loko District Council	23	1,974,925
53	Bo City Council	22	905,344
54	Ministry of Foreign Affairs and International Cooperation	22	7,547,437
55	Project Fiduciary Management Unit (PFMU)	22	858,568,569
56	Western Area Rural District Council (WARDC)	22	145,105,634
57	Anti-Corruption Commission (ACC)	20	969,700,334
58	Bonthe District Council	20	259,388
59	Ministry of Finance (MOF)	20	568,362,553
60	Tonkolili District Council	20	2,298,365
61	Accountant General's Department (AGD)	19	6,470,267
62	Attorney General and Minister of Justice	19	6,756,362
63	Fourah Bay College (FBC)	19	27,841,435
64	Ministry of Works & Public Assets (MWPA)	19	184,974,395
65	National Authorising Office (NAO)	19	995,255
66	National Fire Force (NFF)	19	5,384,169
67	Petroleum Regulatory Agency (PRA)	19	43,191,102
68	Falaba District Council	18	12,322,244
69	Koinadugu District Council	18	1,931,398
70	National Monitoring and Evaluation Directorate (NaMED)	18	295,070
71	National Youth Service (NYS)	18	5,960,004
72	Audit Service Sierra Leone (ASSL)	17	2,643,983
73	Kenema District Council	17	4,524,554
74	Makeni City Council	17	231,224
75	Ministry of Water Resources (MWR)	17	1,657,655
76	National Youth Commission (NAYCOM)	17	1,250,470
77	Law Reform Commission(LRC)	16	245,883
78	Local Government Service Commission (LGSC)	16	509,000
79	Political Parties Registration Commission (PPRC)	16	3,653,045
80	Central Intelligence and Security Unit (CISU)	15	87,607,778
81	Financial Intelligence Unit (FIU)	15	3,768,978
82	Independent Media Commission (IMC)	15	60,725
83	Kono District Council	15	206,410
84	Ministry of Defence (MOD)	15	50,819,021
85	Moyamba District Council	15	305,310
86	Ministry of Lands, Housing and Country Planning (MLHCP)	14	1,443,885
87	Ministry of Trade and Industry (MTI)	14	1,244,761
88	Office of the Ombudsman	14	489,365
89	Njala University-Bo Campus	13	782,592
90	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	13	434,726
91	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
92	Ministry of Basic and Senior Secondary Education (MBSSE)	12	32,875,035
93	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
94	Sierra Leone National Commission on Small Arms	11	23,788,205
95	Sierra Leone Petroleum Directorate (PDSL)	11	561,183,422
96	Sierra Leone Seed Certification Agency	11	248,256
97	Sierra Leone Standards Bureau (SLSB)	11	159,491,443
98	Kambia District Council	10	145,475
99	National Public Procurement Authority (NPPA)	10	399,578
100	Public Sector Reform Unit (PSRU)	10	310,105
101	Sierra Leone Local Content Agency (SLLCA)	10	194,403
102	Sierra Leone Metrological Agency	10	449,000
103	Statistics Sierra Leone (SSL)	10	132,285,516
104	National Sports Authority (NSA)	9	180,193,974
105	National Tourist Board (NTB)	9	432,833
106	Sierra Leone Agricultural Research Institute (SLARI)	9	134,300
107	Sierra Leone Library Board (SLLB)	9	163,520
108	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
109	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
110	Civil Service Training College (CSTC)	8	127,150

111	Freetown Polytechnic	8	4,244,913
112	Ministry of Gender and Children's Affairs (MGCA)	8	297,884
113	Ministry of Tertiary and Higher Education (MTHE)	8	2,212,905
114	National Council for Civic Education and Development (NACCED)	8	387,781
115	National Telecommunications Authority (NATCA)	8	1,157,986
116	Public Service Commission (PSC)	8	423,037
117	Sierra Leone Immigration Department (SLID)	8	1,713,720
118	Sierra Leone National Shipping Agency (SLNSA)	8	55,831
119	Sierra Leone Public Transport Authority (SLPTA)	8	412,388,169
120	Electricity Distribution and Supply Authority (EDSA)	7	24,633,222
121	Ministry of Social Welfare (MSW)	7	212,015
122	National Investment Board (NIB)	7	165,090
123	National Medical Supplies Agency (NMSA)	7	176,021,888
124	Sierra Leone Health Service Commission	7	1,650,110
125	Sierra Leone Legal Aid Board	7	308,390
126	Sierra Leone Police (SLP)	7	366,800
127	Conservation Trust Fund	6	382,250
128	Human Resource management Office	6	226,010
129	Human Right Commission Sierra Leone (HRCSL)	6	41,530
130	Independent Police Complaint Board	6	168,608
131	Ministry of Employment, Labour and Social Security (MELSS)	6	1,497,580
132	Ministry of Energy (MOE)	6	296,950
133	Ministry of Fisheries & Marine Resources (MFMR)	6	686,500
134	Ministry of Public Administration and Political Affairs (MPPA)	6	119,050
135	National Protected Area Authority (NPAA)	6	344,610
136	Office of the President	6	2,513,136
137	Public Private Partnership Unit (PPPU)	6	2,736,653
138	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049
139	Administrator & Registrar General's Office (OARG)	5	11,729,558
140	Bonthe Municipal Council	5	68,400
141	Institute of Public Administration and Management (IPAM)	5	1,088,452
142	Kenema City Council	5	127,750
143	Milton Margai Technical University (MMTU)	5	644,046
144	Ministry of Mines and Mineral Resources (MMMR)	5	122,000
145	National Disaster Management Agency (NDMA)	5	11,717,114
146	Sierra Leone Produce Marketing Company (SLPMC)	5	126,000
147	Corporate Affairs Commission (CAC)	4	227,954
148	Ministry of Agriculture and Forestry (MAF)	4	400,475
149	Ministry of Local Government and Rural Development (MLGRD)	4	284,850
150	Ministry of Youth Affairs (MOYA)	4	310,250
151	Ministry of Environment and Climate Change	3	87,500
152	Ministry of Internal Affairs (MIA)	3	290,290
153	National Aids Coordinating Secretariat	3	456,450
154	Office of National Security (ONS)	3	1,787,038
155	Tertiary Education Commission (TEC)	3	358,540
156	Ministry of Western Area	2	40,575
157	National Drug Law Enforcement Agency (NDLEA)	2	26,604

Procuring Entities with Highest Value of Procurement Activities in the Approved Plan 2023

Sn	Names of Procuring Entities	Number of Procurement Activity in the Approved Plan	Value of Procurement Activity in the Approved Plan (LE)
1	National Commission for Social Action (NaCSA)	62	5,901,691,586
2	National Social Security and Insurance Trust (NASSIT)	70	982,383,753
3	Anti-Corruption Commission (ACC)	20	969,700,334
4	Project Fiduciary Management Unit (PFMU)	22	858,568,569
5	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
6	Ministry of Finance (MOF)	20	568,362,553
7	Sierra Leone Petroleum Directorate (PDSL)	11	561,183,422
8	Sierra Leone Correctional Services (SLCS)	59	552,554,935
9	Sierra Leone Public Transport Authority (SLPTA)	8	412,388,169
10	Sierra Leone Airport Authority (SLAA)	53	244,440,317
11	Agricultural ValueChain Development Project (AVDP)-Bo	43	233,708,819
12	Electoral Commission of Sierra Leone (ECSL)	268	220,513,574
13	Ministry of Works & Public Assets (MWPA)	19	184,974,395
14	National Sports Authority (NSA)	9	180,193,974
15	National Medical Supplies Agency (NMSA)	7	176,021,888
16	Njala University-Mokonde Campus	45	169,264,497
17	Sierra Leone Standards Bureau (SLSB)	11	159,491,443
18	Freetown City Council (FCC)	78	152,882,905
19	Western Area Rural District Council (WARDC)	22	145,105,634
20	Statistics Sierra Leone (SSL)	10	132,285,516
21	Central Intelligence and Security Unit (CISU)	15	87,607,778
22	Sierra Leone Roads Authority (SLRA)	28	75,278,293
23	Ministry of Defence (MOD)	15	50,819,021
24	Petroleum Regulatory Agency (PRA)	19	43,191,102
25	Rokel Commercial Bank (RCB)	71	36,927,901
26	Ministry of Basic and Senior Secondary Education (MBSSE)	12	32,875,035
27	Environment Protection Agency (EPA)	91	31,054,977
28	Fourah Bay College (FBC)	19	27,841,435
29	Sierra Leone Port Authority (SLPA)	141	27,720,873
30	National Civil Registration Authority (NCRA)	43	24,973,299
31	Electricity Distribution and Supply Authority (EDSA)	7	24,633,222
32	Sierra Leone National Commission on Small Arms	11	23,788,205
33	Sierra Leone Commercial Bank (SLCB)	225	23,163,918
34	Eastern Technical University	39	21,672,747
35	Integrated Health Projects Administration Unit (IHPAU)	70	18,079,112
36	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049
37	Universal Access Development Fund (UADF)	61	13,677,547
38	Karene District Council	29	13,380,196
39	Teaching Service Commission (TSC)	74	13,282,275
40	Falaba District Council	18	12,322,244
41	Sierra Leone Maritime Administration (SLMA)	27	11,910,786
42	Administrator & Registrar General's Office (OARG)	5	11,729,558
43	National Disaster Management Agency (NDMA)	5	11,717,114
44	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
45	Office of the Chief Minister (OCM)	87	11,055,268
46	National Revenue Authority (NRA)	32	10,051,516
47	University of Sierra Leone (USL)	33	8,766,261
48	Bank of Sierra Leone (BSL)	39	7,693,091
49	Ministry of Foreign Affairs and International Cooperation	22	7,547,437
50	Bombali District Council	39	7,357,257
51	Attorney General and Minister of Justice	19	6,756,362
52	Accountant General's Department (AGD)	19	6,470,267
53	College of Medicine and Allied Health Sciences (COMAHS)	40	5,968,261
54	National Youth Service (NYS)	18	5,960,004
55	National Water Resources Management Agency (NWRMA)	38	5,679,090

56	National Fire Force (NFF)	19	5,384,169
57	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
58	Kenema District Council	17	4,524,554
59	National Insurance Company (NIC)	72	4,510,989
60	Office of the Vice President (OVP)	25	4,455,791
61	Sierra Leone Civil Aviation Authority (SLCAA)	44	4,318,958
62	Freetown Polytechnic	8	4,244,913
63	Sierra Leone Road Safety Authority (SLRSA)	36	4,208,974
64	Financial Intelligence Unit (FIU)	15	3,768,978
65	Political Parties Registration Commission (PPRC)	16	3,653,045
66	National Emergency Medical Services (NEMS)	37	3,215,663
67	Public Private Partnership Unit (PPPU)	6	2,736,653
68	Guma Valley Water Company (GVWC)	93	2,659,926
69	Audit Service Sierra Leone (ASSL)	17	2,643,983
70	Office of the President	6	2,513,136
71	Judicial & Legal Service Commission	61	2,496,267
72	Tonkolili District Council	20	2,298,365
73	Sierra Leone Water Company (SALWACO)	25	2,272,412
74	Ministry of Tertiary and Higher Education (MTHE)	8	2,212,905
75	Port Loko District Council	23	1,974,925
76	Ministry of Planning and Economic Development (MOPED)	49	1,962,243
77	Independent Commission for Peace and National Cohesion	46	1,949,600
78	Koinadugu District Council	18	1,931,398
79	Office of National Security (ONS)	3	1,787,038
80	National Minerals Agency (NMA)	48	1,718,601
81	Sierra Leone Immigration Department (SLID)	8	1,713,720
82	Ministry of Water Resources (MWR)	17	1,657,655
83	Sierra Leone Health Service Commission	7	1,650,110
84	Ministry of Employment, Labour and Social Security (MELSS)	6	1,497,580
85	Ministry of Lands, Housing and Country Planning (MLHCP)	14	1,443,885
86	Nuclear Safety and Radiation Protection Agency (NSRPA)	28	1,300,049
87	Electricity Generation and Transmission Company (EGTC)	41	1,276,693
88	National Youth Commission (NAYCOM)	17	1,250,470
89	Ministry of Trade and Industry (MTI)	14	1,244,761
90	Sierra Leone House of Parliament (HOP)	28	1,232,929
91	National Telecommunications Authority (NATCA)	8	1,157,986
92	Institute of Public Administration and Management (IPAM)	5	1,088,452
93	Road Maintenance Fund Administration (RMFA)	26	1,088,152
94	National Authorising Office (NAO)	19	995,255
95	Sierra Leone Pharmacy Board	58	944,792
96	Sierra Leone Broadcasting Corporation (SLBC)	40	927,186
97	Bo City Council	22	905,344
98	Koidu New Sengbehun City Council (KNSCC)	23	815,943
99	Njala University-Bo Campus	13	782,592
100	Ministry of Fisheries & Marine Resources (MFMR)	6	686,500
101	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	37	645,935
102	Milton Margai Technical University (MMTU)	5	644,046
103	National Commission for Privatization (NCP)	29	563,565
104	Local Government Service Commission (LGSC)	16	509,000
105	Kailahun District Council	39	503,780
106	Office of the Ombudsman	14	489,365
107	National Aids Coordinating Secretariat	3	456,450
108	Bo District Council	43	449,120
109	Sierra Leone Metrological Agency	10	449,000
110	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	13	434,726
111	National Tourist Board (NTB)	9	432,833
112	Public Service Commission (PSC)	8	423,037
113	Ministry of Agriculture and Forestry (MAF)	4	400,475
114	National Public Procurement Authority (NPPA)	10	399,578
115	Pujehun District Council	45	397,683
116	National Council for Civic Education and Development (NACCED)	8	387,781
117	Conservation Trust Fund	6	382,250
118	Sierra Leone Police (SLP)	7	366,800
119	Tertiary Education Commission (TEC)	3	358,540
120	National Protected Area Authority (NPAA)	6	344,610

120	National Protected Area Authority (NPAA)	6	344,610
121	Ministry of Youth Affairs (MOYA)	4	310,250
122	Public Sector Reform Unit (PSRU)	10	310,105
123	Sierra Leone Legal Aid Board	7	308,390
124	Moyamba District Council	15	305,310
125	Ministry of Gender and Children's Affairs (MGCA)	8	297,884
126	Ministry of Energy (MOE)	6	296,950
127	National Monitoring and Evaluation Directorate (NaMED)	18	295,070
128	Ministry of Internal Affairs (MIA)	3	290,290
129	Ministry of Local Government and Rural Development (MLGRD)	4	284,850
130	Bonthe District Council	20	259,388
131	Sierra Leone Seed Certification Agency	11	248,256
132	Law Reform Commission(LRC)	16	245,883
133	Sierra Leone Insurance Commission (SLICOM)	40	234,743
134	Makeni City Council	17	231,224
135	Corporate Affairs Commission (CAC)	4	227,954
136	Human Resource management Office	6	226,010
137	Ministry of Social Welfare (MSW)	7	212,015
138	Kono District Council	15	206,410
139	Sierra Leone Local Content Agency (SLLCA)	10	194,403
140	Independent Police Complaint Board	6	168,608
141	National Investment Board (NIB)	7	165,090
142	Sierra Leone Library Board (SLLB)	9	163,520
143	Kambia District Council	10	145,475
144	Sierra Leone Agricultural Research Institute (SLARI)	9	134,300
145	Kenema City Council	5	127,750
146	Civil Service Training College (CSTC)	8	127,150
147	Sierra Leone Produce Marketing Company (SLPMC)	5	126,000
148	Ministry of Mines and Mineral Resources (MMMR)	5	122,000
149	Ministry of Public Administration and Political Affairs (MPPA)	6	119,050
150	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
151	Ministry of Environment and Climate Change	3	87,500
152	Bonthe Municipal Council	5	68,400
153	Independent Media Commission (IMC)	15	60,725
154	Sierra Leone National Shipping Agency (SLNSA)	8	55,831
155	Human Right Commission Sierra Leone (HRCSL)	6	41,530
156	Ministry of Western Area	2	40,575
157	National Drug Law Enforcement Agency (NDLEA)	2	26,604

Procuring Entities with Highest Number of Procurement Activities NOT in the Approved Plan in 2023

Sn	Names of Procuring Entities	Number of Procurement Activity NOT in the Approved Plan	Value of Procurement Activity NOT in the Approved Plan (LE)
1	Sierra Leone Housing Corporation (SALHOC)	76	676,506
2	Electoral Commission of Sierra Leone (ECSL)	64	849,386,971
3	Sierra Leone Commercial Bank (SLCB)	60	10,810,477
4	National Telecommunications Authority (NATCA)	48	136,684,218
5	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
6	Project Fiduciary Management Unit (PFMU)	41	248,691,930
7	National Monitoring and Evaluation Directorate (NaMED)	39	600,838
8	Sierra Leone House of Parliament (HOP)	37	6,227,620
9	Ministry of Social Welfare (MSW)	29	1,041,628
10	Freetown City Council (FCC)	27	685,525
11	Integrated Health Projects Administration Unit (IHPAU)	25	5,594,047
12	Rokel Commercial Bank (RCB)	24	18,856,720
13	Judicial & Legal Service Commission	23	373,002
14	Sierra Leone Maritime Administration (SLMA)	21	100,146,784
15	Decentralization Secretariat	20	1,221,530
16	National Minerals Agency (NMA)	19	2,105,248
17	National Youth Commission (NAYCOM)	19	2,859,730
18	Ministry of Works & Public Assets (MWPA)	18	122,648,059
19	National Water Resources Management Agency (NWRMA)	18	304,360
20	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
21	National Commission for Persons with Disability – Sierra Leone	16	169,217
22	Electricity Generation and Transmission Company (EGTC)	15	562,407
23	Sierra Leone Police (SLP)	15	13,843,306
24	Statistics Sierra Leone (SSL)	15	1,125,734
25	Ministry of Finance (MOF)	14	973,005
26	Ministry of Planning and Economic Development (MOPED)	14	738,815
27	National Disaster Management Agency (NDMA)	14	4,624,315
28	National Fertilizer Regulatory Agency (NAFRA)	14	348,146
29	Small and Medium Enterprise and Development Agency (SMEDA)	14	186,047
30	Guma Valley Water Company (GVWC)	13	126,551,992
31	Sierra Leone Correctional Services (SLCS)	13	1,510,515
32	Teaching Service Commission (TSC)	13	879,205
33	Ministry of Gender and Children's Affairs (MGCA)	12	807,875
34	National Medical Supplies Agency (NMSA)	12	839,960
35	Sierra Leone Port Authority (SLPA)	11	1,381,918
36	Ministry of Public Administration and Political Affairs (MPPA)	10	1,476,770
37	Ministry of Youth Affairs (MOYA)	10	5,992,266
38	Monument and Relics Commission	10	368,019
39	National Drug Law Enforcement Agency (NDLEA)	10	2,900,966
40	National Insurance Company (NIC)	10	116,593
41	Office of National Security (ONS)	10	1,220,288
42	Sierra Leone Metrological Agency	10	339,200
43	Electricity Distribution and Supply Authority (EDSA)	9	309,356
44	National Emergency Medical Services (NEMS)	9	1,013,015
45	National Tourist Board (NTB)	9	365,524
46	Agricultural ValueChain Development Project (AVDP)-Bo	8	17,951,831
47	Attorney General and Minister of Justice	8	732,773
48	Department Corporatives	8	69,065
49	Environment Protection Agency (EPA)	8	1,568,317
50	Law Reform Commission(LRC)	8	103,895
51	National Revenue Authority (NRA)	8	254,517,384
52	Port Loko District Council	8	173,138
53	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	8	141,524
54	Ministry of Defence (MOD)	7	75,887,642
55	Sierra Leone Agricultural Research Institute (SLARI)	7	168,485

56	Sierra Leone Immigration Department (SLID)	7	545,293
57	Sierra Leone Produce Marketing Board (SLPMB)	7	1,315,513
58	Accountant General's Department (AGD)	6	1,850,190
59	Human Right Commission Sierra Leone (HRCSL)	6	190,730
60	Ministry of Fisheries & Marine Resources (MFMR)	6	177,493,017
61	Port Loko City Council	6	2,851,850
62	Sierra Leone Local Content Agency (SLLCA)	6	113,070
63	Sierra Leone National Commission on Small Arms	6	37,940
64	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
65	Kambia District Council	5	10,484,981
66	Ministry of Communication, Technology and Innovation	5	293,791
67	Ministry of Information and Civic Education (MICE)	5	448,845
68	National Investment Board (NIB)	5	356,852
69	Sierra Leone Insurance Commission (SLICOM)	5	45,980
70	Sierra Leone Produce Marketing Company (SLPMC)	5	483,231
71	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
72	College of Medicine and Allied Health Sciences (COMAHS)	4	115,590,708
73	Human Resource management Office	4	270,935
74	Kenema District Council	4	419,547
75	Ministry of Basic and Senior Secondary Education (MBSSE)	4	800,468
76	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	4	173,957
77	Sierra Leone Petroleum Directorate (PDSL)	4	896,279
78	Sierra Leone Water Company (SALWACO)	4	133,045
79	Central Intelligence and Security Unit (CISU)	3	189,758
80	Kenema City Council	3	423,000
81	Kono District Council	3	45,650
82	Ministry of Energy (MOE)	3	398,867,388
83	Ministry of Internal Affairs (MIA)	3	185,935
84	Ministry of Lands, Housing and Country Planning (MLHCP)	3	185,300
85	Ministry of Trade and Industry (MTI)	3	192,420
86	National Authorising Office (NAO)	3	84,695
87	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	3	153,900
88	Sierra Leone Broadcasting Corporation (SLBC)	3	22,596
89	Sierra Leone Postal Services (SALPOST)	3	256,450
90	Tertiary Education Commission (TEC)	3	14,905
91	Bank of Sierra Leone (BSL)	2	-
92	Makeni City Council	2	11,350
93	Ministry of Agriculture and Forestry (MAF)	2	392,990
94	National Civil Registration Authority (NCRA)	2	93,040
95	National Council for Civic Education and Development (NACCED)	2	114,800
96	National Social Security and Insurance Trust (NASSIT)	2	2,297,800
97	National Youth Service (NYS)	2	85,300
98	Office of the Chief Minister (OCM)	2	626,300
99	Pujehun District Council	2	22,538
100	Sierra Leone Airport Authority (SLAA)	2	148,015
101	Sierra Leone Library Board (SLLB)	2	104,750
102	Sierra Leone National Shipping Agency (SLNSA)	2	3,746
103	Sierra Leone Pharmacy Board	2	67,490
104	Sierra Leone Public Transport Authority (SLPTA)	2	1,460
105	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
106	Sierra Leone Road Safety Authority (SLRSA)	2	15,000
107	Sierra Leone Seed Certification Agency	2	23,709
108	Administrator & Registrar General's Office (OARG)	1	6,900
109	Bo District Council	1	10,500
110	Bonthe District Council	1	-
111	Financial Intelligence Unit (FIU)	1	12,000
112	Institute of Public Administration and Management (IPAM)	1	55,300
113	Kailahun District Council	1	10,800
114	Koidu New Sengbehun City Council (KNSCC)	1	9,980
115	Koinadugu District Council	1	571,941
116	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
117	Ministry of Foreign Affairs and International Cooperation	1	93,500
118	Ministry of Tertiary and Higher Education (MTHE)	1	198,350
119	Ministry of Transport and Aviation (MTA)	1	418,233,412
120	National Commission for Democracy (NCD)	1	50,000
121	National Fire Force (NFF)	1	98,310
122	Public Private Partnership Unit (PPPU)	1	38,371
123	Public Sector Reform Unit (PSRU)	1	48,300
124	Public Service Commission (PSC)	1	94,000
125	Road Maintenance Fund Administration (RMFA)	1	8,300
126	Sierra Leone Civil Aviation Authority (SLCAA)	1	96,000
127	Sierra Leone Roads Authority (SLRA)	1	94,400
128	Sierra Leone Standards Bureau (SLSB)	1	94,967
129	Universal Access Development Fund (UADF)	1	12,000

Procuring Entities with Highest Value of Procurement Activities NOT in the Approved Plan in 2023

Sn	Names of Procuring Entities	Number of Procurement Activity NOT in the Approved Plan	Value of Procurement Activity NOT in the Approved Plan (LE)
1	Electoral Commission of Sierra Leone (ECSL)	64	849,386,971
2	Ministry of Transport and Aviation (MTA)	1	418,233,412
3	Ministry of Energy (MOE)	3	398,867,388
4	National Revenue Authority (NRA)	8	254,517,384
5	Project Fiduciary Management Unit (PFMU)	41	248,691,930
6	Ministry of Fisheries & Marine Resources (MFMR)	6	177,493,017
7	National Telecommunications Authority (NATCA)	48	136,684,218
8	Guma Valley Water Company (GVWC)	13	126,551,992
9	Ministry of Works & Public Assets (MWPA)	18	122,648,059
10	College of Medicine and Allied Health Sciences (COMAHS)	4	115,590,708
11	Sierra Leone Maritime Administration (SLMA)	21	100,146,784
12	Ministry of Defence (MOD)	7	75,887,642
13	Rokel Commercial Bank (RCB)	24	18,856,720
14	Agricultural ValueChain Development Project (AVDP)-Bo	8	17,951,831
15	Sierra Leone Police (SLP)	15	13,843,306
16	Sierra Leone Commercial Bank (SLCB)	60	10,810,477
17	Kambia District Council	5	10,484,981
18	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
19	Sierra Leone House of Parliament (HOP)	37	6,227,620
20	Ministry of Youth Affairs (MOYA)	10	5,992,266
21	Integrated Health Projects Administration Unit (IHPAU)	25	5,594,047
22	National Disaster Management Agency (NDMA)	14	4,624,315
23	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
24	National Drug Law Enforcement Agency (NDLEA)	10	2,900,966
25	National Youth Commission (NAYCOM)	19	2,859,730
26	Port Loko City Council	6	2,851,850
27	National Social Security and Insurance Trust (NASSIT)	2	2,297,800
28	National Minerals Agency (NMA)	19	2,105,248
29	Accountant General's Department (AGD)	6	1,850,190
30	Environment Protection Agency (EPA)	8	1,568,317
31	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
32	Sierra Leone Correctional Services (SLCS)	13	1,510,515
33	Ministry of Public Administration and Political Affairs (MPPA)	10	1,476,770
34	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
35	Sierra Leone Port Authority (SLPA)	11	1,381,918
36	Sierra Leone Produce Marketing Board (SLPMB)	7	1,315,513
37	Decentralization Secretariat	20	1,221,530
38	Office of National Security (ONS)	10	1,220,288
39	Statistics Sierra Leone (SSL)	15	1,125,734
40	Ministry of Social Welfare (MSW)	29	1,041,628
41	National Emergency Medical Services (NEMS)	9	1,013,015
42	Ministry of Finance (MOF)	14	973,005
43	Sierra Leone Petroleum Directorate (PDSL)	4	896,279
44	Teaching Service Commission (TSC)	13	879,205
45	National Medical Supplies Agency (NMSA)	12	839,960
46	Ministry of Gender and Children's Affairs (MGCA)	12	807,875
47	Ministry of Basic and Senior Secondary Education (MBSSE)	4	800,468
48	Ministry of Planning and Economic Development (MOPED)	14	738,815
49	Attorney General and Minister of Justice	8	732,773
50	Freetown City Council (FCC)	27	685,525
51	Sierra Leone Housing Corporation (SALHOC)	76	676,506
52	Office of the Chief Minister (OCM)	2	626,300
53	National Monitoring and Evaluation Directorate (NaMED)	39	600,838
54	Koinadugu District Council	1	571,941
55	Electricity Generation and Transmission Company (EGTC)	15	562,407

56	Sierra Leone Immigration Department (SLID)	7	545,293
57	Sierra Leone Produce Marketing Company (SLPMC)	5	483,231
58	Ministry of Information and Civic Education (MICE)	5	448,845
59	Kenema City Council	3	423,000
60	Kenema District Council	4	419,547
61	Ministry of Agriculture and Forestry (MAF)	2	392,990
62	Political Parties Registration Commission (PPRC)	9	383,802
63	Judicial & Legal Service Commission	23	373,002
64	Monument and Relics Commission	10	368,019
65	National Tourist Board (NTB)	9	365,524
66	National Investment Board (NIB)	5	356,852
67	National Fertilizer Regulatory Agency (NAFRA)	14	348,146
68	Sierra Leone Metrological Agency	10	339,200
69	Electricity Distribution and Supply Authority (EDSA)	9	309,356
70	National Water Resources Management Agency (NWRMA)	18	304,360
71	Ministry of Communication, Technology and Innovation	5	293,791
72	Human Resource management Office	4	270,935
73	Sierra Leone Postal Services (SALPOST)	3	256,450
74	Ministry of Tertiary and Higher Education (MTHE)	1	198,350
75	Ministry of Trade and Industry (MTI)	3	192,420
76	Human Right Commission Sierra Leone (HRCSL)	6	190,730
77	Central Intelligence and Security Unit (CISU)	3	189,758
78	Small and Medium Enterprise and Development Agency (SMEDA)	14	186,047
79	Ministry of Internal Affairs (MIA)	3	185,935
80	Ministry of Lands, Housing and Country Planning (MLHCP)	3	185,300
81	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	4	173,957
82	Office of the President	3	173,562
83	Port Loko District Council	8	173,138
84	National Commission for Persons with Disability – Sierra Leone	16	169,217
85	Sierra Leone Agricultural Research Institute (SLARI)	7	168,485
86	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	3	153,900
87	Sierra Leone Airport Authority (SLAA)	2	148,015
88	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	8	141,524
89	Sierra Leone Water Company (SALWACO)	4	133,045
90	National Insurance Company (NIC)	10	116,593
91	National Council for Civic Education and Development (NACCED)	2	114,800
92	Sierra Leone Local Content Agency (SLLCA)	6	113,070
93	Sierra Leone Library Board (SLLB)	2	104,750
94	Law Reform Commission(LRC)	8	103,895
95	National Fire Force (NFF)	1	98,310
96	Sierra Leone Civil Aviation Authority (SLCAA)	1	96,000
97	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
98	Sierra Leone Standards Bureau (SLSB)	1	94,967
99	Sierra Leone Roads Authority (SLRA)	1	94,400
100	Public Service Commission (PSC)	1	94,000
101	Ministry of Foreign Affairs and International Cooperation	1	93,500
102	National Civil Registration Authority (NCRA)	2	93,040
103	National Youth Service (NYS)	2	85,300
104	National Authorising Office (NAO)	3	84,695
105	Department Corporatives	8	69,065
106	Sierra Leone Pharmacy Board	2	67,490
107	Institute of Public Administration and Management (IPAM)	1	55,300
108	National Commission for Democracy (NCD)	1	50,000
109	Public Sector Reform Unit (PSRU)	1	48,300
110	Sierra Leone Insurance Commission (SLICOM)	5	45,980
111	Kono District Council	3	45,650
112	Public Private Partnership Unit (PPPU)	1	38,371
113	Sierra Leone National Commission on Small Arms	6	37,940
114	Sierra Leone Seed Certification Agency	2	23,709
115	Sierra Leone Broadcasting Corporation (SLBC)	3	22,596
116	Pujehun District Council	2	22,538
117	Sierra Leone Road Safety Authority (SLRSA)	2	15,000
118	Tertiary Education Commission (TEC)	3	14,905
119	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
120	Financial Intelligence Unit (FIU)	1	12,000
121	Universal Access Development Fund (UADF)	1	12,000
122	Makeni City Council	2	11,350
123	Kailahun District Council	1	10,800
124	Bo District Council	1	10,500
125	Koidu New Sengbehun City Council (KNSCC)	1	9,980
126	Road Maintenance Fund Administration (RMFA)	1	8,300
127	Administrator & Registrar General's Office (OARG)	1	6,900
128	Sierra Leone National Shipping Agency (SLNSA)	2	3,746
129	Sierra Leone Public Transport Authority (SLPTA)	2	1,460

Procuring Entities with Highest Value of Procurement Activities Executed as Planned in 2023

Sn	Names of Procuring Entities	Number of Procurement Activity Executed as Planned	Value of Procurement Activity Executed as Planned (LE)
1	National Commission for Social Action (NaCSA)	56	5,897,860,148
2	Anti-Corruption Commission (ACC)	20	969,700,334
3	Project Fiduciary Management Unit (PFMU)	17	851,949,826
4	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
5	Ministry of Finance (MOF)	13	564,155,413
6	Sierra Leone Petroleum Directorate (PDSL)	7	554,561,542
7	Sierra Leone Public Transport Authority (SLPTA)	4	412,330,469
8	National Revenue Authority (NRA)	14	255,250,183
9	National Social Security and Insurance Trust (NASSIT)	26	246,347,813
10	Agricultural Value Chain Development Project (AVDP)-Bo	20	218,884,901
11	Ministry of Works & Public Assets (MWPA)	6	179,048,765
12	National Medical Supplies Agency (NMSA)	6	175,981,598
13	Sierra Leone Standards Bureau (SLSB)	10	159,466,247
14	Electoral Commission of Sierra Leone (ECSL)	232	136,688,936
15	Freetown City Council (FCC)	34	115,741,007
16	Central Intelligence and Security Unit (CISU)	15	87,607,778
17	Petroleum Regulatory Agency (PRA)	11	37,768,916
18	Sierra Leone Roads Authority (SLRA)	3	29,398,439
19	Electricity Distribution and Supply Authority (EDSA)	8	24,733,203
20	Sierra Leone Correctional Services (SLCS)	22	24,562,730
21	Eastern Technical University	14	20,817,347
22	National Sports Authority (NSA)	4	18,726,924
23	National Civil Registration Authority (NCRA)	12	17,099,067
24	Sierra Leone Port Authority (SLPA)	6	14,057,003
25	Karene District Council	28	13,286,241
26	Teaching Service Commission (TSC)	74	13,282,275
27	Falaba District Council	16	12,180,494
28	Administrator & Registrar General's Office (OARG)	5	11,729,558
29	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	2	11,707,701
30	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
31	Universal Access Development Fund (UADF)	2	11,253,865
32	Sierra Leone Maritime Administration (SLMA)	8	10,527,035
33	Integrated Health Projects Administration Unit (IHPAU)	14	9,517,728
34	University of Sierra Leone (USL)	32	8,631,711
35	Sierra Leone Commercial Bank (SLCB)	4	7,540,117
36	Rokel Commercial Bank (RCB)	10	7,444,521
37	Ministry of Foreign Affairs and International Cooperation	12	6,461,430
38	Accountant General's Department (AGD)	11	5,952,958
39	National Water Resources Management Agency (NWRMA)	34	5,608,875
40	National Youth Service (NYS)	8	5,423,100
41	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
42	National Fire Force (NFF)	15	5,035,850
43	Kenema District Council	16	4,516,004
44	College of Medicine and Allied Health Sciences (COMAHS)	10	4,392,129
45	Freetown Polytechnic	8	4,244,913
46	Sierra Leone Civil Aviation Authority (SLCAA)	41	3,906,075
47	Financial Intelligence Unit (FIU)	15	3,768,978
48	Office of the Vice President (OVP)	5	3,412,299
49	Bombali District Council	28	3,304,689
50	Political Parties Registration Commission (PPRC)	11	3,237,925
51	Public Private Partnership Unit (PPPU)	4	2,691,010
52	Audit Service Sierra Leone (ASSL)	14	2,654,192
53	Sierra Leone Road Safety Authority (SLRSA)	7	2,476,723
54	Office of the President	3	2,303,916
55	Office of National Security (ONS)	5	2,301,433

56	Ministry of Defence (MOD)	4	2,137,900
57	Tonkolili District Council	7	2,116,215
58	Ministry of Tertiary and Higher Education (MTHE)	6	2,016,005
59	Sierra Leone Water Company (SALWACO)	12	1,918,445
60	Bank of Sierra Leone (BSL)	9	1,693,434
61	Port Loko District Council	12	1,675,855
62	Koinadugu District Council	15	1,655,649
63	Sierra Leone Health Service Commission	5	1,646,360
64	Guma Valley Water Company (GVWC)	17	1,553,834
65	Sierra Leone Immigration Department (SLID)	1	1,312,500
66	Ministry of Public Administration and Political Affairs (MPPA)	8	1,302,380
67	Ministry of Employment, Labour and Social Security (MELSS)	4	1,197,580
68	National Authorising Office (NAO)	19	995,255
69	Road Maintenance Fund Administration (RMFA)	23	946,152
70	Ministry of Planning and Economic Development (MOPED)	21	877,640
71	National Youth Commission (NAYCOM)	5	840,146
72	Ministry of Lands, Housing and Country Planning (MLHCP)	4	761,807
73	National Emergency Medical Services (NEMS)	12	746,474
74	National Insurance Company (NIC)	2	725,913
75	National Disaster Management Agency (NDMA)	4	600,920
76	Environment Protection Agency (EPA)	5	600,205
77	Sierra Leone Pharmacy Board	25	584,087
78	National Minerals Agency (NMA)	7	550,407
79	Ministry of Fisheries & Marine Resources (MFMR)	2	488,800
80	Independent Commission for Peace and National Cohesion	12	480,981
81	Office of the Ombudsman	13	459,365
82	National Aids Coordinating Secretariat	3	456,450
83	Public Service Commission (PSC)	8	423,037
84	Conservation Trust Fund	6	382,250
85	Sierra Leone Broadcasting Corporation (SLBC)	24	378,333
86	Bo City Council	6	378,074
87	Ministry of Information and Civic Education (MICE)	4	368,845
88	Nuclear Safety and Radiation Protection Agency (NSRPA)	7	363,800
89	Local Government Service Commission (LGSC)	11	361,000
90	Tertiary Education Commission (TEC)	3	358,540
91	Public Sector Reform Unit (PSRU)	10	310,105
92	Koidu New Sengbehun City Council (KNSCC)	12	309,495
93	National Public Procurement Authority (NPPA)	6	271,413
94	Judicial & Legal Service Commission	9	257,354
95	Kailahun District Council	27	239,530
96	National Protected Area Authority (NPAA)	4	237,000
97	Corporate Affairs Commission (CAC)	4	227,954
98	Ministry of Water Resources (MWR)	3	226,125
99	National Commission for Privatization (NCP)	11	221,035
100	Ministry of Communication, Technology and Innovation	4	216,375
101	Ministry of Social Welfare (MSW)	7	212,015
102	Attorney General and Minister of Justice	4	206,990
103	Sierra Leone Local Content Agency (SLLCA)	10	194,403
104	Sierra Leone Seed Certification Agency	6	192,693
105	Ministry of Trade and Industry (MTI)	3	176,550
106	Ministry of Gender and Children's Affairs (MGCA)	4	171,734
107	Milton Margai Technical University (MMTU)	2	170,659
108	Sierra Leone Library Board (SLLB)	9	163,520
109	Office of the Chief Minister (OCM)	2	149,500
110	Independent Police Complaint Board	5	135,610
111	Law Reform Commission(LRC)	7	132,362
112	Sierra Leone Insurance Commission (SLICOM)	26	132,047
113	Statistics Sierra Leone (SSL)	2	128,194
114	Kenema City Council	5	127,750
115	Sierra Leone Produce Marketing Company (SLPMC)	5	126,000
116	Ministry of Youth Affairs (MOYA)	1	116,200
117	Human Resource management Office	3	102,800
118	National Telecommunications Authority (NATCA)	1	102,750
119	National Tourist Board (NTB)	2	99,572
120	Institute of Public Administration and Management (IPAM)	1	99,240
121	Kono District Council	7	97,100
122	National Investment Board (NIB)	5	96,753
123	Ministry of Environment and Climate Change	3	87,500
124	Sierra Leone Metrological Agency	2	86,000
125	Civil Service Training College (CSTC)	5	74,150
126	Ministry of Energy (MOE)	1	64,400
127	Makeni City Council	5	62,548
128	Njala University-Bo Campus	2	62,103
129	Human Right Commission Sierra Leone (HRCSL)	6	41,530
130	Ministry of Western Area	2	40,575
131	Western Area Rural District Council (WARDC)	3	36,160
132	Ministry of Basic and Senior Secondary Education (MBSSE)	1	35,600
133	Sierra Leone Agricultural Research Institute (SLARI)	1	29,380
134	National Drug Law Enforcement Agency (NDLEA)	2	26,604
135	Sierra Leone National Commission on Small Arms	2	25,500
136	Sierra Leone House of Parliament (HOP)	1	14,400
137	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	1	12,600
138	Bonthe Municipal Council	1	11,000
139	Independent Media Commission (IMC)	5	10,325
140	Sierra Leone National Shipping Agency (SLNSA)	3	9,725
141	Sierra Leone Legal Aid Board	1	8,200

