



Public Procurement Authority
Improving Efficiency and Transparency in Public Procurement

PPA e-Bulletin

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Public Procurement Authority, Ghana



e-Bulletin

THEME: WOMEN IN PROCUREMENT

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Women need more room to rise in procurement



Valentina Browne, Procurement Officer

Though procurement is dominated by men, quite a good number of women have taken to the profession and their number keeps growing.

One reason for the gradual increase in women in procurement may be that they are frequently viewed as drivers of ethical standards. This positive perception has proved to be a significant boost to the opportunities for women in procurement. It has increased the desire to include them in procurement leadership roles. This has in turn motivated women to demonstrate their skills in strategic thinking, negotiation, and the implementation of innovative ideas that benefit their organizations.

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Procurement Entities Post 2025 Procurement Plans

Three hundred and fourteen (314) procurement entities have complied with the public procurement law by posting their 2025 procurement plans on the Public Procurement Authority Website.

Section 21 (3) of the Public Procurement Act 2003,(Act 663) as amended requires procurement entities to mandatorily post their procurement plans for the following year on the Authority's website.

The section says, "A procurement entity shall submit to its entity tender committee not later than one month to the end of the financial year the procurement plan for the following year for approval and **shall post the procurement plan on the website of the Authority.**"

The list below shows the procurement entities which have complied by the time the e-Bulletin went to press.

1	ABLEKUMA CENTRAL MUNICIPAL ASSEMBLY	43	BEREKUM COLLEGE OF EDUCATION
2	ABLEKUMA NORTH MUNICIPAL ASSEMBLY	44	BEREKUM EAST MUNICIPAL ASSEMBLY
3	ABUAKWA NORTH MUNICIPAL ASSEMBLY	45	BIA EAST DISTRICT ASSEMBLY
4	ABUAKWA SOUTH MUNICIPAL ASSEMBLY	46	BIBIANI ANHWIASO BEKWAI MUNICIPAL ASSEMBLY
5	ACCRA COLLEGE OF EDUCATION	47	BIBIANI COLLEGE OF HEALTH SCIENCES
6	ACCRA PSYCHIATRIC HOSPITAL	48	BIRIM CENTRAL MUNICIPAL ASSEMBLY
7	ACCRA TECHNICAL UNIVERSITY	49	BIRIM SOUTH DISTRICT ASSEMBLY
8	ADA COLLEGE OF EDUCATION	50	BIRIWA POLYCLINIC
9	ADENTAN MUNICIPAL ASSEMBLY	51	BOLGATANGA TECHNICAL UNIVERSITY
10	AFADZATO SOUTH DISTRICT ASSEMBLY	52	BOMAA GOVERNMENT HOSPITAL
11	AGONA WEST MUNICIPAL ASSEMBLY	53	BONO REGIONAL HEALTH DIRECTORATE
12	AHAFO ANO SOUTH EAST DISTRICT ASSEMBLY	54	BOSOME FREHO DISTRICT ASSEMBLY
13	AHAFO ANO-NORTH MUNICIPAL ASSEMBLY	55	BUI POWER AUTHORITY
14	AJUMAKO DISTRICT HOSPITAL	56	BUILSA SOUTH DISTRICT ASSEMBLY
15	AKATSI NORTH DISTRICT ASSEMBLY	57	BULK OIL STORAGE AND TRANSPORTATION COMPANY LIMITED
16	AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT	58	C. K. TEDAM UNIVERSITY OF TECHNOLOGY AND APPLIED SCIENCES
17	AKUAPEM NORTH MUNICIPAL ASSEMBLY	59	CENTRAL REGIONAL CO-ORDINATING COUNCIL
18	AKUAPEM SOUTH MUNICIPAL ASSEMBLY	60	CENTRAL REGIONAL HEALTH DIRECTORATE
19	AMANSIE CENTRAL DISTRICT ASSEMBLY	61	CENTRE FOR PLANT MEDICINE RESEARCH
20	AMANSIE SOUTH DISTRICT ASSEMBLY	62	CIVIL SERVICE TRAINING CENTRE
21	ANLOGA DISTRICT ASSEMBLY	63	COLLEGE OF COMMUNITY HEALTH NURSING WINNEBA
22	ARCHITECTS REGISTRATION COUNCIL	64	COLLEGE OF HEALTH AND WELLBEING-KINTAMPO
23	ASAMANKESE GOVERNMENT HOSPITAL	65	COLLEGE OF HEALTH SCIENCES YENDI
24	ASANTE AKIM CENTRAL MUNICIPAL ASSEMBLY	66	COLLEGE OF HEALTH SEFWI ASAFO
25	ASANTE AKIM NORTH MUNICIPAL ASSEMBLY	67	COLLEGE OF HEALTH YAMFO
26	ASUNAFO NORTH MUNICIPAL ASSEMBLY	68	COMMISSION ON HUMAN RIGHTS AND ADMINISTRATIVE JUSTICE
27	ASUNAFO SOUTH DISTRICT HOSPITAL	69	COMMUNITY HEALTH NURSES TRAINING COLLEGE - TAMALE
28	ASUOGYAMAN DISTRICT ASSEMBLY	70	COMMUNITY HEALTH NURSING TRAINING SCHOOL AKIM ODA
29	ASUTIFI NORTH DISTRICT ASSEMBLY	71	CONTROLLER AND ACCOUNTANT GENERAL DEPARTMENT
30	ASUTIFI SOUTH DISTRICT ASSEMBLY	72	COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH
31	ATEBUBU-AMANTIN MUNICIPAL ASSEMBLY	73	DAMBAI COLLEGE OF EDUCATION
32	ATIWA EAST DISTRICT ASSEMBLY	74	DENKYEMBOUR DISTRICT ASSEMBLY
33	ATUA GOVERNMENT HOSPITAL	75	DR. HILLA LIMANN TECHNICAL UNIVERSITY WA
34	AUDIT SERVICE	76	E.P COLLEGE OF EDUCATION AMEDZOFE
35	AWUTU SENYA EAST MUNICIPAL ASSEMBLY	77	EFFIA-KWESIMINTSIM MUNICIPAL ASSEMBLY
36	AXIM GOVERNMENT HOSPITAL	78	EFFUTU MUNICIPAL ASSEMBLY
37	AYAWASO CENTRAL MUNICIPAL ASSEMBLY	79	EJISU MUNICIPAL ASSEMBLY
38	AYAWASO NORTH MUNICIPAL ASSEMBLY	80	EJURA GOVERNMENT HOSPITAL
39	BAWKU WEST DISTRICT ASSEMBLY	81	ELECTORAL COMMISSION OF GHANA
40	BAWKU WEST DISTRICT HOSPITAL	82	ELMINA POLYCLINIC
41	BECHEM GOVERNMENT HOSPITAL	83	ENCHI COLLEGE OF EDUCATION
42	BEKWAI MUNICIPAL HOSPITAL	84	ENCHI GOVERNMENT HOSPITAL
		85	ENVIRONMENTAL PROTECTION AGENCY
		86	ESSAM GOVERNMENT HOSPITAL

