

EXECUTIVE SUMMARY

Introduction

This Annual Report has been prepared in fulfillment of sections 3 (i) and 13 (1) & (2) of the Public Procurement Act 2003, (Act 663) as amended which require Public Procurement Authority (PPA) to produce Annual Reports for submission to the Minister of Finance. It highlights the main programmes and activities, achievements and challenges of the Authority during the year ended December 31, 2024.

Public Procurement Authority (PPA)

The Public Procurement Authority (PPA) was established by the Public Procurement Act, 2003 (Act 663) as amended, as a body corporate, charged with the responsibility of overseeing the effective implementation and ensuring compliance with the Public Procurement Act.

Object of the Public Procurement Authority (PPA)

The object of PPA is to secure a judicious, economic, efficient use of public funds, and to ensure that public procurement is carried out in a fair, transparent, non-discriminatory, environmentally and socially sustainable manner.

Vision

The Authority's vision is to have a world class, efficient, transparent, accountable and professionally managed public sector procurement system in Ghana which enjoys a high level of business confidence and ensures consistent attainment of best value for money in the procurement of Goods, Works and Services in support of national development and fiscal policies.

Mission

The mission of PPA is to harmonize the process of procurement in the public service to secure judicious, economic, and efficient use of public funds, and to ensure that public procurement is carried out in a fair, transparent, non-discriminatory, environmentally and socially sustainable manner while promoting a competitive Local Industry.

At PPA, we live our Mission and pursue our Vision

Functions / Organisation of the Public Procurement Authority

PPA, in carrying out its mandate in line with its vision and mission, was guided by its 2022-2025 Strategic Plan under the new Medium Term Development Plan of the Ministry of Finance which, in itself, was in sync with the United Nation's Sustainable Development Goals (SDGs). The institution systematically and successfully executed its obligations for the period as required by law. These include formulation and review of existing documents, policies and rules on

procurement (STDs, FWA, SPAF, SPP), ensuring procurement policy implementation and compliance with Act 663 as amended.

The Authority’s functions leading to it’s achievements were organized under Four (4) main Directorates; Compliance, Monitoring & Evaluation (CM&E), Research, Policy and Planning (RP&P), Capacity Development (CD), Legal and Board Affairs (LBA), while Information Technology(IT), Human Resource & Administration, Corporate Affairs, Finance and Audit Departments, as well as the Procurement Unit, offer support services.

Compliance, Monitoring and Evaluation to Ensure Compliance with Act 663 as amend

In fulfilment of its mandate stated in Sections 3(d) and 3(h) of the Public Procurement Act, 2003 (Act 663) as amended, the Public Procurement Authority assessed the procurement activities undertaken in 2023 by Public Procurement Entities in Ghana.

The assessment of the procurement performance of the Entities was done using the Public Procurement Model of Excellence (PPME) tool. The PPME Tool analysed data collected from seven hundred and eighty-seven (787) Entities using the Evaluation Grid and Contracts Data Sheets. Two reports, the qualitative Performance Assessment System (PAS) Report and the quantitative Performance Measurement Indicators (PMI) Report, were generated from the analysis of data.

PERFORMANCE ASSESSMENT SYSTEM (PAS) REPORT

The Performance Assessment System Report covers four main areas:

- Management System;
- Information and Communication;
- Procurement Process; and
- Contract Management

Chart A presents the overall scores obtained under each of these four categories in 2023 displayed alongside those for 2022.