Procuring Entities with Highest Value of Procurement Activities NOT Executed as Planned in 2023

Sn	Names of Procuring Entities	Number of Procurement Activity NOT Executed as Planned	Value of Procurement Activity NOT Executed as Planned (LE)
1	Electoral Commission of Sierra Leone (ECSL)	100	933,211,609
2	National Social Security and Insurance Trust (NASSIT)	46	738,333,740
3	Sierra Leone Correctional Services (SLCS)	50	529,502,720
4	Ministry of Transport and Aviation ((MTA)	1	418,233,412
5	Ministry of Energy (MOE)	8	399,099,938
6	Project Fiduciary Management Unit (PFMU)	45	255,277,673
7	Sierra Leone Airport Authority (SLAA)	55	244,588,332
8	Ministry of Fisheries & Marine Resources (MFMR)	10	177,690,717
9	Njala University-Mokonde Campus	45	169,264,497
10	National Sports Authority (NSA)	5	161,467,050
11	Western Area Rural District Council (WARDC)	19	145,069,474
12	Statistics Sierra Leone (SSL)	23	133,283,056
13	Ministry of Works & Public Assets (MWPA)	31	128,573,689
14	Guma Valley Water Company (GVWC)	89	127,658,084
15	Ministry of Defence (MOD)	18	124,568,763
16	College of Medicine and Allied Health Sciences (COMAHS)	34	117,166,840
17	National Telecommunications Authority (NATCA)	43	115,836,956
18	Sierra Leone Maritime Administration (SLMA)	40	101,530,535
19	Rokel Commercial Bank (RCB)	85	48,340,100
20	Sierra Leone Roads Authority (SLRA)	26	45,974,254
21	Freetown City Council (FCC)	71	37,827,423
22	Ministry of Basic and Senior Secondary Education (MBSSE)	15	33,639,903
23	Agricultural Value Chain Development Project (AVDP)-Bo	31	32,775,749
24	Environment Protection Agency (EPA)	94	32,023,089
25	Fourah Bay College (FBC)	19	27,841,435
26	Sierra Leone Commercial Bank (SLCB)	279	26,249,576
27	Sierra Leone National Commission on Small Arms	15	23,800,645
28	National Disaster Management Agency (NDMA)	15	15,740,509
29	Sierra Leone Port Authority (SLPA)	146	15,045,788
30	Sierra Leone Police (SLP)	22	14,210,106
31	Integrated Health Projects Administration Unit (IHPAU)	81	14,155,431
32	Office of the Chief Minister (OCM)	87	11,532,068
33	Kambia District Council	15	10,630,456
34	National Revenue Authority (NRA)	26	9,318,717
35	National Civil Registration Authority (NCRA)	33	7,967,272
36	Sierra Leone Petroleum Directorate (PDSL)	8	7,518,159
37	Sierra Leone House of Parliament (HOP)	64	7,446,149
38	Attorney General and Minister of Justice	22	7,252,145
39	Ministry of Youth Affairs (MOYA)	13	6,186,316
40	Petroleum Regulatory Agency (PRA)	8	5,422,186
41	Ministry of Finance (MOF)	21	5,180,145
42	Bombali District Council	11	4,052,568
43	National Insurance Company (NIC)	74	3,873,179
44	National Commission for Social Action (NaCSA)	6	3,831,438
45	National Emergency Medical Services (NEMS)	34	3,482,204
46	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	4	3,408,348
47	National Youth Commission (NAYCOM)	30	3,261,054
48	Port Loko City Council	6	2,851,850
49	National Minerals Agency (NMA)	54	2,620,492
50	Judicial & Legal Service Commission	75	2,611,915
51	Universal Access Development Fund (UADF)	60	2,435,682
52	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	15	2,419,977
53	Accountant General's Department (AGD)	14	2,367,499
54	Electricity Generation and Transmission Company (EGTC)	56	1,839,100
55	Ministry of Planning and Economic Development (MOPED)	41	1,809,618

56	Sierra Leone Road Safety Authority (SLRSA)	31	1,747,251
57	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
58	Independent Commission for Peace and National Cohesion	34	1,468,619
59	Ministry of Water Resources (MWR)	14	1,431,530
60	National Council for Technical Vocational and other Awards (NCTVA)	37	1,304,784
61	Ministry of Trade and Industry (MTI)	14	1,260,631
62	Ministry of Foreign Affairs and International Cooperation	11	1,179,507
63	Institute of Public Administration and Management (IPAM)	5	1,044,512
64	Ministry of Social Welfare (MSW)	29	1,041,628
65	Sierra Leone Immigration Department (SLID)	14	946,513
66	Nuclear Safety and Radiation Protection Agency (NSRPA)	21	936,249
67	Ministry of Gender and Children's Affairs (MGCA)	16	934,025
68	National Medical Supplies Agency (NMSA)	13	880,250
69	Teaching Service Commission (TSC)	13	879,205
70	Ministry of Lands, Housing and Country Planning (MLHCP)	13	867,378
71	Eastern Technical University	25	855,400
72	Koinadugu District Council	4	847,690
73	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	40	807,292
74	Political Parties Registration Commission (PPRC)	14	798,922
75	Ministry of Agriculture and Forestry (MAF)	6	793,465
76	Njala University-Bo Campus	11	720,489
77	Office of National Security (ONS)	8	705,893
78	Sierra Leone Metrological Agency	18	702,200
79	National Tourist Board (NTB)	16	698,785
80	National Youth Service (NYS)	12	622,204
81	Bo City Council	16	527,270
82	Sierra Leone Broadcasting Corporation (SLBC)	12	518,863
83	Koidu New Sengbehun City Council (KNSCC)	12	516,428
84	Sierra Leone Civil Aviation Authority (SLCAA)	4	508,883
85	National Council for Civic Education and Development (NACCED)	10	502,581
86	Ministry of Internal Affairs (MIA)	6	476,225
87	Milton Margai Technical University (MMTU)	3	473,387
88	Port Loko District Council	19	472,208
89	Bo District Council	44	459,620
90	National Fire Force (NFF)	5	446,629
91	Sierra Leone Pharmacy Board	35	428,195
92	Kenema District Council	5	428,097
93	National Investment Board (NIB)	7	425,189
94	Kenema City Council	3	423,000
95	Pujehun District Council	47	420,221
96	Ministry of Tertiary and Higher Education (MTHE)	3	395,250
97	Human Resource management Office	7	394,145
98	Office of the President	6	382,782
99	National Water Resources Management Agency (NWRMA)	21	370,575
100	Monument and Relics Commission	10	368,019
101	National Fertilizer Regulatory Agency (NAFRA)	13	343,421
102	National Commission for Privatization (NCP)	18	342,530
103	Moyamba District Council	15	305,310
104	Sierra Leone Legal Aid Board	6	300,190
105	Ministry of Employment, Labour and Social Security (MELSS)	2	300,000
106	Ministry of Public Administration and Political Affairs (MPPA)	8	293,440
107	Ministry of Local Government and Rural Development (MLGRD)	4	284,850
108	Kallahun District Council	13	275,050
109	Sierra Leone Agricultural Research Institute (SLARI)	15	273,405
110	Bonthe District Council	21	259,388
111	Sierra Leone Postal Services (SALPOST)	3	256,450
112	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	11	243,972
113	Law Reform Commission(LRC)	17	217,416
114	Electricity Distribution and Supply Authority (EDSA)	8	209,375
115	Human Right Commission Sierra Leone (HRCSL)	6	190,730
116	Central Intelligence and Security Unit (CISU)	3	189,758
117	Small and Medium Enterprise and Development Agency (SMEDA)	11	183,259
118	Tonkolili District Council	13	182,150
119	Makeni City Council	14	180,026
120	Kono District Council	11	154,960
121	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	3	153,900
122	Road Maintenance Fund Administration (RMFA)	4	150,300
123	Sierra Leone Insurance Commission (SLICOM)	19	148,676
124	Local Government Service Commission (LGSC)	5	148,000
125	National Monitoring and Evaluation Directorate (NaMED)	2	145,692
126	Falaba District Council	2	141,750
127	University of Sierra Leone (USL)	1	134,550
128	National Public Procurement Authority (NPPA)	4	128,165
129	National Commission for Persons with Disability – Sierra Leone	12	122,297
130	Ministry of Mines and Mineral Resources (MMMMR)	5	122,000
131	Sierra Leone Standards Bureau (SLSB)	2	120,163
132	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
133	Sierra Leone Local Content Agency (SLLCA)	6	113,070
134	National Protected Area Authority (NPAA)	2	107,610
135	Sierra Leone Library Board (SLLB)	2	104,750
136	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
137	Public Service Commission (PSC)	1	94,000
138	Karene District Council	1	93,955
139	Sierra Leone Produce Marketing Board (SLPMB)	1	86,250
140	National Authorising Office (NAO)	3	84,695
141	Ministry of Information and Civic Education (MICE)	1	80,000
142	Sierra Leone Seed Certification Agency	7	79,272
143	Ministry of Communication, Technology and Innovation	1	77,416
144	Sierra Leone Public Transport Authority (SLPTA)	6	59,160
145	Department Corporatives	6	57,590
146	Bonthe Municipal Council	4	57,400
147	Civil Service Training College (CSTC)	3	53,000
148	Independent Media Commission (IMC)	10	50,400
149	National Commission for Democracy (NCD)	1	50,000
150	Sierra Leone National Shipping Agency (SLNSA)	7	49,852
151	Public Sector Reform Unit (PSRU)	1	48,300
152	Public Private Partnership Unit (PPPU)	2	45,643
153	National Drug Law Enforcement Agency (NDLEA)	6	41,322
154	Independent Police Complaint Board	1	32,998
155	Office of the Ombudsman	1	30,000
156	Financial Intelligence Unit (FIU)	1	12,000
157	Administrator & Registrar General's Office (OARG)	1	6,900
158	Sierra Leone Produce Marketing Company (SLPMC)	1	6,000
159	Tertiary Education Commission (TEC)	1	5,400
160	Sierra Leone Health Service Commission	2	3,750
161	Sierra Leone Telecommunications Company (SIERRATEL)	1	2,835
162	Decentralization Secretariat	1	2,450

Top Users of International Competitive Bidding (ICB) by Procurement Value in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using International Competitive Bidding Method (ICB)	Value of Procurement Activities Executed using International Competitive Bidding Method (ICB) (LE)
1	National Social Security and Insurance Trust (NASSIT)	14	958,479,459
2	Project Fiduciary Management Unit (PFMU)	4	820,340,853
3	Ministry of Transport and Aviation ((MTA)	1	418,233,412
4	National Revenue Authority (NRA)	1	240,427,085
5	Agricultural Value Chain Development Project (AVDP)-Bo	12	198,989,844
6	National Medical Supplies Agency (NMSA)	2	164,796,674
7	Ministry of Works & Public Assets (MWPA)	2	121,073,684
8	Electoral Commission of Sierra Leone (ECSL)	38	93,170,999
9	National Commission for Social Action (NaCSA)	2	80,036,915
10	Sierra Leone Roads Authority (SLRA)	1	29,152,559
11	Electricity Distribution and Supply Authority (EDSA)	4	24,002,922
12	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	4	14,298,682
13	Ministry of Defence (MOD)	1	10,881,304
14	Sierra Leone Port Authority (SLPA)	2	10,671,314
15	Universal Access Development Fund (UADF)	1	10,073,401
16	Eastern Technical University	2	5,905,678
17	Bank of Sierra Leone (BSL)	1	4,588,250
18	National Public Procurement Authority (NPPA)	2	90,965

Top Users of National Competitive Bidding (NCB) by Procurement Value in 2023

Sn	Names of Procuring Entities	Number of Procurement Activities Executed using National Competitive Bidding Method (NCB)	Value of Procurement Activities Executed using National Competitive Bidding Method (NCB) (LE)
1	National Commission for Social Action (NaCSA)	55	5,819,406,724
2	Anti-Corruption Commission (ACC)	18	969,664,334
3	Electoral Commission of Sierra Leone (ECSL)	75	961,390,735
4	Ministry of Finance (MOF)	15	568,180,683
5	Sierra Leone Petroleum Directorate (PDSL)	9	560,867,748
6	Sierra Leone Correctional Services (SLCS)	53	552,927,019
7	Sierra Leone Public Transport Authority (SLPTA)	3	412,373,269
8	Ministry of Works & Public Assets (MWPA)	4	183,691,865
9	Guma Valley Water Company (GVWC)	12	127,903,061
10	Statistics Sierra Leone (SSL)	7	125,394,438
11	College of Medicine and Allied Health Sciences (COMAHS)	8	119,748,245
12	Freetown City Council (FCC)	11	115,020,970
13	Sierra Leone Free Education Project (SLFEP)	7	65,778,515
14	Sierra Leone Roads Authority (SLRA)	1	43,150,306
15	Ministry of Basic and Senior Secondary Education (MBSSE)	2	29,668,110
16	National Social Security and Insurance Trust (NASSIT)	19	24,384,525
17	National Sports Authority (NSA)	1	18,531,714
18	National Disaster Management Agency (NDMA)	8	16,084,989
19	Eastern Technical University	13	14,914,734
20	Sierra Leone Police (SLP)	1	13,178,286
21	Administrator & Registrar General's Office (OARG)	5	11,729,558
22	Karene District Council	7	11,002,812
23	Project Fiduciary Management Unit (PFMU)	6	10,762,331
24	Petroleum Regulatory Agency (PRA)	8	10,705,666
25	Kambia District Council	4	10,478,981
26	Sierra Leone Port Authority (SLPA)	15	8,461,504
27	University of Sierra Leone (USL)	21	8,351,639
28	Rokel Commercial Bank (RCB)	6	7,352,521
29	Accountant General's Department (AGD)	11	7,186,491
30	Ministry of Defence (MOD)	4	7,019,830
31	Ministry of Foreign Affairs and International Cooperation	13	6,536,430
32	Ministry of Youth Affairs (MOYA)	4	5,718,740
33	National Youth Service (NYS)	6	5,417,600
34	Agricultural Value Chain Development Project (AVDP)-Bo	5	5,288,633
35	Kenema District Council	3	4,336,991
36	Freetown Polytechnic	8	4,244,913
37	Sierra Leone Road Safety Authority (SLRSA)	33	4,116,733
38	National Fire Force (NFF)	2	4,079,900
39	Political Parties Registration Commission (PPRC)	9	3,466,901
40	Office of the Vice President (OVP)	5	3,412,299
41	Central Intelligence and Security Unit (CISU)	7	3,135,444
42	Port Loko City Council	3	2,836,360
43	Audit Service Sierra Leone (ASSL)	10	2,765,132
44	Sierra Leone Commercial Bank (SLCB)	3	2,704,317
45	Office of National Security (ONS)	5	2,581,225
46	Environment Protection Agency (EPA)	7	2,246,793
47	Koinadugu District Council	8	2,241,219
48	Office of the President	2	2,218,400
49	Tonkolili District Council	2	1,959,715
50	Integrated Health Projects Administration Unit (IHPAU)	37	1,910,399
51	Ministry of Tertiary and Higher Education (MTHE)	4	1,863,428
52	National Revenue Authority (NRA)	6	1,773,242
53	Bombali District Council	3	1,733,458
54	Sierra Leone Health Service Commission	3	1,617,310
55	National Emergency Medical Services (NEMS)	1	1,595,459

56	Falaba District Council	2	1,583,854
57	Bank of Sierra Leone (BSL)	8	1,571,745
58	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
59	Port Loko District Council	2	1,514,380
60	Sierra Leone Water Company (SALWACO)	2	1,321,440
61	Sierra Leone Immigration Department (SLID)	1	1,312,500
62	Universal Access Development Fund (UADF)	1	1,180,464
63	Ministry of Employment, Labour and Social Security (MELSS)	3	1,000,000
64	Sierra Leone Regional Rice Value Chain Development Project-Bo	1	916,190
65	Institute of Public Administration and Management (IPAM)	3	908,712
66	Office of the Chief Minister (OCM)	9	845,085
67	National Insurance Company (NIC)	1	720,000
68	Electricity Distribution and Supply Authority (EDSA)	3	630,300
69	Ministry of Lands, Housing and Country Planning (MLHCP)	1	630,107
70	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	1	616,140
71	National Youth Commission (NAYCOM)	3	567,181
72	Ministry of Fisheries & Marine Resources (MFMR)	1	450,000
73	Bo City Council	6	378,074
74	National Aids Coordinating Secretariat	2	367,750
75	Ministry of Agriculture and Forestry (MAF)	3	337,619
76	National Minerals Agency (NMA)	1	329,337
77	National Public Procurement Authority (NPPA)	4	254,323
78	Road Maintenance Fund Administration (RMFA)	1	205,102
79	National Monitoring and Evaluation Directorate (NaMED)	1	136,462
80	Sierra Leone Legal Aid Board	2	132,190
81	Judicial & Legal Service Commission	1	124,224
82	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
83	Ministry of Social Welfare (MSW)	3	103,180
84	Electricity Generation and Transmission Company (EGTC)	1	81,075
85	Ministry of Water Resources (MWR)	1	67,590
86	National Water Resources Management Agency (NWRMA)	4	61,300
87	Law Reform Commission(LRC)	4	58,891
88	Independent Media Commission (IMC)	12	47,585
89	Civil Service Training College (CSTC)	2	45,000
90	National Investment Board (NIB)	1	8,337
91	Bo District Council	1	2,835

Top Users of Request for Quotation Method (RFQ) by Procurement Values in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using Request for Quotation Method (RFQ)	Value of Procurement Activities Executed using Request for Quotation Method (RFQ) (LE)
1	Sierra Leone Free Education Project (SLFEP)	5	645,069,551
2	Project Fiduciary Management Unit (PFMU)	50	275,836,054
3	Sierra Leone Airport Authority (SLAA)	55	244,588,332
4	National Sports Authority (NSA)	8	161,662,260
5	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
6	Western Area Rural District Council (WARDC)	22	145,105,634
7	Njala University-Mokonde Campus	38	144,644,517
8	National Telecommunications Authority (NATCA)	44	115,939,706
9	Sierra Leone Maritime Administration (SLMA)	48	112,057,570
10	Central Intelligence and Security Unit (CISU)	11	84,662,092
11	Rokel Commercial Bank (RCB)	89	48,432,100
12	Freetown City Council (FCC)	94	38,547,460
13	Petroleum Regulatory Agency (PRA)	11	32,485,436
14	Environment Protection Agency (EPA)	92	30,376,501
15	Fourah Bay College (FBC)	19	27,841,435
16	National Civil Registration Authority (NCRA)	45	25,066,339
17	Sierra Leone National Commission on Small Arms	16	23,476,645
18	National Revenue Authority (NRA)	33	22,368,573
19	Sierra Leone Commercial Bank (SLCB)	274	20,289,115
20	Electoral Commission of Sierra Leone (ECSL)	219	15,338,811
21	Teaching Service Commission (TSC)	87	14,161,480
22	National Medical Supplies Agency (NMSA)	17	12,065,174
23	Office of the Chief Minister (OCM)	80	10,836,483
24	Falaba District Council	16	10,738,390
25	Integrated Health Projects Administration Unit (IHPAU)	50	10,078,632
26	Statistics Sierra Leone (SSL)	18	8,016,812
27	Sierra Leone House of Parliament (HOP)	65	7,460,549
28	Attorney General and Minister of Justice	26	7,459,135
29	Sierra Leone Port Authority (SLPA)	129	6,760,911
30	National Water Resources Management Agency (NWRMA)	51	5,918,150
31	Bombali District Council	36	5,623,799
32	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
33	Sierra Leone Civil Aviation Authority (SLCAA)	45	4,414,958
34	National Insurance Company (NIC)	75	3,879,092
35	Financial Intelligence Unit (FIU)	16	3,780,978
36	National Youth Commission (NAYCOM)	32	3,534,019
37	Sierra Leone Roads Authority (SLRA)	27	3,069,828
38	Ministry of Works & Public Assets (MWPA)	31	2,856,905
39	National Minerals Agency (NMA)	60	2,841,562
40	Judicial & Legal Service Commission	83	2,745,045
41	Public Private Partnership Unit (PPPU)	6	2,736,653
42	Ministry of Planning and Economic Development (MOPED)	62	2,687,258
43	National Emergency Medical Services (NEMS)	45	2,633,219
44	Office of the Vice President (OVP)	25	2,550,622
45	Universal Access Development Fund (UADF)	60	2,435,682
46	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	15	2,419,977
47	Karene District Council	22	2,377,384
48	National Commission for Social Action (NaCSA)	5	2,247,948
49	Independent Commission for Peace and National Cohesion	46	1,949,600
50	National Social Security and Insurance Trust (NASSIT)	39	1,817,569
51	College of Medicine and Allied Health Sciences (COMAHS)	36	1,810,724
52	Electricity Generation and Transmission Company (EGTC)	55	1,758,025
53	Ministry of Water Resources (MWR)	16	1,590,065
54	Bank of Sierra Leone (BSL)	31	1,499,836
55	Ministry of Trade and Industry (MTI)	17	1,437,181

56	National Fire Force (NFF)	18	1,402,579
57	Guma Valley Water Company (GVWC)	94	1,308,857
58	Nuclear Safety and Radiation Protection Agency (NSRPA)	28	1,300,049
59	Ministry of Defence (MOD)	14	1,236,205
60	Sierra Leone Petroleum Directorate (PDSL)	6	1,211,953
61	Ministry of Social Welfare (MSW)	33	1,150,463
62	Sierra Leone Correctional Services (SLCS)	19	1,138,431
63	Ministry of Gender and Children's Affairs (MGCA)	20	1,105,759
64	Ministry of Foreign Affairs and International Cooperation	10	1,104,507
65	Sierra Leone Water Company (SALWACO)	27	1,084,017
66	National Authorising Office (NAO)	22	1,079,950
67	Sierra Leone Police (SLP)	20	1,031,820
68	Sierra Leone Pharmacy Board	60	1,012,282
69	Ministry of Lands, Housing and Country Planning (MLHCP)	16	999,078
70	Sierra Leone Immigration Department (SLID)	14	946,513
71	Sierra Leone Broadcasting Corporation (SLBC)	36	897,196
72	Road Maintenance Fund Administration (RMFA)	26	891,350
73	Eastern Technical University	24	852,335
74	Koidu New Sengbehun City Council (KNSCC)	24	825,923
75	Accountant General's Department (AGD)	12	816,927
76	National Tourist Board (NTB)	18	798,357
77	Njala University-Bo Campus	13	782,592
78	Sierra Leone Metrological Agency	19	756,200
79	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	34	709,192
80	Milton Margai Technical University (MMTU)	5	644,046
81	Ministry of Fisheries & Marine Resources (MFMR)	10	640,630
82	Port Loko District Council	29	633,683
83	National Youth Service (NYS)	14	627,704
84	Kenema District Council	18	607,110
85	Ministry of Finance (MOF)	14	594,875
86	Ministry of Youth Affairs (MOYA)	10	583,776
87	Political Parties Registration Commission (PPRC)	16	569,946
88	National Commission for Privatization (NCP)	29	563,565
89	Kenema City Council	8	550,750
90	Ministry of Tertiary and Higher Education (MTHE)	5	547,827
91	Bo City Council	16	527,270
92	Public Service Commission (PSC)	9	517,037
93	Kailahun District Council	40	514,580
94	National Investment Board (NIB)	11	513,605
95	Local Government Service Commission (LGSC)	16	509,000
96	National Council for Civic Education and Development (NACCED)	10	502,581
97	Ministry of Employment, Labour and Social Security (MELSS)	3	497,580
98	Human Resource management Office	10	496,945
99	Office of the Ombudsman	14	489,365
100	Ministry of Internal Affairs (MIA)	6	476,225
101	Office of the President	7	468,298
102	Bo District Council	43	456,785
103	Ministry of Agriculture and Forestry (MAF)	3	455,846
104	Ministry of Information and Civic Education (MICE)	5	448,845
105	Office of National Security (ONS)	8	426,101
106	Ministry of Public Administration and Political Affairs (MPPA)	15	425,620
107	Pujehun District Council	47	420,221
108	University of Sierra Leone (USL)	12	414,622
109	Conservation Trust Fund	6	382,250
110	Monument and Relics Commission	10	368,019
111	Tertiary Education Commission (TEC)	4	363,940
112	Public Sector Reform Unit (PSRU)	11	358,405
113	National Protected Area Authority (NPAA)	6	344,610
114	National Fertilizer Regulatory Agency (NAFRA)	13	343,421
115	Tonkolili District Council	18	338,650
116	Ministry of Energy (MOE)	7	311,550
117	Electricity Distribution and Supply Authority (EDSA)	9	309,356
118	Moyamba District Council	15	305,310
119	Sierra Leone Agricultural Research Institute (SLARI)	16	302,785
120	Ministry of Communication, Technology and Innovation	4	293,791

121	Law Reform Commission(LRC)	20	290,887
122	Ministry of Local Government and Rural Development (MLGRD)	4	284,850
123	Sierra Leone Local Content Agency (SLLCA)	14	283,873
124	Sierra Leone Insurance Commission (SLICOM)	45	280,723
125	Sierra Leone Library Board (SLLB)	11	268,270
126	Koinadugu District Council	11	262,120
127	Sierra Leone Postal Services (SALPOST)	3	256,450
128	National Disaster Management Agency (NDMA)	11	256,440
129	Ministry of Basic and Senior Secondary Education (MBSSE)	8	255,805
130	Kono District Council	18	252,060
131	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	11	243,972
132	Makeni City Council	19	242,574
133	Institute of Public Administration and Management (IPAM)	3	235,040
134	Human Right Commission Sierra Leone (HRCSL)	12	232,260
135	Corporate Affairs Commission (CAC)	4	227,954
136	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	1	201,227
137	Bonthe District Council	12	197,603
138	Sierra Leone Seed Certification Agency	6	192,693
139	Small and Medium Enterprise and Development Agency (SMEDA)	11	183,259
140	Sierra Leone Legal Aid Board	5	176,200
141	Independent Police Complaint Board	6	168,608
142	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	3	153,900
143	Kambia District Council	11	151,475
144	Audit Service Sierra Leone (ASSL)	9	142,480
145	Sierra Leone Produce Marketing Company (SLPMC)	6	132,000
146	National Commission for Persons with Disability – Sierra Leone	12	122,297
147	Ministry of Mines and Mineral Resources (MMMR)	5	122,000
148	Sierra Leone Road Safety Authority (SLRSA)	5	107,241
149	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
150	National Aids Coordinating Secretariat	1	88,700
151	Ministry of Environment and Climate Change	3	87,500
152	Sierra Leone Produce Marketing Board (SLPMB)	1	86,250
153	Civil Service Training College (CSTC)	6	82,150
154	Bonthe Municipal Council	5	68,400
155	National Drug Law Enforcement Agency (NDLEA)	8	67,926
156	Sierra Leone National Shipping Agency (SLNSA)	10	59,577
157	Department Corporatives	6	57,590
158	National Public Procurement Authority (NPPA)	4	54,290
159	National Commission for Democracy (NCD)	1	50,000
160	Ministry of Western Area	2	40,575
161	Anti-Corruption Commission (ACC)	1	36,000
162	Sierra Leone Health Service Commission	4	32,800
163	Sierra Leone Public Transport Authority (SLPTA)	7	16,360
164	Port Loko City Council	3	15,490
165	Independent Media Commission (IMC)	3	13,140
166	National Monitoring and Evaluation Directorate (NaMED)	1	9,230
167	Administrator & Registrar General's Office (OARG)	1	6,900
168	Sierra Leone Telecommunications Company (SIERRATEL)	1	2,835
169	Decentralization Secretariat	1	2,450

PROCURING ENTITIES WITH HIGHEST VALUE OF ACTIVITIES ABOVE RFQ THRESHOLD			
Sn	Names of Procuring Entities	Number of Procurement Activities above RFQ threshold Executed using RFQ	Value of Procurement Activities above RFQ threshold Executed using RFQ (Le)
1	Sierra Leone Free Education Project (SLFEP)	5	645,069,551
2	Project Fiduciary Management Unit (PFMU)	7	268,218,012
3	National Sports Authority (NSA)	3	161,323,500
4	Sierra Leone Standards Bureau (SLSB)	3	159,229,000
5	Western Area Rural District Council (WARDC)	2	144,891,620
6	Njala University-Mokonde Campus	15	143,188,136
7	National Telecommunications Authority (NATCA)	22	115,041,122
8	Sierra Leone Maritime Administration (SLMA)	2	108,647,500
9	Central Intelligence and Security Unit (CISU)	4	84,310,446
10	Rokel Commercial Bank (RCB)	8	43,973,724
11	Freetown City Council (FCC)	2	35,190,000
12	Petroleum Regulatory Agency (PRA)	4	31,990,750
13	Environment Protection Agency (EPA)	9	28,123,202
14	Fourah Bay College (FBC)	3	27,007,500
15	Sierra Leone National Commission on Small Arms	1	23,285,000
16	National Civil Registration Authority (NCRA)	2	23,208,000
17	National Revenue Authority (NRA)	9	20,735,958
18	Teaching Service Commission (TSC)	45	12,497,368
19	National Medical Supplies Agency (NMSA)	3	11,407,995
20	Falaba District Council	10	10,523,690
21	Sierra Leone Commercial Bank (SLCB)	64	9,216,575
22	Office of the Chief Minister (OCM)	23	8,034,463
23	Statistics Sierra Leone (SSL)	2	7,524,480
24	Sierra Leone House of Parliament (HOP)	21	6,264,072
25	Attorney General and Minister of Justice	3	5,855,945
26	Smallholder Commercialization and Agri-business Development Project (SCADeP)	9	5,134,498
27	National Water Resources Management Agency (NWRMA)	1	4,985,250
28	Bombali District Council	6	4,955,814
29	Integrated Health Projects Administration Unit (IHPAU)	2	3,790,000
30	Financial Intelligence Unit (FIU)	1	3,399,775
31	National Insurance Company (NIC)	1	3,227,500
32	National Youth Commission (NAYCOM)	7	2,882,348
33	Public Private Partnership Unit (PPPU)	1	2,637,000
34	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	3	2,056,131
35	National Commission for Social Action (NaCSA)	1	1,979,653
36	Karene District Council	7	1,917,480
37	Electoral Commission of Sierra Leone (ECSL)	4	1,697,470
38	Sierra Leone Port Authority (SLPA)	3	1,464,875
39	National Minerals Agency (NMA)	4	1,119,000
40	Sierra Leone Petroleum Directorate (PDSL)	2	1,005,860
41	Judicial & Legal Service Commission	4	926,377
42	National Emergency Medical Services (NEMS)	1	682,952
43	Ministry of Trade and Industry (MTI)	4	677,333
44	Milton Margai Technical University (MMTU)	3	473,387
45	Ministry of Water Resources (MWR)	2	420,600
46	Kenema City Council	2	413,000
47	Ministry of Foreign Affairs and International Cooperation	1	354,000
48	Sierra Leone Immigration Department (SLID)	1	350,000
49	Tertiary Education Commission (TEC)	1	331,200
50	Ministry of Planning and Economic Development (MOPED)	1	307,165

51	Ministry of Lands, Housing and Country Planning (MLHCP)	3	239,800
52	Ministry of Youth Affairs (MOYA)	2	235,600
53	Njala University-Bo Campus	2	224,001
54	Ministry of Internal Affairs (MIA)	1	221,500
55	Ministry of Employment, Labour and Social Security (MELSS)	1	200,000
56	Office of National Security (ONS)	1	198,653
57	Sierra Leone Correctional Services (SLCS)	1	198,000
58	National Council for Civic Education and Development (NACCED)	1	185,942
59	National Authorising Office (NAO)	1	184,339
60	College of Medicine and Allied Health Sciences (COMAHS)	1	172,500
61	Sierra Leone Broadcasting Corporation (SLBC)	1	154,865
62	Road Maintenance Fund Administration (RMFA)	1	153,804
63	Independent Commission for Peace and National Cohesion	1	148,522
64	Ministry of Local Government and Rural Development (MLGRD)	1	144,850
65	Political Parties Registration Commission (PPRC)	1	136,000
66	University of Sierra Leone (USL)	1	134,550
67	Human Resource management Office	1	131,737
68	Sierra Leone Postal Services (SALPOST)	1	109,825
69	Tonkolili District Council	1	109,000
70	National Investment Board (NIB)	1	103,950

Use of Sole Source Procurement Method in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using Sole Source Method	Value of Procurement Activities Executed using Sole Source Method (LE)
1	Ministry of Energy (MOE)	2	398,852,788
2	Ministry of Fisheries & Marine Resources (MFMR)	1	177,088,887
3	Ministry of Defence (MOD)	2	107,569,324
4	Sierra Leone Commercial Bank (SLCB)	6	10,796,261
5	Audit Service Sierra Leone (ASSL)	1	1,264,760
6	Ministry of Finance (MOF)	3	560,000
7	Accountant General's Department (AGD)	2	317,039
8	Bank of Sierra Leone (BSL)	1	33,260

Use of Restricted Bidding Method Method in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using Restricted Bidding Method	Value of Procurement Activities Executed using Restricted Bidding Method (LE)
1	Njala University-Mokonde Campus	7	24,619,980
2	Agricultural Value Chain Development Project (AVDP)-Bo	15	22,217,447
3	Ministry of Basic and Senior Secondary Education (MBSSE)	6	3,751,588
4	Ministry of Public Administration and Political Affairs (MPPA)	1	1,170,200
5	Bonthe District Council	9	61,785

Procurement Activities Executed using OTHER Methods (Direct Sourcing, Proforma etc) in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed using OTHER Methods (Direct Sourcing, Proforma etc)	Value of Procurement Activities Executed using OTHER Methods (Direct Sourcing, Proforma etc) (LE)
1	Agricultural Value Chain Development Project (AVDP)-Bo	19	25,164,726
2	Integrated Health Projects Administration Unit (IHPAU)	8	11,684,128
3	Sierra Leone Regional Rice Value Chain Development Project-Bo	8	10,760,464
4	Sierra Leone Port Authority (SLPA)	6	3,209,062
5	National Council for Technical Vocational and other Awards (NCTVA)	37	1,304,784
6	Sierra Leone National Commission on Small Arms	1	349,500
7	Project Fiduciary Management Unit (PFMU)	2	288,261
8	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	7	110,700
9	Sierra Leone Seed Certification Agency	7	79,272
10	Sierra Leone Metrological Agency	1	32,000
11	Sierra Leone Local Content Agency (SLLCA)	2	23,600

Execution of Procurement Activities without any Specified Procurement Methods in 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Executed with NO Methods Available	Value of Procurement Activities Executed with NO Methods Available (LE)
1	National Telecommunications Authority (NATCA)	12	21,902,498
2	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
3	National Drug Law Enforcement Agency (NDLEA)	4	2,859,644
4	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	2	1,464,939
5	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
6	Decentralization Secretariat	19	1,219,080
7	National Monitoring and Evaluation Directorate (NaMED)	55	750,216
8	Sierra Leone Housing Corporation (SALHOC)	76	676,506
9	National Minerals Agency (NMA)	6	652,950
10	Sierra Leone Produce Marketing Company (SLPMC)	4	477,231
11	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	10	332,278
12	Sierra Leone Commercial Bank (SLCB)	2	184,702
13	National Council for Technical Vocational and other Awards (NCTVA)	4	154,737
14	Sierra Leone Broadcasting Corporation (SLBC)	7	52,586
15	National Commission for Persons with Disability – Sierra Leone	4	46,920
16	Public Private Partnership Unit (PPPU)	1	38,371
17	Project Fiduciary Management Unit (PFMU)	1	33,000
18	Attorney General and Minister of Justice	1	30,000
19	National Insurance Company (NIC)	6	28,490
20	Ministry of Planning and Economic Development (MOPED)	1	13,800
21	Department Corporatives	2	11,475
22	Sierra Leone Telecommunications Company (SIERRATEL)	5	10,918
23	Tertiary Education Commission (TEC)	2	9,505
24	National Youth Commission (NAYCOM)	1	9,000
25	National Fertilizer Regulatory Agency (NAFRA)	1	4,725
26	National Water Resources Management Agency (NWRMA)	1	4,000
27	Small and Medium Enterprise and Development Agency (SMEDA)	3	2,788

PROCURING ENTITIES WITH HIGHEST VALUES OF PROCUREMENT ACTIVITIES IN OPEN COMPETITIVE THRESHOLD REVIEWED & ENDORSED BY NPPA IN 2023