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87	FAIR WAGES AND SALARIES COMMISSION	148	KUMASI METROPOLITAN ASSEMBLY
88	FANTEAKWA NORTH DISTRICT ASSEMBLY	149	KUMASI SOUTH HOSPITAL
89	FISHERIES COMMISSION	150	KUMASI TECHNICAL UNIVERSITY
90	FORESTRY COMMISSION	151	KUMAWU GOVERNMENT POLYCLINIC
91	GA EAST MUNICIPAL HOSPITAL	152	KWABRE EAST MUNICIPAL ASSEMBLY
92	GA NORTH MUNICIPAL ASSEMBLY	153	KWADASO MUNICIPAL ASSEMBLY
93	GAMING COMMISSION OF GHANA	154	KWAHU AFRAM PLAINS NORTH DISTRICT ASSEMBLY
94	GBEWAA COLLEGE OF EDUCATION	155	KWAHU EAST DISTRICT ASSEMBLY
95	GHANA ACADEMY OF ARTS AND SCIENCES	156	KWAHU SOUTH MUNICIPAL ASSEMBLY
96	GHANA AIRPORTS COMPANY LIMITED	157	KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
97	GHANA BOOK DEVELOPMENT COUNCIL	158	KWESIMINTSIM GOVERNMENT HOSPITAL
98	GHANA CIVIL AVIATION AUTHORITY	159	LA DADE KOTOPON MUNICIPAL ASSEMBLY
99	GHANA COCOA BOARD	160	LOWER MANYA KROBO MUNICIPAL ASSEMBLY
100	GHANA COLLEGE OF NURSES AND MIDWIFERY	161	MAMPONG GOVERNMENT HOSPITAL
101	GHANA COLLEGE OF PHYSICIANS AND SURGEONS	162	MANAGEMENT DEVELOPMENT AND PRODUCTIVITY INSTITUTE
102	GHANA COMMODITY EXCHANGE	163	MANHYIA DISTRICT HOSPITAL
103	GHANA COMMUNICATION TECHNOLOGY UNIVERSITY	164	MATERNAL AND CHILD HEALTH HOSPITAL
104	GHANA CYLINDER MANUFACTURING COMPANY	165	METHODIST COLLEGE OF EDUCATION
105	GHANA EDUCATION TRUST FUND	166	MINERALS COMMISSION
106	GHANA FREE ZONES AUTHORITY	167	MINERALS INCOME INVESTMENT FUND
107	GHANA GEOLOGICAL SURVEY AUTHORITY	168	MINISTRY OF COMMUNICATIONS AND DIGITALISATION
108	GHANA HEALTH SERVICE - HQ	169	MINISTRY OF DEFENCE
109	GHANA INTEGRATED IRON AND STEEL DEVELOPMENT CORPORATION	170	MINISTRY OF EDUCATION
110	GHANA INVESTMENT PROMOTION CENTRE	171	MINISTRY OF ENERGY
111	GHANA LIBRARY AUTHORITY	172	MINISTRY OF ENVIRONMENT SCIENCE TECHNOLOGY AND INNOVATION
112	GHANA METEOROLOGICAL AGENCY	173	MINISTRY OF FINANCE
113	GHANA NATIONAL GAS COMPANY LIMITED	174	MINISTRY OF FOOD AND AGRICULTURE
114	GHANA SHIPPERS' AUTHORITY	175	MINISTRY OF FOREIGN AFFAIRS AND REGIONAL INTEGRATION
115	GHANA STANDARDS AUTHORITY	176	MINISTRY OF GENDER CHILDREN AND SOCIAL PROTECTION
116	GOASO MUNICIPAL HOSPITAL	177	MINISTRY OF HEALTH HEADQUARTERS
117	GOMOA EAST DISTRICT ASSEMBLY	178	MINISTRY OF LANDS AND NATURAL RESOURCES
118	GOMOA POTSIN POLYCLINIC	179	MINISTRY OF LOCAL GOVERNMENT DECENTRALISATION AND RURAL DEVELOPMENT
119	GOVERNMENT SECRETARIAL SCHOOL	180	MINISTRY OF ROADS AND HIGHWAYS
120	GRAPHIC COMMUNICATIONS GROUP LTD	181	MINISTRY OF THE INTERIOR
121	GREATER ACCRA REGIONAL CO-ORDINATING COUNCIL	182	MINISTRY OF TOURISM ARTS AND CULTURE
122	GREATER ACCRA REGIONAL HOSPITAL	183	MINISTRY OF TRADE AND INDUSTRY
123	GUAN DISTRICT ASSEMBLY	184	MINISTRY OF TRANSPORT
124	HEALTH FACILITIES REGULATORY AGENCY	185	MINISTRY OF YOUTH AND SPORTS
125	HO TEACHING HOSPITAL	186	MOTHER AND CHILD HOSPITAL KASOA
126	HO TECHNICAL UNIVERSITY	187	MOUNT MARY COLLEGE OF EDUCATION
127	INSTITUTE OF JOURNALISM	188	NADOWLI DISTRICT HOSPITAL
128	INSTITUTE OF LANGUAGES	189	NANUMBA SOUTH DISTRICT ASSEMBLY
129	INSTITUTE OF LOCAL GOVERNMENT STUDIES	190	NATIONAL BLOOD SERVICE
130	INTERNAL AUDIT AGENCY	191	NATIONAL COMMISSION FOR CIVIC EDUCATION
131	JASIKAN DISTRICT HOSPITAL	192	NATIONAL COMMISSION ON CULTURE
132	JASIKAN MUNICIPAL ASSEMBLY	193	NATIONAL IDENTIFICATION AUTHORITY
133	JUABEN MUNICIPAL ASSEMBLY	194	NATIONAL INFORMATION TECHNOLOGY AGENCY
134	KADE GOVERNMENT HOSPITAL	195	NATIONAL INSURANCE COMMISSION
135	KASSENA - NANKANA MUNICIPAL ASSEMBLY	196	NATIONAL PETROLEUM AUTHORITY
136	KETA MUNICIPAL ASSEMBLY	197	NATIONAL ROAD SAFETY AUTHORITY
137	KETA MUNICIPAL HOSPITAL	198	NATIONAL SCHOOLS INSPECTORATE AUTHORITY
138	KETU SOUTH MUNICIPAL ASSEMBLY	199	NATIONAL THEATRE OF GHANA
139	KIBI GOVERNMENT HOSPITAL	200	NEW ABIREM GOVERNMENT HOSPITAL
140	KINTAMPO MUNICIPAL ASSEMBLY	201	NEW EDUBIASE GOVERNMENT HOSPITAL
141	KOFORIDUA TECHNICAL UNIVERSITY	202	NEW JUABEN NORTH MUNICIPAL ASSEMBLY
142	KOFORIDUA TRAINING CENTRE	203	NEW TAFO GOVERNMENT HOSPITAL
143	KORLE-BU TEACHING HOSPITAL	204	NKORANZA NORTH DISTRICT ASSEMBLY BUSUNYA
144	KPANDO MUNICIPAL ASSEMBLY	205	NKORANZA SOUTH MUNICIPAL ASSEMBLY
145	KPONE KATAMANSO MUNICIPAL ASSEMBLY	206	NKWANTA SOUTH MUNICIPAL ASSEMBLY
146	KRACHI NCHUMURU DISTRICT ASSEMBLY	207	NKWANTA SOUTH MUNICIPAL HOSPITAL
147	KRACHI WEST MUNICIPAL HOSPITAL		