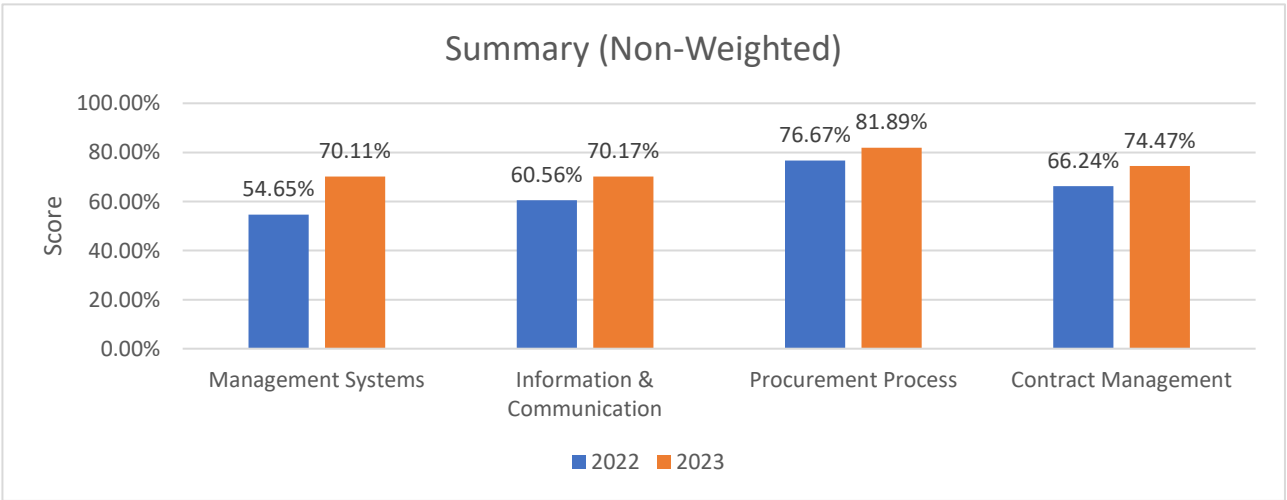
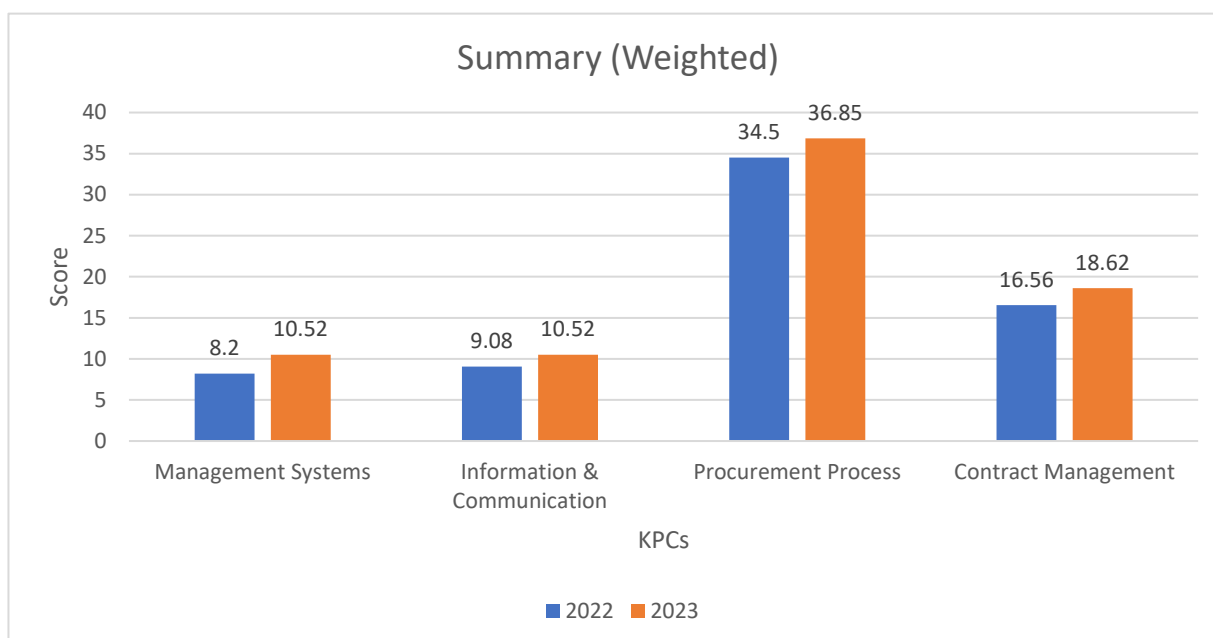