Sn	Names of Procuring Entities	Number of Procurement Activity Reviewed & Endorsed by NPPA	Value of Procurement Activity Reviewed & Endorsed by NPPA LE
1	National Commission for Social Action (NaCSA)	9	1,014,907,352
2	Electoral Commission of Sierra Leone (ECSL)	57	985,274,714
3	Anti-Corruption Commission (ACC)	13	969,582,918
4	Ministry of Finance (MOF)	6	561,234,858
5	Sierra Leone Correctional Services (SLCS)	44	538,006,946
6	Ministry of Transport and Aviation ((MTA)	1	418,233,412
7	Sierra Leone Public Transport Authority (SLPTA)	2	412,328,269
8	Ministry of Energy (MOE)	2	398,852,788
9	National Revenue Authority (NRA)	3	242,200,327
10	Ministry of Fisheries & Marine Resources (MFMR)	2	177,538,887
11	National Social Security and Insurance Trust (NASSIT)	23	168,453,010
12	National Medical Supplies Agency (NMSA)	2	164,796,674
13	Statistics Sierra Leone (SSL)	5	125,259,994
14	Ministry of Works & Public Assets (MWPA)	3	124,371,156
15	College of Medicine and Allied Health Sciences (COMAHS)	7	119,677,256
16	Sierra Leone Roads Authority (SLRA)	2	72,302,865
17	Ministry of Basic and Senior Secondary Education (MBSSE)	7	33,280,498
18	Electricity Distribution and Supply Authority (EDSA)	3	24,632,372
19	Eastern Technical University	12	20,817,347
20	Ministry of Defence (MOD)	2	15,814,134
21	Sierra Leone Police (SLP)	1	13,178,286
22	Administrator & Registrar General's Office (OARG)	4	11,632,538
23	Universal Access Development Fund (UADF)	2	11,253,865
24	Petroleum Regulatory Agency (PRA)	6	10,628,812
25	Sierra Leone Port Authority (SLPA)	4	8,451,657
26	Rokel Commercial Bank (RCB)	4	7,352,521
27	Accountant General's Department (AGD)	11	7,229,430
28	University of Sierra Leone (USL)	10	6,758,285
29	Bank of Sierra Leone (BSL)	4	6,159,995
30	Ministry of Foreign Affairs and International Cooperation	9	5,992,450
31	National Youth Service (NYS)	5	5,342,000
32	Kenema District Council	3	4,336,991
33	Freetown Polytechnic	7	4,175,487
34	National Fire Force (NFF)	2	4,079,900
35	Audit Service Sierra Leone (ASSL)	9	3,924,803
36	Office of the Vice President (OVP)	5	3,412,299
37	Central Intelligence and Security Unit (CISU)	4	2,865,099
38	Freetown City Council (FCC)	3	2,764,890
39	Office of National Security (ONS)	4	2,321,960
40	Tonkolili District Council	2	1,959,715
41	Ministry of Tertiary and Higher Education (MTHE)	3	1,863,428
42	Sierra Leone Road Safety Authority (SLRSA)	4	1,692,723
43	Bombali District Council	2	1,635,333
44	Falaba District Council	2	1,583,854
45	Sierra Leone Health Service Commission	2	1,522,310
46	Ministry of Public Administration and Political Affairs (MPPA)	1	1,170,200
47	Ministry of Employment, Labour and Social Security (MELSS)	3	1,000,000
48	National Insurance Company (NIC)	1	720,000
49	Ministry of Lands, Housing and Country Planning (MLHCP)	1	630,107
50	National Youth Commission (NAYCOM)	3	567,181

51	Ministry of Youth Affairs (MOYA)	1	402,000
52	National Minerals Agency (NMA)	1	329,337
53	Bo City Council	1	291,174
54	National Public Procurement Authority (NPPA)	1	167,345
55	National Aids Coordinating Secretariat	1	151,200
56	Ministry of Social Welfare (MSW)	1	103,180

PROCURING ENTITIES WITH HIGHEST NUMBER OF PROCUREMENT ACTIVITIES IN OPEN COMPETITIVE THRESHOLD REVIEWED & ENDORSED BY NPPA IN 2023

Sn	Names of Procuring Entities	Number of Procurement Activity Reviewed & Endorsed by NPPA	Value of Procurement Activity Reviewed & Endorsed by NPPA LE
1	Electoral Commission of Sierra Leone (ECSL)	57	985,274,714
2	Sierra Leone Correctional Services (SLCS)	44	538,006,946
3	National Social Security and Insurance Trust (NASSIT)	23	168,453,010
4	Anti-Corruption Commission (ACC)	13	969,582,918
5	Eastern Technical University	12	20,817,347
6	Accountant General's Department (AGD)	11	7,229,430
7	University of Sierra Leone (USL)	10	6,758,285
8	Audit Service Sierra Leone (ASSL)	9	3,924,803
9	Ministry of Foreign Affairs and International Cooperation	9	5,992,450
10	National Commission for Social Action (NaCSA)	9	1,014,907,352
11	College of Medicine and Allied Health Sciences (COMAHS)	7	119,677,256
12	Freetown Polytechnic	7	4,175,487
13	Ministry of Basic and Senior Secondary Education (MBSSE)	7	33,280,498
14	Ministry of Finance (MOF)	6	561,234,858
15	Petroleum Regulatory Agency (PRA)	6	10,628,812
16	National Youth Service (NYS)	5	5,342,000
17	Statistics Sierra Leone (SSL)	5	125,259,994
18	Administrator & Registrar General's Office (OARG)	4	11,632,538
19	Central Intelligence and Security Unit (CISU)	4	2,865,099
20	Office of National Security (ONS)	4	2,321,960
21	Office of National Security (ONS)	4	2,321,960
22	Rokel Commercial Bank (RCB)	4	7,352,521
23	Sierra Leone Port Authority (SLPA)	4	8,451,657
24	Sierra Leone Road Safety Authority (SLRSA)	4	1,692,723
25	Sierra Leone Road Safety Authority (SLRSA)	4	1,692,723
26	Electricity Distribution and Supply Authority (EDSA)	3	24,632,372
27	Freetown City Council (FCC)	3	2,764,890
28	Kenema District Council	3	4,336,991
29	Ministry of Employment, Labour and Social Security (MELSS)	3	1,000,000
30	Ministry of Tertiary and Higher Education (MTHE)	3	1,863,428
31	Ministry of Works & Public Assets (MWPA)	3	124,371,156
32	National Revenue Authority (NRA)	3	242,200,327
33	National Youth Commission (NAYCOM)	3	567,181
34	Bombali District Council	2	1,635,333
35	Falaba District Council	2	1,583,854
36	Ministry of Defence (MOD)	2	15,814,134
37	Ministry of Energy (MOE)	2	398,852,788
38	Ministry of Fisheries & Marine Resources (MFMR)	2	177,538,887
39	National Fire Force (NFF)	2	4,079,900
40	National Medical Supplies Agency (NMSA)	2	164,796,674

41	Sierra Leone Health Service Commission	2	1,522,310
42	Sierra Leone Public Transport Authority (SLPTA)	2	412,328,269
43	Sierra Leone Roads Authority (SLRA)	2	72,302,865
44	Tonkolili District Council	2	1,959,715
45	Universal Access Development Fund (UADF)	2	11,253,865
46	Bo City Council	1	291,174
47	Ministry of Lands, Housing and Country Planning (MLHCP)	1	630,107
48	Ministry of Public Administration and Political Affairs (MPPA)	1	1,170,200
49	Ministry of Social Welfare (MSW)	1	103,180
50	Ministry of Transport and Aviation ((MTA)	1	418,233,412
51	Ministry of Youth Affairs (MOYA)	1	402,000
52	National Aids Coordinating Secretariat	1	151,200
53	National Insurance Company (NIC)	1	720,000
54	National Minerals Agency (NMA)	1	329,337
55	National Public Procurement Authority (NPPA)	1	167,345
56	Sierra Leone Police (SLP)	1	13,178,286

PROCURING ENTITIES WITH HIGHEST VALUES OF PROCUREMENT ACTIVITIES IN OPEN COMPETITIVE THRESHOLD NOT REVIEWED & ENDORSED BY NPPA IN 2023

Sn	Names of Procuring Entities	Number of Procurement Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB)	Value of Procurement Reviewed & Endorsed by NPPA in Competitive Threshold (ICB & NCB) (LE)
1	National Commission for Social Action (NaCSA)	48	4,884,536,286
2	Project Fiduciary Management Unit (PFMU)	8	831,103,184
3	National Social Security and Insurance Trust (NASSIT)	10	814,410,974
4	Sierra Leone Petroleum Directorate (PDSL)	9	560,867,748
5	Agricultural Value Chain Development Project (AVDP)-Bo	16	219,981,618
6	Ministry of Works & Public Assets (MWPA)	3	180,394,393
7	Guma Valley Water Company (GVWC)	7	127,721,163
8	Freetown City Council (FCC)	7	112,230,130
9	Ministry of Defence (MOD)	4	109,656,324
10	Electoral Commission of Sierra Leone (ECSL)	6	66,772,249
11	Sierra Leone Free Education Project (SLFEP)	2	65,778,515
12	Njala University-Mokonde Campus	3	24,302,200
13	National Sports Authority (NSA)	1	18,531,714
14	National Disaster Management Agency (NDMA)	6	15,979,239
15	Sierra Leone Correctional Services (SLCS)	5	14,555,953
16	Sierra Leone Commercial Bank (SLCB)	8	13,500,578
17	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	2	13,382,362
18	Karene District Council	7	11,002,812
19	Kambia District Council	4	10,478,981
20	Sierra Leone Port Authority (SLPA)	4	10,267,065
21	Ministry of Finance (MOF)	6	7,505,825
22	Ministry of Youth Affairs (MOYA)	3	5,316,740
23	Port Loko City Council	3	2,836,360
24	Environment Protection Agency (EPA)	5	2,243,571
25	Koinadugu District Council	6	2,120,084
26	National Emergency Medical Services (NEMS)	1	1,595,459
27	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
28	Port Loko District Council	2	1,514,380
29	University of Sierra Leone (USL)	1	1,432,630
30	Sierra Leone Immigration Department (SLID)	1	1,312,500
31	Sierra Leone Road Safety Authority (SLRSA)	4	1,274,000
32	Institute of Public Administration and Management (IPAM)	2	822,103
33	Ministry of Foreign Affairs and International Cooperation	1	468,980
34	Office of National Security (ONS)	1	259,265
35	Office of the Chief Minister (OCM)	2	250,700
36	Central Intelligence and Security Unit (CISU)	2	249,668
37	National Aids Coordinating Secretariat	1	216,550
38	Road Maintenance Fund Administration (RMFA)	1	205,102
39	Accountant General's Department (AGD)	1	181,500
40	Ministry of Agriculture and Forestry (MAF)	1	139,894
41	Ministry of Basic and Senior Secondary Education (MBSSE)	1	139,200
42	National Monitoring and Evaluation Directorate (NaMED)	1	136,462
43	Judicial & Legal Service Commission	1	124,224
44	Sierra Leone Legal Aid Board	1	118,000

Competitive Bidding Opportunities Advertised in 2023			
Sn	Names of Procuring Entities	Number of Invitations for Bids (IFB) Advertised	Value of Invitations for Bids (IFB) Advertised (LE)
1	National Commission for Social Action (NaCSA)	49	5,878,364,349
2	National Social Security and Insurance Trust (NASSIT)	33	982,863,984
3	Anti-Corruption Commission (ACC)	17	969,651,557
4	Project Fiduciary Management Unit (PFMU)	9	831,103,184
5	Sierra Leone Petroleum Directorate (PDSL)	8	560,675,738
6	Sierra Leone Correctional Services (SLCS)	45	475,487,022
7	Sierra Leone Public Transport Authority (SLPTA)	2	412,328,269
8	National Revenue Authority (NRA)	5	242,200,327
9	Agricultural Value Chain Development Project (AVDP)-Bo	12	190,344,834
10	Electoral Commission of Sierra Leone (ECSL)	51	189,969,794
11	National Medical Supplies Agency (NMSA)	2	164,796,674
12	Guma Valley Water Company (GVWC)	12	127,903,061
13	Statistics Sierra Leone (SSL)	7	125,394,438
14	College of Medicine and Allied Health Sciences (COMAHS)	8	119,748,245
15	Freetown City Council (FCC)	7	113,098,090
16	Ministry of Finance (MOF)	16	32,475,979
17	Ministry of Basic and Senior Secondary Education (MBSSE)	2	29,668,110
18	Electricity Distribution and Supply Authority (EDSA)	5	24,632,372
19	Eastern Technical University	14	20,817,347
20	National Sports Authority (NSA)	1	18,531,714
21	Ministry of Defence (MOD)	4	16,914,134
22	National Disaster Management Agency (NDMA)	8	16,084,989
23	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	4	14,361,212
24	Sierra Leone Police (SLP)	1	13,178,286
25	Administrator & Registrar General's Office (OARG)	5	11,729,558
26	Universal Access Development Fund (UADF)	2	11,253,865
27	Petroleum Regulatory Agency (PRA)	7	10,703,362
28	Karene District Council	6	9,558,459
29	University of Sierra Leone (USL)	20	8,350,759
30	Rokel Commercial Bank (RCB)	6	7,352,521
31	Ministry of Foreign Affairs and International Cooperation	12	6,461,430
32	Bank of Sierra Leone (BSL)	7	6,159,995
33	Accountant General's Department (AGD)	10	5,754,740
34	National Youth Service (NYS)	6	5,417,600
35	Ministry of Youth Affairs (MOYA)	3	5,316,740
36	Sierra Leone Port Authority (SLPA)	3	4,931,408
37	Kenema District Council	3	4,336,991
38	Freetown Polytechnic	8	4,244,913
39	National Fire Force (NFF)	2	4,079,900
40	Audit Service Sierra Leone (ASSL)	11	4,029,892
41	Office of the Vice President (OVP)	5	3,412,299
42	Central Intelligence and Security Unit (CISU)	6	3,003,003
43	Office of National Security (ONS)	5	2,581,225
44	Sierra Leone Road Safety Authority (SLRSA)	7	2,476,723
45	Office of the President	2	2,218,400
46	Koinadugu District Council	5	1,965,470
47	Tonkolili District Council	2	1,959,715
48	Ministry of Tertiary and Higher Education (MTHE)	4	1,863,428
49	Environment Protection Agency (EPA)	5	1,776,248
50	Bombali District Council	3	1,733,458

51	Sierra Leone Health Service Commission	3	1,617,310
52	National Emergency Medical Services (NEMS)	1	1,595,459
53	Falaba District Council	2	1,583,854
54	Port Loko District Council	2	1,514,380
55	Sierra Leone Immigration Department (SLID)	1	1,312,500
56	Port Loko City Council	1	1,285,817
57	Ministry of Employment, Labour and Social Security (MELSS)	3	1,000,000
58	Sierra Leone Regional Rice Value Chain Development Project-Bo	1	916,190
59	Integrated Health Projects Administration Unit (IHPAU)	3	818,061
60	National Insurance Company (NIC)	1	720,000
61	Ministry of Lands, Housing and Country Planning (MLHCP)	1	630,107
62	National Youth Commission (NAYCOM)	3	567,181
63	Ministry of Fisheries & Marine Resources (MFMR)	1	450,000
64	National Public Procurement Authority (NPPA)	4	330,948
65	Bo City Council	1	291,174
66	Road Maintenance Fund Administration (RMFA)	1	205,102
67	National Aids Coordinating Secretariat	1	151,200
68	Judicial & Legal Service Commission	1	124,224
69	Ministry of Social Welfare (MSW)	3	103,180

Competitive Bidding Opportunities NOT Advertised in 2023			
Sn	Names of Procuring Entities	Number of Invitations for Bids (IFB) NOT Advertised	Value of Invitations for Bids (IFB) NOT Advertised (LE)
1	Electoral Commission of Sierra Leone (ECSL)	53	864,525,116
2	Ministry of Finance (MOF)	4	536,264,704
3	Ministry of Transport and Aviation ((MTA)	1	418,233,412
4	Ministry of Energy (MOE)	2	398,852,788
5	Ministry of Works & Public Assets (MWPA)	6	304,765,549
6	Ministry of Fisheries & Marine Resources (MFMR)	1	177,088,887
7	Ministry of Defence (MOD)	4	108,556,324
8	Sierra Leone Correctional Services (SLCS)	8	77,439,997
9	Sierra Leone Roads Authority (SLRA)	2	72,302,865
10	Sierra Leone Free Education Project (SLFEP)	6	65,778,515
11	Agricultural Value Chain Development Project (AVDP)-Bo	20	36,151,090
12	Njala University-Mokonde Campus	7	24,619,980
13	National Commission for Social Action (NaCSA)	8	21,079,289
14	Sierra Leone Port Authority (SLPA)	13	14,199,830
15	Sierra Leone Commercial Bank (SLCB)	9	13,500,578
16	Kambia District Council	4	10,478,981
17	Ministry of Basic and Senior Secondary Education (MBSSE)	6	3,751,588
18	Freetown City Council (FCC)	4	1,922,880
19	Accountant General's Department (AGD)	3	1,748,790
20	Sierra Leone Road Safety Authority (SLRSA)	19	1,598,603
21	Port Loko City Council	2	1,550,543
22	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
23	Karene District Council	1	1,444,353
24	Ministry of Public Administration and Political Affairs (MPPA)	1	1,170,200
25	Integrated Health Projects Administration Unit (IHPAU)	21	1,005,641

26	Institute of Public Administration and Management (IPAM)	3	908,712
27	Office of the Chief Minister (OCM)	9	845,085
28	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	1	553,610
29	Environment Protection Agency (EPA)	1	467,323
30	Ministry of Youth Affairs (MOYA)	1	402,000
31	Ministry of Agriculture and Forestry (MAF)	3	337,619
32	National Minerals Agency (NMA)	1	329,337
33	Koinadugu District Council	3	275,749
34	National Aids Coordinating Secretariat	1	216,550
35	Sierra Leone Petroleum Directorate (PDSL)	1	192,010
36	National Monitoring and Evaluation Directorate (NaMED)	1	136,462
37	Central Intelligence and Security Unit (CISU)	1	132,441
38	Sierra Leone Legal Aid Board	1	118,000
39	Electricity Generation and Transmission Company (EGTC)	1	81,075
40	Ministry of Foreign Affairs and International Cooperation	1	75,000
41	Ministry of Water Resources (MWR)	1	67,590
42	Bo City Council	2	60,360
43	National Water Resources Management Agency (NWRMA)	2	48,000
44	Civil Service Training College (CSTC)	2	45,000
45	Sierra Leone Public Transport Authority (SLPTA)	1	45,000
46	Ernest Bai Koroma University of Science and Technology (Magburaka)	2	35,810
47	Bank of Sierra Leone (BSL)	3	33,260
48	Independent Media Commission (IMC)	1	24,435
49	Law Reform Commission(LRC)	1	20,062

PROCURING ENTITIES WITH THE HIGHEST VALUE OF GOODS PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Goods procured	Value of Goods procured (LE)
1	Anti-Corruption Commission (ACC)	18	969,664,334
2	Sierra Leone Free Education Project (SLFEP)	6	645,069,551
3	Ministry of Finance (MOF)	21	561,581,138
4	Sierra Leone Correctional Services (SLCS)	62	538,924,244
5	Ministry of Transport and Aviation ((MTA)	1	418,233,412
6	Sierra Leone Public Transport Authority (SLPTA)	10	412,389,629
7	Ministry of Energy (MOE)	5	398,946,138
8	Project Fiduciary Management Unit (PFMU)	28	269,117,022
9	Agricultural Value Chain Development Project (AVDP)-Bo	36	239,569,152
10	Sierra Leone Airport Authority (SLAA)	42	203,545,541
11	Electoral Commission of Sierra Leone (ECSL)	152	195,081,225
12	Njala University-Mokonde Campus	44	169,173,122
13	National Medical Supplies Agency (NMSA)	8	164,987,263
14	National Sports Authority (NSA)	7	161,588,550
15	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
16	Guma Valley Water Company (GVWC)	100	129,186,783
17	Ministry of Defence (MOD)	15	125,203,788
18	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
19	Freetown City Council (FCC)	58	112,749,654
20	Central Intelligence and Security Unit (CISU)	12	78,157,244

21	Rokel Commercial Bank (RCB)	92	52,971,540
22	Petroleum Regulatory Agency (PRA)	16	42,254,102
23	Ministry of Basic and Senior Secondary Education (MBSSE)	6	30,464,683
24	Environment Protection Agency (EPA)	66	30,175,057
25	National Commission for Social Action (NaCSA)	9	29,755,821
26	Sierra Leone Port Authority (SLPA)	149	28,921,441
27	Fourah Bay College (FBC)	16	27,771,035
28	Electricity Distribution and Supply Authority (EDSA)	16	24,942,578
29	Sierra Leone Commercial Bank (SLCB)	254	24,301,540
30	Sierra Leone National Commission on Small Arms	7	23,709,339
31	Eastern Technical University	30	18,173,268
32	National Disaster Management Agency (NDMA)	5	15,263,969
33	National Revenue Authority (NRA)	23	15,194,873
34	National Social Security and Insurance Trust (NASSIT)	40	13,542,566
35	Integrated Health Projects Administration Unit (IHPAU)	54	12,731,699
36	Sierra Leone Maritime Administration (SLMA)	37	12,581,961
37	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	3	11,908,928
38	Sierra Leone Petroleum Directorate (PDSL)	11	9,737,139
39	Statistics Sierra Leone (SSL)	15	8,656,428
40	University of Sierra Leone (USL)	27	8,613,943
41	National Civil Registration Authority (NCRA)	35	8,132,429
42	Bank of Sierra Leone (BSL)	34	7,491,437
43	Attorney General and Minister of Justice	23	7,027,827
44	Office of the Chief Minister (OCM)	55	6,198,800
45	Ministry of Youth Affairs (MOYA)	10	6,034,580
46	National Water Resources Management Agency (NWRMA)	35	5,725,818
47	National Fire Force (NFF)	19	5,462,479
48	National Insurance Company (NIC)	76	4,596,838
49	Ministry of Foreign Affairs and International Cooperation	12	4,348,230
50	Freetown Polytechnic	8	4,244,913
51	Audit Service Sierra Leone (ASSL)	19	4,157,872
52	Sierra Leone Road Safety Authority (SLRSA)	31	4,154,112
53	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
54	National Emergency Medical Services (NEMS)	36	3,876,676
55	Accountant General's Department (AGD)	12	3,864,702
56	National Youth Commission (NAYCOM)	23	3,843,720
57	Sierra Leone Civil Aviation Authority (SLCAA)	39	3,677,015
58	National Minerals Agency (NMA)	61	3,620,124
59	Financial Intelligence Unit (FIU)	11	3,606,384
60	Office of the Vice President (OVP)	18	3,584,611
61	Smallholder Commercialization and Agri-business Development Project (SCADeP)	7	2,990,534
62	National Drug Law Enforcement Agency (NDLEA)	11	2,922,290
63	Public Private Partnership Unit (PPPU)	4	2,691,010
64	National Telecommunications Authority (NATCA)	28	2,662,018
65	Office of National Security (ONS)	9	2,446,140
66	Office of the President	6	2,425,982
67	Sierra Leone Water Company (SALWACO)	21	2,227,300
68	Teaching Service Commission (TSC)	15	2,123,548
69	Ministry of Tertiary and Higher Education (MTHE)	6	2,114,905
70	Universal Access Development Fund (UADF)	44	2,032,156
71	National Youth Service (NYS)	17	1,839,804
72	Electricity Generation and Transmission Company (EGTC)	53	1,809,975
73	Judicial & Legal Service Commission	43	1,725,486
74	Ministry of Works & Public Assets (MWPA)	23	1,700,967
75	Sierra Leone Health Service Commission	5	1,646,360
76	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
77	Sierra Leone Immigration Department (SLID)	6	1,448,230
78	Ministry of Planning and Economic Development (MOPED)	25	1,409,740
79	Sierra Leone House of Parliament (HOP)	33	1,305,793
80	Bombali District Council	28	1,301,509

81	Ministry of Employment, Labour and Social Security (MELSS)	5	1,300,000
82	Ministry of Public Administration and Political Affairs (MPPA)	7	1,283,090
83	National Council for Technical Vocational and other Awards (NCTVA)	35	1,260,171
84	Institute of Public Administration and Management (IPAM)	5	1,063,252
85	Sierra Leone Police (SLP)	21	1,031,820
86	Ministry of Water Resources (MWR)	12	1,027,530
87	Falaba District Council	5	964,378
88	Road Maintenance Fund Administration (RMFA)	22	956,697
89	Ministry of Lands, Housing and Country Planning (MLHCP)	8	942,265
90	Sierra Leone Regional Rice Value Chain Development Project-Bo	1	916,190
91	Ministry of Trade and Industry (MTI)	10	877,963
92	Administrator & Registrar General's Office (OARG)	5	877,060
93	Ministry of Gender and Children's Affairs (MGCA)	14	852,499
94	Sierra Leone Broadcasting Corporation (SLBC)	33	836,621
95	Ministry of Fisheries & Marine Resources (MFMR)	7	782,700
96	Njala University-Bo Campus	12	756,142
97	Sierra Leone Pharmacy Board	31	723,379
98	Bo City Council	13	687,404
99	Independent Commission for Peace and National Cohesion	16	649,277
100	National Authorising Office (NAO)	13	645,735
101	Milton Margai Technical University (MMTU)	5	644,046
102	Sierra Leone Produce Marketing Company (SLPMC)	6	591,251
103	Political Parties Registration Commission (PPRC)	10	550,933
104	Port Loko District Council	21	527,273
105	Koidu New Sengbehun City Council (KNSCC)	20	438,098
106	Public Service Commission (PSC)	8	419,037
107	Local Government Service Commission (LGSC)	12	386,000
108	Office of the Ombudsman	12	384,365
109	Conservation Trust Fund	6	382,250
110	Kailahun District Council	34	371,780
111	National Investment Board (NIB)	9	362,358
112	National Commission for Privatization (NCP)	12	355,024
113	National Fertilizer Regulatory Agency (NAFRA)	13	328,646
114	National Monitoring and Evaluation Directorate (NaMED)	21	327,390
115	Sierra Leone Metrological Agency	8	325,550
116	Ministry of Social Welfare (MSW)	10	316,047
117	Koinadugu District Council	7	313,699
118	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	11	310,245
119	Sierra Leone Legal Aid Board	7	308,390
120	Pujehun District Council	28	304,544
121	Sierra Leone Agricultural Research Institute (SLARI)	16	302,785
122	National Council for Civic Education and Development (NACCED)	3	300,742
123	Ministry of Internal Affairs (MIA)	3	290,290
124	Decentralization Secretariat	7	285,500
125	Karene District Council	13	278,674
126	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	9	264,021
127	Ministry of Information and Civic Education (MICE)	3	260,000
128	Kenema City Council	5	258,750
129	Sierra Leone Postal Services (SALPOST)	3	256,450
130	National Protected Area Authority (NPAA)	4	247,110
131	Moyamba District Council	13	240,310
132	Law Reform Commission(LRC)	15	222,171
133	Bo District Council	25	214,115
134	Public Sector Reform Unit (PSRU)	8	213,680
135	Human Resource management Office	6	206,660
136	Sierra Leone Seed Certification Agency	6	203,132
137	Sierra Leone Insurance Commission (SLICOM)	31	198,738
138	Ministry of Agriculture and Forestry (MAF)	2	197,725
139	Sierra Leone Library Board (SLLB)	4	188,215
140	Western Area Rural District Council (WARDC)	16	186,264
141	Kenema District Council	14	184,943
142	Sierra Leone Local Content Agency (SLLCA)	12	183,473
143	Bonthe District Council	13	171,603
144	Small and Medium Enterprise and Development Agency (SMEDA)	11	161,187
145	National Public Procurement Authority (NPPA)	6	160,905
146	Nuclear Safety and Radiation Protection Agency (NSRPA)	3	154,300
147	Kono District Council	13	144,050
148	Ministry of Local Government and Rural Development (MLGRD)	3	140,000
149	Monument and Relics Commission	4	136,487
150	Human Right Commission Sierra Leone (HRCSL)	9	133,210
151	Sierra Leone Housing Corporation (SALHOC)	22	133,172
152	Tonkolili District Council	10	126,650
153	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	2	123,900
154	Ministry of Mines and Mineral Resources (MMMR)	5	122,000
155	Kambia District Council	7	119,275
156	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
157	Sierra Leone Produce Marketing Board (SLPMB)	5	110,672
158	National Tourist Board (NTB)	3	104,502
159	Civil Service, Cabinet Secretariat (CABSEC)	2	99,528
160	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
161	Ministry of Communication, Technology and Innovation	2	90,715
162	National Aids Coordinating Secretariat	1	88,700
163	Civil Service Training College (CSTC)	5	83,000
164	Corporate Affairs Commission (CAC)	1	68,460
165	Ministry of Environment and Climate Change	2	65,000
166	Independent Police Complaint Board	2	60,943
167	Sierra Leone National Shipping Agency (SLNSA)	10	59,577
168	Makeni City Council	9	56,181
169	National Commission for Democracy (NCD)	1	50,000
170	National Commission for Persons with Disability – Sierra Leone	7	42,217
171	Ministry of Western Area	2	40,575
172	Independent Media Commission (IMC)	6	40,069
173	Sierra Leone Roads Authority (SLRA)	1	30,475
174	Tertiary Education Commission (TEC)	2	27,340
175	Bonthe Municipal Council	3	27,000
176	Port Loko City Council	3	15,490
177	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
178	Department Corporatives	3	13,225

PROCURING ENTITIES WITH THE HIGHEST VALUE OF WORKS PROCURED IN 2023

Sn	Names of Procuring Entities	Number of Works procured	Value of Works procured (LE)
1	National Commission for Social Action (NaCSA)	52	5,862,887,102
2	National Social Security and Insurance Trust (NASSIT)	16	853,912,294
3	Project Fiduciary Management Unit (PFMU)	5	820,504,446
4	Sierra Leone Petroleum Directorate (PDSL)	1	550,364,872
5	Ministry of Works & Public Assets (MWPA)	10	305,537,487
6	National Revenue Authority (NRA)	5	240,917,529
7	Sierra Leone Roads Authority (SLRA)	28	75,342,218
8	Sierra Leone Free Education Project (SLFEP)	6	65,778,515
9	Western Area Rural District Council (WARDC)	2	32,573,720
10	Sierra Leone Police (SLP)	1	13,178,286
11	Karene District Council	15	13,090,322
12	Universal Access Development Fund (UADF)	3	11,340,465
13	Sierra Leone Correctional Services (SLCS)	6	10,987,110
14	Administrator & Registrar General's Office (OARG)	1	10,859,398
15	Falaba District Council	11	10,799,866
16	Kambia District Council	4	10,478,981
17	Central Intelligence and Security Unit (CISU)	2	9,317,081
18	Bombali District Council	8	6,034,148
19	Electoral Commission of Sierra Leone (ECSL)	32	5,772,017
20	Agricultural Value Chain Development Project (AVDP)-Bo	5	4,818,136
21	Kenema District Council	5	4,732,658
22	Port Loko City Council	3	2,836,360
23	Rokel Commercial Bank (RCB)	3	2,813,081
24	Ministry of Finance (MOF)	2	2,542,000
25	Freetown City Council (FCC)	15	2,328,659
26	Koinadugu District Council	6	2,085,950
27	Tonkolili District Council	3	1,969,715
28	Accountant General's Department (AGD)	2	1,929,124
29	Port Loko District Council	2	1,514,380
30	Office of the Chief Minister (OCM)	2	727,650
31	Sierra Leone Commercial Bank (SLCB)	6	664,352
32	Ministry of Foreign Affairs and International Cooperation	1	661,850
33	Sierra Leone Housing Corporation (SALHOC)	30	407,136
34	Ministry of Agriculture and Forestry (MAF)	2	392,990
35	Sierra Leone Civil Aviation Authority (SLCAA)	2	368,133
36	Koidu New Sengbehun City Council (KNSCC)	2	364,555
37	Judicial & Legal Service Commission	7	264,621
38	Ministry of Defence (MOD)	3	237,940
39	Ministry of Tertiary and Higher Education (MTHE)	1	198,350
40	Ministry of Employment, Labour and Social Security (MELSS)	1	197,580
41	Political Parties Registration Commission (PPRC)	1	197,520
42	Ministry of Lands, Housing and Country Planning (MLHCP)	2	193,000
43	Sierra Leone Maritime Administration (SLMA)	3	175,780
44	Bo City Council	4	167,000
45	Bo District Council	5	134,190
46	Sierra Leone Port Authority (SLPA)	1	132,850
47	Attorney General and Minister of Justice	1	125,820
48	Kailahun District Council	2	125,000
49	Sierra Leone Immigration Department (SLID)	1	98,000
50	National Authorising Office (NAO)	1	96,207

51	Office of National Security (ONS)	1	95,960
52	Njala University-Mokonde Campus	1	91,375
53	Ministry of Energy (MOE)	1	64,400
54	Office of the Vice President (OVP)	1	61,000
55	Decentralization Secretariat	1	51,630
56	Fourah Bay College (FBC)	1	45,500
57	Bonthe Municipal Council	1	40,000
58	Pujehun District Council	1	40,000
59	Bank of Sierra Leone (BSL)	1	39,100
60	Law Reform Commission(LRC)	1	37,075
61	National Tourist Board (NTB)	1	35,925
62	Sierra Leone Water Company (SALWACO)	2	31,520
63	Statistics Sierra Leone (SSL)	1	29,750
64	Electricity Generation and Transmission Company (EGTC)	3	29,125
65	Sierra Leone House of Parliament (HOP)	1	21,100
66	Kenema City Council	1	20,000
67	Bonthe District Council	1	19,000
68	Independent Commission for Peace and National Cohesion	1	18,624
69	Small and Medium Enterprise and Development Agency (SMEDA)	1	14,210
70	Guma Valley Water Company (GVWC)	1	8,000
71	National Commission for Persons with Disability – Sierra Leone	1	1,100

PROCURING ENTITIES WITH THE HIGHEST VALUE OF SERVICES PROCURED IN 2023			
Sn	Names of Procuring Entities	Number of Services procured	Value of Services procured (LE)
1	Electoral Commission of Sierra Leone (ECSL)	148	869,047,303
2	Ministry of Fisheries & Marine Resources (MFMR)	5	177,396,817
3	National Telecommunications Authority (NATCA)	28	135,180,186
4	Statistics Sierra Leone (SSL)	9	124,725,072
5	National Social Security and Insurance Trust (NASSIT)	16	117,226,693
6	Western Area Rural District Council (WARDC)	4	112,345,650
7	Sierra Leone Maritime Administration (SLMA)	8	99,299,829
8	Sierra Leone Airport Authority (SLAA)	13	41,042,791
9	Freetown City Council (FCC)	32	38,490,117
10	National Sports Authority (NSA)	2	18,605,424
11	Project Fiduciary Management Unit (PFMU)	30	17,639,032
12	National Civil Registration Authority (NCRA)	10	16,933,910
13	Teaching Service Commission (TSC)	72	12,037,932
14	National Medical Supplies Agency (NMSA)	11	11,874,585
15	Integrated Health Projects Administration Unit (IHPAU)	41	10,941,460
16	Sierra Leone Regional Rice Value Chain Development Project-Bo	8	10,760,464
17	Civil Service, Cabinet Secretariat (CABSEC)	2	10,354,879
18	National Commission for Social Action (NaCSA)	1	9,048,663
19	Sierra Leone Commercial Bank (SLCB)	25	9,008,503
20	National Revenue Authority (NRA)	12	8,456,498
21	Agricultural Value Chain Development Project (AVDP)-Bo	10	7,273,362
22	Sierra Leone House of Parliament (HOP)	31	6,133,656
23	Ministry of Finance (MOF)	11	5,212,420
24	Office of the Chief Minister (OCM)	32	4,755,118
25	National Youth Service (NYS)	3	4,205,500

26	Sierra Leone Correctional Services (SLCS)	4	4,154,096
27	Eastern Technical University	9	3,499,479
28	Political Parties Registration Commission (PPRC)	14	3,288,394
29	Ministry of Basic and Senior Secondary Education (MBSSE)	10	3,210,820
30	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	3	3,207,121
31	Ministry of Foreign Affairs and International Cooperation	10	2,630,857
32	Accountant General's Department (AGD)	11	2,526,631
33	Environment Protection Agency (EPA)	33	2,448,237
34	Office of the Vice President (OVP)	11	2,317,310
35	Smallholder Commercialization and Agri-business Development Project (SCADeP)	2	2,143,964
36	Sierra Leone Petroleum Directorate (PDSL)	3	1,977,690
37	Ministry of Planning and Economic Development (MOPED)	38	1,291,318
38	Independent Commission for Peace and National Cohesion	29	1,281,699
39	Ministry of Defence (MOD)	4	1,264,935
40	Sierra Leone Produce Marketing Board (SLPMB)	2	1,204,841
41	Nuclear Safety and Radiation Protection Agency (NSRPA)	25	1,145,749
42	National Disaster Management Agency (NDMA)	14	1,077,460
43	Ministry of Social Welfare (MSW)	26	937,596
44	Petroleum Regulatory Agency (PRA)	3	937,000
45	Decentralization Secretariat	12	884,400
46	Judicial & Legal Service Commission	34	879,162
47	Sierra Leone Immigration Department (SLID)	8	712,783
48	National Tourist Board (NTB)	14	657,930
49	Ministry of Water Resources (MWR)	5	630,125
50	National Monitoring and Evaluation Directorate (NaMED)	36	568,518
51	Ministry of Trade and Industry (MTI)	7	559,218
52	Falaba District Council	2	558,000
53	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	30	509,647
54	Ministry of Lands, Housing and Country Planning (MLHCP)	7	493,920
55	Office of National Security (ONS)	3	465,226
56	Sierra Leone Metrological Agency	12	462,650
57	Ministry of Works & Public Assets (MWPA)	4	384,000
58	Sierra Leone Civil Aviation Authority (SLCAA)	4	369,810
59	National Aids Coordinating Secretariat	2	367,750
60	National Emergency Medical Services (NEMS)	10	352,002
61	Tertiary Education Commission (TEC)	4	346,105
62	National Authorising Office (NAO)	8	338,008
63	Attorney General and Minister of Justice	3	335,488
64	Central Intelligence and Security Unit (CISU)	4	323,211
65	Universal Access Development Fund (UADF)	15	316,926
66	Ministry of Public Administration and Political Affairs (MPPA)	9	312,730
67	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	12	312,229
68	Human Resource management Office	4	290,285
69	Sierra Leone Pharmacy Board	29	288,903
70	Kenema City Council	2	272,000
71	Ministry of Youth Affairs (MOYA)	4	267,936
72	National Youth Commission (NAYCOM)	13	266,480
73	Office of the President	3	260,716
74	National Water Resources Management Agency (NWRMA)	21	257,632
75	Ministry of Gender and Children's Affairs (MGCA)	6	253,260
76	National Public Procurement Authority (NPPA)	4	238,673
77	Monument and Relics Commission	6	231,532
78	National Commission for Privatization (NCP)	17	208,541
79	National Minerals Agency (NMA)	6	203,725
80	Ministry of Communication, Technology and Innovation	3	203,076