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208	NORTH TONGU DISTRICT ASSEMBLY	262	SHAMA DISTRICT ASSEMBLY
209	NORTHEAST REGIONAL HEALTH DIRECTORATE	263	SISSALA EAST MUNICIPAL ASSEMBLY
210	NORTHERN ELECTRICITY DISTRIBUTION COMPANY LIMITED	264	SOGAKOPE HOSPITAL
211	NUCLEAR REGULATORY AUTHORITY	265	SOUTH DAYI DISTRICT ASSEMBLY
212	NURSES AND MIDWIFERY TRAINING COLLEGE - KETA	266	SOUTH TONGU DISTRICT ASSEMBLY
213	NURSES AND MIDWIVES TRAINING COLLEGE - TAMALE	267	ST. FRANCIS COLLEGE OF EDUCATION
214	NURSES TRAINING COLLEGE - HO	268	ST. MONICA'S COLLEGE OF EDUCATION
215	NURSES TRAINING COLLEGE (PANTANG)	269	ST. PATRICK'S NURSING AND MIDWIFERY TRAINING SCHOOL
216	NURSES TRAINING COLLEGE DAMONGO	270	ST. TERESA'S COLLEGE OF EDUCATION
217	NURSING AND MIDWIFERY COUNCIL OF GHANA	271	ST. THERESA'S HOSPITAL-NANDOM
218	NURSING AND MIDWIFERY TRAINING COLLEGE ASANKRANGWA	272	STATE INTERESTS AND GOVERNANCE AUTHORITY
219	NURSING AND MIDWIFERY TRAINING COLLEGE BOLE	273	SUHUM MUNICIPAL ASSEMBLY
220	NURSING AND MIDWIFERY TRAINING COLLEGE CAPE COAST	274	SUNYANI MUNICIPAL ASSEMBLY
221	NURSING AND MIDWIFERY TRAINING COLLEGE DUNKWA-ON-OFFIN	275	SUNYANI TECHNICAL UNIVERSITY
222	NURSING AND MIDWIFERY TRAINING COLLEGE FOMENA	276	SWEDRU MUNICIPAL HOSPITAL
223	NURSING AND MIDWIFERY TRAINING COLLEGE KOFORIDUA	277	TAFO GOVERNMENT HOSPITAL
224	NURSING AND MIDWIFERY TRAINING COLLEGE KPembe	278	TAIN DISTRICT HOSPITAL
225	NURSING AND MIDWIFERY TRAINING COLLEGE MAMPONG - ASHANTI	279	TAKORADI TECHNICAL UNIVERSITY
226	NURSING AND MIDWIFERY TRAINING COLLEGE- TARKWA	280	TAMALE CENTRAL HOSPITAL
227	NURSING AND MIDWIFERY TRAINING COLLEGE TESHIE	281	TAMALE TECHNICAL UNIVERSITY
228	NURSING AND MIDWIFERY TRAINING COLLEGE ZUARUNGU	282	TANO NORTH MUNICIPAL ASSEMBLY
229	NURSING AND MIDWIFERY TRAINING SCHOOL-GOASO	283	TANO SOUTH MUNICIPAL ASSEMBLY
230	NURSING TRAINING COLLEGE SEFWI WIAWSO	284	TARKWA NSUAEM MUNICIPAL ASSEMBLY
231	NURSING TRAINING COLLEGE WA	285	TDC DEVELOPMENT COMPANY LIMITED
232	NUSRAT JAHAN AHMADIYYA COLLEGE OF EDUCATION	286	TEMA WEST MUNICIPAL ASSEMBLY
233	OFFICE OF THE ATTORNEY-GENERAL AND MINISTRY OF JUSTICE	287	TETTEH QUARSHIE MEMORIAL HOSPITAL