CHART A: PERFORMANCE ASSESSMENT SYSTEM SCORES



Under the **MANAGEMENT SYSTEMS**, the score for 2023 was 70.11% compared to 54.65% in 2022. Management provided the necessary support to the conduct of procurement in the Entities. Evidence gathered also showed some improvement in the implementation of capacity development programmes for Procurement Officers and Internal Auditors to enable them to properly play their respective roles in the conduct of the procurement activities of Entities.

The **INFORMATION AND COMMUNICATION** category recorded 70.17% in 2023 compared to 60.56% for 2022. There continued to be improvement in the engagement of service providers to improve their responsiveness requirements of the Entities. Data gathered showed improvement in the use of the PPA Standard Tender Documents by the Entities. A good number of Entities were also enrolled on the GHANEPS platform.

The **PROCUREMENT PROCESS** which sought information on the Entities' knowledge of the procurement cycle recorded 81.89% in 2023 compared to 76.67% in 2022. All the indicators recorded improvements. Posting of notices of contracts awarded on the PPA website as well as informing the unsuccessful tenderers of the outcomes of the tender processes remains a challenge. The low score on Procurement Planning sub-category showed that some Entities do not post their Procurement Plans on the PPA website. These shortcomings work against increasing the levels of transparency associated with the award of contracts.

The **CONTRACT MANAGEMENT** category looked at Entities' ability to follow through the performance of the contracts they awarded. The overall score was 74.47% in 2023 compared to the 2022 score of 66.24%, indicating an overall improvement for the category. The general improvement notwithstanding, the Entities still had issues with record keeping-especially as related to management of their Stores.

PERFORMANCE MEASUREMENT INDICATORS

There are 11 Performance Measurement Indicators (PMIs). These indicators provide the means of measuring the performance of the activities they cover. The scores for 2023 are compared with those for 2022 in Table A.

TABLE A: PERFORMANCE MEASUREMENT INDICATORS FOR 2023

INDICATOR	METRICS	CRITERIA	RESULTS	
			2023	2022
1. Advertisement of Tender Opportunities	a) % of open tendering procedures publicly advertised	Percentage	98.30%	96.14%
	b) % of open tendering procedures opened publicly and recorded	Percentage	92.89%	91.01%
2. Publication of Awards	% of contracts awards published	Percentage	13.74%	11.92%
3. Time for tender invitation and Opening	Average number of days between invitation to tender and tender opening	Number	15 DAYS	16 DAYS
4. Tenderer Participation	Average number of Tenderers per notice	Number	6	6
5. Responsive Tenders	% of responsive tenders per notice	percentage	92.22%	88.14%
6. Method of Procurement	% of tenders using each of the procurement methods	INTERNATIONAL COMPETITIVE TENDERING	0.02%	0.13%
		RESTRICTED TENDERING	2.44%	2.29%
		SINGLE SOURCE	5.90%	3.78%
		NATIONAL COMPETITIVE TENDERING	18.02%	20.19%
		PRICE QUOTATION	72.18%	71.04%
		LOW/MINOR VALUE PROCUREMENT	1.45%	2.56%
7. Tender Processing lead-time	Average number of days between tender opening and contract award	number	91 DAYS	24 DAYS
8. Cancelled Tendering Procedures	% of tendering procedures cancelled per the provisions of ACT 663 as amended.	percentage	-	-
9. Protests	a) Tendering procedures with protests	number	110	47
	b) % Protests resolved	percentage	30%	14.89%
10. Resolution of Contract Disputes	a) Contracts with disputes	number	54	67
	b) % of contracts with resolved disputes	percentage	-	-
11. Contract Completion	a) % of contracts completed fully with acceptable performance	percentage	95.31%	94.91%
	b) % of contracts with completion reports	percentage	86.58%	85.58%

The breakdown, shown in Table B, gives the ratio for each of the methods of procurement based on the total number of tenders put out in 2023. In 2023, Price Quotation was the predominant method used as it was in 2022.