81	Ministry of Agriculture and Forestry (MAF)	2	202,750
82	Tonkolili District Council	7	202,000
83	National Council for Civic Education and Development (NACCED)	7	201,839
84	National Council for Technical Vocational and other Awards (NCTVA)	6	199,350
85	Ministry of Information and Civic Education (MICE)	2	188,845
86	Makeni City Council	10	186,393
87	Ministry of Internal Affairs (MIA)	3	185,935
88	Financial Intelligence Unit (FIU)	5	174,594
89	Bank of Sierra Leone (BSL)	6	162,554
90	National Investment Board (NIB)	3	159,584
91	Corporate Affairs Commission (CAC)	3	159,494
92	Ministry of Energy (MOE)	3	153,800
93	University of Sierra Leone (USL)	6	152,318
94	Sierra Leone Water Company (SALWACO)	6	146,637
95	Ministry of Local Government and Rural Development (MLGRD)	1	144,850
96	Public Sector Reform Unit (PSRU)	3	144,725
97	Road Maintenance Fund Administration (RMFA)	5	139,755
98	Sierra Leone Housing Corporation (SALHOC)	24	136,198
99	National Commission for Persons with Disability – Sierra Leone	8	125,900
100	Sierra Leone Local Content Agency (SLLCA)	4	124,000
101	Local Government Service Commission (LGSC)	4	123,000
102	Sierra Leone National Commission on Small Arms	10	116,806
103	Sierra Leone Broadcasting Corporation (SLBC)	10	113,161
104	Bo District Council	14	111,315
105	Kono District Council	5	108,010
106	Independent Police Complaint Board	4	107,665
107	Port Loko District Council	8	106,410
108	Office of the Ombudsman	2	105,000
109	Koinadugu District Council	6	103,690
110	Human Right Commission Sierra Leone (HRCSL)	3	99,050
111	Ministry of Tertiary and Higher Education (MTHE)	2	98,000
112	Public Service Commission (PSC)	1	98,000
113	National Protected Area Authority (NPAA)	2	97,500
114	Law Reform Commission(LRC)	8	90,532
115	Public Private Partnership Unit (PPPU)	3	84,014
116	Sierra Leone Insurance Commission (SLICOM)	14	81,985
117	Institute of Public Administration and Management (IPAM)	1	80,500
118	Sierra Leone Library Board (SLLB)	7	80,055
119	Pujehun District Council	18	75,677
120	Sierra Leone Road Safety Authority (SLRSA)	7	69,862
121	Sierra Leone Seed Certification Agency	7	68,833
122	Bonthe District Council	7	68,785
123	Moyamba District Council	2	65,000
124	Department Corporatives	5	55,840
125	Bo City Council	5	50,940
126	Sierra Leone Port Authority (SLPA)	2	48,500
127	Civil Service Training College (CSTC)	3	44,150
128	Anti-Corruption Commission (ACC)	1	36,000
129	Kambia District Council	4	32,200
130	National Insurance Company (NIC)	6	30,744
131	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	1	30,000
132	Kenema District Council	2	26,500
133	Njala University-Bo Campus	1	26,450
134	Fourah Bay College (FBC)	2	24,900
135	Koidu New Sengbehun City Council (KNSCC)	2	23,270
136	Ministry of Environment and Climate Change	1	22,500
137	Bombali District Council	3	21,600
138	Independent Media Commission (IMC)	9	20,656
139	National Fire Force (NFF)	1	20,000
140	National Fertilizer Regulatory Agency (NAFRA)	1	19,500
141	Sierra Leone Produce Marketing Company (SLPMC)	4	17,980
142	Kailahun District Council	4	17,800
143	Guma Valley Water Company (GVWC)	5	17,135
144	Audit Service Sierra Leone (ASSL)	1	14,500
145	Karene District Council	1	11,200
146	Small and Medium Enterprise and Development Agency (SMEDA)	2	10,650
147	National Drug Law Enforcement Agency (NDLEA)	1	5,280
148	Sierra Leone Health Service Commission	2	3,750
149	Bonthe Municipal Council	1	1,400

PROCURING ENTITIES WITH THE HIGHEST VALUE OF GOVERNMENT OF SIERRA LEONE FUNDED ACTIVITIES IN 2023

Sn	Names of Procuring Entities	Number of Procurement Activities Funded by GoSL	Value of Procurement Activities Funded by GoSL (LE)
1	Electoral Commission of Sierra Leone (ECSL)	332	1,069,900,545
2	National Commission for Social Action (NaCSA)	15	1,018,162,085
3	Anti-Corruption Commission (ACC)	20	969,700,334
4	Ministry of Finance (MOF)	34	569,335,558
5	Sierra Leone Correctional Services (SLCS)	72	554,065,450
6	Ministry of Transport and Aviation ((MTA)	1	418,233,412
7	Ministry of Energy (MOE)	9	399,164,338
8	Ministry of Works & Public Assets (MWPA)	37	307,622,454
9	National Sports Authority (NSA)	9	180,193,974
10	Ministry of Fisheries & Marine Resources (MFMR)	12	178,179,517
11	National Medical Supplies Agency (NMSA)	9	176,189,058
12	Njala University-Mokonde Campus	45	169,264,497
13	Sierra Leone Standards Bureau (SLSB)	12	159,586,410
14	Statistics Sierra Leone (SSL)	25	133,411,250
15	Ministry of Defence (MOD)	22	126,706,663
16	College of Medicine and Allied Health Sciences (COMAHS)	44	121,558,969
17	Central Intelligence and Security Unit (CISU)	14	87,599,393
18	Rokel Commercial Bank (RCB)	62	49,788,376
19	Sierra Leone Roads Authority (SLRA)	27	46,189,659
20	Petroleum Regulatory Agency (PRA)	16	38,688,798
21	Ministry of Basic and Senior Secondary Education (MBSSE)	9	30,702,068
22	Fourah Bay College (FBC)	19	27,841,435
23	National Civil Registration Authority (NCRA)	37	24,477,627
24	Sierra Leone National Commission on Small Arms	17	23,826,145
25	Eastern Technical University	39	21,672,747
26	Sierra Leone Police (SLP)	22	14,210,106
27	Administrator & Registrar General's Office (OARG)	6	11,736,458
28	Office of the Chief Minister (OCM)	89	11,681,568
29	National Disaster Management Agency (NDMA)	5	11,513,944
30	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
31	Environment Protection Agency (EPA)	2	8,864,545
32	University of Sierra Leone (USL)	33	8,766,261
33	Accountant General's Department (AGD)	25	8,320,457
34	Bank of Sierra Leone (BSL)	41	7,693,091
35	Ministry of Foreign Affairs and International Cooperation	21	7,535,037
36	Attorney General and Minister of Justice	27	7,489,135
37	Sierra Leone House of Parliament (HOP)	65	7,460,549
38	National Youth Service (NYS)	20	6,045,304
39	Office of the Vice President (OVP)	30	5,962,921
40	National Water Resources Management Agency (NWRMA)	55	5,897,430
41	National Fire Force (NFF)	20	5,482,479
42	Kenema District Council	21	4,944,101
43	Freetown Polytechnic	8	4,244,913
44	Audit Service Sierra Leone (ASSL)	20	4,172,372
45	Political Parties Registration Commission (PPRC)	24	4,011,839
46	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916
47	Financial Intelligence Unit (FIU)	16	3,780,978
48	National Emergency Medical Services (NEMS)	35	3,168,305
49	Office of National Security (ONS)	13	3,007,326
50	National Drug Law Enforcement Agency (NDLEA)	12	2,927,570

51	Judicial & Legal Service Commission	84	2,869,269
52	Public Private Partnership Unit (PPPU)	7	2,775,024
53	Office of the President	9	2,686,698
54	Sierra Leone Petroleum Directorate (PDSL)	4	2,488,510
55	Ministry of Tertiary and Higher Education (MTHE)	9	2,411,255
56	Koinadugu District Council	18	2,382,859
57	Sierra Leone Immigration Department (SLID)	15	2,259,013
58	Integrated Health Projects Administration Unit (IHPAU)	17	2,205,719
59	Port Loko District Council	31	2,148,063
60	Smallholder Commercialization and Agri-business Development Project (SCADeP)	3	2,007,462
61	Independent Commission for Peace and National Cohesion	46	1,949,600
62	Ministry of Planning and Economic Development (MOPED)	45	1,774,303
63	Ministry of Water Resources (MWR)	17	1,657,655
64	Sierra Leone Health Service Commission	7	1,650,110
65	Ministry of Lands, Housing and Country Planning (MLHCP)	17	1,629,185
66	Ministry of Public Administration and Political Affairs (MPPA)	16	1,595,820
67	Port Loko City Council	5	1,566,033
68	Medical & Dental Council of Sierra Leone (MDCSL)	1	1,527,201
69	Ministry of Employment, Labour and Social Security (MELSS)	6	1,497,580
70	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
71	Ministry of Trade and Industry (MTI)	17	1,437,181
72	Nuclear Safety and Radiation Protection Agency (NSRPA)	28	1,300,049
73	National Revenue Authority (NRA)	16	1,237,153
74	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
75	Decentralization Secretariat	20	1,221,530
76	Sierra Leone Commercial Bank (SLCB)	14	1,195,701
77	National Authorising Office (NAO)	22	1,079,950
78	Institute of Public Administration and Management (IPAM)	5	1,057,143
79	Sierra Leone Pharmacy Board	60	1,012,282
80	Bo City Council	22	905,344
81	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
82	Koidu New Sengbehun City Council (KNSCC)	24	825,923
83	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	41	819,892
84	National Tourist Board (NTB)	18	798,357
85	Ministry of Agriculture and Forestry (MAF)	6	793,465
86	Sierra Leone Metrological Agency	20	788,200
87	Njala University-Bo Campus	13	782,592
88	Ministry of Gender and Children's Affairs (MGCA)	10	674,509
89	Guma Valley Water Company (GVWC)	47	668,313
90	Milton Margai Technical University (MMTU)	5	644,046
91	Bombali District Council	30	581,110
92	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	21	576,250
93	National Commission for Privatization (NCP)	29	563,565
94	National Youth Commission (NAYCOM)	14	522,252
95	National Investment Board (NIB)	12	521,942
96	Public Service Commission (PSC)	9	517,037
97	Sierra Leone Broadcasting Corporation (SLBC)	35	516,646
98	Kailahun District Council	40	514,580
99	Local Government Service Commission (LGSC)	16	509,000
100	National Council for Civic Education and Development (NACCED)	10	502,581
101	Human Resource management Office	10	496,945
102	Office of the Ombudsman	14	489,365
103	Sierra Leone Produce Marketing Company (SLPMC)	4	477,231
104	Ministry of Internal Affairs (MIA)	6	476,225
105	National Aids Coordinating Secretariat	3	456,450
106	Ministry of Information and Civic Education (MICE)	5	448,845
107	Ministry of Youth Affairs (MOYA)	7	428,836
108	National Public Procurement Authority (NPPA)	10	399,578
109	Conservation Trust Fund	6	382,250
110	Bo District Council	32	376,707
111	Teaching Service Commission (TSC)	7	375,448
112	Monument and Relics Commission	10	368,019
113	Sierra Leone Water Company (SALWACO)	6	351,280
114	Law Reform Commission(LRC)	24	349,778
115	National Fertilizer Regulatory Agency (NAFRA)	14	348,146

116	National Protected Area Authority (NPAA)	6	344,610
117	Pujehun District Council	38	340,901
118	Public Sector Reform Unit (PSRU)	10	310,105
119	Electricity Distribution and Supply Authority (EDSA)	9	309,356
120	Sierra Leone Legal Aid Board	7	308,390
121	Sierra Leone Local Content Agency (SLLCA)	16	307,473
122	Moyamba District Council	15	305,310
123	Agricultural Value Chain Development Project (AVDP)-Bo	1	300,987
124	Ministry of Communication, Technology and Innovation	5	293,791
125	Tonkolili District Council	13	293,500
126	Kenema City Council	7	292,750
127	Karene District Council	14	289,874
128	Ministry of Local Government and Rural Development (MLGRD)	4	284,850
129	Sierra Leone Insurance Commission (SLICOM)	45	280,723
130	Sierra Leone Seed Certification Agency	13	271,965
131	Sierra Leone Library Board (SLLB)	11	268,270
132	Bonthe District Council	21	259,388
133	Kono District Council	18	252,060
134	Makeni City Council	19	242,574
135	Ministry of Social Welfare (MSW)	8	237,095
136	Human Right Commission Sierra Leone (HRCSL)	12	232,260
137	Corporate Affairs Commission (CAC)	4	227,954
138	Falaba District Council	6	214,700
139	National Insurance Company (NIC)	28	195,043
140	Small and Medium Enterprise and Development Agency (SMEDA)	14	186,047
141	National Commission for Persons with Disability – Sierra Leone	16	169,217
142	Independent Police Complaint Board	6	168,608
143	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	3	153,900
144	Kambia District Council	11	151,475
145	Sierra Leone Port Authority (SLPA)	1	132,850
146	Civil Service Training College (CSTC)	8	127,150
147	Electricity Generation and Transmission Company (EGTC)	8	123,453
148	Ministry of Mines and Mineral Resources (MMMR)	5	122,000
149	Sierra Leone Agricultural Research Institute (SLARI)	7	121,135
150	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
151	Sierra Leone Housing Corporation (SALHOC)	10	97,255
152	Ministry of Environment and Climate Change	3	87,500
153	Sierra Leone Maritime Administration (SLMA)	2	75,600
154	Department Corporatives	8	69,065
155	Bonthe Municipal Council	5	68,400
156	Independent Media Commission (IMC)	15	60,725
157	National Commission for Democracy (NCD)	1	50,000
158	Tertiary Education Commission (TEC)	5	42,245
159	Ministry of Western Area	2	40,575
160	Western Area Rural District Council (WARDC)	2	17,000
161	Project Fiduciary Management Unit (PFMU)	1	4,020

PROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT ACTIVITIES FUNDED THROUGH INTERNALLY GENERATED REVENUE IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities Funded by Own Source Revenue (Self)	Value of Procurement Activities Funded by Own Source Revenue (Self) (LE)
1	National Social Security and Insurance Trust (NASSIT)	72	984,681,553
2	Sierra Leone Petroleum Directorate (PDSL)	11	559,591,191
3	Sierra Leone Public Transport Authority (SLPTA)	10	412,389,629
4	National Revenue Authority (NRA)	24	263,331,747
5	Sierra Leone Airport Authority (SLAA)	55	244,588,332
6	Freetown City Council (FCC)	105	153,568,430
7	Western Area Rural District Council (WARDC)	20	145,088,634
8	National Telecommunications Authority (NATCA)	56	137,842,204
9	Guma Valley Water Company (GVWC)	59	128,543,605
10	Sierra Leone Maritime Administration (SLMA)	46	111,981,970
11	Sierra Leone Commercial Bank (SLCB)	271	32,778,694
12	Sierra Leone Port Authority (SLPA)	151	28,969,941
13	Electricity Distribution and Supply Authority (EDSA)	7	24,633,222
14	Environment Protection Agency (EPA)	93	22,986,956
15	Universal Access Development Fund (UADF)	62	13,689,547
16	Rokel Commercial Bank (RCB)	33	5,996,245
17	Petroleum Regulatory Agency (PRA)	3	4,502,304
18	National Insurance Company (NIC)	54	4,432,539
19	Sierra Leone Civil Aviation Authority (SLCAA)	45	4,414,958
20	Sierra Leone Road Safety Authority (SLRSA)	38	4,223,974
21	National Minerals Agency (NMA)	67	3,823,849
22	Sierra Leone Water Company (SALWACO)	23	2,054,177
23	Electricity Generation and Transmission Company (EGTC)	48	1,715,647
24	Road Maintenance Fund Administration (RMFA)	27	1,096,452
25	National Civil Registration Authority (NCRA)	8	588,712
26	Sierra Leone Housing Corporation (SALHOC)	66	579,251
27	Sierra Leone Broadcasting Corporation (SLBC)	8	433,136
28	Kenema City Council	1	258,000
29	Sierra Leone Postal Services (SALPOST)	3	256,450
30	Central Intelligence and Security Unit (CISU)	4	198,143
31	Sierra Leone Produce Marketing Company (SLPMC)	6	132,000
32	Koinadugu District Council	1	120,480
33	Ministry of Foreign Affairs and International Cooperation	2	105,900
34	Institute of Public Administration and Management (IPAM)	1	86,609
35	Sierra Leone Produce Marketing Board (SLPMB)	1	86,250
36	Pujehun District Council	9	79,320
37	Sierra Leone National Shipping Agency (SLNSA)	10	59,577
38	Bo District Council	7	51,313
39	Public Sector Reform Unit (PSRU)	1	48,300
40	Tonkolili District Council	5	45,150
41	Ministry of Basic and Senior Secondary Education (MBSSE)	2	36,515
42	Sierra Leone Roads Authority (SLRA)	1	30,475
43	Teaching Service Commission (TSC)	1	30,000
44	Political Parties Registration Commission (PPRC)	1	25,008
45	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753

PROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT ACTIVITIES FUNDED THROUGH DONOR PARTNERS IN 2023

Sn	Names of Procuring Entities	Number of Procurement Activities Funded by Donor Partners	Value of Procurement Activities Funded by Donor Partners (LE)
1	National Commission for Social Action (NaCSA)	47	4,883,529,501
2	Project Fiduciary Management Unit (PFMU)	62	1,107,256,480
3	Sierra Leone Free Education Project (SLFEP)	12	710,848,066
4	Agricultural Value Chain Development Project (AVDP)-Bo	50	251,359,663
5	Sierra Leone Roads Authority (SLRA)	1	29,152,559
6	Integrated Health Projects Administration Unit (IHPAU)	78	21,467,440
7	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	6	15,116,049
8	Teaching Service Commission (TSC)	79	13,756,032
9	Karene District Council	15	13,090,322
10	Falaba District Council	12	12,107,544
11	Sierra Leone Regional Rice Value Chain Development Project-Bo	9	11,676,654
12	Kambia District Council	4	10,478,981
13	Bombali District Council	9	6,776,147
14	Ministry of Youth Affairs (MOYA)	7	5,873,680
15	National Disaster Management Agency (NDMA)	14	4,827,485
16	National Youth Commission (NAYCOM)	22	3,587,948
17	Smallholder Commercialization and Agri-business Development Project (SCADeP)	6	3,127,036
18	Ministry of Basic and Senior Secondary Education (MBSSE)	5	2,936,920
19	Tonkolili District Council	2	1,959,715
20	Port Loko City Council	1	1,285,817
21	National Emergency Medical Services (NEMS)	11	1,060,373
22	Ministry of Social Welfare (MSW)	28	1,016,548
23	Ministry of Planning and Economic Development (MOPED)	18	926,755
24	Environment Protection Agency (EPA)	4	771,793
25	National Medical Supplies Agency (NMSA)	10	672,790
26	Ministry of Gender and Children's Affairs (MGCA)	10	431,250
27	Tertiary Education Commission (TEC)	1	331,200
28	Sierra Leone Agricultural Research Institute (SLARI)	9	181,650
29	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
30	National Water Resources Management Agency (NWRMA)	1	86,020
31	Bo District Council	5	31,600

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF ACTIVITIES EXECUTED USING NON-APPROVED BIDDING DOCUMENTS IN 2023

Sn	Names of Procuring Entities	Number of Procurement using OTHER Bidding Documents	Value of Procurement using OTHER Bidding Documents (Le)
1	Agricultural Value Chain Development Project (AVDP)-Bo	19	25,164,726
2	National Telecommunications Authority (NATCA)	16	21,938,421
3	Integrated Health Projects Administration Unit (IHPAU)	25	11,809,445
4	Sierra Leone Regional Rice Value Chain Development Project-Bo	8	10,760,464
5	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
6	Sierra Leone Port Authority (SLPA)	29	3,436,635
7	National Drug Law Enforcement Agency (NDLEA)	10	2,894,934
8	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	8	1,492,474
9	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
10	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
11	Decentralization Secretariat	20	1,221,530
12	National Minerals Agency (NMA)	29	831,089
13	National Monitoring and Evaluation Directorate (NaMED)	56	759,446
14	Sierra Leone Housing Corporation (SALHOC)	76	676,506
15	Sierra Leone Produce Marketing Company (SLPMC)	8	503,793
16	Guma Valley Water Company (GVWC)	75	494,973
17	Sierra Leone National Commission on Small Arms	13	412,690
18	Sierra Leone Commercial Bank (SLCB)	24	374,134
19	Project Fiduciary Management Unit (PFMU)	10	362,218
20	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	13	357,927
21	Electoral Commission of Sierra Leone (ECSL)	39	327,127
22	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	27	310,190
23	Judicial & Legal Service Commission	41	291,838
24	Bo District Council	36	251,593
25	Sierra Leone Broadcasting Corporation (SLBC)	27	226,193
26	Freetown City Council (FCC)	18	220,531
27	National Water Resources Management Agency (NWRMA)	38	220,107
28	National Insurance Company (NIC)	66	217,849
29	Sierra Leone Pharmacy Board	44	216,162
30	Pujehun District Council	38	205,957
31	Environment Protection Agency (EPA)	42	200,772
32	Sierra Leone Insurance Commission (SLICOM)	41	195,193
33	Port Loko District Council	17	184,538
34	Kailahun District Council	30	181,330
35	Electricity Generation and Transmission Company (EGTC)	20	176,758
36	Universal Access Development Fund (UADF)	18	170,481
37	Ministry of Planning and Economic Development (MOPED)	20	160,536
38	Law Reform Commission(LRC)	17	154,999
39	Sierra Leone House of Parliament (HOP)	20	149,557
40	Bombali District Council	23	147,524
41	Western Area Rural District Council (WARDC)	17	134,274
42	Koidu New Sengbehun City Council (KNSCC)	15	126,943
43	Tonkolili District Council	13	119,650
44	National Commission for Privatization (NCP)	19	119,426
45	Bonthe District Council	16	117,885
46	Rokel Commercial Bank (RCB)	16	108,942
47	Sierra Leone Local Content Agency (SLLCA)	13	107,273
48	Kono District Council	11	105,150
49	Sierra Leone Seed Certification Agency	9	95,272
50	National Youth Commission (NAYCOM)	14	94,549

51	National Social Security and Insurance Trust (NASSIT)	10	89,000
52	Eastern Technical University	10	88,864
53	National Emergency Medical Services (NEMS)	9	86,865
54	National Civil Registration Authority (NCRA)	13	86,161
55	National Commission for Persons with Disability – Sierra Leone	13	85,177
56	Kenema District Council	11	82,000
57	College of Medicine and Allied Health Sciences (COMAHS)	8	80,742
58	Sierra Leone Water Company (SALWACO)	7	80,610
59	Ernest Bai Koroma University of Science and Technology (Magburaka)	10	79,890
60	National Fertilizer Regulatory Agency (NAFRA)	8	78,666
61	Moyamba District Council	10	77,310
62	Makeni City Council	15	75,279
63	Independent Commission for Peace and National Cohesion	8	74,573
64	Road Maintenance Fund Administration (RMFA)	9	72,775
65	Office of the Chief Minister (OCM)	8	72,276
66	Sierra Leone Correctional Services (SLCS)	8	71,300
67	Bo City Council	9	68,620
68	Ministry of Social Welfare (MSW)	9	67,051
69	Political Parties Registration Commission (PPRC)	9	65,561
70	Kambia District Council	8	64,075
71	Public Private Partnership Unit (PPPU)	3	63,521
72	Statistics Sierra Leone (SSL)	6	62,100
73	Karene District Council	9	59,619
74	Financial Intelligence Unit (FIU)	8	58,912
75	Koinadugu District Council	7	56,940
76	Sierra Leone Road Safety Authority (SLRSA)	8	56,407
77	Department Corporatives	7	53,285
78	Human Right Commission Sierra Leone (HRCSL)	7	52,330
79	National Medical Supplies Agency (NMSA)	4	51,699
80	Sierra Leone Agricultural Research Institute (SLARI)	8	46,915
81	Sierra Leone Metrological Agency	4	46,200
82	Sierra Leone Airport Authority (SLAA)	4	45,000
83	National Authorising Office (NAO)	5	43,466
84	National Public Procurement Authority (NPPA)	5	43,130
85	Ministry of Public Administration and Political Affairs (MPPA)	4	42,270
86	Audit Service Sierra Leone (ASSL)	6	41,230
87	University of Sierra Leone (USL)	7	40,877
88	Teaching Service Commission (TSC)	6	40,795
89	National Investment Board (NIB)	4	40,510
90	National Disaster Management Agency (NDMA)	3	40,000
91	Human Resource management Office	3	39,310
92	Public Sector Reform Unit (PSRU)	5	38,595
93	Attorney General and Minister of Justice	2	38,430
94	National Council for Civic Education and Development (NACCED)	3	37,800
95	Small and Medium Enterprise and Development Agency (SMEDA)	8	37,339
96	Independent Media Commission (IMC)	14	36,290
97	Sierra Leone Library Board (SLLB)	6	35,770
98	Office of National Security (ONS)	3	30,108
99	Civil Service Training College (CSTC)	4	30,000
100	National Protected Area Authority (NPAA)	2	29,000
101	Bonthe Municipal Council	4	28,400
102	Tertiary Education Commission (TEC)	4	26,145
103	Sierra Leone National Shipping Agency (SLNSA)	9	24,746
104	Kenema City Council	2	24,000
105	Office of the Vice President (OVP)	2	23,500
106	Sierra Leone Legal Aid Board	2	22,390
107	Ministry of Mines and Mineral Resources (MMMR)	2	22,000
108	Bank of Sierra Leone (BSL)	2	21,650
109	Sierra Leone Immigration Department (SLID)	3	20,960
110	Sierra Leone Standards Bureau (SLSB)	2	20,182
111	National Tourist Board (NTB)	2	19,870
112	Sierra Leone Police (SLP)	2	18,800
113	Monument and Relics Commission	3	18,700
114	National Youth Service (NYS)	4	18,375
115	Fourah Bay College (FBC)	2	18,150

116	Ministry of Finance (MOF)	2	17,350
117	Sierra Leone Public Transport Authority (SLPTA)	7	16,360
118	Port Loko City Council	3	15,490
119	Local Government Service Commission (LGSC)	1	15,000
120	Ministry of Internal Affairs (MIA)	1	15,000
121	Ministry of Gender and Children's Affairs (MGCA)	1	14,840
122	Ministry of Energy (MOE)	1	14,600
123	Ministry of Basic and Senior Secondary Education (MBSSE)	1	14,450
124	Ministry of Youth Affairs (MOYA)	1	14,000
125	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
126	Ministry of Trade and Industry (MTI)	1	13,420
127	Conservation Trust Fund	1	13,230
128	Njala University-Mokonde Campus	2	12,900
129	Anti-Corruption Commission (ACC)	2	12,777
130	Falaba District Council	1	11,950
131	Njala University-Bo Campus	2	11,200
132	Accountant General's Department (AGD)	1	11,000
133	Ministry of Works & Public Assets (MWPA)	1	10,000
134	Office of the Ombudsman	1	10,000
135	Central Intelligence and Security Unit (CISU)	1	9,355
136	National Revenue Authority (NRA)	1	9,050
137	Ministry of Western Area	1	8,075
138	Ministry of Fisheries & Marine Resources (MFMR)	1	8,000
139	Sierra Leone Health Service Commission	3	7,350
140	Electricity Distribution and Supply Authority (EDSA)	2	7,175
141	Administrator & Registrar General's Office (OARG)	1	6,900
142	Independent Police Complaint Board	1	5,175
143	Ministry of Lands, Housing and Country Planning (MLHCP)	1	3,500
144	Petroleum Regulatory Agency (PRA)	1	2,304
145	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	1	1,600

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF ACTIVITIES EXECUTED WITHOUT PROCUREMENT NUMBERS IN 2023			
Sn	Names of Procuring Entities	Number of Procurement Activities without Procurement Numbers	Value of Procurement Activities without Procurement Numbers (LE)
1	Agricultural Value Chain Development Project (AVDP)-Bo	20	31,459,656
2	National Telecommunications Authority (NATCA)	20	22,931,340
3	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
4	Rokel Commercial Bank (RCB)	62	7,659,062
5	Teaching Service Commission (TSC)	28	3,974,036
6	National Insurance Company (NIC)	81	3,907,582
7	National Drug Law Enforcement Agency (NDLEA)	10	2,894,934
8	Sierra Leone Petroleum Directorate (PDSL)	5	2,583,388
9	Sierra Leone Commercial Bank (SLCB)	6	2,383,258
10	National Minerals Agency (NMA)	26	1,892,881
11	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	2	1,464,939
12	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
13	Project Fiduciary Management Unit (PFMU)	12	1,293,286
14	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
15	Decentralization Secretariat	20	1,221,530
16	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
17	Sierra Leone Housing Corporation (SALHOC)	76	676,506
18	Sierra Leone Produce Marketing Company (SLPMC)	6	488,731
19	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	10	332,278
20	Ministry of Water Resources (MWR)	2	309,310
21	Sierra Leone Seed Certification Agency	13	271,965
22	Universal Access Development Fund (UADF)	14	226,821
23	Electoral Commission of Sierra Leone (ECSL)	4	189,900
24	National Commission for Persons with Disability – Sierra Leone	16	169,217
25	Political Parties Registration Commission (PPRC)	5	165,910
26	Ministry of Energy (MOE)	3	153,800
27	Electricity Distribution and Supply Authority (EDSA)	6	141,479
28	Sierra Leone Broadcasting Corporation (SLBC)	11	137,749
29	Attorney General and Minister of Justice	2	116,345
30	Judicial & Legal Service Commission	1	106,312
31	Sierra Leone Library Board (SLLB)	2	104,750
32	Sierra Leone Civil Aviation Authority (SLCAA)	1	98,900
33	Electricity Generation and Transmission Company (EGTC)	1	97,336
34	National Investment Board (NIB)	1	93,318
35	Integrated Health Projects Administration Unit (IHPAU)	2	89,093
36	Public Private Partnership Unit (PPPU)	2	69,414
37	Department Corporatives	8	69,065
38	Ministry of Planning and Economic Development (MOPED)	2	65,440
39	Human Right Commission Sierra Leone (HRCSL)	1	49,980
40	National Fertilizer Regulatory Agency (NAFRA)	3	42,655
41	Law Reform Commission(LRC)	5	36,157
42	Anti-Corruption Commission (ACC)	1	36,000
43	Office of the Ombudsman	1	30,000
44	National Youth Commission (NAYCOM)	2	25,000
45	Sierra Leone Road Safety Authority (SLRSA)	1	15,000
46	Tertiary Education Commission (TEC)	3	14,905
47	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
48	Small and Medium Enterprise and Development Agency (SMEDA)	5	8,929
49	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	1	7,600
50	Sierra Leone Pharmacy Board	3	5,190
51	National Water Resources Management Agency (NWRMA)	1	4,000
52	Ministry of Social Welfare (MSW)	1	770

PPROCURING ENTITIES WITH THE HIGHEST NUMBER OF ACTIVITIES EXECUTED WITHOUT PROCUREMENT NUMBERS IN 2023

Sn	Names of Procuring Entities	Number of Procurement Activities without Procurement Numbers	Value of Procurement Activities without Procurement Numbers (LE)
1	National Insurance Company (NIC)	81	3,907,582
2	Sierra Leone Housing Corporation (SALHOC)	76	676,506
3	Rokel Commercial Bank (RCB)	62	7,659,062
4	National Monitoring and Evaluation Directorate (NaMED)	57	895,908
5	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
6	Teaching Service Commission (TSC)	28	3,974,036
7	National Minerals Agency (NMA)	26	1,892,881
8	Agricultural Value Chain Development Project (AVDP)-Bo	20	31,459,656
9	National Telecommunications Authority (NATCA)	20	22,931,340
10	Decentralization Secretariat	20	1,221,530
11	National Commission for Persons with Disability – Sierra Leone	16	169,217
12	Universal Access Development Fund (UADF)	14	226,821
13	Sierra Leone Seed Certification Agency	13	271,965
14	Project Fiduciary Management Unit (PFMU)	12	1,293,286
15	Sierra Leone Broadcasting Corporation (SLBC)	11	137,749
16	National Drug Law Enforcement Agency (NDLEA)	10	2,894,934
17	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	10	332,278
18	Department Corporatives	8	69,065
19	Sierra Leone Commercial Bank (SLCB)	6	2,383,258
20	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
21	Sierra Leone Produce Marketing Company (SLPMC)	6	488,731
22	Electricity Distribution and Supply Authority (EDSA)	6	141,479
23	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
24	Sierra Leone Petroleum Directorate (PDSL)	5	2,583,388
25	Political Parties Registration Commission (PPRC)	5	165,910
26	Law Reform Commission(LRC)	5	36,157
27	Small and Medium Enterprise and Development Agency (SMEDA)	5	8,929
28	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
29	Electoral Commission of Sierra Leone (ECSL)	4	189,900
30	Ministry of Energy (MOE)	3	153,800
31	National Fertilizer Regulatory Agency (NAFRA)	3	42,655
32	Tertiary Education Commission (TEC)	3	14,905
33	Sierra Leone Pharmacy Board	3	5,190
34	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	2	1,464,939
35	Ministry of Water Resources (MWR)	2	309,310
36	Attorney General and Minister of Justice	2	116,345
37	Sierra Leone Library Board (SLLB)	2	104,750
38	Integrated Health Projects Administration Unit (IHPAU)	2	89,093
39	Public Private Partnership Unit (PPPU)	2	69,414
40	Ministry of Planning and Economic Development (MOPED)	2	65,440
41	National Youth Commission (NAYCOM)	2	25,000
42	Judicial & Legal Service Commission	1	106,312
43	Sierra Leone Civil Aviation Authority (SLCAA)	1	98,900
44	Electricity Generation and Transmission Company (EGTC)	1	97,336
45	National Investment Board (NIB)	1	93,318
46	Human Right Commission Sierra Leone (HRCSL)	1	49,980
47	Anti-Corruption Commission (ACC)	1	36,000
48	Office of the Ombudsman	1	30,000
49	Sierra Leone Road Safety Authority (SLRSA)	1	15,000
50	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	1	7,600
51	National Water Resources Management Agency (NWRMA)	1	4,000
52	Ministry of Social Welfare (MSW)	1	770

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF DELAYED PAYMENTS IN 2023

Sn	Names of Procuring Entities	Number of Contract Payments NOT Done on Time	Value of Contract Payments NOT Done on Time (LE)
1	Sierra Leone Free Education Project (SLFEP)	4	638,902,500
2	Ministry of Finance (MOF)	27	569,086,403
3	Sierra Leone Correctional Services (SLCS)	58	471,621,201
4	Ministry of Transport and Aviation ((MTA)	1	418,233,412
5	Project Fiduciary Management Unit (PFMU)	4	240,776,004
6	Ministry of Fisheries & Marine Resources (MFMR)	2	177,538,887
7	Sierra Leone Maritime Administration (SLMA)	18	100,036,350
8	Sierra Leone Airport Authority (SLAA)	8	99,039,265
9	Anti-Corruption Commission (ACC)	7	33,017,692
10	Ministry of Basic and Senior Secondary Education (MBSSE)	2	29,668,110
11	National Civil Registration Authority (NCRA)	21	23,867,340
12	Sierra Leone National Commission on Small Arms	1	23,285,000
13	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	2	13,382,362
14	Sierra Leone Police (SLP)	3	13,178,286
15	Njala University-Mokonde Campus	1	7,760,200
16	Agricultural Value Chain Development Project (AVDP)-Bo	4	7,492,716
17	Electoral Commission of Sierra Leone (ECSL)	10	7,346,506
18	National Commission for Social Action (NaCSA)	4	5,883,184
19	Karene District Council	11	4,983,690
20	Accountant General's Department (AGD)	16	4,395,309
21	University of Sierra Leone (USL)	4	4,333,875
22	Petroleum Regulatory Agency (PRA)	1	3,600,000
23	National Fire Force (NFF)	1	3,580,200
24	Rokel Commercial Bank (RCB)	5	3,262,271
25	Koinadugu District Council	9	2,250,859
26	Sierra Leone Roads Authority (SLRA)	9	1,161,665
27	Ministry of Planning and Economic Development (MOPED)	22	1,151,995
28	Ministry of Employment, Labour and Social Security (MELSS)	4	1,100,000
29	Ministry of Lands, Housing and Country Planning (MLHCP)	6	949,627
30	Nuclear Safety and Radiation Protection Agency (NSRPA)	21	917,449
31	Sierra Leone Regional Rice Value Chain Development Project-Bo	1	916,190
32	Sierra Leone Petroleum Directorate (PDSL)	2	769,950
33	Integrated Health Projects Administration Unit (IHPAU)	7	743,791
34	Ministry of Tertiary and Higher Education (MTHE)	3	694,192
35	Ministry of Trade and Industry (MTI)	9	690,158
36	Electricity Distribution and Supply Authority (EDSA)	5	630,300
37	Ministry of Foreign Affairs and International Cooperation	2	619,650
38	Bombali District Council	1	536,522
39	Sierra Leone Commercial Bank (SLCB)	6	490,730
40	Ministry of Gender and Children's Affairs (MGCA)	5	413,573
41	Ministry of Agriculture and Forestry (MAF)	2	392,990
42	Attorney General and Minister of Justice	6	370,940
43	Central Intelligence and Security Unit (CISU)	6	351,261
44	Office of National Security (ONS)	4	349,793
45	Ministry of Youth Affairs (MOYA)	1	348,950
46	National Council for Civic Education and Development (NACCED)	6	271,492
47	National Sports Authority (NSA)	3	267,050
48	Falaba District Council	6	214,700
49	National Authorising Office (NAO)	3	214,572
50	Sierra Leone Port Authority (SLPA)	1	132,850

51	National Investment Board (NIB)	2	125,025
52	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	2	123,900
53	Ministry of Social Welfare (MSW)	3	103,180
54	Sierra Leone Agricultural Research Institute (SLARI)	9	102,915
55	Electricity Generation and Transmission Company (EGTC)	2	101,511
56	Small and Medium Enterprise and Development Agency (SMEDA)	4	87,110
57	Bo City Council	2	85,700
58	National Tourist Board (NTB)	1	72,752
59	National Council for Technical Vocational and other Awards (NCTVA)	3	67,066
60	Ernest Bai Koroma University of Science and Technology (Magburaka)	5	66,010
61	Independent Police Complaint Board	2	54,855
62	National Commission for Persons with Disability – Sierra Leone	1	49,895
63	Independent Commission for Peace and National Cohesion	1	44,436
64	Pujehun District Council	6	43,536
65	Human Right Commission Sierra Leone (HRCSL)	3	38,150
66	National Public Procurement Authority (NPPA)	1	25,500
67	Sierra Leone Legal Aid Board	1	25,000
68	Department Corporatives	2	23,940
69	National Telecommunications Authority (NATCA)	1	22,680
70	Sierra Leone Road Safety Authority (SLRSA)	3	21,620
71	Political Parties Registration Commission (PPRC)	2	20,355
72	Civil Service Training College (CSTC)	2	14,000
73	National Fertilizer Regulatory Agency (NAFRA)	1	4,725
74	Road Maintenance Fund Administration (RMFA)	1	3,795
75	Sierra Leone Produce Marketing Board (SLPMB)	1	902

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT ACTIVITIES NOT EVALUATED IN 2023			
Sn	Names of Procuring Entities	Number of Evaluation NOT Done for this Activity	Value of Evaluation NOT Done for this Activity (LE)
1	Project Fiduciary Management Unit (PFMU)	30	572,510,917
2	Ministry of Transport and Aviation (MTA)	1	418,233,412
3	Ministry of Energy (MOE)	8	234,204,190
4	Njala University-Mokonde Campus	28	76,061,345
5	Rokel Commercial Bank (RCB)	88	48,406,018
6	Guma Valley Water Company (GVWC)	86	42,424,406
7	Freetown City Council (FCC)	95	38,573,410
8	Sierra Leone Commercial Bank (SLCB)	271	32,038,720
9	Environment Protection Agency (EPA)	93	30,379,723
10	National Telecommunications Authority (NATCA)	26	23,786,682
11	National Commission for Social Action (NaCSA)	16	21,302,162
12	National Medical Supplies Agency (NMSA)	12	11,705,924
13	Office of the Chief Minister (OCM)	89	11,681,568
14	Universal Access Development Fund (UADF)	45	11,525,623
15	National Social Security and Insurance Trust (NASSIT)	40	11,120,315
16	Civil Service, Cabinet Secretariat (CABSEC)	4	10,454,407
17	Integrated Health Projects Administration Unit (IHPAU)	36	9,887,891
18	Sierra Leone Port Authority (SLPA)	105	8,398,092
19	Attorney General and Minister of Justice	27	7,489,135
20	Sierra Leone House of Parliament (HOP)	65	7,460,549
21	Statistics Sierra Leone (SSL)	9	7,347,500
22	Sierra Leone Petroleum Directorate (PDSL)	8	5,192,258
23	National Insurance Company (NIC)	82	4,627,582
24	Ministry of Works & Public Assets (MWPA)	2	4,329,300
25	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	17	3,884,916