234	OFFICE OF THE HEAD OF CIVIL SERVICE	288	TRAUMA AND SPECIALIST HOSPITAL
235	OFFICE OF THE HEAD OF THE LOCAL GOVERNMENT SERVICES	289	UNIVERSITY FOR DEVELOPMENT STUDIES
236	OFFICE OF THE KASSENA - NANKANA WEST DISTRICT ASSEMBLY	290	UNIVERSITY OF CAPE COAST
237	OFFICE OF THE REGISTRAR OF COMPANIES	291	UNIVERSITY OF ENVIRONMENT AND SUSTAINABLE DEVELOPMENT
238	OFFINSO COLLEGE OF EDUCATION	292	UNIVERSITY OF GHANA
239	OFORIKROM MUNICIPAL ASSEMBLY	293	UNIVERSITY OF GHANA - COLLEGE OF EDUCATION
240	OKERE DISTRICT ASSEMBLY	294	UNIVERSITY OF HEALTH AND ALLIED SCIENCES
241	OLA COLLEGE OF EDUCATION	295	UNIVERSITY OF MEDIA ARTS AND COMMUNICATION
242	OTI REGIONAL HEALTH DIRECTORATE	296	UNIVERSITY OF PROFESSIONAL STUDIES ACCRA
243	PANTANG HOSPITAL	297	UPPER EAST REGIONAL HEALTH DIRECTORATE-BOLGATANGA
244	PETROLEUM COMMISSION	298	UPPER WEST AKIM DISTRICT ASSEMBLY
245	PRESBY WOMEN COLLEGE OF EDUCATION- ABURI	299	UPPER WEST REGIONAL COORDINATING COUNCIL
246	PRESBYTERIAN COLLEGE OF EDUCATION- AKROPONG	300	VOLTA REGIONAL COORDINATING COUNCIL
247	PRU EAST DISTRICT ASSEMBLY	301	VOLTA REGIONAL HEALTH DIRECTORATE
248	PRU WEST DISTRICT ASSEMBLY	302	VOLTA RIVER AUTHORITY
249	PSYCHIATRIC NURSES TRAINING COLLEGE ANKAFUL	303	WASSA AMENFI CENTRAL DISTRICT ASSEMBLY
250	PUSIGA DISTRICT ASSEMBLY	304	WATER RESOURCES COMMISSION
251	QUALITY CONTROL COMPANY LIMITED	305	WEIJA-GBAWE MUNICIPAL ASSEMBLY
252	REGIONAL HEALTH DIRECTORATE GHANA HEALTH SERVICE	306	WESLEY COLLEGE OF EDUCATION
253	REGIONAL HOSPITAL BOLGATANGA	307	WEST AFRICAN CENTRE FOR CELL BIOLOGY OF INFECTIOUS PATHOGENS
254	SALTPOND MUNICIPAL HOSPITAL	308	WEST AKIM MUNICIPAL ASSEMBLY
255	SAVANNAH REGIONAL COORDINATING COUNCIL	309	WEST GONJA DISTRICT ASSEMBLY
256	SAVELUGU MUNICIPAL HOSPITAL	310	WESTERN REGIONAL COORDINATING COUNCIL
257	SCHOOL OF ANAESTHESIA AND CRITICAL CARE RIDGE	311	WINNEBA MUNICIPAL HOSPITAL
258	SDA COLLEGE OF EDUCATION-ASOKORE KOFORIDUA	312	WORAWORA GOVERNMENT HOSPITAL
259	SDA NURSING AND MIDWIFERY TRAINING COLLEGE-AGONA	313	YENDI MUNICIPAL HOSPITAL
	ASAMANG	314	YILO KROBO MUNICIPAL ASSEMBLY
260	SEFWI AKONTOMBRA DISTRICT ASSEMBLY		
261	SHAI-OSUDOKU DISTRICT HOSPITAL		