TABLE B: PROCUREMENT METHODS BASED ON THE TOTAL NUMBER OF TENDERS

PROCUREMENT METHOD	PERCENTAGE	
	2023	2022
INTERNATIONAL COMPETITIVE TENDER	0.02%	0.13%
RESTRICTED TENDER	2.44%	2.29%
SINGLE SOURCE	5.90%	3.78%
NATIONAL COMPETITIVE TENDER	18.02%	20.19%
PRICE QUOTATION	72.18%	71.04%
LOW/MINOR VALUE PROCUREMENT	1.45%	2.56%

In terms of the values of the transactions captured, Table C gives the distribution per procurement method and shows the predominance of Single Source Method in value in 2023 and 2022. an analysis of Tables a and B shows that in terms of number of usages of the various methods, Price Quotation was the frequently used method in 2022 and 2023. However, in terms of values, the Single Source had higher values. The Price Quotation Method is limited by the thresholds while the Single Source Method is not limited by any thresholds and often has high values of contracts.

TABLE C: DISTRIBUTION OF PROCUREMENT METHODS BASED ON TENDER VALUES

PROCUREMENT METHOD	PERCENTAGE	
	2023	2022
INTERNATIONAL COMPETITIVE TENDER	0.45%	0.14%
RESTRICTED TENDER	11.11%	15.60%
SINGLE SOURCE	66.65%	65.79%
NATIONAL COMPETITIVE TENDER	16.17%	15.75%
PRICE QUOTATION	5.59%	2.70%
LOW/MINOR VALUE PROCUREMENT	0.03%	0.02%

CONCLUSION AND LESSONS LEARNT

As in all previous assessment exercises, the Public Procurement Model of Excellence (PPME) tool was used to analyse the data collected in 2023 from 787 Entities. These Entities covered the low to high spend spectrum throughout the country. This gave the data the national characteristic, making the results reflect the national levels of compliance with the requirements of the Public Procurement Act, 2003 (Act 663) as amended.

All the factors used in the Assessment Exercise showed that nationally, in 2023 there had been an overall improvement in the conduct of public procurement relative to 2022.

RECOMMENDATIONS

Though there had been overall improvement in the conduct of procurement activities, this was still marginal and needs to be enhanced on a sustainable basis.

These recommendations are made with the aim of sustaining the gains in the 2023 Assessment Exercise as well as enabling the PPA to assist the Entities to further improve on the conduct of their procurement activities:

1. PPA should instruct all Entities to publish notices of contracts awarded on the PPA website. This will ensure that Entities become more transparent with the award of contract and also inform the Tenderers of the outcomes of tenders;
2. Entities should encourage their staff involved in procurement, namely procurement officers and Engineers to acquire appropriate professional procurement or allied qualifications;
3. The training of the Procurement staff and Internal Auditors should be expanded to include training on Contract Management, Sustainable Public Procurement and Standard Procurement Audit Framework (SPAF);
4. Entities should take their Contract Management seriously and assign Officers to play the role of Contract Administrators to effectively supervise the contracts awarded and keep proper records;
5. The results of the 2023 Assessment Exercise showed there were still challenges associated with the handling of procurement related disputes and complaints. Heads of Entities are advised to ensure timely resolution of complaints/disputes pursuant to Section 79 of Act 663 as amended.
6. Entities should also ensure that notices on contract awarded by Entities are posted on the PPA website as required by Section 31 of Act 663 as amended. Additionally, Entities are encouraged to liaise with the MIS directorate of PPA, should they have difficulties posting the contract notices on the PPA website.
7. PPA should ensure that all Entities use the Ghana Electronic Procurement Systems (GHANEPS) in conducting their procurement activities to ensure transparency and efficiency in the procurement processes.