26	Teaching Service Commission (TSC)	18	3,080,521
27	National Drug Law Enforcement Agency (NDLEA)	12	2,927,570
28	Public Private Partnership Unit (PPPU)	7	2,775,024
29	Ministry of Planning and Economic Development (MOPED)	63	2,701,058
30	Judicial & Legal Service Commission	82	2,682,473
31	National Minerals Agency (NMA)	36	2,076,129
32	Sierra Leone Correctional Services (SLCS)	23	1,850,551
33	Accountant General's Department (AGD)	3	1,624,251
34	University of Sierra Leone (USL)	9	1,612,437
35	National Youth Commission (NAYCOM)	26	1,583,303
36	National Council for Technical Vocational and other Awards (NCTVA)	41	1,459,521
37	Sierra Leone Produce Marketing Board (SLPMB)	6	1,229,263
38	Decentralization Secretariat	20	1,221,530
39	Ministry of Social Welfare (MSW)	33	1,150,463
40	Ministry of Gender and Children's Affairs (MGCA)	20	1,105,759
41	Ministry of Foreign Affairs and International Cooperation	10	1,080,900
42	Sierra Leone Police (SLP)	20	1,031,820
43	Sierra Leone Pharmacy Board	60	1,012,282
44	Ministry of Water Resources (MWR)	9	983,415
45	Institute of Public Administration and Management (IPAM)	4	964,012
46	Sierra Leone Immigration Department (SLID)	13	849,490
47	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	41	819,892
48	Smallholder Commercialization and Agri-business Development Project (SCADeP)	1	810,502
49	Sierra Leone Road Safety Authority (SLRSA)	16	804,047
50	Sierra Leone Broadcasting Corporation (SLBC)	37	774,435
51	National Monitoring and Evaluation Directorate (NaMED)	56	759,446
52	National Revenue Authority (NRA)	9	732,092
53	Sierra Leone Housing Corporation (SALHOC)	76	676,506
54	Milton Margai Technical University (MMTU)	5	644,046
55	National Youth Service (NYS)	14	627,704
56	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	21	576,250
57	Sierra Leone Produce Marketing Company (SLPMC)	8	503,793
58	Ministry of Employment, Labour and Social Security (MELSS)	3	497,580
59	Office of the Ombudsman	14	489,365
60	Tertiary Education Commission (TEC)	6	373,445
61	Monument and Relics Commission	10	368,019
62	Koinadugu District Council	11	347,889
63	Electricity Distribution and Supply Authority (EDSA)	10	310,206
64	Sierra Leone Legal Aid Board	7	308,390
65	Political Parties Registration Commission (PPRC)	12	307,569
66	National Aids Coordinating Secretariat	2	305,250
67	National Council for Civic Education and Development (NACCED)	8	302,581
68	Karene District Council	14	289,874
69	Sierra Leone Insurance Commission (SLICOM)	45	280,723
70	Sierra Leone Seed Certification Agency	13	271,965
71	Ministry of Internal Affairs (MIA)	5	254,725
72	Ministry of Youth Affairs (MOYA)	6	253,886
73	Bo District Council	36	251,593
74	Sierra Leone Agricultural Research Institute (SLARI)	15	231,035
75	Corporate Affairs Commission (CAC)	4	227,954
76	National Water Resources Management Agency (NWRMA)	38	220,107
77	Law Reform Commission(LRC)	20	217,353
78	Pujehun District Council		
79	Small and Medium Enterprise and Development Agency (SMEDA)	38	205,957
80	Port Loko District Council	14	186,047
81	Port Loko District Council	17	184,538
82	Kailahun District Council	30	181,330
83	Electricity Generation and Transmission Company (EGTC)	20	176,758
84	National Commission for Persons with Disability – Sierra Leone	16	169,217
85	National Fertilizer Regulatory Agency (NAFRA)	10	161,796
86	Kambia District Council	11	151,475
87	Bombali District Council	23	147,524
88	Audit Service Sierra Leone (ASSL)	9	142,480
89	Nuclear Safety and Radiation Protection Agency (NSRPA)	3	137,900
90	Western Area Rural District Council (WARDC)	17	134,274
91	Ministry of Lands, Housing and Country Planning (MLHCP)	2	132,300
92	Agricultural Value Chain Development Project (AVDP)-Bo	2	131,000
93	Koidu New Sengbehun City Council (KNSCC)	15	126,943
94	National Civil Registration Authority (NCRA)	14	123,161
95	Tonkolili District Council	13	119,650
96	National Commission for Privatization (NCP)	19	119,426
97	Bonthe District Council	16	117,885
98	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
99	Ministry of Finance (MOF)	6	114,650
100	National Authorising Office (NAO)	6	109,216
101	Office of National Security (ONS)	5	107,808
102	Sierra Leone Local Content Agency (SLLCA)	13	107,273
103	Njala University-Bo Campus	3	106,049
104	Kono District Council	12	105,150
105	Human Right Commission Sierra Leone (HRCSL)	8	102,330
106	Ministry of Agriculture and Forestry (MAF)	1	98,000

106	Road Maintenance Fund Administration (RMFA)	10	97,983
107	Ministry of Trade and Industry (MTI)	2	97,620
108	Sierra Leone Civil Aviation Authority (SLCAA)	1	96,600
109	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
110	Ministry of Fisheries & Marine Resources (MFMR)	2	93,080
111	Eastern Technical University	10	88,864
112	Civil Service Training College (CSTC)	6	87,150
113	National Emergency Medical Services (NEMS)	9	86,865
114	Kenema District Council	11	82,000
115	College of Medicine and Allied Health Sciences (COMAHS)	8	80,742
116	Sierra Leone Water Company (SALWACO)	7	80,610
117	Moyamba District Council	10	77,310
118	Makeni City Council	15	75,279
119	Independent Commission for Peace and National Cohesion	8	74,573
120	Ministry of Defence (MOD)	1	70,685
121	Sierra Leone Metrological Agency	4	69,200
122	Department Corporatives	8	69,065
123	Bo City Council	9	68,620
124	Sierra Leone National Commission on Small Arms	12	63,190
125	Sierra Leone Public Transport Authority (SLPTA)	8	61,360
126	Independent Media Commission (IMC)	15	60,725
127	Sierra Leone National Shipping Agency (SLNSA)	10	59,577
128	Financial Intelligence Unit (FIU)	8	58,912
129	Central Intelligence and Security Unit (CISU)	2	56,221
130	National Investment Board (NIB)	5	56,090
131	Sierra Leone Library Board (SLLB)	7	53,770
132	National Commission for Democracy (NCD)	1	50,000
133	Ministry of Environment and Climate Change	2	47,500
134	Sierra Leone Airport Authority (SLAA)	4	45,000
135	National Public Procurement Authority (NPPA)	5	43,130
136	Ministry of Public Administration and Political Affairs (MPPA)	4	42,270
137	Ministry of Western Area	2	40,575
138	National Disaster Management Agency (NDMA)	3	40,000
139	Human Resource management Office	3	39,310
140	Public Sector Reform Unit (PSRU)	5	38,595
141	Sierra Leone Roads Authority (SLRA)	1	30,475
142	Scaling up Nutrition (SUN) Secretariat-Office of the Vice President (OVP)	1	30,000
143	National Protected Area Authority (NPAA)	2	29,000
144	Bonthe Municipal Council	4	28,400
145	Kenema City Council	2	24,000
146	Ministry of Mines and Mineral Resources (MMMR)	2	22,000
147	Bank of Sierra Leone (BSL)	3	21,650
148	Sierra Leone Standards Bureau (SLSB)	2	20,182
149	National Tourist Board (NTB)	2	19,870
150	Fourah Bay College (FBC)	2	18,150
151	Port Loko City Council	3	15,490
152	Local Government Service Commission (LGSC)	1	15,000
153	Ministry of Basic and Senior Secondary Education (MBSSE)	1	14,450
154	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
155	Conservation Trust Fund	1	13,230
156	Anti-Corruption Commission (ACC)	2	12,777
157	Falaba District Council	1	11,950
158	Sierra Leone Health Service Commission	3	7,350
159	Administrator & Registrar General's Office (OARG)	1	6,900
160	Independent Police Complaint Board	1	5,175
161	Petroleum Regulatory Agency (PRA)	1	2,304

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT CONTRACTS WITH INVALID AWARDEE DOCUMENTS IN 2023

Sn	Names of Procuring Entities	Number of Invalid Documents submitted by the Awardee	Value of Invalid Documents submitted by the Awardee (LE)
1	Sierra Leone Free Education Project (SLFEP)	1	61,624,451
2	Agricultural Value Chain Development Project (AVDP)-Bo	6	21,949,192
3	Rokel Commercial Bank (RCB)	4	12,301,650
4	Electoral Commission of Sierra Leone (ECSL)	6	11,421,925
5	Kenema District Council	2	2,771,866
6	Environment Protection Agency (EPA)	27	1,795,195
7	National Minerals Agency (NMA)	15	1,500,619
8	Sierra Leone Road Safety Authority (SLRSA)	4	471,000
9	Guma Valley Water Company (GVWC)	23	260,885
10	Teaching Service Commission (TSC)	2	248,180
11	Administrator & Registrar General's Office (OARG)	1	248,140
12	National Water Resources Management Agency (NWRMA)	13	236,227
13	Koinadugu District Council	3	195,254
14	Sierra Leone Commercial Bank (SLCB)	2	195,115
15	National Youth Commission (NAYCOM)	4	181,570
16	Independent Commission for Peace and National Cohesion	3	151,360
17	Integrated Health Projects Administration Unit (IHPAU)	2	147,278
18	Office of the Chief Minister (OCM)	2	140,590
19	Nuclear Safety and Radiation Protection Agency (NSRPA)	2	121,100
20	Sierra Leone Port Authority (SLPA)	3	119,715
21	Sierra Leone Correctional Services (SLCS)	3	116,400
22	Sierra Leone House of Parliament (HOP)	2	96,570
23	Freetown City Council (FCC)	1	90,000
24	Ministry of Gender and Children's Affairs (MGCA)	3	78,620
25	National Telecommunications Authority (NATCA)	3	72,852
26	Electricity Generation and Transmission Company (EGTC)	4	64,520
27	Sierra Leone Pharmacy Board	2	50,900
28	National Social Security and Insurance Trust (NASSIT)	2	39,712
29	Moyamba District Council	2	38,000
30	Sierra Leone Agricultural Research Institute (SLARI)	1	30,815
31	Statistics Sierra Leone (SSL)	1	29,750
32	Universal Access Development Fund (UADF)	1	29,550
33	Sierra Leone Library Board (SLLB)	3	28,355
34	Public Private Partnership Unit (PPPU)	2	27,310
35	National Council for Technical Vocational and other Awards (NCTVA)	1	26,524
36	Sierra Leone Standards Bureau (SLSB)	1	25,196
37	Project Fiduciary Management Unit (PFMU)	1	17,095
38	Bo District Council	3	16,055
39	Department Corporatives	2	11,475
40	National Authorising Office (NAO)	1	9,500
41	Sierra Leone National Commission on Small Arms	1	8,800
42	Sierra Leone National Shipping Agency (SLNSA)	3	6,896
43	National Commission for Persons with Disability – Sierra Leone	1	2,500

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT CONTRACTS WITH PARTIALLY AVAILABLE AWARDEE DOCUMENTS IN 2023

Sn	Names of Procuring Entities	Number of Documents submitted by the Partially Available	Value of Documents submitted by the Partially Available (LE)
1	Project Fiduciary Management Unit (PFMU)	4	285,072,160
2	Sierra Leone Standards Bureau (SLSB)	5	138,391,500
3	Njala University-Mokonde Campus	27	44,699,177
4	Office of the Chief Minister (OCM)	21	2,436,795
5	Sierra Leone Port Authority (SLPA)	13	2,030,515
6	National Emergency Medical Services (NEMS)	28	1,960,999
7	Sierra Leone Commercial Bank (SLCB)	10	1,812,655
8	National Social Security and Insurance Trust (NASSIT)	21	1,777,479
9	Universal Access Development Fund (UADF)	1	1,180,464
10	Ministry of Foreign Affairs and International Cooperation	2	1,003,900
11	Freetown City Council (FCC)	28	885,318
12	Teaching Service Commission (TSC)	6	882,540
13	Sierra Leone Police (SLP)	14	779,820
14	Electricity Generation and Transmission Company (EGTC)	26	655,981
15	Njala University-Bo Campus	8	570,729
16	National Revenue Authority (NRA)	6	508,124
17	Sierra Leone House of Parliament (HOP)	14	440,324
18	Ministry of Employment, Labour and Social Security (MELSS)	1	400,000
19	Guma Valley Water Company (GVWC)	1	393,491
20	Agricultural Value Chain Development Project (AVDP)-Bo	1	388,700
21	National Civil Registration Authority (NCRA)	8	335,780
22	Tertiary Education Commission (TEC)	1	331,200
23	Electoral Commission of Sierra Leone (ECSL)	3	306,000
24	National Monitoring and Evaluation Directorate (NaMED)	20	288,337
25	Ministry of Social Welfare (MSW)	5	284,275
26	Kenema City Council	6	278,750
27	Moyamba District Council	12	262,610
28	Bo District Council	17	229,213
29	Nuclear Safety and Radiation Protection Agency (NSRPA)	5	229,000
30	Integrated Health Projects Administration Unit (IHPAU)	7	207,346
31	Ministry of Works & Public Assets (MWPA)	3	188,800
32	Ministry of Youth Affairs (MOYA)	2	185,790
33	Judicial & Legal Service Commission	12	185,144
34	Ministry of Lands, Housing and Country Planning (MLHCP)	3	177,300
35	National Water Resources Management Agency (NWRMA)	16	152,453
36	Sierra Leone Immigration Department (SLID)	2	149,023
37	Ministry of Trade and Industry (MTI)	2	148,100
38	Ministry of Planning and Economic Development (MOPED)	4	128,490
39	Independent Commission for Peace and National Cohesion	2	115,805
40	National Authorising Office (NAO)	2	114,748
41	Bonthe District Council	14	112,500
42	Sierra Leone Civil Aviation Authority (SLCAA)	1	98,000
43	Fourah Bay College (FBC)	1	96,675
44	National Investment Board (NIB)	1	93,318
45	National Fire Force (NFF)	1	89,500
46	Karene District Council	9	87,719
47	Attorney General and Minister of Justice	1	84,690
48	National Youth Service (NYS)	1	80,000
49	National Minerals Agency (NMA)	3	68,155
50	Sierra Leone Pharmacy Board	2	63,300

51	Sierra Leone Investment & Export Promotion Agency (SLIEPA)	2	58,382
52	National Fertilizer Regulatory Agency (NAFRA)	3	51,930
53	Sierra Leone Broadcasting Corporation (SLBC)	1	45,644
54	Koinadugu District Council	1	38,500
55	Corporate Affairs Commission (CAC)	1	36,800
56	Bank of Sierra Leone (BSL)	1	33,260
57	Sierra Leone Agricultural Research Institute (SLARI)	1	29,380
58	Ministry of Energy (MOE)	1	28,750
59	Kailahun District Council	1	25,000
60	Sierra Leone Road Safety Authority (SLRSA)	1	24,621
61	Road Maintenance Fund Administration (RMFA)	1	19,372
62	National Council for Civic Education and Development (NACCED)	1	19,089
63	Ministry of Internal Affairs (MIA)	1	15,000
64	Public Private Partnership Unit (PPPU)	1	14,600
65	Audit Service Sierra Leone (ASSL)	2	10,370
66	National Tourist Board (NTB)	1	10,120
67	Port Loko City Council	1	5,360
68	Pujehun District Council	1	2,720

PPROCURING ENTITIES WITH THE HIGHEST VALUE OF PROCUREMENT CONTRACTS WITH AWARDEE DOCUMENTS NOT AVAILABLE IN THE PROCUREMENT FILES IN 2023			
Sn	Names of Procuring Entities	Number of Documents submitted by the Awardee NOT Available	Value of Documents submitted by the Awardee NOT Available (LE)
1	Sierra Leone Free Education Project (SLFEP)	6	643,056,564
2	Ministry of Transport and Aviation ((MTA)	1	418,233,412
3	National Revenue Authority (NRA)	3	240,521,585
4	Agricultural Value Chain Development Project (AVDP)-Bo	13	194,561,628
5	Ministry of Fisheries & Marine Resources (MFMR)	1	177,088,887
6	Western Area Rural District Council (WARDC)	20	112,518,664
7	Rokel Commercial Bank (RCB)	89	39,374,781
8	Sierra Leone Commercial Bank (SLCB)	239	29,283,753
9	National Telecommunications Authority (NATCA)	25	23,758,207
10	National Commission for Social Action (NaCSA)	2	17,713,925
11	Integrated Health Projects Administration Unit (IHPAU)	20	13,090,237
12	Civil Service, Cabinet Secretariat (CABSEC)	3	10,404,428
13	Project Fiduciary Management Unit (PFMU)	17	9,947,616
14	Sierra Leone Regional Rice Value Chain Development Project-Bo	4	7,815,449
15	Electricity Distribution and Supply Authority (EDSA)	3	6,356,452
16	Ministry of Works & Public Assets (MWPA)	1	5,521,828
17	National Social Security and Insurance Trust (NASSIT)	5	5,000,365
18	Office of the Chief Minister (OCM)	30	3,998,495
19	National Insurance Company (NIC)	81	3,907,582
20	Sierra Leone Petroleum Directorate (PDSL)	7	3,721,800

21	Sierra Leone Agribusiness and Rice Value Chain Support Project(SLARIS)-Moyamba	3	3,207,121
22	National Drug Law Enforcement Agency (NDLEA)	12	2,927,570
23	Sierra Leone Port Authority (SLPA)	76	2,551,912
24	Universal Access Development Fund (UADF)	55	2,201,082
25	Smallholder Commercialization and Agri-business Development Project (SCADeP)	2	2,143,964
26	National Emergency Medical Services (NEMS)	9	1,956,210
27	Environment Protection Agency (EPA)	9	1,823,084
28	National Council for Technical Vocational and other Awards (NCTVA)	40	1,432,997
29	Port Loko City Council	1	1,285,817
30	Sierra Leone House of Parliament (HOP)	14	1,215,397
31	Sierra Leone Produce Marketing Board (SLPMB)	5	1,214,143
32	Guma Valley Water Company (GVWC)	74	1,123,882
33	Ministry of Defence (MOD)	2	1,100,000
34	Teaching Service Commission (TSC)	10	1,006,318
35	Decentralization Secretariat	17	953,900
36	Sierra Leone Extractive Industry Transparency Initiative (SLEITI)	1	703,671
37	Sierra Leone Housing Corporation (SALHOC)	76	676,506
38	Sierra Leone Broadcasting Corporation (SLBC)	31	649,719
39	Port Loko District Council	29	633,683
40	Falaba District Council	1	540,000
41	Sierra Leone Electricity and Water Regulatory Commission (SLEWRC)	20	501,483
42	Administrator & Registrar General's Office (OARG)	1	395,095
43	National Water Resources Management Agency (NWRMA)	11	370,895
44	National Monitoring and Evaluation Directorate (NaMED)	21	331,482
45	Njala University-Mokonde Campus	2	327,300
46	Office of National Security (ONS)	4	323,573
47	Office of the Ombudsman	7	320,716
48	Ministry of Communication, Technology and Innovation	5	293,791
49	Sierra Leone Maritime Administration (SLMA)	3	292,143
50	Ministry of Information and Civic Education (MICE)	3	274,950
51	Sierra Leone Pharmacy Board	27	272,706
52	Ministry of Trade and Industry (MTI)	2	262,350
53	Nuclear Safety and Radiation Protection Agency (NSRPA)	5	244,000
54	Sierra Leone Insurance Commission (SLICOM)	39	238,118
55	Ministry of Energy (MOE)	4	218,200
56	National Aids Coordinating Secretariat	1	216,550
57	Judicial & Legal Service Commission	8	202,360
58	Human Right Commission Sierra Leone (HRCSL)	6	190,730
59	Ministry of Planning and Economic Development (MOPED)	5	186,110
60	National Minerals Agency (NMA)	6	185,132
61	Anti-Corruption Commission (ACC)	2	175,725
62	Sierra Leone Road Safety Authority (SLRSA)	2	175,500
63	Sierra Leone Agricultural Research Institute (SLARI)	7	173,160
64	National Authorising Office (NAO)	4	170,499
65	Kambia District Council	11	151,475
66	Sierra Leone Civil Aviation Authority (SLCAA)	2	144,500
67	Small and Medium Enterprise and Development Agency (SMEDA)	11	142,689
68	Monument and Relics Commission	3	125,275
69	National Commission for Persons with Disability – Sierra Leone	14	116,822
70	Ernest Bai Koroma University of Science and Technology (Magburaka)	12	115,700
71	Sierra Leone Speed Certification Agency	10	114,833
72	Sierra Leone Roads Authority (SLRA)	1	99,984
73	Sierra Leone Correctional Services (SLCS)	1	98,490
74	Sierra Leone Rice Agro Industry Cluster (SLRAIC) Project	2	95,600
75	Sierra Leone National Commission on Small Arms	7	94,719
76	Public Sector Reform Unit (PSRU)	1	90,000
77	National Youth Commission (NAYCOM)	4	89,195
78	Sierra Leone Local Content Agency (SLLCA)	1	78,920
79	Corporate Affairs Commission (CAC)	1	77,280
80	Electricity Generation and Transmission Company (EGTC)	1	74,732
81	Independent Police Complaint Board	3	73,575
82	Sierra Leone Public Transport Authority (SLPTA)	8	61,360
83	Department Corporatives	6	57,590
84	Koinadugu District Council	3	55,850
85	Sierra Leone National Shipping Agency (SLNSA)	7	52,681
86	Bank of Sierra Leone (BSL)	4	51,834
87	Sierra Leone Library Board (SLLB)	2	46,130
88	Ministry of Social Welfare (MSW)	2	45,770
89	Law Reform Commission(LRC)	4	44,729
90	Public Private Partnership Unit (PPPU)	1	38,371
91	Sierra Leone Produce Marketing Company (SLPMC)	6	33,042
92	Sierra Leone Standards Bureau (SLSB)	2	31,587
93	Statistics Sierra Leone (SSL)	1	29,750
94	Accountant General's Department (AGD)	1	25,500
95	National Disaster Management Agency (NDMA)	1	25,330
96	Independent Media Commission (IMC)	11	23,140
97	Tonkolili District Council	2	23,000
98	Road Maintenance Fund Administration (RMFA)	2	15,900
99	National Fertilizer Regulatory Agency (NAFRA)	2	14,970
100	Tertiary Education Commission (TEC)	3	14,905
101	Sierra Leone Telecommunications Company (SIERRATEL)	6	13,753
102	Freetown City Council (FCC)	1	11,489
103	Moyamba District Council	1	4,700
104	Sierra Leone Health Service Commission	2	3,750
105	Sierra Leone Immigration Department (SLID)	1	350

THE HIGHEST-PAID GOVERNMENT SUPPLIERS, CONTRACTORS, AND CONSULTANTS IN 2023

Sn	Contract Awarded to: (Name of Company/Business)	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	BROAD ENGINEERING AND CONSTRUCTION COMPANY (SL) LIMITED	3	3,495,674,292
2	S & H Trading Investment (SL) Limited	1	1,305,393,977
3	DEL ENTERPRISES	12	970,849,210
4	FODAY BARRIE GARAGE	5	832,281,350
5	Te Deum Commodities trading Company Ltd	1	639,091,295
6	INDEX ENTERPRISES	80	555,364,369
7	UPS AND E CONSTRUCTION AND ELECTRICALS	7	554,995,553
8	KHALLAM ENGINEERING & CONSTRUCTION SERVICES	1	464,995,586
9	WEST AFRICA DISTRIBUTION MOTORS (WADI MOTORS)	2	418,233,412
10	LIVERPOOL INVESTMENT COMPANY LTD	13	414,422,752
11	Macdon Enterprises	1	411,788,749
12	ENGINEERING AND BUILDING CO. EBCO(BITAR)	1	316,188,850
13	DAVID WALTER LIMITED	1	268,538,609
14	GLITZ INVESTMENT LIMITED	4	240,834,317
15	LARUBASA	1	240,427,085
16	CONCEIL LIMITED	1	233,892,640
17	SKM CONSTRUCTION AND TRADING INDUSTRY	1	231,171,333
18	GOOD GOD AUTO SPARES	19	215,908,503
19	IN 2 SIERRA LEONE LIMITED	7	212,306,517
20	SOMBONU CONSTRUCTION AND PROCUREMENT SERVICE	1	196,320,768
21	Top Trust Services (SL) Limited	1	187,034,289
22	FREETOWN SHIPYARD SL LTD	1	177,088,887
23	IMPECCABLE PROCUREMENT & CONSTRUCTION TRADING LTD	2	170,096,565
24	GENTO GROUP OF COMPANY (SL) LTD	1	164,960,148
25	INSTANT MODERN CONSTRUCTION COMPANY	4	164,682,896
26	EDDIE K ENTERPRISE	75	163,223,465
27	SINAVA & MARIAN ENTERPRISE	8	161,324,335
28	TESAT & SILLAH ENTERPRISE	5	138,696,077
29	MR KLIN	4	124,456,015
30	AFKAN CONSTRUCTION (SL) LIMITED	2	115,747,164
31	BASMA AUTO AND GARRAGE	1	112,327,900
32	DOKKAL ENTERPRISES	34	110,114,588
33	SYSTEM LIMITED & IT WAREHOUSE JOINT VENTURE (JV)	1	108,955,259
34	CHAMPION CONSTRUCTION COMPANY	12	102,278,690
35	MAGITO LOGISTICS (SL) LTD	7	102,024,420
36	CARRYER SALONE	1	98,700,000
37	Ram Kamara Enterprise	3	96,791,039
38	AKJ ENTERPRISE LIMITED	1	92,907,554
39	KISSY DISCOUNT ENTERPRISE	8	88,589,308
40	REN-FORM CC	2	76,468,109
41	ALL NATIONAL PHARMACEUTICALS	1	71,889,120
42	JARAMANA LOGISTICS SUPPLIERS	1	70,633,025
43	THE MARKET PLACE SL LTD	1	70,206,000
44	ERICO STATIONARY CONSTRUCTION AND GENERAL SERVICES	23	65,985,913
45	HARSIA ENTERPRISE	1	61,624,451
46	YETAYA GENERAL SUPPLIES	2	57,420,360
47	GLOBAL PROCUREMENT	2	57,345,401
48	SOLET MULTI SERVICES	32	56,738,389
49	AFRICA TRAVEL CENTRE	19	53,967,785
50	ESS BEE INTERNATIONAL (SL) LIMITED	45	50,277,521

51	THE LOOP SUPPLIES AND GENERAL MERCHANDISE	4	49,652,881
52	GREENFIELD FARM	19	47,405,280
53	FELICITY SOLAR TECHNOLOGY (SL) LTD	1	47,030,961
54	LUSBON CONSTRUCTION AND GENERAL SERVICES	1	45,666,702
55	INTERLINKS INVESTMENT (SL) LTD	4	45,267,648
56	PAVI FORT AL ASSOCIATES (SL) LIMITED	1	43,150,306
57	MC BILL (SL) LIMITED	3	42,829,231
58	KYZY BUILDERS	1	41,596,209
59	LEONE CONSTRUCTION AND GENERAL ENGINEERING SERVICES	1	37,254,141
60	ESPENDIA INVESTMENT AND SUPPLIES	1	36,936,299
61	SAGS CONSTRUCTION AND SERVICES	4	35,064,060
62	VITEC ENTERPRISE	13	34,951,565
63	A.A ENTERPRISES LIMITED	124	34,860,603
64	RESTAR SOLAR JV DEM SL LIMITED	1	33,005,953
65	DAYTOR INVESTMENT SL LIMITED	6	32,606,714
66	HDF COMPANY LIMITED	1	29,152,559
67	INTER-EAST WEST GENERAL SUPPLIES	1	28,444,110
68	C & S SUPPLIERS AND BUILDING CONTRACTORS	2	28,391,411
69	UNIQUE SOLUTIONS COMPANY LIMITED	1	26,467,374
70	SHABASCO GENERAL MERCHANT	2	25,125,552
71	WELFARE LOGISTICS	35	24,677,100
72	Star Travels (SL) Limited	15	24,507,222
73	DILIGENT AUTO CARE AND GENERAL MERCHANDISE	1	23,285,000
74	OFFICE SOLUTIONS	19	22,774,797
75	Mumbangs Electrical Contrating Enterprise	1	21,975,913
76	ABSOLUTE BARRKEE INDUSTRIES	1	21,950,208
77	LIVING STONE TRADING COMPANY LIMITED	2	21,575,623
78	Framework: 1. MIIKIS INVESTMENT 2. MAG ENERGY SOLUTION 3. SACCOH'S AUTO GENERAL MERCHANDISE 4. HAYAT AUTO SPARES	1	18,275,920
79	THE MALACHI'S LIMITED	3	17,940,220
80	SEED TECH INTERNATIONAL (SL) LIMITED	4	17,469,118
81	HADMA ENTERPRISE	2	16,906,656
82	OCCASIONS ENTERPRISE	2	16,785,825
83	TECHWIRE ICT SOLUTIONS (SL) LIMITED	6	16,488,051
84	KUMA LOGISTICS AND SUPPLIES	2	16,225,723
85	H.M SAFIDEEN	63	14,180,871
86	JAZE INTERNATIONAL ENTERPRISE	8	13,986,848
87	SATGURU TRAVEL AND TOUR	23	13,816,136
88	SEWA VENTURES LIMITED	1	13,549,223
89	PRINT POINT LIMITED	11	13,184,348
90	Messrs Amoula & Sons Trading Company	1	13,178,286
91	Uplink Construction & Civic Engineering Company	1	12,988,925
92	HK HAUL & GENERAL SUPPLIES	1	12,970,125
93	FAZS2 TECHNOLOGIES COMPANY LIMITED	5	12,506,119
94	KOVILLE ENGINEERING ENTERPRISE	2	12,263,857
95	MOHAMED ALPHA BARRIE ENTERPRISE	2	11,868,304
96	SHEIK WHABB BUMA JAGOR TRADING	1	11,693,448
97	HARRY'S (SL) LTD	8	11,380,400
98	SAB TECHNOLOGIES	1	11,146,095
99	CHIDEX GROUP HOLDINGS	21	11,105,411
100	HEMOJO ENTERPRISE	6	10,914,698
101	GREEN LAND PLANTATION SL LTD	1	10,824,034
102	I & I CONSTRUCTION GENERAL SUPPLIER & SERVICES	3	10,787,030
103	EAGLE'S LOGISTICS & INVESTMENT (SL) LIMITED	20	10,508,789
104	MIMS TRAVEL AND TOURS	2	10,415,983
105	Nice Investment SL Limited	1	10,241,789
106	MANN & K-NET JV	1	10,073,401
107	NESTPHAMA SL.LTD	1	9,999,000
108	M.S.J ENTERPRISE	13	9,658,950
109	SHEIKMAN CONSTRUCTION & ENGINEERING ENTERPRISE	2	9,336,842
110	GIBBS MULTIMEDIA	1	9,213,750
111	MULTI TIER SYSTEM	6	9,204,890
112	BILKISU INVESTMENT	5	9,191,468
113	JAM-CAST PRODUCTION LTD	1	9,048,663
114	MANPOWER EQUIPMENT & SIGNAGE	3	8,959,785
115	MOLIBA INTERNATIONAL CONSTRUCTION AND PROCUREMENT SERVICES	5	8,466,470
116	PADEL CONSULT AND TRADING -SL LIMITED	9	8,405,973
117	AHAMAR CONSTRUCTION & ENGINEERING SERVICES	1	8,291,875
118	DEMBA ENTERPRISES & CONSTRUCTION	2	8,075,913
119	EMPIRE (SL) LIMITED	2	8,065,995
120	MR PRINT PRINTING	6	7,756,804

121	LOVIC AFFORDABLE ENTERPRISE	5	7,498,750
122	AGRICULTURAL WORLD	1	7,216,023
123	DIGISOL	1	7,142,815
124	CINDERELLA TRAVEL & TOURS (SL) LIMITED	30	7,091,044
125	DOZIC ENTERPRISES	22	7,048,444
126	JOZZBY INVESTMENT & SUPPLIES	2	6,921,000
127	HAYAT AUTO SPARES	21	6,850,110
128	INSONS (SL) LTD	6	6,683,553
129	ASGEV Consult Africa	1	6,613,733
130	PLANNING GREEN FUTURES LIMITED	7	6,599,004
131	MULTI AGRO COMPANY SERVICES LTD	2	6,571,875
132	TIMBI ENTERPRISE	1	6,070,349
133	JOSHDANIELS ENTERPRISE	5	6,019,628
134	ODIA K LIMITED	3	5,893,101
135	SESS Construction and Engineering Company Ltd	1	5,799,334
136	ROLAAN ENTERPRISE	22	5,612,889
137	HALS ENTERPRISE & CONSTRUCTION COMPANY LIMITED	1	5,542,726
138	DESIGN AND BUILD CONSTRUCTION LIMITED	1	5,521,828
139	TYPE A HOUSE OF ELECTRONICS (SL) LIMITED	106	5,514,761
140	ROYAL INTERNATIONAL SUPPLIES	1	5,335,657
141	ROYAL INTERNATIONAL SUPPLIES	1	5,335,657
142	ESSELLE	1	5,200,000
143	IBRAHIM SHOUR AUTO SPARE	8	5,090,888
144	ALSHEREBO ENGINEERING AND GENERAL SERVICES (SL) LTD	3	5,047,321
145	GALAXY TRADING COMPANY	1	4,932,830
146	THE GENERAL MANAGER SU ENTERPRISE	1	4,927,500
147	Smart Network Solution	1	4,926,575
148	BAINIMA CONSTRUCTION AND GENERAL SERVICES	2	4,900,000
149	MAJUCO INVESTMENT	4	4,800,370
150	ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE FARMING SERVICES	1	4,725,000
151	JOINT VENTURE OF KEIOS SRI &THE JOURNEY TOURISM CONSULTANCY AND MANAGEMENT (PTY) LTD	1	4,705,610
152	NIMBA RESEARCH AND CONSULTANCY LIMITED WITH THE URBAN ASSOCIATE LIMITED	1	4,566,463
153	ZIMANA GENERAL SERVICES & SUPPLIES	4	4,547,624
154	WAINDU ENTERPRISE	13	4,542,721
155	CASTLETON RHODES COMMODITIES LTD	1	4,442,061
156	JAIDEV STORES	21	4,417,237
157	GATEWAY ELECTRONICS	7	4,364,375
158	RAKEL INVESTMENT AND GENERAL SERVICES	2	4,364,244
159	EXCELLENT GOVERNMENT PRINTING DEPARTMENT	19	4,314,722
160	FATMATA GENERAL MERCHANDISE	1	4,200,000
161	MOBAWA ENTERPRISE AND CONSTRUCTION	1	4,192,638
162	STATIONERY SHOP SIERRA LEONE	34	4,178,711
163	TAMLINA ENTERPRISES	10	4,157,234
164	ASSIL TRADING AND CONSTRUCTION	1	4,154,064
165	OKENTU LOGISTICS AND GENERAL SUPPLIES, CONSTRUCTION & CONSULT LTD	2	4,085,554
166	SALMA TRADING & GENERAL CONSULTANCY	11	4,063,760
167	Realini Bader Associates Limited	1	4,048,990
168	J. B. ENTERPRISES	13	3,982,627
169	GENRINA TRADING	1	3,848,545
170	INSIGHT HEALTH ADVISORS LIMITED	2	3,688,586
171	PRETTY SMALL SMALL THINGS ENTERPRISE	22	3,640,906
172	UNITED NATIONS OFFICE FOR PROJECT SERVICES (UNOPS)	1	3,636,303
173	SAINT HOMOBONUS AND COPEL GROUP JOINT VENTURE	1	3,593,064
174	SESELAH HITECH BUILDING MATERIALS	1	3,580,200
175	K.J KABIA ENTERPRISES	1	3,465,366
176	FAJAHA INTERNATIONAL CONSTRUCTION AND TRADING ENTERPRISE	1	3,424,155
177	COMMODITIES TRADING Co.LTD	1	3,399,775
178	COMPUTER SHOP	36	3,313,035
179	SALIM TRADING SERVICES	4	3,248,138
180	LASMAN HOLDING	8	3,186,537
181	A-ONE (SL) LIMITED	8	3,185,019
182	AKING SERVICES	13	3,115,315
183	BAHAMAS CO. LIMITED	1	3,050,190
184	(blank)	33	3,015,758
185	GATEWAY SOLUTIONS	1	3,013,701
186	ZABANMUS INVESTMENT	2	3,010,795
187	ABIMER CONSTRUCTION AND GENERAL SUPPLIES	3	3,003,969
188	STELLA MARIS ENTERPRISE	1	2,975,910
189	YA-MARIE INVESTMENT AND GENERAL MERCHANDISE (SL) LTD	4	2,974,153
190	Modern Moving and Construction Company	1	2,970,311
191	TAKELENEH ENTERPRISE	1	2,915,010
192	MAK ENTERPRISES LIMITED	7	2,857,762
193	S-3 SERVICES	1	2,833,412
194	LANDMARK CONSTRUCTION AND GENERAL SERVICES	1	2,816,692
195	JOZZYMUN HOLDINGS AND CONSTRUCTION ENTERPRISE	2	2,769,240
196	MICRO EMBOSSEER ATM CONSULTANTS	1	2,760,000
197	The Busy Signal	2	2,739,435
198	AFRICA INFRASTRUCTURAL DEVELOPMENT (SL) LIMITED	1	2,678,725
199	JULNATA INVESTMENT AND SUPPLY	1	2,637,000
200	NOSDO CONSTRUCTION ENTERPRISE	2	2,612,110