The Public Procurement Authority encourages all procurement entities to post their plans on GHANEPS as failure is a breach of the procurement law, which is an offence.



What men can do, women can do

The world had been thought to be a man's world. Women were mostly denied the chance to partake in the opportunities to realise their potential. Therefore, men dominated every sphere of life.

War was thought to be an act for men because they are bold and fearless. Women had to stay home during war and only tend children and cry for the safety of their husbands.

Previously, certain professions and trades were thought to be too dangerous and, in fact, masculine for a woman to practise. One such area is underground mining.

Similarly, women were thought to be too timorous to leave human lives in a moving vehicle in their care. Therefore, even driving a car was put beyond their reach, much less flying an aeroplane.

Only men were thought wise enough to be leaders – chiefs and presidents.

This deprivation was ostensibly to protect women.

Thank God, women are liberated now. They have gradually but steadily made inroads into every sphere of human endeavour and are excelling too. Now men can no longer claim this is their world.

Today, women have proved that they are equally capable of running nations as president. From underground mining to controlling a vehicle in the air, women have shown exceptional abilities.

EDITORIAL

Even in areas thought to be dangerous, women have shown mettle that belies the previous excuse to keep them away from such opportunities. For example, on the war front, women have demonstrated their bravery and tactical abilities to outwit the enemy while their husbands cringe at the booming sound of the gun. While many men cannot take even the weakest blow, women are displaying grit in the boxing ring to the admiration of boxing fans.

This boom in women participation in professions previously thought to be for men only has not skipped the procurement profession. It is estimated that globally, 38 per cent of procurement professionals are women. Out of this, 25 per cent are in leadership positions.

While the “Public Procurement Bulletin (PPB)” could not lay hands on local statistics, we can fairly claim that women’s participation in procurement in Ghana has also increased appreciably.

Here at the Public Procurement Authority (PPA), there are a good number of women in leadership as procurement professionals or in other professions whose technical know-how is critical to the regulation of public procurement practice in Ghana.

As this edition has coincided with marking the International Women’s Day, the PPB has devoted it to celebrating women. Therefore, we will share our conversation with a woman who runs a pharmaceutical manufacturing company.

We will also introduce to readers the women leaders in PPA who are doing so well in ensuring that public procurement turns out professionally.

We believe that this edition will be refreshing to all who are interested in the rise of women in all the endeavours of life.

Please, enjoy.

*Written By Emmanuel Agyei Arthur
Head - Corporate Affairs*

Women need more room to rise in procurement

Continued from Pg. 2

However, where there are opportunities, there are also limitations, and as a woman practicing procurement, I have encountered some limitations in my sphere of work.

The rigorous nature of procurement, with its tight timelines, can be difficult for women, especially those of us who have caregiving duties.

We also recognize that social demands of caregiving might disproportionately impact women. Women are expected to contribute fully to duties at home and at work. This can often hinder their capacity to excel in employment since they are forced to choose between their families and how far they can advance in their careers.

However, it is not a hopeless situation. Deliberate steps can be taken to include more women in procurement. Organizations should be deliberate about increasing the number of women in procurement roles at the workplace. In this regard, I believe that the Public Procurement Authority (PPA), as the regulatory body, can play a key role. The authority should use its influence across the procurement space to persuade organizations it regulates (procurement entities) to create opportunities and incentives to attract more women into public procurement.

organizations may come up with incentives such as bonuses, pay raise, or even recognition, promotions, or opportunities for personal growth based on training programs deliberately targeted at women to encourage their participation in in the procurement career.

Again, organizations may also develop HR programs for mentorship of young female procurement graduate professionals who join their organization with the aim of growing them into leadership positions. That means there must be a clear path of advancement for them to rise to senior leadership.

It is my view that more women will go into procurement if the limitations are removed.