Policy, Planning & Research

PPA's programmes and activities were guided by its Strategic Plan 2022-2025. PPA's Annual Work Plan and Quarterly Performance Review Reports which were successfully prepared and submitted to the Ministry of Finance (MOF) as required by law, were culled from its 2022-2025 Strategic Plan. During the year under review, PPA in consultation with the key stakeholders drafted policy document on the procurements of Locally Assembled Vehicles and Sustainable Timber and Timber Products.

Capacity Development

Capacity Development for Procurement practitioners and Entity managers are key measures to ensuring compliance with the Public Procurement Act (Act 663) as amended. The Capacity Development Policy of PPA sets out clear objectives which informed the activities of PPA's training in the year 2024. In this regard, the following training activities were undertaken to build the capacity of Public Entities through:

- i. Short Term Training on Act 663 as amended,
- ii. Execution of Specialized Training Requests, and
- iii. Planned training programmes on Contract Management, SPAF, Sustainable Public Procurement among others.

Legal and Board Affairs

The PPA Board considered a number of applications for Ratification, Restricted Tendering and Single Source from several procuring entities in the reporting period, as presented in the analysis and data statistics presented in appendixes IV and V of this Annual Report.

Management Information Systems (MIS)

To ensure transparency and efficiency in the Procurement process, The PPA introduced e-GP in 2019. Since its introduction, procuring entities have been trained on its usage. This training has enhanced procurement activities throughout the year with a total of Eight Hundred and twenty-eight (828) Procuring Entities have been enrolled on GHANEPS and are using the portal to push tenders and award contracts

Finance and Audit

The Public Procurement Authority, as a wholly subvented GoG organization, continued to receive periodic releases from government for its operations during the year under review. Other sources of funds came from Development Partners. The Authority operates a four-year rolling Programme Based Budgeting (PBB) system for government institutions, which is geared towards the National Medium Term Development Policy Framework (NMTDPF).

Inflows into the Authority's budget in 2024 were solely received from the Government of Ghana (GoG). Comparative figures in the Authority's 2024 and 2023 budgets in relation to actual funds released by the Ministry of Finance (MoF) are as shown in the table below:

Approved Budgets and Actual Releases for 2024 Under GOG Funding

	2024			2023		
EXPENDITURE ITEMS	APPROVED (GH¢)	ACTUAL RELEASED (GH¢)	VARIANCE (GH¢)	APPROVED (GH¢)	ACTUAL RELEASED (GH¢)	VARIANCE (GH¢)
Compensation of Employees	5,597,337.00	6,942,179.00	(1,344,842)	4,562,868.00	5,167,979.10	(605,111.18)
Goods and Services	9,754,390.00	9,727,300.00	27,090.00	1,685,940.00	8,053,662.98	(6,367,722.98)
Capital Expenditure	4,570,150.00	4,509,373.00	60,777.00	1,790,200.00	4,621,107.51	(2,830,907.51)
Total	19,921,877.00	21,178,852.00	(1,256,975.00)	8,039,008.00	17,842,749.67	(9,803,741.67)

Donor Funding Support

PPA obtained support from development partners for developmental activities.

Financial Statement for the year

The audited Income and Expenditure account for the year ended 31st December 2023 is presented in **Annex II**.

Challenges

The main challenges in the year under review were in the areas of Funding and Office Accommodation as internal challenges, while use of, Compliance with the requirement of posting of Procurement Plans, notices on the PPA Website, Contract Management, among others, were challenging for many procurement entities. Apart from the lack of funding for some of the programmes, delays were experienced with fund releases, even where prior approval for the funds had been secured. These situations resulted in delays in programmes implementation. On accommodation, PPA operated from rented premises, and it was a challenge getting adequate office accommodation to meet the growing need for more space. As regards the use of inappropriate alternative procurement procedures by some institutions, it was noticed that some entities failed to advertise procurements that were supposed to be advertised on PPA Website/GHANEPS. Many entities also failed to post their procurement plans, tenders Notice, and Contract awards on PPA website, even though they were trained on how to post documents on PPA's website. Contract Management was a major challenge for most entities. Lack of proper Contract Management would most likely result in escalation of project costs.