201	MAGBAFTI WOMAN FARMAS ENTERPRISES	1	2,602,407
202	VAICOM ENTERPRISE	18	2,577,719
203	ZERAP ENTERPRISE	1	2,475,993
204	KAGBALAY INVESTMENT	1	2,454,899
205	INFINITY TRADING COMPANY	3	2,443,254
206	KOEDIA ENTERPRISE	2	2,389,606
207	FAVE SIERRA LEONE LIMITED	1	2,364,978
208	BSP-ATTUNE INTERNATIONAL (SL) LTD	3	2,348,093
209	Dr. Abdulia Rahman Conteh	2	2,342,535
210	SINERGY (S/L) LIMITED	3	2,297,975
211	Shaka Samuel Sannoh	1	2,290,801
212	UNION VENTURES (SL) LIMITED	1	2,282,800
213	A R KAMARA ENTERPRISE	4	2,269,900
214	EIGHT STAR PROCUREMENT LTD	1	2,252,640
215	MATU AND DONDO ENTERPRISE	5	2,238,548
216	OFFICE WORLD GROUP SL LTD	2	2,202,077
217	APTECH AFRICA	2	2,187,461
218	SULHEN COMPANY LIMITED	1	2,154,902
219	YEANE ENTERPRISE	4	2,124,844
220	BARAMA JAM LOGISTICS	7	2,093,903
221	IBNAI COMPANY LTD	11	2,081,264
222	METRO STATIONERY STORE	40	2,051,038
223	WONDER LINKS SERVICES (SL) LIMITED	1	2,015,000
224	NISA'S ENTERPRISE AND GENERAL SUPPLIES	1	1,989,760
225	MAFINDA ENTERPRISE	1	1,982,018
226	YES INVESTMENT AND GENERAL MERCHANDISE	1	1,978,872
227	MIHAM INVESTMENT AND LOGISTICS	2	1,930,475
228	JOKIBU TRANSPORT, HAULAGE & CONSTRUCTION COMPANY LIMITED	1	1,900,348
229	IIBNAI COMPANY LIMITED	1	1,899,450
230	ZAINBRA ENTERPRISES	10	1,898,671
231	MU-GBE'S ENTERPRISE	4	1,885,260
232	Sequence Agric Line	1	1,882,599
233	FAJALIEU INVESTMENT	1	1,868,466
234	ALISCO CONSTRUCTION AND GENERAL SERVICES	9	1,860,390
235	ARSIKEH CATERING SERVICES	6	1,838,950
236	KEFEIMA CONSTRUCTION AND GENERAL MERCHANDISE	1	1,807,379
237	ALUMED INTERNATIONAL (SL) LIMITED	1	1,781,098
238	J & J BUSINESS INVESTMENT	6	1,775,265
239	RIOS TRADING AND GENERAL SUPPLIES	1	1,769,008
240	DAKAKURAKO ENTERPRISE	2	1,764,600
241	MEDCONTU CONSTRUCTION & FURNITURE ENTERPRISE	1	1,764,473
242	ISLAMIA CONSTRUCTION AND GENERAL SERVICES	1	1,753,635
243	SULTECH	1	1,727,000
244	KAY-D MANS INVESTMENT	2	1,718,560
245	LYOA GLOBAL LIMITED	1	1,693,750
246	MIDAS PROCUREMENT & LOGISTICS SERVICES LIMITED	2	1,675,462
247	Lot1= Zainbra Enterprise, Lot2= Razpec Holdings Limited, Lot3= Philmick Enterprise, Lot4= Chidex Group Holdings, Lot5= Magassouba Enterprise, Lot6= Nestpharma (SL) Limited, Lot7= Francis Nyakeh Tucker and Lot8= Pato Auto Spares	1	1,674,749
248	INTERIAL INVESTMENT	10	1,662,110
249	StarLine Construction Services	3	1,640,952
250	2E SYSTEMS	1	1,608,390
251	DONKILAM VENTURES & GENERAL MERCHANDISE	1	1,600,204
252	A.B. NINKA ENTERPRISE	1	1,599,731
253	FADKAY PROCUREMENT AND GENERAL SERVICES	1	1,588,103
254	AFRICOF SUPPLIES	1	1,586,447
255	KUMBASUL SERVICES LIMITED	1	1,583,490
256	CRAFTS HUMAN RESOURCE LIMITED AND AFRIGIA HR SOLUTIONS	1	1,572,062
257	INLAKS COMPUTERS LIMITED	3	1,567,290
258	STAR LINE CONSTRUCTION AND GENERAL SERVICES	1	1,565,125
259	DEMS (SL) LIMITED	1	1,563,400
260	ART-LINE ENTERPRISE	9	1,558,506
261	BRIAN T. MULLIS	1	1,548,200
262	GENERAL SUPPLIES AND CONSTRUCTION ENTERPRISE (GSC)	1	1,547,728
263	AFRICON (SL) LTD	2	1,536,581
264	GLOBAL METALS	1	1,527,201
265	NABSTECH	1	1,483,189
266	FIRST PORT SOLUTIONS	4	1,480,000
267	MILLERINE ENTERPRISE	10	1,475,887
268	Swift Construction and Logistics Services	1	1,460,756
269	ABBA LATIFF SHERIFF ENTERPRISE	3	1,455,700
270	KANGARI TECHNOLOGY LTD	4	1,450,984
271	LANZAY SERVICES & GENERAL MERCHANDISE	9	1,438,105
272	K.S VENTURES	1	1,429,891
273	LEWIS DURANGO	1	1,418,387
274	PRIME PRINTS (SL) LIMITED	4	1,412,545
275	United Construction and Engineering Services	1	1,402,948
276	LANSKAY CONSTRUCTION AND GENERAL SUPPLIER	1	1,393,370
277	YASSEN PHARMACY	2	1,383,856
278	PARENTAL BACKING ENTERPRISE	1	1,383,453
279	AK SECURITY SERVICES AND LOGISTICS SERVICES (SL) LTD	2	1,378,311
280	M & E PRIDE CONSTRUCTION ENTERPRISE	1	1,374,923

281	HUDMA'S INVESTMENT & GENERAL MERCHANDISE	4	1,365,800
282	Tradesman Investment	1	1,364,519
283	AVOLO INVESTMENT	1	1,359,254
284	ABDUL MANSARAY	1	1,333,462
285	HECTORIA INVESTMENT	2	1,328,318
286	ALIFATU SUPPLIERS & GENERAL CONSTRUCTION LTD	2	1,326,553
287	DAD'S CAR CENTER	2	1,325,260
288	VALUE POINT ENTERPRISE	32	1,312,352
289	Pacific Lynx International	3	1,307,370
290	TEJAMA'S ENTERPRISE	12	1,299,020
291	GBAKOR INVESTMENT	1	1,286,032
292	JANAMID CONSTRUCTION COMPANY	1	1,285,817
293	ORBAL E PORTO INVESTMENT	1	1,276,479
294	BATTIS INTERIOR HOME & OFFICE DECOR	3	1,276,000
295	NASURULA CONSTRUCTION & ENTERPRISE	1	1,272,740
296	LELA SECTION CONSTRUCTION AND GENERAL SERVICES	1	1,253,326
297	ALLEN ENGINEERING SERVICES	1	1,252,979
298	HUNGBATEI CONSTRUCTION AND GENERAL SERVICES	1	1,244,770
299	DAVEE SIGNS	2	1,209,120
300	MARCH FOUR (4) ENTERPRISE	1	1,208,628
301	INFINITY ICT AND GENERAL MERCHANDISE	19	1,199,653
302	JONJEN ENTERPRISE	2	1,196,690
303	KIS PROCUREMENT AND SUPPLY	8	1,189,494
304	Stronge Investment Limited	1	1,181,778
305	DOUBLE EFFORT CONSTRUCTION & GENERAL MERCHANDISE	1	1,179,483
306	KNOWLEDGE NETWORK SOLUTION (SL) LIMITED	2	1,170,602
307	RHADI'S ENTERPRISE	1	1,170,200
308	ABDULIAH ALHAJI CONTEH	1	1,167,075
309	JOS YAM ENTERPRISE	1	1,155,000
310	SAHID AND CHERRY INVESTMENT	12	1,151,672
311	ALIKALIA GENERAL TRADING	1	1,145,400
312	EMADUDIN ENTERPRISE	13	1,140,662
313	BOLAROH INVESTMENT	1	1,124,050
314	LINKO GENERAL MERCHANDISE	1	1,123,678
315	ZHRIMA ENTERPRISE	10	1,117,748
316	MACCI GENERAL SUPPLIES & CONSTRUCTION CO.LTD	1	1,117,279
317	CASELL GENERAL CLEANING ENTERPRISE	1	1,100,000
318	MOBLIDEO WORLD COMPANY LTD	1	1,100,000
319	PHYLOMATT CONSTRUCTION & GENERAL SERVICES	3	1,095,662
320	MANEISY ENTERPRISE	1	1,079,395
321	KEYSTONE TRADING & INVESTMENT	1	1,060,004
322	GK CONSTRUCTION AND ENGINEERING SYSTEM	12	1,049,583
323	SADAL ENTERPRISES	4	1,036,022
324	AUTOMOTIVE SERVICES WORLD	1	1,024,836
325	WANN CONSTRUCTION AND GENERAL SUPPLY	1	1,023,086
326	CONQUEST GENERAL SERVICES (SL) LIMITED	7	1,022,000
327	SIERRA BAY HOTEL	4	1,021,488
328	ZEM COMPANY LIMITED	1	1,018,085
329	SEAMLESS CONSTRUCTION AND GENERAL SERVICES LIMITED	1	999,950
330	HUBASI CLEANING PEST CONTROL AND GENERAL SERVICES	1	992,000
331	PROJECT PLANNING MANAGEMENT LTD	1	986,190
332	SAMBAYA ENTERPRISE	1	982,784
333	SAMKOF MOTOR GARAGE	10	980,283
334	FABULOUS RESORT (SL) LIMITED	7	978,606
335	STAR - AYAN ENTERPRISE & GENERAL SUPPLY	20	977,734
336	FOMBEX ENTERPRISE	5	975,664
337	DELPREMASHA COMPANY (SL) LIMITED	2	961,620
338	WUSUM HOTEL	4	956,322
339	FAJ INVESTMENT	6	955,045
340	THE ECONOMIC FORUM	1	934,933
341	EDWARD KANU ENTERPRISE	4	919,940
342	MIRACLE TRADING & CONSTRUCTION ENTERPRISES.	1	916,190
343	GATEWAY PROCUREMENT AND TRADING LIMITED	8	910,259
344	JEM INTERCONTINENTAL SERVICES (SL) LIMITED	1	908,305
345	DREAM LIGHT TRADING SERVICES	8	907,360
346	A.U.J TOURKUN ENTERPRISE	1	901,425
347	MADUX PRINTING LOGISTICS & GENERAL SUPPLIES COMPANY LIMITED	7	896,155
348	FIALIETTE ENTERPRISE	5	894,850
349	E. M. JOHNETTE MERCHANDISE	12	871,000
350	CONEX ENERGY (SL) LIMITED	2	847,505
351	NAMUS GENERAL SERVICES	2	844,194
352	EFIRE SAFETY AND LOGISTICS SERVICES (SL) LTD	4	830,506
353	H. BAYDOUN & SONS	4	829,213
354	BINTAB CONSTRUCTION AND GENERAL SERVICES	1	820,625
355	ENTABUY AGENCY	9	818,903
356	FIRMAMENT INVESTMENT & GENERAL SERVICES	10	817,750
357	JOSEPH KAMARA PhD	1	810,502
358	SAHARA HOTEL & RESTAURANT	3	808,050
359	SAM-MAR ENTERPRISES	1	805,428
360	CERAMIC GLORIOUS SYLMAIL VENTURES	10	795,620
361	EAT FINE CATERING SERVICES	2	790,400
362	MEDNEMS ENTERPRISE	1	781,000
363	HOTTEST PROTECTION SECURITY AGENCY	1	780,000
364	MAS - NAF ENTERPRISES	4	777,775
365	ESDAMIA	2	776,102
366	NENEH'S ENTERPRISE	1	775,696
367	GALLINESS PARADISE	3	760,160
368	CONSTEE ENTERPRISE	5	756,839
369	AUS INVESTMENT	10	748,476
370	JAWARD EL-ZEIN AND SONS	9	734,855

371	MA-SALL BROTHERS ENTERPRISE	7	724,750
372	POWER SHARE TECHNOLOGY	1	717,212
373	ZRAFLO VAT ENTERPRISE	1	715,270
374	ONYX DESIGN & CONSTRUCTION (SL) LIMITED	7	713,317
375	IT WAREHOUSE	1	703,259
376	BINTY MED AND SON	1	700,468
377	SAMEZRA COMPANY LIMITED	1	696,650
378	PEST MANAGEMENT CONSULT AND GENERAL SERVICES (SL) LIMITED	1	695,479
379	CONVENIENT (SL) LIMITED	4	695,040
380	VEE - DAKS CATERING SERVICES	4	694,260
381	ROLMAC ENTERPRISES	5	693,689
382	ALBITAYA CONSTRUCTION SERVICES	2	692,421
383	M. S. JALLOH AUTO SPARES	7	687,234
384	BARTHISA ENTERPRISES	2	686,020
385	R&M DOMESTIC	6	679,570
386	J.E.T HARRISON	7	675,000
387	EUODIAS (SL) LIMITED	4	672,540
388	GOOD CITIZEN SECURITY UNIT LIMITED	1	657,800
389	M.J.S AUTO SPARES AND MAINTENANCE	2	641,007
390	BIG F INVESTMENT AND GENERAL SERVICES	3	637,860
391	KIE KIZ INVESTMENT	9	634,285
392	LUMINOUS TECHNOLOGIES	2	630,670
393	KULUMBAYA CONSTRUCTION	1	629,450
394	TEE MAN CONSTRUCTION AND GENERAL SERVICES	1	628,955
395	ICT CONSULTANCY & GENERAL SERVICES (SL) LTD	5	624,750
396	DESMART BAR AND RESTAURANT	5	624,366
397	GIS CONSTRUCTION & LOGISTICS	2	623,133
398	ZIBOV SOLUTIONS	1	622,696
399	ZACH CONSTRUCTION & ENGINEERING SERVICES	1	618,020
400	Mmepha Enterprise	1	616,140
401	KPATOBU CONSTRUCTION ENTERPRISES	1	615,000
402	COMTECH SOLUTIONS	4	610,695
403	KHALIL & FADI AUTO SPARES	13	609,695
404	QUICK FIX GARAGE	6	608,300
405	BERNNICO TRAVEL AGENCY	2	607,130
406	AGRO VENTURE	1	601,500
407	MATCOM CONSTRUCTION AND GENERAL SERVICES	10	601,396
408	PETTY SMALL SMALL ENTERPRISE	1	598,672
409	YAMBAYIAH ENTERPRISE	12	595,075
410	PENGUSAH WOMEN ENTERPRISE	3	592,380
411	GBATTA ENTERPRISE	7	586,320
412	YONI COMMERCIAL ENTERPRISE	19	581,725
413	JORDAN SECURITY AGENCY	1	576,000
414	AFRICAN AUTOMOBILE (SL) LTD	2	574,830
415	DIACO INVESTMENTS (SL) LTD	9	569,820
416	YENGAE INVESTMENT	5	566,603
417	A-Z MULTI MEDIA CORPORATION	1	560,000
418	PRINT ALIVE INVESTMENT	8	555,600
419	GBONGBOMA STATIONERY AND ENTERPRISES	1	553,838
420	MR MOMODU ALRASHID BAH	1	553,610
421	SAXON Enterprise	1	550,235
422	NABILLA CONSTRUCTION & GENERAL SUPPLIES	6	548,305
423	RE-HARD ENTERPRISE	5	546,340
424	MED TURAYSON ENTERPRISE	10	546,144
425	RAMJULL INVESTMENT & GENERAL MERCHANDISE	4	543,155
426	SAHR KARIMU DAVOWA	1	542,156
427	SALLIEU BUNDU	1	540,000
428	SADA JAH GLOBAL AUTOMOTIVE Trading	1	539,520
429	GIB-LIZ ENTERPRISE & GENERAL SUPPLIES	3	538,048
430	DELINS ENTERPRISES	6	529,900
431	SAADMOH INVESTMENT	2	528,150
432	ZARLUX (SL) LTD	2	527,030
433	Dr. Shaibu B. Azumah	1	524,975
434	MAMIE BANYA RESTAURANT & CATERING SERVICES	2	522,240
435	MAICHEL GROUP OF COMPANIES	1	520,000
436	ATLANTIC LUMLEY HOTEL LIMITED	7	518,690
437	SUMATA ENTERPRISES	3	515,345
438	OBBAIE PORTO INVESTMENT	1	514,430
439	MR ABDULAI SANTIGIE KAMARA	1	513,940
440	EDGE DESIGNS & SERVICES	9	508,840
441	MARTHA TURAY CATERING SERVICES	4	506,280
442	RURAL EMPOWERMENT AND DEVELOPMENT COMPANY	1	504,945
443	CMATS INTERNATIONAL	1	496,000
444	KINGS ELECTRICAL AND ELECTRONICS	9	495,051
445	FABIZ ENTERPRISES	9	493,512
446	TWO TEES CONSTRUCTION AND GENERAL MERCHANDISE	15	492,250
447	INTEGRATED POWER & CONTROL SOLUTION	18	489,556
448	MACROFUSION CONSTRUCTION GENERAL SERVICES AND SUPPLIES	2	485,700
449	KONYOH ENTERPRISES	1	480,000
450	JAZI INVESTMENT	8	478,000
451	OFF LICENSE	8	477,293
452	MOIRICE INVESTMENT COMPANY	1	468,980
453	METRO ENTERPRISE	5	468,487
454	ALP-SYNDEH BUSINESS SERVICES	10	467,512
455	DR EMMANUEL OSUTEYE	1	467,323
456	TsiTsi Muvunzi	2	463,887
457	URGENT BUSINESS SERVICES (UBS)	4	461,940
458	DAVDAN ENTERPRISE	3	461,620
459	A & N CONSTRUCTION GENERAL SERVICES AND SUPPLIES	1	460,745
460	QUALITY LOGISTIC AND SUPPLY	1	456,529
461	BASEMAN ENTERPRISE	6	455,499
462	MOLIBA CAR RENTAL SERVICES	8	454,500
463	T. CHOITHRAM & SONS LIMITED	20	453,280
464	MADAM IMMA'S INVESTMENT	2	450,540
465	SURANT INVESTMENT LOGISTICS & SUPPLY	4	449,425
466	EXCEL DEVELOPMENT CONSULTANT & GENEREAL MERCHANDISE	6	447,000
467	M.H BARRIE ENTERPRISE	10	443,550
468	BASE 247	7	442,812
469	AGIEPAT CONSTRUCTION AND GENERAL SERVICES	2	440,000
470	ANOTHER LINE INVESTMENT	8	439,021

471	ZONAL ENTERPRISE	6	436,239
472	NIMSYLL INVESTMENT	1	430,120
473	STAR HABIBATA CATERING SERVICES	1	427,500
474	MAGALA ENTERPRISE	8	427,037
475	FALABA CATERING SERVICES	3	426,240
476	ABDUL MAJEED CONSTRUCTION AND GENERAL SERVICES	1	425,000
477	MIMSYLL INVESTMENT	1	424,684
478	SANMUM ENTERPRISE	9	420,938
479	AFRICAN SPOT BAR AND RESTAURANT	11	410,493
480	SULLAYIKIE CONSTRUCTION AND GENERAL SERVICES	1	405,450
481	SAL-JAM INVESTMENT	3	403,133
482	PRMA OPTIONS	1	402,500
483	NAMISA ENTERPRISE & GENERAL MERCHANT and NANIYA ENTERPRISES	1	400,000
484	TOMBENTEH CONSTRUCTION AND GENERAL SUPPLIERS	1	398,036
485	COROSTAL ENTERPRISE	18	397,638
486	UNIVERSAL McMILLAN	5	397,100
487	KEMS INVESTMENT	1	397,000
488	SANRIMA INVESTMENT	3	396,000
489	PRINT MASTER	7	395,600
490	LION FOOD SNACK AND BEVERAGE(SL) LIMITED	1	395,100
491	LONG LINE INVESTMENT AND SERVICES	6	393,680
492	ALWYNTON INVESTMENT	9	393,360
493	SANICIA INVESTMENT	10	392,938
494	MARIAMA TARAWALIE CATERING RESTAURANT	4	388,740
495	MR. FEDERICK M. AMARA	1	387,222
496	ELIZABETH KORIO CATERING AND GENERAL SERVICES	5	382,080
497	NEW WAVES STUDIO	1	381,000
498	NALRALPH ENTERPRISES	5	380,994
499	ALEX CONSTRUCTION AND ENTERPRISE	7	380,300
500	DONCHRIS ENTERPRISE	7	379,400
501	Tinado Agro Business Enterprise	1	378,560
502	MOONR ENTERPRISE	2	378,165
503	KPANGE CONSTRUCTION & GENERAL SUPPLIES	4	377,462
504	NDOMA ENTERPRISE	8	376,127
505	MORIBAYA CATERING SERVICES	2	370,620
506	MUVAH PRODUCE	4	370,406
507	KETSENG INVESTMENT	17	370,170
508	KOMBRA CONSTRUCTION AND GENERAL SERVICES	2	370,154
509	OSMAN BARRIE GARAGE	9	369,115
510	Mazza Beach Resort	1	364,655
511	NANIYA ENTERPRISE AND GENERAL MERCHANDISE	3	364,400
512	PHYSICAL INFRASTRUCTURE & CONSULTANT SERVICE LIMITED	3	363,132
513	DR MOHAMED A CARANKAY	1	362,710
514	KAL MOMBANG INVESTMENT SERVICES	8	362,007
515	MSJ ENTERPRISE	6	360,897
516	MUST POWER (SL) LTD	4	360,500
517	ANDY COLE ENTERPRISE	10	359,849
518	SWAKAI INITIATIVE GENERAL ENTERPRISE	8	356,623
519	OKEKE INVESTMENT INTERNATIONAL	10	354,665
520	PEARSON KALUNGULUNGU	1	353,891
521	ENIC COMPUTERS	9	350,950
522	ELECTRA	10	350,820
523	HILL TOP HOTEL GROUP LIMITED	1	350,750
524	DIBIA CONSTRUCTION AND GENERAL SERVICES	1	348,950
525	LACOSTE ENGINEERING AND GENERAL SUPPLIERS	1	347,950
526	Dr. Kepri Lakor	1	344,766
527	BAHFJAR TRANSPORT & GENERAL SERVICES	3	343,987
528	ALFRED SWARAY BOCKARIE (DR)	1	341,711
529	MOSVIC ENTERPRISES	3	340,592
530	A & Z GENERAL ENTERPRISE	7	338,400
531	BREAKTHROUGH CONSTRUCTION ENTERPRISES	14	338,196
532	ZEELAN GENERAL MERCHANDISE	8	337,600
533	WEIMA SERVICES ENTERPRISE	1	333,200
534	CAC HOLDINGS (SL) LIMITED	7	330,295
535	SAMI CONSTRUCTION AND GENERAL SERVICES	1	329,066
536	SIGNATURE CONNECT LIMITED	2	328,000
537	PLUM STORE ENTERPRISE	3	326,372
538	ADNAN & ADEL MULLAH & SONS LTD	4	325,975
539	PRIFEMLU ENTERPRISE	7	324,200
540	Grace Amie Harman	1	323,576
541	KAST INVESTMENT	4	322,950
542	GASSIMU HASMAR TRADING ENTERPRISE	4	319,500
543	DIMMA CONSTRUCTION AND ENTERPRISE	2	318,344
544	JIA KANGBAI ENTERPRISE	6	317,500
545	FALABA SEED ENTERPRISE SL LTD	1	307,500
546	MELDUMA ENTERPRISE	3	307,000
547	FATRAHM ENTERPRISE GENERAL SUPPLIER AND CONTRACTOR	11	302,400
548	AUGUSTA & JATTU'S TRADING	2	301,227
549	KAIZEN INVESTMENTS SL	2	301,211
550	ATTITUDE LOGISTIC COMPANY LIMITED	1	300,987
551	EMMAN'S TRANSPORT AND GENERALSWERVICES	1	300,987
552	ATNAF ENTERPRISE	1	298,909
553	FOGO LOGISTICS AND TRANSPORT (SL) LIMITED	1	295,440
554	RAFZEE BUSINESS SUPPORT SERVICES (SL) LIMITED	1	294,917
555	MEMATIFEN VENTURES	2	294,715
556	WINGIN HEAVY DUTY MACHINE CO.(SL)LTD	1	293,604
557	ING. DAUDA B. WURIE	1	292,554
558	JOEBETH COMPANY LIMITED	3	292,030
559	JAY AND JAY ENTERPRISE	4	290,998
560	JACKSON CATERING SERVICES	2	289,268
561	JOSEPH MUNDA BINDI	1	289,214
562	Tee Designs (SL) LTD	4	284,940
563	DONBERT (SL) LIMITED	8	284,222
564	RAKEL INVESTMENT	3	284,000
565	INTERNATIONAL COOLING ENGINEERING (ICE)	5	283,925
566	BELLINDOS ENTERPRISE	3	283,860
567	DOLPHIN SERVICES	11	283,831
568	ING. MARTIN MASSAQUOI	20	283,076
569	SOLID GRAPHICS	1	282,000
570	VICTORIOUS STORE	5	281,530

571	DUNYAMAKOI SOLUTION AND GENERAL MERCHANDISE	6	281,265
572	I.G. BEST	1	280,321
573	MAMASA ENTERPRISE AND GENERAL MERCHANDISE	3	279,804
574	SIDMAH LOGISTICS	20	279,590
575	DE BAH'S ENTERRISE	1	278,337
576	CROWLEY TRADING ENTERPRISE	2	278,200
577	DUZAI ENTERPRISES	6	276,575
578	ZAHAN CONSTRUCTION AND SUPPLIES CO. LTD	2	276,444
579	ZIFAM ENTERPRISE	1	276,000
580	DAWOOD TRANSPORT INVESTMENT	1	274,064
581	DANCHAMASA CATERING AND DECOR SERVICES	4	272,420
582	DANSTIGE ENTERPRISES	27	271,028
583	HASHASTOM SERVICES LIMITED	4	270,550
584	MAGBAMA CONSTRUCTION AND GENERAL SUPPLIES	2	269,380
585	Meopham Enterprise	1	269,280
586	YAP ENTERPRISE	4	267,370
587	AREZO ENTERPRISE	1	267,200
588	JOYCELYN JENNEH SUALE	1	266,210
589	N.Z AUTO SPARES	3	266,011
590	E-SOLUTION LIMITED COMPANY	5	264,600
591	NJALA VENUE	3	264,448
592	JUSKI ENTERPRISES	1	264,025
593	SINNAH BASSCO BAH CONSTRUCTION AND GENERAL SERVICES	9	263,185
594	BUSINESS EQUIPMENT & SERVICES	3	262,095
595	KAYHIRA ENTERPRISE	8	261,664
596	Miss Sadia Bakarr	1	257,715
597	Sahib and Cherry Investment	3	257,500
598	ACQUIRE PROCUREMENT AND GENERAL SUPPLIES	1	255,130
599	FORTUNE ELECTRICALS	2	253,868
600	BLESSED FAROUK ENTERPRISES	9	253,735
601	JACOB'S ELECTRICAL ENTERPRISES	3	252,744
602	BLUE WHALE TRAVEL AND TOURS LIMITED	4	252,736
603	TANGO BONUS ENTERPRISE	1	252,350
604	CRIBS INTERNATIONAL (SL) LIMITED	3	251,000
605	TAMDEL INVESTMENT	6	250,625
606	VJK TRADING & GLOBAL COMPANY LTD	2	250,280
607	MANGALA ENTERPRISE	3	249,870
608	ADAGUS CONSTRUCTION AND RURAL DEVELOPMENT ENTERPRISE	1	249,380
609	PEE'S DISH AND GENERAL SUPPLIES	6	248,480
610	BAMA CATERING AND GENERAL SERVICES	18	248,052
611	CEC HOLDINGS (SL) LTD	1	247,320
612	SMART INVESTMENT	4	245,721
613	S.B.J. GUEST HOUSES	1	244,800
614	MATATA ENTERPRISE	5	243,770
615	COLLABORATIVE TECHNOLOGY INNOVATION LIMITED	1	242,443
616	DEMILLMASS ENTERPRISE	2	242,000
617	AFRICA PROOF	1	241,920
618	CLAUREMIA FAVOUR AND SONS GENERAL MERCHANDISE	4	241,200
619	OFFICE VARIETY STORE	9	240,805
620	CLIPS BUSINESS VENTURES	10	240,570
621	JEPHILMO CATERING ENTERPRISE	2	240,000
622	CAMFAS CONSTRUCTION & ENGINEERING SERVICES	2	238,950
623	TRISKA ENTERPRISES	7	238,776
624	M. ALPHA BARRIE ENTERPRISE	2	237,940
625	SOW BEE BEES ENTERPRISE	3	237,800
626	DAKE ENTERPRISE	4	237,383
627	DESTINY WORLDWIDE ENTERPRISES	11	237,134
628	DEMCO PRINTING CLEARING AND GENERAL SERVICES	3	236,000
629	MUSAF INVESTMENT LTD	1	235,200
630	PHILMICK ENTERPRISE	6	234,930
631	JESKA-MAC ENTERPRISE	2	234,000
632	MALAKOH CONSTRUCTION AND SERVICES	2	232,584
633	VISION INVESTMENT	10	230,325
634	BINTUNIS RESTAURANT AND CATERING	3	230,130
635	CHERRY'S PRODUCTION	2	228,660
636	SERETSE EDWIN-LEIGH ENTERPRISE	3	227,863
637	LOPI POWER (SL) LIMITED	2	227,205
638	EDSASE TECH COMPANY (SL) LTD	3	226,430
639	PARTNER IN PROGRESS VENTURES	6	225,450
640	HUMANITY INVESTMENT (SL) LTD	2	225,000
641	THOMAS HUMPER & CO	4	224,980
642	CUTTING EDGE PRINTING AND STATIONERY ENTERPRISE	6	224,645
643	ALPHA REPAIRS & LOGISTICS GARAGE (SL) LIMITED	7	221,975
644	YEAMILLY CATERING & GENERAL SUPPLIES	7	221,640
645	FARIS INTERNATIONAL SERVICES (SL) LIMITED	5	221,217
646	SALONE CONNECT ENTERPRISE	4	220,400
647	KARIFA'S AGRICULTURAL ENTERPRISE	1	220,000
648	MARVELOUS THADUBA CATERING	2	218,700
649	COMMUNITY ACTION FOR WELFARE OF CHILDREN- CANTEEN (CAWEC)	1	217,140
650	S B J GUEST HOUSE BAR AND RESTAURANT	1	217,140
651	JEHOVAH JIREH GARAGE	1	216,550
652	BRA ORFO ENTERPRISE	5	213,903
653	Smart Construction & General Enterprise	8	213,480
654	ACTION CONSTRUCTION AND LOGISTICS SUPPLY	1	212,119
655	MUMAYA INVESTMENT LOGISTICS & GENERAL SUPPLIERS	4	211,770
656	SINE-NAH ENTERPRISE	8	211,580
657	AFFORDABLE MINI MARKET (SL) LIMITED	3	209,830
658	VAADO & MAM INVESTMENT	4	207,550
659	IDT LABS LIMITED	3	206,471
660	THE FAMILY KINGDOM	4	206,453

661	REAL SERVICES	6	205,876
662	CUSTOM LOGISTICS SL LTD	1	205,800
663	VEERA'S CATERING SERVICES	5	205,190
664	M & M RESOURCES & GENERAL SUPPLIES	1	205,102
665	QUMRAN INTERNATIONAL INVESTMENT	5	203,200
666	M & R GENERAL TRADING	3	202,947
667	DASMART BAR AND RESTAURANT	1	202,400
668	INKEEMEDIA	1	202,261
669	FERREH ENTERPRISE	3	200,688
670	BAKIUS ENTERPRISES	7	200,523
671	NGOYELLA CATERERS	2	200,040
672	SHIEKMAN CONSTRUCTION AND ENGINEERING ENTERPRISE	1	198,653
673	BAILOR CONSTRUCTION AND GENERAL	1	198,350
674	Samgit Logistics and Engineering Services.	1	198,000
675	KAKOLLA ENTERPRISES	1	197,580
676	FREEDOM TRADING AND CONSTRUCTION	1	197,520
677	YOVONIE INVESTMENT	3	197,300
678	REO ROMA ENTERPRISE	6	197,001
679	RURAL TRADE LINK ENTERPRISE	2	195,500
680	DORLBEE ENTERPRISE	2	195,135
681	ME LEVEL SERVICES LIMITED	1	195,000
682	Panel Consultant & Trading Ltd	3	193,725
683	ALIEU PAPAHER ENTERPRISE	2	193,500
684	KADIE AND JLA CATERING SERVICES	1	193,500
685	FODAY MANSARAY ENTERPRISE	2	191,800
686	LA FETE COMMUNICATIONS	2	191,000
687	MOLIZ PRINTING & IT SOLUTIONS	3	190,650
688	LUCKY GOLD STAR	3	190,325
689	VITA FOAM (SL) LIMITED	2	190,000
690	A.S AUTO SPARES	2	188,888
691	DREAM TRAVEL (SL) LTD	3	188,673
692	IMAGE RUNNER (IR) ENTERPRISE	2	187,740
693	ARENZO ENTERPRISE	2	186,400
694	GOODLUCK FLOWANKO ENTERPRISE	2	186,245
695	FAYIA UNITY GARAGE	3	185,000
696	Priseprifemlu enterprise	1	185,000
697	SHALIMAR TRADING	4	184,422
698	JAY'S LOGISTICS LIMITED	2	182,950
699	ROBIFIE Ventures and Supplies	2	181,590
700	O.C. ASSOCIATE (SL) LIMITED	1	181,500
701	MUNSANHAJ ENTERPRISE AND GENERAL MERCHANDISE	6	181,000
702	BINTEX INCORPORATED LIMITED	7	180,631
703	AMIN ELECTRICALS & ELECTRONICS (SL) LIMITED	5	180,161
704	CENTRAL MOBILE CLEANING AND FUMIGATION SERVICES	2	180,000
705	SYDNEY ENTERPRISE	2	180,000
706	REAL ECLIPSE	4	179,950
707	FAMAJU GENERAL SERVICES LIMITED	6	179,439
708	AGAL ENTERPRISES	7	178,962
709	EKHLAS SOLAR	2	178,875
710	BENKADE CONSTRUCTION AND GENERAL SUPPLIES	1	178,170
711	JOINT PINACLE ENTERPRISE	6	177,800
712	SKY TECH MEDIA	1	176,888
713	AMINATA CATERING AND RESTAURANT	5	176,375
714	DR. ALFRED S. BOCKARIE	1	175,728
715	CREATIVE POINT COMPANY AND GENERAL SERVICES	3	174,600
716	CYPRESS COMMERCIAL AND TRADING ENTERPRISE	6	174,160
717	EURO WORLD (SL) LIMITED	2	173,164
718	DOC-LINK SYSTEMS LTD	1	171,810
719	OCEANS SUPPLIES RENTAL AND GENERAL SERVICE	2	171,673
720	ALUMINIUM KASSIR	2	170,000
721	KOROMA'S INVESTMENT ENTERPRISE	10	169,836
722	EDRIS SAM ENTERPRISE	2	169,343
723	K & K BUSINESS ADVISORY	3	168,380
724	YABUNDU ENTERPRISE & GENERAL SUPPLIES	4	167,829
725	PRECISION BUILDING COMPANY LTD	3	167,200
726	ANOTHER DOOR ENTERPRISE	2	166,951
727	AJ AND SMALL WORLD FARM & LIVESTOCK	1	166,320
728	EM JOHNETTE MERCHANDISE	2	163,470
729	EDDIECAN INVESTMENT ENTERPRISE	5	163,139
730	BLISS-ZOEY LIMITED	3	162,000
731	HAKAN GENERAL MERCHANDISE	2	162,000
732	MEGA VENTURES SL LIMITED	6	161,150
733	Prifemlu Enterprise	4	160,925
734	AFRICELL SIERRA LEONE	1	160,000
735	VICTOR BENNETT TA DONSEL STORE	3	159,364
736	EDSATU CONSTRUCTION & GENERAL SERVICES	1	158,080
737	SEE BEYOND COMPANY (SL) LIMITED	2	157,700
738	ABUMAJ GARAGE	11	157,460
739	ORCHID VENTURES COMPANY (SL) LTD	3	157,082
740	THE MANAGING DIRECTOR	1	156,000
741	Rimali Enterprise	6	154,700
742	FANTA DUMBUYA ENTERPRISE	1	154,614
743	NJAMA CONSTRUCTION AND GENERAL SERVICES	2	154,610
744	Three wise Men Services	4	154,412
745	ABDULAI BORIE JALLOH	3	153,800
746	BROADWAY PRINT AND SIGN LIMITED	2	152,818
747	TALEB AUTO SPARES	5	152,771
748	ALICE SECURITY (SL) LTD	1	151,200
749	WORLD OF OFFICE SOLUTION	4	150,872
750	HASCO BUYING AND SELLING CENTRE	2	150,000
751	MR DESMOND BOB THOMAS OF MR KLIN	1	150,000
752	FAROUK M GEBERA CO LTD	1	148,580
753	ISHA KAY CATERING ENTERPRISE	1	148,500
754	MIDDIE & NANAH ENGINEERING & CONSTRUCTION SERVICES	4	148,000
755	TARAMAX SL LIMITED	2	147,700
756	ACUMEN INVESTMENTS (SL) LTD	2	147,269
757	BLUE PRINT CONSTRUCTION COMPANY LIMITED	1	147,040
758	BIT DRILLING & CONSTRUCTION SERVICES	1	145,537
759	ROYAL HOTEL	1	145,500
760	BREES ENTERPRISE	5	145,154
761	SANIX GENERAL SUPPLIES	8	145,033
762	SIERRA COOLING SYSTEMS	5	144,710
763	ARUNA MANSARAY ENTERPRISES	3	144,700
764	MUSTPOWER SL LTD	1	144,000
765	PRINT SOLUTION	3	142,500
766	ME & MY CUSTOMERS ENTERPRISES	2	142,170
767	Steadtler Enterprise	2	142,000
768	MEROMA'S INCORPORATED	1	141,790
769	HOMOSIN INVESTMENT	2	141,750
770	BIANGUAY ENTERPRISES	2	140,375