By Rebecca Senam Kpodo
Deputy Director, Head Procurement

A chat with a lady pharmacist



Lucia Addae, Executive Secretary of the Pharmaceutical Manufacturers Association of Ghana

This edition is dedicated to women since the International Women's Day is marked in the month of March. As part of our objective to promote women in procurement in particular and women's progress in general in this edition, the Public Procurement Bulletin (PPB) had an insightful conversation with Lady Pharmacist Lucia Addae (LA), the Executive Secretary of the Pharmaceutical Manufacturers Association of Ghana (PMAG), on what it is for a woman to run a manufacturing concern. We present you excerpts of the conversation.

PPB: *How long have you been in the pharmaceutical manufacturing industry?*

LA: Approximately nine years

PPB: *You certainly have been out of the university for more than nine years. What were you doing before getting into manufacturing?*

LA: Prior to entering the manufacturing industry, I worked as a pharmacist for 15 years. I spent some time working at the hospital before that. Although it wasn't bad, I believe I was seeking something a little more challenging at the time, so I switched to running a retail pharmacy. That wasn't too bad either, but I wanted something more challenging and that led to my move to the manufacturing industry. I also spent considerable time working for multinational corporations.

PPB: *How would you describe the industry for women? Is it challenging for them?*

LA: In my opinion, doing business in Ghana or other parts of Africa is difficult compared to doing business elsewhere in general, and this is also true for the manufacturing industry. It is rather challenging because you must manage a large number of people, or human resources, in addition to costly equipment and assets, like land or property, which you can purchase twice or three times in Ghana. It can be hectic for anyone to deal with so many regulators such as the Food and Drugs Authority (FDA), Environmental Protection and the Pharmacy Council and so I can assume that with women and all the challenges that we go through, you know, because of nature, it can be very challenging.

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A chat with a lady pharmacist

PPB: *What inspired you to get into the manufacturing industry in the first place?*

LA: It was my father. A few decades ago, we owned a pharmacy in Kumasi. My father had several children, and everyone had to pick a career. When it came to my turn, my father said I had to pick a health-related field because at that time, none of my siblings had studied any health-related profession. I was offered the choice between pharmacy and medicine. Knowing that I disliked routine things, I conducted some research and found that there is a little more flexibility with pharmacy. In order to transfer from one side or sector to another, I made the decision to pursue a career in pharmacy. Regarding the manufacturing sector, I would say that it might have happened by accident because as I progressed through the ranks, switching from company to company, I believe I reached a stage where I was looking beyond, say, something for myself. I wanted more impact. Then as a woman, I was fired from my work because I was pregnant. The manufacturing industry had been knocking at my door for some time at that point, so I made the decision to seize the chance.

PPB: *What is Pharmaceutical Manufacturers Association of Ghana and what is your role as an Executive Secretary?*

LA: I am the Executive Secretary for the Pharmaceutical Manufacturers Association of Ghana. Currently, there are 51 companies that are members of the association. We have joined forces to establish a secretariat in order to promote the pharmaceutical industry and ensure that there are policies that benefit or promote the industry. Members of the association produce medicine – syrup, suspension, tablets, capsules, large volume fusion, and a few of the small volume of fusion.

PPB: *Your association is big. How influential is it?*

LA: Our industry is thriving and has significant influence. For instance, it creates a lot of jobs tackling the issue of unemployment in Ghana. This industry makes a lot of impact because you see it healing people and that's very fulfilling.

PPB: *Given that the industry is male dominated. Would you say you have made enough room for the women to come in and then operate as well?*

LA: I am the only woman on the Executive Council. In terms of companies, currently we have two companies headed or co-led by women. There was a point where we did not have any women at all. The association is trying to encourage women to come into the space. It is just that the manufacturing industry is a very difficult space to be. Manufacturing is expensive and hectic, and you need to work with so many things. Most women would just want to operate a pharmacy instead because it's easier. I think that if we start to get policies that support women, a lot of women will come into the manufacturing industry. For instance, if we

A chat with a lady pharmacist

have more finance assistance that is women targeted or tenders that favour women, then we can see more women showing up. But as it is now, it is rugged for women and usually women don't like rugged [business environment].

PPB: Why do you think having women in the pharmaceutical industry is important?

LA: Having women in the pharmaceutical manufacturing industry is extremely important. Both men and women, in my opinion, have strengths and weaknesses. There will be more care in the industry when there are more women present. By care, I mean care for workers in the industry and everything that occurs in it. Employees will be more comfortable and cared for by women. Women are also detail-oriented, which is critical in this field. On a lighter note, more women in the industry would mean in a little more colour. At the moment, there is only blue, green, red, white; however, if there were more women, there would be more pink and more purple. There will be some aesthetics in marketing and branding of pharmaceutical products made in Ghana. Also, women, in my opinion, would bring in a different perspective.

PPB: Do a lot of women in the pharmaceutical manufacturing industry participate in public procurement in Ghana and what are some factors that have prevented or deterred women from being involved in public procurement?

LA: Public procurement, in my opinion, can be tedious sometimes. It is very hard and demanding running a factory. In addition to that, the procurement process in Ghana is a laborious one – moving from one place to another making sure you tick all the boxes to do business with the government. Looking at the work you have to do, which doesn't guarantee that you win the contract, it discourages many people from taking part in procurement. Additionally, there is a chance that your payment will be delayed. As I mentioned before, women are a little more cautious when it comes to commercial dealings. Public procurement in this country does not guarantee prompt payment – just the prospect of having your money delayed and having to follow up on it constantly is a challenge. These are but a few reasons why women dislike conducting business with the government.

PPB: Can you suggest any reforms or initiatives that will enhance participation of women in Public Procurement in Ghana?

LA: I think that there needs to be opportunities created for women. There needs to be a conscious effort of dragging seats for women on the table. I have a son and daughter, and I am careful because I do not want to create too many opportunities for my daughter to the detriment of my son. I still would say that it is important that we create opportunities for women to ensure more participation of women public procurement. I am hoping that things would be made a bit more easier and payments become faster and we ensure that women get some allocation; there is some sort of

Continued on Pg 12

A chat with a lady pharmacist



financial support from the banks for women. Also, that there is not only financial support, but technical support or assistance for women.

PPB: How do we overcome the challenges faced by women-owned businesses in the pharmaceutical industry in Ghana?

LA: There needs to be the creation of an enabling environment in the sense of an efficient system in place. Here in Ghana, setting up a business and running it means that you have to go to several agencies to be able to do one thing. We [need to] set up a more efficient system, a single window that automatically carries you along, and make everything easier. So that if you want to set up a company, just go to one person. Or there's a portal that guides you as to what to do and I think that will help. In order to overcome these challenges, we need to be intentional about advocacy and awareness. Let us promote businesses led by women. I say this because of the creation of awareness on the Girl Child Education when I was growing up. When I was growing up, I used to hear people saying that well, you don't have to educate a girl, she just ends up in the kitchen being married with kids. That story changed because of that advocacy and awareness. We had more and more girls going to school and becoming the kind of women that we see around these days. 15 years ago, when I finished pharmacy school, you could see about 20 percent of the class being girls. These days you could get about 50 percent girls studying pharmacy. We have about 7,000 plus pharmacists and about 3000 are lady pharmacists, so I think that awareness, education or advocacy is important.

PPB: Any advice for women looking to be part of the association or part of the pharmacy industry?

LA: I want to encourage women to establish companies and factories and to create employment. Your gender should not limit you. The discussion of a woman leading or participating is no longer a topic for discussion in a nation where women make up over 50 percent of the population. It is an economic discussion for women to also lead and bring in some income, taking care of the people in the household. It is very important.

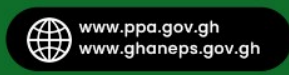
*Interview by Marian Abena Oteng
Senior Officer, Corporate Affairs*



Public Procurement Authority
Improving Efficiency and Transparency in Public Procurement



**HAPPY
INDEPENDENCE
DAY**
6TH MARCH



Women leaders at PPA

Women have taken competitive roles in procurement in Ghana, from leadership in procurement practice to public procurement regulation. At the Public Procurement Authority (PPA), women hold leadership positions and are playing important roles to ensure compliance with the public procurement law, Act 663 as amended.



***Hilda A. Agyemang , Deputy Director,
(Head, Human Resource)***

Hilda is the Head of HR Department of the PPA. She coordinates and supervises all Human Resource (HR) activities of the Authority. As a regulatory body, the PPA requires top notch professionals to ensure that the regulatory function is executed to the minutest detail of the regulatory framework – Act 663 as amended. It falls to her, therefore, to recruit such professionals for the Authority as well as plan the training and strategy to retain them through motivation.



***Faustina A. Okuadjo, Deputy Director, Compliance
Monitoring & Evaluation***

A professional procurement practitioner, Faustina is a Deputy Director at the Compliance, Monitoring and Evaluation Division of PPA, where she takes part in executing strategy to ensure compliance by procurement entities. She leads the conduct of monitoring of Public Entities for non-compliance of procurement processes and assist in regulating compliance.

Women leaders at PPA



*Rebecca Senam Kpodo, Deputy Director,
Head, Procurement*

Rebecca heads the Procurement Unit and leads the effort of the PPA to be an example by complying with the procurement law, Act 663 as amended. She oversees procurement planning and development of specifications. She also ensures the efficient management of procurement contracts and supplier database of the Authority. Rebecca is a procurement professional.



*Sheila Darkey, Deputy Director,
Compliance Monitoring & Evaluation*

Sheila is a Deputy Director at the Compliance, Monitoring and Evaluation Division. Her role is critical to ensuring compliance with the procurement law, Act 663 as amended. She is a Lead for the Annual Procurement Assessment programme to check whether or not Procurement Entities are acting according to the law. Sheila is a procurement professional.

Women leaders at PPA



Sefakor Attah , Deputy Director/ Executive Assistant



Edwina Judith Safee-Boafo , Deputy Director, Capacity Development

Sefakor is a Deputy Director (Executives Assistant) in the Chief Executive's Department with the responsibility for managing the CEO's Office and the Department, and a liaison between the CEO and the Board, Staff and Clientele. Her roles include assessing applications for single source and restricted tendering procurement in compliance with the Public Procurement Act (663) as amended for the attention and action of the Chief Executive and Board.