771	HONEY CHERRY INVESTMENT	7	140,140
772	H.A.M MECHANICAL SERVICES	2	140,000
773	Rumoh business services	3	139,900
774	MAJESTIC TRAVEL & TOURS	1	139,400
775	CHRISMARIE ENTERPRISE	1	139,200
776	FOX AUTOMOTIVE AND LOGISTICS	3	137,155
777	FATU KAY INVESTMENT AND CONSTRUCTION	1	136,480
778	Samuel Jamiru Braima	1	136,462
779	JAS CONSTRUCTION AND LOGISTICS SUPPLIES	2	135,000
780	KAYIMBOR PARTNERSHIP & CONSTRUCTION SERVICES	1	133,925
781	GAWEE.COM LIMITED	3	133,880
782	AL-MADINATU INVESTMENT CONSTRUCTION AND GENERAL SERVICES	1	132,960
783	KAM ENTERPRISE	1	132,800
784	MAROON SAM VENTURES	4	132,716
785	IBRA BANGS ENTERPRISE	1	132,650
786	LUSBEN ENTERPRISES	3	132,500
787	TARASABU ENTERPRISE AND SERVICES	1	131,690
788	ALBAK TRADE LINK	7	131,380
789	SIGN AFRICA (SL) LIMITED	2	130,000
790	JUNE'S WILL INVESTMENT	14	129,036
791	SADAKA ENTERPRISES	1	128,960
792	CHIDI A. THOMAS	3	128,000
793	CHERRY ZAIN TAILORING CENTRE	2	127,275
794	DERRICK & MILLICENT ENTERPRISES	8	126,793
795	SAHJAY BUSINESS AND GENERAL SERVICES CO. (SL) LIMITED	2	126,582
796	C & E SOLUTIONS	2	126,270
797	BROTHERHOOD INVESTMENT	2	126,200
798	AMCAD GRAPHICS MEDIA	4	125,887
799	GREEN IMPACT LIMITED	1	125,820
800	PROFESSOR RONNIE FRAZER- WILLIAMS AND SANKOH	1	125,520
801	BROTHER'S CARPENTRY AND FINISHING MATERIALS CENTRE	15	124,500
802	MOHAMED BOBSON KARGBO	2	124,045
803	A I KALLON INVESTMENT	5	123,940
804	EDDY WINNERS ENTERPRISE	4	123,251
805	AL- HALAL BUSINESS VENTURES	1	123,000
806	RACH & T- SHIRT ENTERPRISE	2	122,900
807	FAWAZ BUILDING MATERIALS	2	122,788
808	KHALI SHABAN AUTO SPARES	6	122,771
809	COMMUNITY DEVELOPMENT AND LITERACY SKILLS (CoDALS)	10	122,650
810	COASTAL CONSTRUCTION & GENERAL SUPPLY SERVICES COMPANY	3	121,503
811	SABS BUSINESS AND IT SOLUTION	2	121,355
812	ASINYA CONSTRUCTION AND GENERAL SERVICES (SL) LIMITED	6	121,100
813	MY TIME TO GROW CONSTRUCTION & GENERAL SERVICES	3	120,480
814	G4S SECURE SOLUTIONS (SL) LIMITED	4	120,340
815	EMBRA ENTERPRISE	3	119,990
816	ABU WANJEI STATIONERY AND GIFT SHOP	8	119,137
817	RABOH FOODS AND MORE	2	119,025
818	ALMARIE INVESTMENT & GENERAL MERCHANDISE	6	118,800
819	NR TRAVEL AND TOURS	1	118,218
820	ALSUMAKA ENTERPRISE	6	117,642
821	PENDRAX SECURITY (SL) LIMITED	4	117,615
822	EUENRICH CATERING AND DECORATION ENTERPRISES	4	115,600
823	JALBANDEH PHAMARCY	1	115,402
824	Sannu Construction and General Services	1	115,150
825	MR KARMOH K. CONTEH	1	115,000
826	ISHMARIE ENTERPRISE	4	114,256
827	SAMKAB VISUAL MEDIA PRODUCTION	3	114,000
828	OSEH HYDE INVESTMENT	1	113,400
829	HOME LEARNING AND CONSULTING SERVICES COMPANY LIMITED	2	112,740
830	QWICKSTOP ENTERPRISE	4	112,180
831	The Quick Fix Garage	2	111,900
832	KAMBOI RESTAURANT AND NIGHT CLUB	1	111,000
833	GLORIOUS AFRICA	2	110,337
834	EXPO MAGAZINE	2	110,000
835	HISWILL SOLUTION SL LTD	1	110,000
836	DONDAVE INVESTMENT	4	109,928
837	BET VENTURE	1	109,750
838	NSB ELECTRICALS	2	109,750
839	EH TECHNOLOGY CO. LIMITED	2	109,400
840	FATTY ENTERPRISE	2	106,125
841	SEA MOTORS GARAGE	2	105,000
842	YPK INVESTMENT	2	104,800
843	KAYAMBA CONSTRUCTION AND GENERAL SERVICES	1	104,000
844	DYNAMIC PRINTING AND GENERAL SERVICES	4	103,920
845	G B STEVENS SERVICE ENGINEER	7	103,586
846	EMBEES RELAXATION & GENERAL MERCHANDISE	18	103,165
847	ALDIASANDO (SL) LIMITED	1	102,750
848	S.T INTERNATIONAL AUTO SPARE	7	102,672
849	TETTEH DECORATION AND EVENTS MANAGEMENT	2	101,781
850	CREATIVE STORE (SL) LIMITED	3	101,474
851	PIXEL	1	101,000
852	FIN FIN'S ENTERPRISE	4	100,095
853	MOHAMED I BANGURA	1	100,032
854	DOHA'S HOTEL & RESTAURANT	1	100,000
855	WEBS AGENCY AND GENERAL SERVICES	3	100,000
856	LIKHEOA AGENCY	1	99,981
857	THE COMPLIANCE COMPANY	1	99,958
858	KAWAL SL LTD	1	99,950
859	NADTAK ENTERPRISE	2	99,900
860	New Brookfields Hotel	2	99,820

861	TWINS SL LTD	1	99,610
862	I AM CO GM(SL) LTD	1	99,500
863	DYNAMIC CARE ENTERPRISE	1	99,240
864	LACAN ONE ENTERPRISE	1	99,240
865	Oduutor printing press	3	99,160
866	ABAKISH PEST CONTROL & GENERAL SERVICES	1	99,000
867	EJUODIA'S SL LIMITED	1	99,000
868	LOOP SUPPLIES & GEN MERCHANDISE	1	99,000
869	JAY MAN TRY INVESTMENT	1	98,980
870	FUTURECOM ENTERPRISES	1	98,950
871	PRIME OPTIONS	1	98,900
872	GIBANU TECH ELECTRONIC	1	98,800
873	A BAYOH IT SOLUTIONS	1	98,665
874	KIMOZ INVESTMENT AND SUPPLIES	1	98,530
875	Solution Hub	1	98,500
876	ANJESS INVESTMENT SL LIMITED	1	98,490
877	SOFTCOM	6	98,445
878	FRANCIA COMPANY LIMITED	1	98,444
879	KAY 1 INVESTMENT CONSTRUCTION & GENERAL SUPPLIES	1	98,400
880	Rosemart Ventures	1	98,280
881	TAMARANEH INTERNATIONAL PHARMACEUTICAL	1	98,125
882	LACAN ONE ENTERPRISE	2	98,100
883	ADIL ENTERPRISE	1	98,000
884	DANMILLA ENTERPRISE	1	98,000
885	KEMZO INVESTMENT	1	98,000
886	DUCHIMA TECH SOLUTIONS	1	97,900
887	TECHBRAIN SYSTEMS	1	97,800
888	EDWARD KANU ENTERPRISE	1	97,780
889	S M SAFIDEEN	1	97,758
890	HUSSEIN BUILDING MATERIALS	1	97,336
891	MAN S.K ENTERPRISE	1	97,300
892	MORCON COOLING AND MAINTENANCE	1	97,250
893	WHYTE & CO ENTERPRISE	1	97,200
894	COMSOFT SOLUTION	1	97,023
895	MALUKAR ENTERPRISE	1	97,020
896	GLITZ INVESTMENT LIMITED	1	97,000
897	CIT ENTERPRISE	1	96,750
898	M.B.BARRIE ENTERPRISE	1	96,620
899	COMPONENT RESOURCES	1	96,420
900	B- TECH ENGINEERING AND GENERAL SERVICE	1	96,000
901	BARRACUDA INVESTMENT AND LOGISTICS ENTERPRISES	1	96,000
902	GIFMED CONSTRUCTION AND ENGINEERING SERVICES	1	96,000
903	HANNELA CONSULTANCY (SL) LIMITED	2	96,000
904	SIBRA (SL) LIMITED	3	96,000
905	TEES SHOPPING CENTRE LIMITED	1	96,000
906	Union Ventures SL	1	96,000
907	GIMA ENT&GENERAL MERCHANDISE	1	95,786
908	TIGER STAR CONSTRUCTION AND GENERAL SERVICES	1	95,680
909	KONIX LIMITED	1	95,650
910	TEE TEE ESS ENTERPRISE	3	95,235
911	B TEC DIGITAL SOLUTION LIMITED	1	95,000
912	BREAK SERVICES SL LIMITED	1	95,000
913	CARLINE ENTERPRISE	1	95,000
914	DAIRY GENERAL SERVICES	1	95,000
915	WUSENI ENTERPRISE	1	95,000
916	MEDDAMO CONSTRUCTION & CLEANING CONSULTANCY SERVICES	1	94,875
917	Southern Lion Security and Logistics Services	2	94,600
918	AL-HAMEED ENTERPRISE	3	94,289
919	CCC PHARMACEUTICAL AND ENTERPRISE	1	93,955
920	A AND M DOMESTIC SUPPLIER	1	93,803
921	AMA-KAY ENTERPRISE	1	92,000
922	PHOTO PEDIA	2	92,000
923	THE FAMILY KINGDOM RESORT	1	92,000
924	MAN'S K. ENTERPRISE	1	91,949
925	APPLIED SOLUTION LIMITED	1	91,665
926	NEW GENERATION SOLUTIONS (SL) LTD	4	91,425
927	JAYFLOW ALUMINIUM WORKSHOP (SL) LTD	2	91,220
928	SALONE 4EXCEL MULTIMEDIA	1	91,200
929	FKG TRADING AND GENERAL SUPPLIES	1	91,022
930	TECHBRAIN SYSTEMS	1	90,870
931	TECHNOVATE SL	1	90,850
932	PINAS INVESTMENT	4	90,680
933	BENSHAN ENTERPRISE	1	90,000
934	DE WOLFE (SL) LTD	1	90,000
935	MARICS LIMITED	1	90,000
936	PTINT SOLUTION	1	90,000
937	Peakport SL Ltd	1	89,695
938	KUMBA SENESIE	14	89,475
939	MED ALIEU CREATIVE FURNITURE INVESTMENT	5	89,420
940	ANDLIAN HOLDINGS (SL) LTD.	1	89,093
941	The Bintumani Hotel	2	88,875
942	AMINGIBS ENTERPRISES	1	88,750
943	S&I Engineering and Construction Enterprise	1	88,500
944	ALPHA'S ENTERPRISE	10	88,210
945	EMINENCE AFRICA ENTERTAINMENT	1	88,000
946	DESIGN TECHNOLOGIES LIMITED	2	87,750
947	MOVAH PRODUCE	1	87,688
948	BARHAM ENTERPRISE	10	87,682
949	OPTIMUM SERVICES LIMITED	1	87,500
950	SEA BIRD EXPRESS	2	87,387
951	BINSTEL CATERING SERVICES LIMITED	5	86,900
952	GOD'S TIME ENTERPRISE	3	86,697
953	ASLAM ENTERPRISES	1	86,562
954	MAK'S LIFETIME SOLUTIONS & TRADING	3	86,470
955	AFRICA LOGISTICS INVESTMENT COMPANY (ALIC) LIMITED	1	86,400
956	ICE LINE ENTERPRISES	4	86,125
957	THE URBAN ASSOCIATION LIMITED JOINT VENTURE WITH ECLIPSE GLOBAL CONSULT	1	86,000
958	EPIC VOYAGES AND TRAVEL	1	85,920
959	HATEE ENTERPRISE	1	85,600
960	MORALE (SL) LIMITED	2	85,500
961	BOSTON LUNCH INVESTMENT COMPANY LTD	1	85,424
962	MANDU IMPORT AND EXPORT LLC	1	85,120
963	THE KING CONSTRUCTION ENTERPRISES	1	85,120
964	ERIC RAH ENTERPRISE	1	85,050
965	SILCO PEST CONTROL AND CLEANING COMPANY	1	85,000
966	HD PPE AND BEYOND	1	84,812
967	TAJAMA'S ENTERPRISES	1	84,610
968	KADIJA ENTERPRISE	1	84,600
969	JAMAKA CONSTRUCTION & GENERAL SERVICES	1	83,840
970	BOLD INVESTMENT LIMITED	1	83,430

971	BAKONIA ENTERPRISE	2	83,202
972	MY DREAM NETWORK	1	83,111
973	MEDIA TECH LIMITED	1	83,030
974	LEONEANS INVESTMENT COMPANY (SL) LTD	1	82,935
975	ADRAM ENTERPRISE	6	82,506
976	Primrose Hasting Spaine	1	82,500
977	MOAFA GENERAL SERVICE	1	82,443
978	ABBA FATHER INVESTMENT	4	82,400
979	MOSAF ENTERPRISES	4	81,471
980	FATDIZO ENTERPRISE	4	81,390
981	E.S GODWILL GLOBAL	2	81,232
982	Mejoy business ventures	1	80,960
983	FB CUSTOMISED WEDDING AND EVENT DECORATIONS	1	80,000
984	TOVESINA LIMITED	1	79,637
985	EXPERIENCE AUTO SPARE	8	79,381
986	A BAH AND BROTHERS ENTERPRISES	4	78,000
987	DECODE SIERRA LEONE LIMITED	1	78,000
988	KLEINROCK DIGITAL NETWORKS	1	78,000
989	SMART INVESTMENT	1	77,625
990	BERNA SEWA CATERING ENTERPRISE	1	77,510
991	Mount Everest Security Agency Ltd	1	77,280
992	MARK T AND SONS ENTERPRISE	1	76,970
993	NORTHWEST MULTIMEDIA & GENERAL SERVICES	3	76,610
994	LEGAL CAPITAL INVESTMENT	1	76,561
995	ISHA-CON INVESTMENT	9	76,425
996	GOLDEN CITY CATERING SERVICES	4	76,186
997	JOYLIE INVESTMENT	1	76,000
998	MEDJAMES GENERAL SERVICES	1	76,000
999	TOMERO ENTERPRISE	8	76,000
1000	ALPHA BAILOR BAH GARAGE	1	75,750
1001	KAMY INVESTMENT	1	75,600
1002	PAKTEL ELECTRICALS AND ELECTRONICS	3	75,400
1003	RAMJAT INVESTMENT	2	75,040
1004	SM's Gift Emporium	1	75,000
1005	SLTU HOTEL 5-10	2	74,920
1006	MOHMAJAM ENTERPRISE & GENERAL SUPPLIES	2	74,074
1007	Nation's Motors	6	73,935
1008	C.I.B ENTERPRISE	9	73,879
1009	VALICE ENTERPRISE	2	73,300
1010	ABIOSEH BUDMAN GARBER ENTERPRISE	2	73,090
1011	CHRISKAY ENTERPRISES	1	72,500
1012	DARAMCO CONSTRUCTION	2	72,360
1013	DOROTHY JAMES FAST FOOD & CATERING SERVICES	2	72,250
1014	MARIAN DAVE SUCCESS ENTERPRISES	2	72,050
1015	BIAZO LIMITED	1	72,000
1016	PREMIER MEDIA GROUP LIMITED	1	72,000
1017	DEENO PRINTING AND GRAPHICS DESIGN ENTERPRISE	3	71,750
1018	BARBEN MAMOU ENTERPRISE	5	71,610
1019	KORTAHUN UNITED	4	71,600
1020	MOKANU & FRIENDS	6	71,460
1021	HOTEL CABENDA LIMITED	1	70,900
1022	MUJEH DIGITAL PRINTING SERVICE	1	70,875
1023	REAL TRUE BROTHERS	1	70,780
1024	THREE INSTALLMENT GROUP	1	70,780
1025	MADIBA ENGINEERING AND GENERAL SERVICES (MEGS) LIMITED	12	70,705
1026	HARVARD KENNEDY SCHOOL EXECUTIVE EDUCATION	1	70,633
1027	LET JAM INVESTMENT	1	70,120
1028	ADEL SHOUR AND SONS	3	70,060
1029	GOSHEN TRADE LINKS	1	70,000
1030	MELINDA GENERAL MERCHANDISE	2	69,614
1031	HAMOHSIN INVESTMENT	2	69,500
1032	DELTA COMMERCIAL SERVICES	3	69,390
1033	REAL TRUE BROTHERS	2	69,360
1034	DEXIN SERVICES	1	69,120
1035	ALEMOBET LIMITED	1	69,000
1036	MAN POWER SAVING ELECTRONICS	1	69,000
1037	ME TRADING AND TECHNOLOGY LIMITED	1	68,980
1038	GRACE FACILITY SERVICES LIMITED	4	68,977
1039	A. BROTHERS ENTERPRISE	4	68,633
1040	MUSA MANSARAY	9	68,547
1041	MIKEY & BLUE ROYAL INVESTMENT	3	68,130
1042	TAUGO BONUS ENTERPRISES	1	68,120
1043	ZION TRAVEL & TOURS LTD	1	67,781
1044	JAI KAI ENTERPRISE	1	67,500
1045	JAL MANAGING DIRECTOR	1	67,500
1046	A.K COMMERCIAL SERVICES	3	67,430
1047	AHOLD INVESTMENT AGENCY	7	66,900
1048	AFCOM (SL) LIMITED	3	66,711
1049	HABINKA FOODS & INVESTMENT	2	66,500
1050	REAL GARRISON STREET	1	66,500
1051	EPI GARAGE-ENGINEERING PROTOTYPE INTERNATIONAL GARAGE	19	66,377
1052	Phadijah General Services Ltd	1	65,850
1053	T BEHLO EMPIRE	1	65,550
1054	ORANGE SIERRA LEONE	7	65,300
1055	SIGHTMULTIMEDIA CONSULTANCY	1	65,042
1056	CHOICE FM LIMITED	1	65,000
1057	LEAGUE OF X-TRA ORDINARY GUYS	1	65,000
1058	SUMMERDALE INVESTMENT	1	64,990
1059	ALHAJI O.R SESAY	1	64,921
1060	4 SIGHT MULTIMEDIA CONSULTANCY	1	64,694

1061	MULOMA RESTAURANT AND BAR	2	64,625
1062	CAR AUTO REPAIRS AND ELECTRONICS MOTOR	1	64,200
1063	BUSINESS INTEGRATION SERVICES (SL) LIMITED	2	64,000
1064	SHEKU & IDRISSA CONSTRUCTION	3	63,350
1065	MERCY HOLDINGS LIMITED TRAVEL AND TOURS	1	62,475
1066	PATO AUTO SPARES	4	62,350
1067	MOHAMED H. BARRIE ENTERPRISE	1	62,200
1068	LEO MAC ENTERPRISE	1	62,133
1069	ALFREDISIA KAY INVESTMENT	2	62,100
1070	CITY CROWN BUILDING MATERIALS AND OFFICE SUPPLIES	3	61,980
1071	OPTICNET (SL) LTD	1	61,668
1072	SIERRA COMPUTERS LIMITED	2	60,950
1073	PRINT ESSENTIALS	2	60,668
1074	ONLIME SL LTD	1	60,220
1075	JMG CONSTRUCTION AND GENERAL SERVICES	1	60,000
1076	Oseh Hyde investment	1	60,000
1077	PROMEWE LIMITED	1	60,000
1078	SIERRA LEONE WE WANT	1	60,000
1079	THINK INSPIRED INTERNATIONAL LTD	1	60,000
1080	CALABASH PRODUCTION	2	59,500
1081	S U ENTERPRISE (LTD)	1	59,000
1082	LEMIRAY'S ENTERPRISE	1	58,675
1083	SHREEJI CONSTRUCTION (SL) LIMITED	1	58,500
1084	AL-AMANA ENTERPRISE	4	58,030
1085	SLIM TRADING SERVICES	1	57,960
1086	SAHR ELLIE ENTERPRISE AND GENERAL MERCHANDISE	2	57,644
1087	ABTEC SUPER COOLING ENTERPRISE	1	57,620
1088	VOICE OF LOWER BAMBARA CONSTRUCTION SERVICES	1	57,600
1089	ZAINATU BUSINESS ENTERPRISE	1	57,500
1090	ABU BAKARR & BROTHER	2	57,200
1091	JULDIS COOLING ENTERPRISE	3	57,150
1092	CAPE LEISURE CLUB	2	56,712
1093	MADULCHERIE	1	56,400
1094	SALLIEU CONTEH	1	56,316
1095	GBLA INVESTMENT AND GENERAL SERVICES	4	56,228
1096	ADEL KHALI SHOUR	1	56,040
1097	DEBDON INVESTMENT	1	56,000
1098	KENWOOD CONSTRUCTION AND GENERAL SUPPLIES	9	55,960
1099	CETCO ENTERPRISE	2	55,516
1100	COMAN ENTERPRISE	2	55,500
1101	ELEGANT EVENTS AND HOME DECOR	2	55,225
1102	SOLUTION HUB	1	55,000
1103	BUSY SIGNER COMPANY	1	54,993
1104	MEDHAFA ENTERPRISE	2	54,800
1105	FONTI INCORPORATION SL M LIMITED	1	54,759
1106	SHANGRILA EVENT CENTRE	1	54,750
1107	G. SHANKERDAS AND SONS	1	54,736
1108	FALCON COMPUTERS LIMITED	3	54,054
1109	C & L GENERAL SUPPLIERS	2	54,000
1110	MONZ Consolidated	1	54,000
1111	EZONE ELECTRICAL & ELECTRONICS	3	53,600
1112	ARETE INVESTMENT TRUST AND GENERAL MERCHANDISE	3	52,790
1113	MYKE SAM CONSTRUCTION CATERING AND GENERAL SERVICES	3	52,400
1114	MICHEL GENERAL MERCHANDISE	1	52,000
1115	Musa Lamin Enterprises	1	52,000
1116	Run way travel and tours	1	51,648
1117	BLOGILICIOUS	1	51,543
1118	GREEKS INVESTMENT & GENERAL SUPPLIES	2	51,200
1119	HALAL NABS INVESTMENT	1	51,000
1120	SANI CLEAN CONSTRUCTION AND GENERAL SERVICES	1	51,000
1121	ABRUG INVESTMENT	3	50,810
1122	M. BANGS TRADING	2	50,738
1123	ASSIMU HASMAR TRADING ENTERPRISE	1	50,000
1124	ATLANTIC MEDIA LIMITED	1	50,000
1125	KUMBASSA MOTOR GARAGE	1	50,000
1126	Rukaldin Enterprise	1	50,000
1127	BAH ELECTRICAL AND SOLAR SERVICES	1	49,980
1128	BLESSING CONSTRUCTION AND GENERAL SERVICES	3	49,935
1129	GCE TRAVEL AGENCY	1	49,895
1130	THE MANAGER OF FURTUNE ELECTRICALS	1	49,680
1131	BERNHIN ENTERPRISE	2	49,050
1132	AMAZING CATERING AND GENERAL SERVICES	1	49,010
1133	THINK INSPIRED NATIONAL WORKSHOP COMPLEX	1	49,000
1134	FAMAGUSTA GENERAL SERVICE LIMITED	1	48,875
1135	HERALD HOUSE SL LTD	1	48,500
1136	T. Garage	6	48,298
1137	AJK GARAGE	1	48,025
1138	GIDJOSTHER ENTERPRISE	1	47,500
1139	MEDIA POWER (SL) LIMITED	1	47,500
1140	Media power SL Ltd	1	47,500
1141	BINTUMANI HOTEL	2	47,300
1142	JOE BAL ENTERPRISE	1	47,250
1143	UNIVERSAL ACCESS DEVELOPMENT FUND	2	47,056
1144	JACKSON CATERING SERVICES	1	47,054
1145	JOHN B. SCREEN LTD	2	46,900
1146	SAYKUYA AUTO SPARE AND GENERAL SERVICES	1	46,750
1147	WASA CONSTRUCTION AND GENERAL SERVICES	2	46,615
1148	SWIFT DRIVE RENTALS	1	46,400
1149	THERESA'S & SONS GENERAL ENTERPRISE	1	45,400
1150	HASAD LOGISTICS AND GENERAL SERVICES LIMITED	6	45,358
1151	MEMAMO CONST-CLEANING AND CONSULTANCY SERVICES	1	45,150
1152	KENS DRUG FAIR	2	45,000
1153	Servant Car & Travels	1	45,000
1154	ABDULAI BAH GARAGE	2	44,982
1155	VANKO ENTERPRISE	6	44,900
1156	WILMAN INVESTMENT	5	44,740
1157	CRYSTAL LOGISTICS AND INVESTMENT	3	44,558
1158	D MESSAGE	1	44,239
1159	AYAT AUTO SPARES	1	44,160
1160	HUSSEIN BASMA AUTO SPARES	3	44,080
1161	M. A. REDA & CO	4	43,974
1162	EMPOWER AFRICA (SL) LIMITED	3	43,725
1163	FLY BETTER SL LIMITED	1	43,296
1164	10 X MARKETING LIMITED	1	43,000
1165	HERITAGE SECURITY AND LOGISTICS SERVICES	3	42,952
1166	APF AUTO PARTS SIERRA LEONE	4	42,844
1167	BALDEH IB BUSINESS VENTURE	1	42,813
1168	LEONE COMMUNICATIONS AND INVESTMENT CO. LTD	2	42,800
1169	SUPPLIERS AND BUILDING CONTRACTORS	1	42,723
1170	MUSTAPHA SESAY ENTERPRISES	4	42,650

1171	ROCKY CONSTRUCTION AND GENERAL SUPPLIES	1	42,400
1172	ECOSOL S/L LTD	1	42,320
1173	GENERAL MAINTENANCE GARAGE	3	42,167
1174	IPC TRAVEL	1	41,990
1175	Vicimaris Investment	3	41,500
1176	IDRISS THOLLEY INTERIOR DESIGN	3	40,543
1177	Shangri-la Company Ltd	1	40,360
1178	NANFO'O TRADING COMPANY LIMITED	1	40,296
1179	HILL TOP GROUP LIMITED	1	40,250
1180	ABSOLUTE SECURITY FORCE AND LOGISTIC	1	40,000
1181	AMINATA KADIATU SAMURA NEE SANNOH ENTERPRISE	1	40,000
1182	MARCON SAM VENTURES	1	40,000
1183	SULLAYIKIE CONSTRUCTION AND GENERAL SERVICES	2	40,000
1184	COLUMBUS ENTERPRISES	1	39,600
1185	AMY'S ENTERTAINMENT AND CONSTRUCTION SERVICES	6	39,535
1186	SANDA INTEGRATED AGRO DEALER ENTERPRISE	1	39,300
1187	FATJUM ENTERPRISE	1	39,000
1188	Robadam construction and general services	1	39,000
1189	JAPAN MOTORS	1	38,800
1190	WEG INTERIO DECORATION AND GENERAL SUPPLY	1	38,670
1191	ANDREW V KUTUBU	1	38,371
1192	Salprint Sl Ltd	1	38,295
1193	CLEAN WATER TANKER	1	38,200
1194	SAMRIANA ENTERPRISE	1	38,083
1195	DORTIMA CATERING SERVICES	2	38,010
1196	HASSAN SANNOH	4	37,500
1197	APACE BUSINESS CENTER	2	37,060
1198	SONNET LIMITED	4	36,905
1199	IBRAHIM MOHSEN AND SONS	1	36,900
1200	MAP INVESTMENT (SL) LIMITED	3	36,650
1201	MANTRAC SIERRA LEONE LIMITED	1	36,563
1202	BROAD CONNECT SL	1	36,500
1203	AMOS KAMARA ENTERPRISE	2	36,435
1204	A. IBRAHIM LEIGH ENTERPRISE	8	36,137
1205	AUTOMOTIVE SUPPLIES	2	36,055
1206	HUGHES SECURITY CO. LTD	1	36,000
1207	JOSEANNA ENTERPRISE	3	35,482
1208	SAIDU CONTEH	1	35,000
1209	FATU MARY SESAY CATERING SERVICES	3	34,590
1210	BUYA'S HOLTEL	1	34,500
1211	JASAKA CONST & GENERAL SERVICES	1	34,442
1212	WORLD TOURS & TRAVELS	1	33,810
1213	H AND V INVESTMENT	1	33,560
1214	MELONY CONSULTANCY LIMITED	2	33,508
1215	Thrillers Decor & General Supplies	1	33,500
1216	BADENBA ENTERPRISES	1	33,465
1217	AT&C TECHNOLOGIES	1	33,432
1218	G&D CURRENCY TECHNOLOGY	1	33,260
1219	LIZAWARDO SERVICES	2	33,200
1220	FARIS PHARMACEUTICALS	1	33,150
1221	Sia 's Catering Services	1	33,120
1222	CHANNITA'S ENTERPRISE	1	33,108
1223	CONCORD STORE	2	33,000
1224	Microtech	3	33,000
1225	SULAMAN MOTOR AND GENERAL SERVICES	1	33,000
1226	MR ABDULAI BOIE JALLOH MOTOR GARAGE	2	32,991
1227	ALPHA COOLING CENTER	3	32,990
1228	Tasty Bites	2	32,604
1229	BILMED ENTERPRISE	1	32,500
1230	HOME SUIT HOTEL	1	32,200
1231	LINKS PROCUREMENT COMPANY	1	32,035
1232	SEA BIRD EXPRESS	1	32,000
1233	AB & B ENTERPRISE	5	31,780
1234	ADONIYAH ENTERPRISE & GENERAL SUPPLIES	1	31,750
1235	ALUZDAVE STAMP DESIGN AND SERVICES	2	31,701
1236	THE FAMILY KINGDOM	1	31,625
1237	HEAVEN ON EARTH	1	31,500
1238	M & D BAR AND RESTAURANT	3	31,244
1239	RAFZEE VENTURE (SL) LTD	1	31,050
1240	SAMIKOF MOTOR GARAGE	1	31,040
1241	S. SANNOH ENTERPRISE	2	31,000
1242	N' DOMA ENTERPRISE	1	30,875
1243	SIDIQUE STRONGE	2	30,720
1244	MIMAHG ENTERPRISE	1	30,240
1245	J&E RESORT LTD	1	30,000
1246	THOMAS HUMPER AND CO.	1	30,000
1247	TWO BROTHERS CONSTRUCTION AND GENERAL SERVICE	1	29,750
1248	Two Brothers Construction and General Services	1	29,750
1249	Refcon Enterprise	2	29,610
1250	MAHADEV AND SONS	1	29,600
1251	Samba Garage	1	29,500
1252	NENEH UMU LUKULAY	1	29,400
1253	JUREX SUPPLY SERVICES	1	29,380
1254	BO CITY PHARMACY	1	29,295
1255	FALIETTE ENTERPRISES	2	29,113
1256	HAS FIRE PROTECTION SERVICES	1	28,880
1257	Michael Group of Companies	2	28,750
1258	SAIDU SESAY	1	28,500
1259	ESSENTIAL SERVICES	1	27,945
1260	CHRIS BEE CATERING SERVICES	3	27,900
1261	GOD WITH US CONSTRUCTION AND GENERAL SERVICES	3	27,900
1262	THE BROTHERHOOD INVESTMENT	2	27,563
1263	Sea motors garage services & maintainace	1	27,500
1264	AL-K TRADING AND GENERAL ENTERPRISE	4	27,400
1265	HAMOSAN (SL) LTD	2	27,312
1266	TIPSENT SL LTD	1	27,086
1267	ILIASZEID INVESTMENT &GENERAL SUPPLIES	1	27,000
1268	YAYAH JALLOH ENTERPRISE	1	27,000
1269	CICA MOTORS (SL) LTD	1	26,706
1270	MARYLAND STORE	1	26,670

1271	Telekit Solutions Company Ltd	1	26,300
1272	CHRISTICIAL ENTERPRISE	1	26,280
1273	EVER BEST ENTERPRISE	1	26,230
1274	AUTO MASTER	2	26,220
1275	ADAMS CAR RENTAL	2	25,987
1276	CEDRON TECHNOLOGIES	1	25,898
1277	JOHN MICHAEL MOTORS	1	25,208
1278	LAGULA CONSTRUCTION AND GENERAL SUPPLIES	1	25,200
1279	DINYE KANIN ENTERPRISE	1	25,000
1280	MOHAMED P. BAH	1	25,000
1281	THOMAS HUMPER AND CO	1	25,000
1282	SYLIS DESIGNS	1	24,990
1283	NALUSIL ENTERPRISES & GEN MERCHANDISE	4	24,960
1284	ALHAJI ALIM SESAY ENT	1	24,954
1285	CONTRAGENNES ENTERPRISE	1	24,750
1286	KEMUSA CONSTRUCTION AND GENERAL SUPPLIES	2	24,600
1287	Sillah Enterprise	1	24,192
1288	MOHAMED B KAMARA	1	24,000
1289	WUSBECK CONSULTING	1	24,000
1290	ALMART INVESTMENT	1	23,940
1291	JOSIAN TRADING	1	23,805
1292	Sawaneh Enterprises	1	23,600
1293	JAFID CONSTRUCTION AND GENERAL SERVICES	1	23,400
1294	Sanitary general supplies	1	23,212
1295	HEALTH FOR ALL MEDICALS	1	23,000
1296	S.I LOGISTICS CONSTRUCTION AND ENGINEERING SERVICES	2	23,000
1297	ELYSEUM GENERAL MERCHANDISE	2	22,938
1298	MADAM WOKIE	1	22,600
1299	WANJAMA GARAGE	5	22,553
1300	DRAGON SL LIMITED	1	22,500
1301	TABS INTERNATIONAL PRINT SOLUTION	1	22,443
1302	EFOM (SL) LIMITED	6	22,180
1303	ELVILU ENTERPRISE	1	22,000
1304	GOVEA INVESTMENT AND ENGINEERING SERVICES	1	22,000
1305	MOHAMED HORECHANDIE BARRIE ENTERPRISES	1	22,000
1306	YVENTS	1	22,000
1307	RAMS ELECTRICALS	3	21,950
1308	E & K WORKSHOP	1	21,280
1309	GENET AND PARTNERS	1	21,130
1310	SOLID POINT AUTO SPARES	1	21,016
1311	MICKTILDA CATERING AND GENERAL SERVICES	2	21,000
1312	MOZ CONSOLIDATED	1	21,000
1313	NAFAI COMMUNICATION SERVICES.	1	21,000
1314	S.O David Enterprises	2	21,000
1315	BAS ENTERPRISE	1	20,640
1316	ISHKAY ENTERPRISE	2	20,500
1317	HILL STATION BAKERY	1	20,252
1318	Shangrila Company Ltd	1	20,180
1319	EASY FRESH AIR SERVICES	2	20,100
1320	SUPPER CROWN (SL) LTD	1	20,068
1321	DAINKS ENTERPRISE	1	20,000
1322	DUADA BOYZIE COMPANY	1	20,000
1323	EASY STEM	1	20,000
1324	HONG KONG GARAGE	2	20,000
1325	K3 TELECOM	1	20,000
1326	KUMBASEY'S ENTERPRISE	1	20,000
1327	MELLERINE ENTERPRISE	1	20,000
1328	JJ IBE MERCHANDISE	1	19,950
1329	REFCON ENTERPRISE	1	19,950
1330	SALIM M ENTERPRISE	1	19,930
1331	BENSA CONTRACT WORKS LTD	1	19,804
1332	ALHAJI IBRAHIM LEIGH ENTERPRISE	3	19,714
1333	SAK CONSTRUCTION AND LOGISTICS SUPPLIES	1	19,700
1334	LISHA ENTERPRISE	2	19,680
1335	FS FURNITURE GENERAL SUPPLIER	1	19,380
1336	LIBERTY ENTERPRISE	1	19,200
1337	DUBAI ENTERPRISES	1	19,000
1338	SAHR KOBBA MECHANICAL SERVICES	1	19,000
1339	ZOLEB BUSINESS CENTRE	1	18,994
1340	SAMUEL KARGBO	2	18,941
1341	JONES, BITTAR & DAVIES LAW FIRM	1	18,900
1342	AMIYES BUSINESS INVESTMENT	1	18,880
1343	EL PARAISO(ALL TIN DAE YA)	1	18,730
1344	GATWAY FOUNDATION SL LTD	1	18,720
1345	BIG GEM CONSTRUCTION AND GENERAL SERVICES LIMITED	1	18,624
1346	NEW PAGE ENTERPRISE	2	18,480
1347	Nesto Global Ventures Ltd	1	18,144
1348	VIGILANT SECURITY COMPANY	1	18,000
1349	KING OF PEACE	5	17,990
1350	PHAGIBS INN	1	17,820
1351	MESSIE CATERING SERVICES	2	17,800
1352	DEV ELECTRICAL & ELECTRONICS	1	17,537
1353	THREE WISE MEN SERVICE	1	17,531
1354	DAVSIL VENTURES	1	17,500
1355	RHAPSOD INFOTECH & GENERAL MERCHANDISE	2	17,250
1356	My Silver Enterprise	1	17,160
1357	SENTIMENTAL IMAGES & PRINTING	1	17,100
1358	DEFOE BUSINESS CENTER	1	17,095
1359	OLIVE CATERING SERVICES	1	17,000
1360	YAMAHA SPARES	1	17,000
1361	D&D COMMUNICATION	1	16,925
1362	ALUSINE A. BANGURA	3	16,840
1363	RISING ENTERPRISE	2	16,710
1364	FREETOWN CITY COUNCIL	3	16,500
1365	ROMARONG PATRIOT LTD	1	16,500
1366	DEGURAY COMPANY LTD	3	16,225
1367	ALMAGA BUSINESS SOLUTION	1	16,164
1368	NYAPUII MADE FOOD	1	16,160
1369	ALMARKOR INVESTMENT AND GENERAL SERVICES	1	16,000
1370	CHRIS & MATT CONSTRUCTION AND GENERAL SERVICES	2	16,000

1371	DRENNS CONSULTING SERVICES	1	16,000
1372	MAJESTIC MANLEY HALL	1	16,000
1373	VIC,TOM, & JUL ENTERTAINMENT CENTER	1	16,000
1374	Pee Cee & Sons	1	15,660
1375	Momodou Barrie	1	15,604
1376	INFINITE AUTO SPARES	3	15,590
1377	Power General Supplies	1	15,540
1378	JOMBO TRADING ENTERPRISE	1	15,515
1379	BAILANS CONSTRUCTION AND GENERAL SUPPLIES	3	15,490
1380	ISHWARI AND SONS	1	15,190
1381	HARRY J. KETEK	1	15,170
1382	Satada Yum Enterprise	2	15,050
1383	3 EYEZ INNOVASION MULTIMEDIA	1	15,000
1384	GO PROCUREMENT AND LOGISTICS LIMITED	1	15,000
1385	SMART NETWORK DIRECTOR	1	15,000
1386	VIOS INVESTMENT	1	15,000
1387	MALAYA CONSTRUCTION AND GENERAL SERVICES	1	14,950
1388	MASADA WASTE MANAGEMENT COMPANY	2	14,940
1389	MALIGIE AND UNISA ENTERPRISE	1	14,820
1390	ABDUL MANIE'S CREATION ENTERPRISE	2	14,600
1391	Thrillers Decor	2	14,350
1392	BEERS ENTERPRISE	1	14,310
1393	YAZICO ENTERPRISE	1	14,240
1394	Papandreou Timber Ent	1	14,210
1395	Rosemary Tee Ventures	1	14,100
1396	GITMAWA SUPPLY AND GENERAL SERVICES	1	14,000
1397	VSL TRAVEL AGENCY	1	14,000
1398	TECHNOLOGY EXPERTS	2	13,801
1399	PERFECT TOUCH DECOR AND GENERAL MERCHANDISE	1	13,800
1400	AUGUSTUS DAVIES GENERAL MERCHANDISE AND STATIONERIES	6	13,753
1401	EMDEV	1	13,702
1402	SONNET LIMITED	1	13,685
1403	EMYMLET ELECTRICAL SERVICES	1	13,660
1404	URBAN TRAVEL & TOUR	1	13,650
1405	ISHMAEL ENTERPRISE	1	13,513
1406	NENEH YAYAH ENTERPRISE	1	13,380
1407	MEDRANKZ EXPRESS ENTERPRISE	1	13,300
1408	UNIVERSAL RENTAL SERVICES	1	13,200
1409	HAJAL ENTERPRISE	3	13,150
1410	DE WIZZARD ENTERPRISES	1	13,000
1411	FUTURE INVESTMENT SERVICES	3	13,000
1412	K-NINE ENTERPRISE	2	12,900
1413	DESIGN TRUTH OUTLET	1	12,800
1414	E.A BAMIN & SON	1	12,800
1415	SAMUEL KALAKOH & FRIENDS CONSTRUCTION ENTERPRISE	1	12,800
1416	AMVEL ENTERPRISE	1	12,715
1417	UNIQUE IDRESSA ENTERPRISE	2	12,560
1418	ADJVICs GENERAL ENTERPRISE	3	12,542
1419	MODERN STATIONERIES OFFICE SUPPLIES	2	12,499
1420	GENERAL MOTOR GARAGE	1	12,320
1421	MOHAMED S BANGURA	3	12,250
1422	AJASON ENTERPRISES	1	12,050
1423	ADAMS ENTERPRISE	1	12,000
1424	DESTINY MULTI MEDIA & GRAPHIC STUDIO	1	12,000
1425	Medhafa Enterprises	2	12,000
1426	SK ENTERPRISE LTD	1	12,000
1427	FAST NET (SL) LIMITED	1	11,972
1428	ABESS SHOUR AUTO SPARES SUPPLIES	2	11,960
1429	ALI BALLA PHARMACY	1	11,950
1430	JOHNNY ENTERPRISE	2	11,850
1431	ALMUSONS ENTERPRISE	1	11,689
1432	FAIZA BUSINESS VENTURE	1	11,500
1433	SELECTED DIGITAL PRINTING SERVICES	1	11,500
1434	SIBRA AUTO TRADING AND ENTERPRISES	1	11,500
1435	Medamo Construction cleaning and consultancy services	1	11,489
1436	ADEGBATEH INVESTMENT	1	11,300
1437	GULF BEVERAGE COMPANY LTD	3	11,234
1438	C.O BEN ENTERPRISE	1	11,210
1439	AHMAD ENGINEERING SERVICES	1	11,009
1440	DEMBELEYASAY ENTERPRISE	1	11,000
1441	MOBONDE BAR AND RESTAURANT	1	11,000
1442	VISION LINE TRADING	1	11,000
1443	WONDEREMIRATE INVESTMENT (SL) LIMITED	2	11,000
1444	ZAINCO AND SONS GENERAL SERVICES	1	11,000
1445	ARMAT KAI CATERING & GENERAL SERVICES	3	10,920
1446	Viva prime business venture ltd	1	10,920
1447	RUKMA PHARMACY	2	10,800
1448	RAM AL SERVICES	1	10,730
1449	Samantha Enterprises	1	10,600
1450	THE ARSIEKEH CATERING SERVICE	1	10,395
1451	SAJOR JALLOH	1	10,210
1452	FATINGO SUPPLIES AND GENERAL SERVICE.	1	10,200
1453	MAYIEGEE ENTERPRISE	1	10,200
1454	CEJAR MULTIMEDIA AND CONSULTANCY LTD	1	10,000
1455	CROSS COUNTRY VEHICLES	1	10,000
1456	I AM CO. GM (SL) LIMITED	1	10,000
1457	LAMENTS INVESTMENT & GENERAL MERCHANDISE	1	10,000
1458	MED-ADASATU ENTERPRISE	1	10,000
1459	PERKING ENTERPRISE	1	10,000
1460	SLeSCA	1	10,000
1461	Total Business Solutions	1	10,000
1462	Total Business Solutions	1	10,000
1463	ZAK BUILDING MATERIALS	1	10,000
1464	FESTECH ELECTRICAL AND ELECTRONICS ENTERPRISE	1	9,850
1465	THE BROTHERHOOD INVESTMENT	1	9,850
1466	JB SESAY AND FRIENDS ENTERPRISE	1	9,800
1467	MAMANKOR COOLING SYSTEMS AND GENERAL ENTERPRISE	2	9,690
1468	CONTEH BROTHERS AND GENERAL SERVICES	1	9,640
1469	A.B.J ENTERPRISE	4	9,600
1470	Nejmatu General Enterprises	1	9,561

1471	ANTHONETTE ENTERPRISE	2	9,500
1472	INTERNATIONAL MARKETING SERVICES (SL) LTD	4	9,454
1473	TAMBA MANASARY	1	9,424
1474	LANSANA GEN START WORKSHOP	1	9,420
1475	SEJ DESIGN & BUILDERS (SL) LIMITED	1	9,410
1476	HUSSIEN BASMA AUTO SPARE	1	9,315
1477	CONTEH-U HOTEL (SL) LIMITED	2	9,245
1478	MR JAMES KAITIBIE	1	9,010
1479	AMOLA TRADING Co	1	9,000
1480	AZMAJID ENTERPRISE	1	9,000
1481	MAKAMBO VILLAGE RESORT	1	9,000
1482	RAJUS ELECTRICAL (SL) LIMITED	1	8,970
1483	DABEEN WORLDWIDE	1	8,800
1484	Tip Tap Interior Design	1	8,686
1485	CO. BEN ENTERPRISE AND GENERAL MERCHANDISE	1	8,550
1486	JOHNNY DE GOOD ENTERPRISE	1	8,550
1487	BINTU'S INVESTMENT INTERNATIONAL	1	8,500
1488	CEEDEE INVESTMENT COMPANY LIMITED	1	8,500
1489	FIVE CONTINENT TRADING ENTERPRISE	1	8,500
1490	POONAM ELECTRONICS	1	8,500
1491	JOERAN ENTERPRISE	2	8,300
1492	SUCCESS ALUMINIUM FABRICATIONS LTD	1	8,300
1493	DAUZY INVESTMENT HOLDINGS	1	8,250
1494	Matata Enterprise	1	8,050
1495	DAV ELECTRICAL AND ELECTRONICS	1	8,000
1496	JENYEAMA COMMERCIAL SERVICES AND GENERAL MERCHANDISE	1	8,000
1497	M A K ENTERPRISE LIMITED	1	8,000
1498	STATR AYAN ENTERPRISE	1	8,000
1499	BLESSED JONNY AUTO SPARES	1	7,780
1500	DAHYEMI ENTERPRISE	1	7,695
1501	GURU NANAK ENTERPRISE	1	7,640
1502	RAYDAN INVESTMENT	1	7,600
1503	BENKEH COMMERCIAL ENTERPRISE	1	7,500
1504	ELLA'S KITCHEN CATERING	1	7,500
1505	LEONARD B METZGER	1	7,500
1506	JOHN MOTOR BIKES	1	7,308
1507	CJ ENTERPRISE	1	7,240
1508	KHALIL SHOUR & SONS	1	7,215
1509	JAY POINT CATERING ENTERPRISE	1	7,000
1510	Mohamed Lamin Bah Garage	1	7,000
1511	Tecifo Technology & General services	1	7,000
1512	Stable Solution	1	6,831
1513	TEGLOMA GENERAL ENTERPRISES	1	6,800
1514	BUMAWIZ TECHNICAL & GENERAL SERVICES	1	6,700
1515	ABU KOROMA GENERAL SUPPLIER & TECHNICAL SERVICES	2	6,650
1516	BLUE TECH ENTERPRISE	1	6,500
1517	Mbaluza M J Enterprises	1	6,480
1518	ALICIA TYRES AND LOGISTICS CO. LTD	1	6,440
1519	THRILLERS DECOR	1	6,350
1520	HERITAGE LIMITED	1	6,300
1521	TONY MAX AUTO SPARES	1	6,210
1522	UNIQUE IDRESA ENTERPRISE	1	6,110
1523	DAVID BATINE ASSOCIATES	1	6,000
1524	FATMATA SILLAH BAH	1	6,000
1525	MUSTAPHA JAH- EXPERIENCE AUTO SPARES	1	6,000
1526	USMAN BANGURA ENTERPRISE	3	5,965
1527	FRANK SWITCH CONSULTANCY	2	5,500
1528	MR FODAY BARRIE	1	5,500
1529	ERNEST COKER	1	5,400
1530	BAJRANG ENTERPRISE	1	5,300
1531	BALESTINO COMPUTER SHOP INTERNATIONAL	1	5,290
1532	UNMERITED FAVOUR OF GOD	1	5,205
1533	THE MANAGER OF PENDRAX SECURITY SERVICES	1	5,175
1534	JAPAN FODAY GARAGE	1	5,100
1535	S A BECKLEY	2	5,030
1536	ALAMARANA INVESTMENT	1	5,000
1537	PELICAN SAHID COLE ENTERPRISE	1	5,000
1538	PRIORITY SOLUTIONS LTD	1	5,000
1539	PLAZA 38 LTD	1	4,999
1540	TOMFLORIE CATERING SERVICES	2	4,921
1541	IBRAHIM LEIGH ENTERPRISE	1	4,775
1542	SAMMY SESAY	1	4,725
1543	BARHAM ENTERPRISE	3	4,710
1544	AMAJAL ENTERPRISE	1	4,700
1545	AMADU SOW GARAGE	1	4,630
1546	DAVID COWAN GENERAL SUPPLIES	1	4,500
1547	DEMANDS POINT	1	4,500
1548	AWESOME GOD INTERBIZ	1	4,480
1549	S.A BECKLEY FRICTION AND DYAMICS	1	4,400
1550	TAMBIA SOFTWARE SOLUTION	1	4,347
1551	CORDMAT CONSTRUCTION	1	4,240
1552	Susan Quaker Catering Services	1	4,200
1553	GIBNLE ENTERPRISE	1	4,192
1554	TURBO SOLAR CONSULTANCY AND GENERAL SERVICES	1	4,155
1555	DUFFIN ENTERPRISE	1	4,130
1556	TOO REALENTERPRISE	1	4,125
1557	DWORZARK ENVIRONMENTAL SANITATION PROJECT ORGANISATION (DESPRO)	1	4,000
1558	FRANCIS K GABBAR	1	4,000
1559	CATHIBATU ENTERPRISE	1	3,969
1560	TOMENO ENTERPRISE	1	3,780
1561	AUNTY B CATERING SERVICES	2	3,750
1562	CROWN BAKERY	2	3,726
1563	Sulala Multi	1	3,700
1564	KANDY BUILDING MATERIALS	1	3,694
1565	MATRIX PROTECTION SERVICES INTERNATIONAL	1	3,600
1566	SALPRINT (SL)LTD	1	3,496
1567	VIEW PRINT SOLUTIONS	1	3,250
1568	HUSSEIN MOHAMED ENTERPRISE	1	3,240
1569	H. M BUDDIKA HEMASHANTHA	1	3,222
1570	DANTRIE ENTERPRISES	1	3,220

1571	MAMOUD DAABIA & BROTHERS	1	3,023
1572	ALL GOOD ENTERPRISES	1	3,000
1573	DESTINATION AGENCY	1	3,000
1574	JOERIS CATERING SERVICES	1	3,000
1575	P-Net Trading Enterprise	1	3,000
1576	YANSANEH IBRAHIM SORIE	1	3,000
1577	COOLING TECHNOLOGY AND GENERAL SERVICES (COOLTECH)	1	2,940
1578	RAMS ENTERPRISE	1	2,856
1579	FRANCIS CAREW ENTERPRISE	1	2,835
1580	ALIE KABBA AND SONS ENTERPRISE	1	2,750
1581	GEIKA CATERING RESTAURANT SERVICES	1	2,720
1582	Salfat Fast Food	1	2,700
1583	ASADCO TRADING	1	2,650
1584	ABDUL KARIM KAMARA KALSON INVESTMENT	1	2,510
1585	EDWARD KARGBO	1	2,500
1586	EMAKA UNOCHI ELECTRONICS AND COMPUTER CENTER	1	2,500
1587	Susan Yannie	1	2,500
1588	TANUE INTERNATIONAL	1	2,500
1589	Techfo technology & General services	1	2,500
1590	EMEKA UNOCHI ELECTRONICS AND COMPUTER CENTER	1	2,450
1591	IBRAHIM KAMARA	1	2,400
1592	BOKUM ENTERPRISES	1	2,304
1593	ALIE CONTEH	1	2,250
1594	RSLAF MACA PROJECTS	1	2,250
1595	C.N.KOTEC INVESTMENT	1	2,100
1596	TALIE ENTERPRISE	1	2,090
1597	ABDULIA SESAY SEPTIC TANKS CLEANING SERVICE CONTRACTOR	1	2,000
1598	HARRY KAMARA	1	2,000
1599	ISHMAEL BAYOH	1	2,000
1600	MEKAS TRAILS	1	2,000
1601	SAWANEH ENTERPRISE	1	2,000
1602	GREAT MIGHTY ENT	2	1,990
1603	Priscilla turay	1	1,920
1604	TITUS PRINTING &PHOTOGRAPHIC	1	1,920
1605	G.G.B. STEVENS SERVICE ENGINEER	1	1,850
1606	HILL CUT WASH CAR GARAGE	1	1,800
1607	Pondo logid(SL) limited	1	1,725
1608	Sarh D. Eille General Mechandise	1	1,725
1609	JAA AND BROTHERS TRADING	1	1,600
1610	B2 GENERAL MOTOR SPARES	1	1,580
1611	I. G MATISSA INVESTMENT	1	1,500
1612	SALIEU BAH	1	1,500
1613	SHEKA SESAY	1	1,475
1614	MOHAMED HADDY SOW AUTO SPARE PARTS	1	1,400
1615	DIVINE MAJESTY AUTO SPARE PARTS	1	1,300
1616	TV Antenna	1	1,300
1617	SALCON ENTERPRISE	1	1,150
1618	F.O.W AUTO SPARE PARTS	1	1,134
1619	MOHAMED SHAW	1	1,100
1620	UNISA S. KAMARA	1	1,000
1621	MAMOUD ENTERPRISES	1	960
1622	KEMSIA INVESTMENT	1	950
1623	YUSIF BAH	1	902
1624	GIGO-LANS ENTERPRISE	2	880
1625	For Lot 1.Devine International 2.AA .Enterprise 3.kulumbaya Construction For Lot2 .Ess Bee International with the same Bidders who bids for Lot 1	1	850
1626	KASIM BASMA	1	806
1627	AMLINA ENTERPRISE	1	803
1628	Tamlima Enterprise	1	803
1629	D'S BAZAAR	1	780
1630	HONEY CHERRY INVESTMENT	1	770
1631	NLZ BUILDING MATERIALS	1	710
1632	HASSANATU WILL	1	665
1633	Peter John Kanu Dealer in Stationery, and Computer Accessories	1	500
1634	MOHAMED FODAY KAMARA	1	480
1635	WAS SKILLS TRAINING CENTRE	1	400
1636	New WAY COMPANY LIMITED	1	350
1637	3 ETAP ENERGY CONSTRUCTION COMPANY	1	-
1638	CAJUTEL (SL) SARL LIMITED	1	-
1639	CANCELLED	1	-
1640	G. JAKA CONSTRUCTION AND GENERAL SERVICES	1	-
1641	LANSANA HASSAN GENERAL SUPPLIES	1	-
1642	LIRANZ LIMITED	1	-
1643	LUBCERT ENTERPRISE	1	-
1644	MINI CONSTRUCTION ENTERPRISE	1	-
1645	MJS AUTO SPARE, VEHICLE SERVICE AND MAINTENANCE	1	-
1646	Mylans Trading	1	-
1647	NANIMA ENTERPRISE	1	-
1648	PRICE WATER HOUSE COOPERS (GHANA) LTD	2	-
1649	PROCUREMENT WORLD	1	-
1650	SIERRA LEONE GOUJI CONSTRUCTION AND INVESTMENT COMPANY	1	-
1651	SIERRA LEONE TELECOMMUNICATIONS COMPANY LIMITED (SIERRATEL)	1	-
1652	Unique Solution	1	-
1653	V.I.P Trading Company	1	-
1654	JUST WATER		

THE MOST CONTRACTED SUPPLIERS, CONTRACTORS, AND CONSULTANTS OF 2023

Sn	Contract Awarded to: (Name of Company/Business)	QUANTITY	VALUE OF PROCUREMENT ACTIVITIES (LE)
1	A.A ENTERPRISES LIMITED	124	34,860,603
2	TYPE A HOUSE OF ELECTRONICS (SL) LIMITED	106	5,514,761
3	INDEX ENTERPRISES	80	555,364,369
4	EDDIE K ENTERPRISE	75	163,223,465
5	H.M SAFIDEEN	63	14,180,871
6	ESS BEE INTERNATIONAL (SL) LIMITED	45	50,277,521
7	METRO STATIONERY STORE	40	2,051,038
8	COMPUTER SHOP	36	3,313,035
9	WELFARE LOGISTICS	35	24,677,100
10	DOKKAL ENTERPRISES	34	110,114,588
11	STATIONERY SHOP SIERRA LEONE	34	4,178,711
12	(blank)	33	3,015,758
13	SOLET MULTI SERVICES	32	56,738,389
14	VALUE POINT ENTERPRISE	32	1,312,352
15	CINDERELLA TRAVEL & TOURS (SL) LIMITED	30	7,091,044
16	DANSTIGE ENTERPRISES	27	271,028
17	ERICO STATIONARY CONSTRUCTION AND GENERAL SERVICES	23	65,985,913
18	SATGURU TRAVEL AND TOUR	23	13,816,136
19	DOZIC ENTERPRISES	22	7,048,444
20	ROLAAN ENTERPRISE	22	5,612,889
21	PRETTY SMALL SMALL THINGS ENTERPRISE	22	3,640,906
22	CHIDEX GROUP HOLDINGS	21	11,105,411
23	HAYAT AUTO SPARES	21	6,850,110
24	JAIDEV STORES	21	4,417,237
25	EAGLE'S LOGISTICS & INVESTMENT (SL) LIMITED	20	10,508,789
26	STAR - AYAN ENTERPRISE & GENERAL SUPPLY	20	977,734
27	T. CHOITHRAM & SONS LIMITED	20	453,280
28	ING. MARTIN MASSAQUOI	20	283,076
29	SIDMAH LOGISTICS	20	279,590
30	GOOD GOD AUTO SPARES	19	215,908,503
31	AFRICA TRAVEL CENTRE	19	53,967,785
32	GREENFIELD FARM	19	47,405,280
33	OFFICE SOLUTIONS	19	22,774,797
34	EXCELLENT GOVERNMENT PRINTING DEPARTMENT	19	4,314,722
35	INFINITY ICT AND GENERAL MERCHANDISE	19	1,199,653
36	YONI COMMERCIAL ENTERPRISE	19	581,725
37	EPI GARAGE-ENGINEERING PROTOTYPE INTERNATIONAL GARAGE	19	66,377
38	VAICOM ENTERPRISE	18	2,577,719
39	INTEGRATED POWER & CONTROL SOLUTION	18	489,556
40	COROSTAL ENTERPRISE	18	397,638
41	BAMA CATERING AND GENERAL SERVICES	18	248,052
42	EMBEES RELAXATION & GENERAL MERCHANDISE	18	103,165
43	KETSENG INVESTMENT	17	370,170
44	Star Travels (SL) Limited	15	24,507,222
45	TWO TEES CONSTRUCTION AND GENERAL MERCHANDISE	15	492,250
46	BROTHER'S CARPENTRY AND FINISHING MATERIALS CENTRE	15	124,500
47	BREAKTHROUGH CONSTRUCTION ENTERPRISES	14	338,196
48	JUNE'S WILL INVESTMENT	14	129,036
49	KUMBA SENESIE	14	89,475
50	LIVERPOOL INVESTMENT COMPANY LTD	13	414,422,752

51	VITEC ENTERPRISE	13	34,951,565
52	M.S.J ENTERPRISE	13	9,658,950
53	WAINDU ENTERPRISE	13	4,542,721
54	J. B. ENTERPRISES	13	3,982,627
55	AKING SERVICES	13	3,115,315
56	EMADUDIN ENTERPRISE	13	1,140,662
57	KHALIL & FADI AUTO SPARES	13	609,695
58	DEL ENTERPRISES	12	970,849,210
59	CHAMPION CONSTRUCTION COMPANY	12	102,278,690
60	TEJAMA'S ENTERPRISE	12	1,299,020
61	SAHID AND CHERRY INVESTMENT	12	1,151,672
62	GK CONSTRUCTION AND ENGINEERING SYSTEM	12	1,049,583
63	E. M. JOHNETTE MERCHANDISE	12	871,000
64	YAMBAYIAH ENTERPRISE	12	595,075
65	MADIBA ENGINEERING AND GENERAL SERVICES (MEGS) LIMITED	12	70,705
66	PRINT POINT LIMITED	11	13,184,348
67	SALMA TRADING & GENERAL CONSULTANCY	11	4,063,760
68	IBNAI COMPANY LTD	11	2,081,264
69	AFRICAN SPOT BAR AND RESTAURANT	11	410,493
70	FATRAHM ENTERPRISE GENERAL SUPPLIER AND CONTRACTOR	11	302,400
71	DOLPHIN SERVICES	11	283,831
72	DESTINY WORLDWIDE ENTERPRISES	11	237,134
73	ABUMAJ GARAGE	11	157,460
74	TAMLINA ENTERPRISES	10	4,157,234
75	ZAINBRA ENTERPRISES	10	1,898,671
76	INTERIAL INVESTMENT	10	1,662,110
77	MILLERINE ENTERPRISE	10	1,475,887
78	ZAHRIMA ENTERPRISE	10	1,117,748
79	SAMKOF MOTOR GARAGE	10	980,283
80	FIRMAMENT INVESTMENT & GENERAL SERVICES	10	817,750
81	CERAMIC GLORIOUS SYLMAIL VENTURES	10	795,620
82	AUS INVESTMENT	10	748,476
83	MATCOM CONSTRUCTION AND GENERAL SERVICES	10	601,396
84	MED TURAYSON ENTERPRISE	10	546,144
85	ALP-SYNDEH BUSINESS SERVICES	10	467,512
86	M.H BARRIE ENTERPRISE	10	443,550
87	SANICIA INVESTMENT	10	392,938
88	ANDY COLE ENTERPRISE	10	359,849
89	OKEKE INVESTMENT INTERNATIONAL	10	354,665
90	ELECTRA	10	350,820
91	CLIPS BUSINESS VENTURES	10	240,570
92	VISION INVESTMENT	10	230,325
93	KOROMA'S INVESTMENT ENTERPRISE	10	169,836
94	COMMUNITY DEVELOPMENT AND LITERACY SKILLS (CoDALS)	10	122,650
95	ALPHA'S ENTERPRISE	10	88,210
96	BARHAM ENTERPRISE	10	87,682
97	PADEL CONSULT AND TRADING -SL LIMITED	9	8,405,973
98	ALISCO CONSTRUCTION AND GENERAL SERVICES	9	1,860,390
99	ART-LINE ENTERPRISE	9	1,558,506
100	LANZAY SERVICES & GENERAL MERCHANDISE	9	1,438,105
101	ENTABUY AGENCY	9	818,903
102	JAWARD EL-ZEIN AND SONS	9	734,855
103	KIE KIZ INVESTMENT	9	634,285
104	DIACO INVESTMENTS (SL) LTD	9	569,820
105	EDGE DESIGNS & SERVICES	9	508,840
106	KINGS ELECTRICAL AND ELECTRONICS	9	495,051
107	FABIZ ENTERPRISES	9	493,512
108	SANMUM ENTERPRISE	9	420,938
109	ALWYNTON INVESTMENT	9	393,360
110	OSMAN BARRIE GARAGE	9	369,115
111	ENIC COMPUTERS	9	350,950
112	SINNAH BASSCO BAH CONSTRUCTION AND GENERAL SERVICES	9	263,185
113	BLESSED FAROUK ENTERPRISES	9	253,735
114	OFFICE VARIETY STORE	9	240,805
115	ISHA-CON INVESTMENT	9	76,425
116	C.I.B ENTERPRISE	9	73,879
117	MUSA MANSARAY	9	68,547
118	KENWOOD CONSTRUCTION AND GENERAL SUPPLIES	9	55,960
119	SINAVA & MARIAN ENTERPRISE	8	161,324,335
120	KISSY DISCOUNT ENTERPRISE	8	88,589,308
121	JAZE INTERNATIONAL ENTERPRISE	8	13,986,848
122	HARRY'S (SL) LTD	8	11,380,400
123	IBRAHIM SHOUR AUTO SPARE	8	5,090,888
124	LASMAN HOLDING	8	3,186,537
125	A-ONE (SL) LIMITED	8	3,185,019
126	KIS PROCUREMENT AND SUPPLY	8	1,189,494
127	GATEWAY PROCUREMENT AND TRADING LIMITED	8	910,259
128	DREAM LIGHT TRADING SERVICES	8	907,360
129	PRINT ALIVE INVESTMENT	8	555,600
130	JAZI INVESTMENT	8	478,000

131	OFF LICENSE	8	477,293
132	MOLIBA CAR RENTAL SERVICES	8	454,500
133	ANOTHER LINE INVESTMENT	8	439,021
134	MAGALA ENTERPRISE	8	427,037
135	N'DOMA ENTERPRISE	8	376,127
136	KAL MOMBANG INVESTMENT SERVICES	8	362,007
137	SWAKAI INITIATIVE GENERAL ENTERPRISE	8	356,623
138	ZEELAN GENERAL MERCHANDISE	8	337,600
139	DONBERT (SL) LIMITED	8	284,222
140	KAYHIRA ENTERPRISE	8	261,664
141	Smart Construction & General Enterprise	8	213,480
142	SINE-NAH ENTERPRISE	8	211,580
143	SANIX GENERAL SUPPLIES	8	145,033
144	DERRICK & MILLICENT ENTERPRISES	8	126,793
145	ABU WANJEI STATIONERY AND GIFT SHOP	8	119,137
146	EXPERIENCE AUTO SPARE	8	79,381
147	TOMERO ENTERPRISE	8	76,000
148	A. IBRAHIM LEIGH ENTERPRISE	8	36,137
149	UPS AND E CONSTRUCTION AND ELECTRICALS	7	554,995,553
150	IN 2 SIERRA LEONE LIMITED	7	212,306,517
151	MAGITO LOGISTICS (SL) LTD	7	102,024,420
152	PLANNING GREEN FUTURES LIMITED	7	6,599,004
153	GATEWAY ELECTRONICS	7	4,364,375
154	MAK ENTERPRISES LIMITED	7	2,857,762
155	BARAMA JAM LOGISTICS	7	2,093,903
156	CONQUEST GENERAL SERVICES (SL) LIMITED	7	1,022,000
157	FABULOUS RESORT (SL) LIMITED	7	978,606
158	MADUX PRINTING LOGISTICS & GENERAL SUPPLIES COMPANY LIMITED	7	896,155
159	MA-SALL BROTHERS ENTERPRISE	7	724,750
160	ONYX DESIGN & CONSTRUCTION (SL) LIMITED	7	713,317
161	M. S. JALLOH AUTO SPARES	7	687,234
162	J.E.T HARRISON	7	675,000
163	GBATTA ENTERPRISE	7	586,320
164	ATLANTIC LUMLEY HOTEL LIMITED	7	518,690
165	BASE 247	7	442,812
166	PRINT MASTER	7	395,600
167	ALEX CONSTRUCTION AND ENTERPRISE	7	380,300
168	DONCHRIS ENTERPRISE	7	379,400
169	A & Z GENERAL ENTERPRISE	7	338,400
170	CAC HOLDINGS (SL) LIMITED	7	330,295
171	PRIFEMLU ENTERPRISE	7	324,200
172	TRISKA ENTERPRISES	7	238,776
173	ALPHA REPAIRS & LOGISTICS GARAGE (SL) LIMITED	7	221,975
174	YEAMILLY CATERING & GENERAL SUPPLIES	7	221,640
175	BAKIUS ENTERPRISES	7	200,523
176	BINTEX INCORPORATED LIMITED	7	180,631
177	AGAL ENTERPRISES	7	178,962
178	HONEY CHERRY INVESTMENT	7	140,140
179	ALBAK TRADE LINK	7	131,380
180	G B STEVENS SERVICE ENGINEER	7	103,586
181	S.T INTERNATIONAL AUTO SPARE	7	102,672
182	AHOLD INVESTMENT AGENCY	7	66,900
183	ORANGE SIERRA LEONE	7	65,300
184	DAYTOR INVESTMENT SL LIMITED	6	32,606,714
185	TECHWIRE ICT SOLUTIONS (SL) LIMITED	6	16,488,051
186	HEMOJO ENTERPRISE	6	10,914,698
187	MULTI TIER SYSTEM	6	9,204,890
188	MR PRINT PRINTING	6	7,756,804
189	INSONS (SL) LTD	6	6,683,553
190	ARSIKEH CATERING SERVICES	6	1,838,950
191	J & J BUSINESS INVESTMENT	6	1,775,265
192	FAJ INVESTMENT	6	955,045
193	R&M DOMESTIC	6	679,570
194	QUICK FIX GARAGE	6	608,300
195	NABILLA CONSTRUCTION & GENERAL SUPPLIES	6	548,305
196	DELINS ENTERPRISES	6	529,900
197	BASEMAN ENTERPRISE	6	455,499
198	EXCEL DEVELOPMENT CONSULTANT & GENEREAL MERCHANDISE	6	447,000
199	ZONAL ENTERPRISE	6	436,239
200	LONG LINE INVESTMENT AND SERVICES	6	393,680
201	MSJ ENTERPRISE	6	360,897
202	JIA KANGBAI ENTERPRISE	6	317,500
203	DUNYAMAKOI SOLUCTION AND GENERAL MERCHANDISE	6	281,265
204	DUZAI ENTERPRISES	6	276,575
205	TAMDEL INVESTMENT	6	250,625
206	PEE'S DISH AND GENERAL SUPPLIES	6	248,480
207	PHILMICK ENTERPRISE	6	234,930
208	PARTNER IN PROGRESS VENTURES	6	225,450
209	CUTTING EDGE PRINTING AND STATIONERY ENTERPRISE	6	224,645
210	REAL SERVICES	6	205,876
211	REO ROMA ENTERPRISE	6	197,001
212	MUNSANHAJ ENTERPRISE AND GENERAL MERCHANDISE	6	181,000
213	FAMAJU GENERAL SERVICES LIMITED	6	179,439
214	JOINT PINACLE ENTERPRISE	6	177,800
215	CYPRESS COMMERCIAL AND TRADING ENTERPRISE	6	174,160
216	MEGA VENTURES SL LIMITED	6	161,150
217	Rimali Enterprise	6	154,700
218	KHALI SHABAN AUTO SPARES	6	122,771
219	ASINYA CONSTRUCTION AND GENERAL SERVICES (SL) LIMITED	6	121,100
220	ALMARIE INVESTMENT & GENERAL MERCHANDISE	6	118,800

221	ALSUMAKA ENTERPRISE	6	117,642
222	SOFTCOM	6	98,445
223	ADRAM ENTERPRISE	6	82,506
224	Nation's Motors	6	73,935
225	MOKANJU & FRIENDS	6	71,480
226	T. Garage	6	48,298
227	HASAD LOGISTICS AND GENERAL SERVICES LIMITED	6	45,358
228	VANKO ENTERPRISE	6	44,900
229	AMY'S ENTERTAINMENT AND CONSTRUCTION SERVICES	6	39,535
230	EFOM (SL) LIMITED	6	22,180
231	AUGUSTUS DAVIES GENERAL MERCHANDISE AND STATIONERIES	6	13,753
232	FODAY BARRIE GARAGE	5	832,281,350
233	TESAT & SILLAH ENTERPRISE	5	138,696,077
234	FAZS2 TECHNOLOGIES COMPANY LIMITED	5	12,506,119
235	BILKISU INVESTMENT	5	9,191,468
236	MOLIBA INTERNATIONAL CONSTRUCTION AND PROCUREMENT SERVICES	5	8,466,470
237	LOVIC AFFORDABLE ENTERPRISE	5	7,498,750
238	JOSHDANIELS ENTERPRISE	5	6,019,628
239	MATU AND DONDO ENTERPRISE	5	2,238,548
240	FOMBEX ENTERPRISE	5	975,664
241	FIALIETTE ENTERPRISE	5	894,850
242	CONSTEE ENTERPRISE	5	756,839
243	ROLMAC ENTERPRISES	5	693,161
244	ICT CONSULTANCY & GENERAL SERVICES (SL) LTD	5	624,750
245	DESMART BAR AND RESTAURANT	5	624,366
246	YENGAE INVESTMENT	5	566,603
247	RE-HARD ENTERPRISE	5	546,340
248	METRO ENTERPRISE	5	468,487
249	UNIVERSAL McMILLAN	5	397,100
250	ELIZABETH KORIO CATERING AND GENERAL SERVICES	5	382,080
251	NARALPH ENTERPRISES	5	380,994
252	INTERNATIONAL COOLING ENGINEERING (ICE)	5	283,925
253	VICTORIOUS STORE	5	281,530
254	E-SOLUTION LIMITED COMPANY	5	264,600
255	MATATA ENTERPRISE	5	243,770
256	FARIS INTERNATIONAL SERVICES (SL) LIMITED	5	221,217
257	BRA ORFO ENTERPRISE	5	213,903
258	VEERA'S CATERING SERVICES	5	205,190
259	QUMRAN INTERNATIONAL INVESTMENT	5	203,200
260	AMIN ELECTRICALS & ELECTRONICS (SL) LIMITED	5	180,161
261	AMINATA CATERING AND RESTAURANT	5	176,375
262	EDDIECAN INVESTMENT ENTERPRISE	5	163,139
263	TALEB AUTO SPARES	5	152,771
264	BREES ENTERPRISE	5	145,154
265	SIERRA COOLING SYSTEMS	5	144,710
266	A I KALLON INVESTMENT	5	123,940
267	MED ALIEU CREATIVE FURNITURE INVESTMENT	5	89,420
268	BINSTEL CATERING SERVICES LIMITED	5	86,900
269	BARBEN MAMOU ENTERPRISE	5	71,610
270	WILMAN INVESTMENT	5	44,740
271	AB & B ENTERPRISE	5	31,780
272	WANJAMA GARAGE	5	22,553
273	KING OF PEACE	5	17,990
274	GLITZ INVESTMENT LIMITED	4	240,834,317
275	INSTANT MODERN CONSTRUCTION COMPANY	4	164,682,896
276	MR KLIN	4	124,456,015
277	THE LOOP SUPPLIES AND GENERAL MERCHANDISE	4	49,652,881
278	INTERLINKS INVESTMENT (SL) LTD	4	45,267,643
279	SAGE CONSTRUCTION AND SERVICES	4	35,064,060
280	SEED TECH INTERNATIONAL (SL) LIMITED	4	17,469,118
281	MAJUCO INVESTMENT	4	4,800,370
282	ZIMANA GENERAL SERVICES & SUPPLIES	4	4,547,624
283	SALIM TRADING SERVICES	4	3,248,138
284	YA-MARIE INVESTMENT AND GENERAL MERCHANDISE (SL) LTD	4	2,974,153
285	A R KAMARA ENTERPRISE	4	2,269,900
286	YEANE ENTERPRISE	4	2,124,844
287	MU-GBE'S ENTERPRISE	4	1,885,260
288	FIRST PORT SOLUTIONS	4	1,480,000
289	KANGARI TECHNOLOGY LTD	4	1,450,984
290	PRIME PRINTS (SL) LIMITED	4	1,412,545
291	HUDMA'S INVESTMENT & GENERAL MERCHANDISE	4	1,365,800
292	SADAL ENTERPRISES	4	1,036,022
293	SIERRA BAY HOTEL	4	1,021,488
294	WUSUM HOTEL	4	956,322
295	EDWARD KANU ENTERPRISE	4	919,940
296	EFIRE SAFETY AND LOGISTICS SERVICES (SL) LTD	4	830,506
297	H. BAYDOUN & SONS	4	829,213
298	MAS - NAF ENTERPRISES	4	777,775
299	CONVENIENT (SL) LIMITED	4	695,040
300	VEE - DAKS CATERING SERVICES	4	694,260
301	EUODIAS (SL) LIMITED	4	672,540
302	COMTECH SOLUTIONS	4	610,695
303	RAMJULL INVESTMENT & GENERAL MERCHANDISE	4	543,155
304	MARTHA TURAY CATERING SERVICES	4	506,280
305	URGENT BUSINESS SERVICES (UBS)	4	461,940
306	SURANT INVESTMENT LOGISTICS & SUPPLY	4	449,425
307	MARJAMA TAWALIE CATERING RESTAURANT	4	388,740
308	KPANGE CONSTRUCTION & GENERAL SUPPLIES	4	377,462
309	MUVAH PRODUCE	4	370,406
310	MUST POWER (SL) LTD	4	360,500
311	ADNAN & ADEL MULLAH & SONS LTD	4	325,975
312	KAST INVESTMENT	4	322,950
313	GASSIMU HASMAR TRADING ENTERPRISE	4	319,500
314	JAY AND JAY ENTERPRISE	4	290,998
315	Tee Designs (SL) LTD	4	284,940
316	DANCHAMASA CATERING AND DECOR SERVICES	4	272,420
317	HASHASTOM SERVICES LIMITED	4	270,550
318	YAP ENTERPRISE	4	267,370
319	BLUE WHALE TRAVEL AND TOURS LIMITED	4	252,736
320	SMART INVESTMENT	4	245,721
321	CLAUREMIA FAVOUR AND SONS GENERAL MERCHANDISE	4	241,200
322	DAKE ENTERPRISE	4	237,383
323	THOMAS HUMPER & CO	4	224,980
324	SALONE CONNECT ENTERPRISE	4	220,400
325	MUMAYA INVESTMENT LOGISTICS & GENERAL SUPPLIERS	4	211,770
326	VAADO & MAM INVESTMENT	4	207,550
327	THE FAMILY KINGDOM	4	206,453
328	SHALIMAR TRADING	4	184,422
329	REAL ECLIPSE	4	179,950
330	YABUNDU ENTERPRISE & GENERAL SUPPLIES	4	167,829
331	Prifemlu Enterprise	4	160,925
332	Three wise Men Services	4	154,412
333	WORLD OF OFFICE SOLUTION	4	150,872
334	MIDDIE & NANAH ENGINEERING & CONSTRUCTION SERVICES	4	148,000
335	MARCOON SAM VENTURES	4	132,716
336	ANCO GRAPHICS MEDIA	4	125,837
337	EDDY WINNERS ENTERPRISE	4	123,251
338	G4S SECURE SOLUTIONS (SL) LIMITED	4	120,340
339	PENDRAX SECURITY (SL) LIMITED	4	117,615
340	EUENRICH CATERING AND DECORATION ENTERPRISES	4	115,600