Edwina is a Deputy Director at the Capacity Development Division of the PPA. She plays an important role in creating strategies for the professionalisation of procurement in the public sector. In that role, she helps set professional standards, agree on performance indicators, ethics and competencies needed in the public sector. She is an integral part of planning and implementation of the training needs of procurement professionals in the public sector and is also a resource person for training and capacity building programmes.

Women leaders at PPA



*Yaa Amanimaa Nsiah , Deputy Director,
Compliance Monitoring & Evaluation*



Joana Sakyi Asiedu , Deputy Administrative Director

Yaa is a Deputy Director and part of the Compliance, Monitoring and Evaluation Division of the PPA. She plays an important role in monitoring procurement entities to ensure that they comply with the procurement law. In that role, she contributes to the efforts to strengthen public procurement practice by making it possible for the Authority to pick signals and close the gaps.

Joana is the Deputy Administrative Director attached to the Chief Executive's Secretariat. Her role includes handling routine administrative tasks, improving communication, managing documents and supporting process efficiency. Given the mandate of the PPA, her role in keeping accurate documentation is very essential.



Public Procurement Authority
Improving Efficiency and Transparency in Public Procurement

I N T E R N A T I O N A L

WOMEN'S DAY



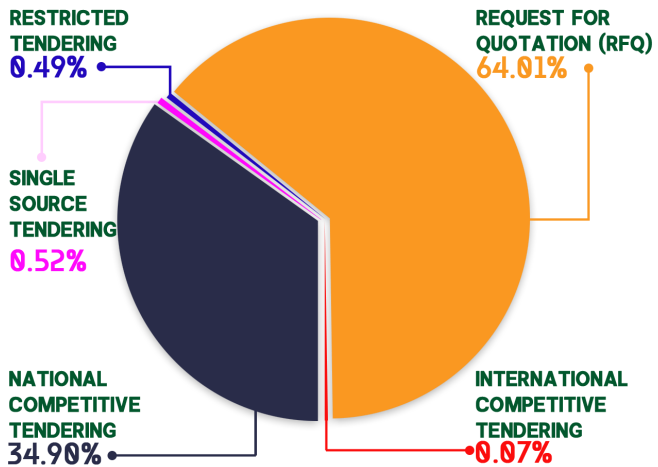
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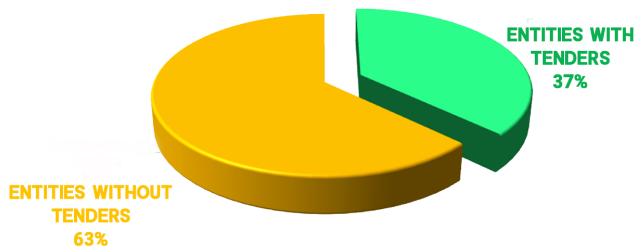


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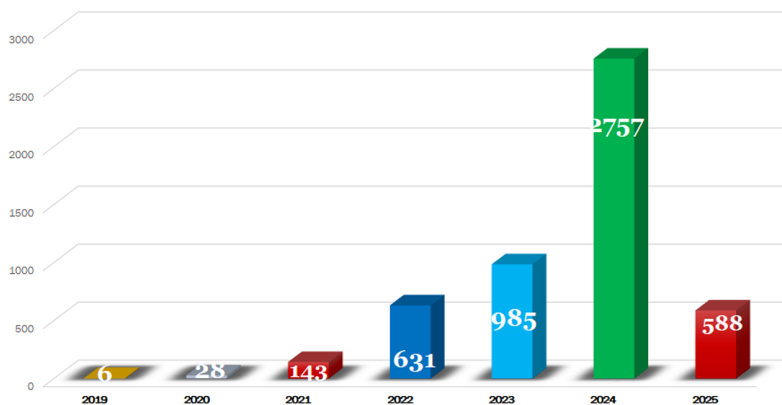


USAGE BY ENTITIES (TENDERS PUBLISHED)

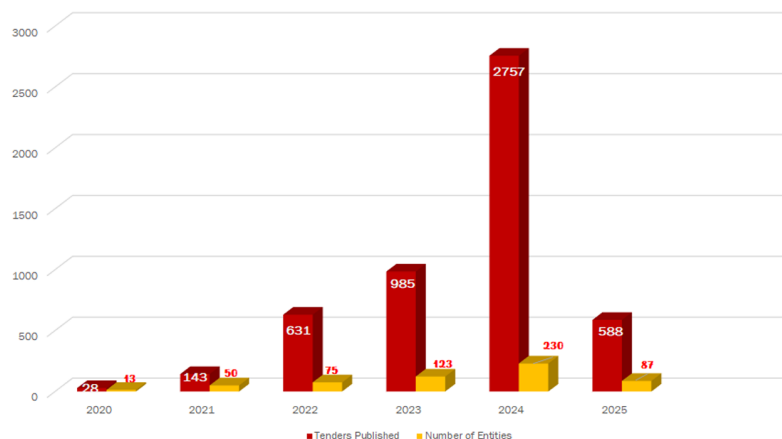


Number of Entities	868
Entities with Tenders	323
Entities without Tenders	545

TOTAL TENDER PUBLICATIONS BY METHOD



TENDERS PUBLISHED PER YEAR



YEARLY TENDER PUBLICATION AND ENTITIES

PPA e-BULLETIN



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