Way Forward

PPA would build on its 2024 activities in the coming year. In particular, on office accommodation, PPA would continue to pursue processes already initiated to develop the land acquired for permanent office accommodation. Regarding funding of PPA programmes, we would continue to depend on Government subvention and Development Partners, while efforts would be made to seek sources of Internally Generated Funds.

Training of procurement practitioners would continue, especially in the areas of Procurement Planning, posting of procurement documents on the PPA website, Conducting Procurement activities through GHANEPS, Contract Management, Appeals & Complaints processes, procurement methods and procedures, among others. Service Providers, the Judiciary, and other oversight bodies would also be beneficiaries of PPA's Capacity Development programmes. Training on the Proper Procurement Records Keeping would be conducted to help entities in keeping accurate records on their procurement activities.

Conclusion

As part of our programmes in the coming year, coverage of our monitoring functions would be increased to include more 'low spend' entities across sectors throughout the country, following our presence in the regions. It is worth noting that there were marked improvements in the levels of compliance achieved, especially in the area of handling of Complaints and Disputes. This confirms that PPA's interventions through the issuing of Guidelines and Training Programmes are yielding positive results. Our short-term training would be continued so as to improve capacity of entities, service providers, and other key stakeholders to operate efficiently and effectively in the procurement system.

PPA would ensure that further improvements are made in the public procurement system in the coming year.

-Chief Executive Officer

1.0 INTRODUCTION

This Annual Report has been prepared in fulfilment of section 3 (i) and 13 of the Public Procurement Act, 2003 (Act 663) as amended, which requires the Public Procurement Authority (PPA) to produce Annual Reports for submission to the Minister of Finance. It highlights the main activities, achievements and challenges for the year ended 31st December, 2024.

2.0 PUBLIC PROCUREMENT AUTHORITY (PPA)

The Public Procurement Authority (PPA) was established by the Public Procurement Act, 2003 (Act 663) as amended, as a body corporate, charged with the responsibility of overseeing the effective implementation and ensuring compliance with the Act. Thus, the mission of PPA is to harmonize the process of procurement in the public service to secure judicious, economic, and efficient use of public funds, and to ensure that public procurement is carried out in a fair, transparent, non-discriminatory, environmentally and socially sustainable manner while promoting a competitive Local Industry.

3.0 ACTIVITIES UNDERTAKEN IN THE YEAR 2024

The PPA's activities for 2024 are captured under Eight (8) broad functions in this document. These are:

- Compliance, Monitoring and Evaluation
- Research, Policy and Planning
- Capacity Development
- Legal and Board Affairs
- Management Information System
- Human Resource and Administration
- Corporate Affairs
- Finance and Audit

3.1.0 COMPLIANCE, MONITORING AND EVALUATION (CM&E)

As part of its functions, the Public Procurement Authority (PPA) is mandated to periodically assess the conduct of public procurement in Ghana to ensure that it is in accordance with the provisions of the Public Procurement Act, 2003 (ACT 663) as amended. The relevant sections of the Public Procurement Act, 2003 (ACT 663) as amended, which support this, are quoted here for emphasis:

***Section 3 (d) monitor and supervise public procurement
and ensure
compliance with statutory requirements; and***

Section 3 (h) assess the operations of the public procurement processes and submit proposals to the Board for improvement of the processes.

In fulfilment of these requirements, the Public Procurement Authority carried out an assessment of the procurement activities of selected Procurement Entities in 2023 which is the subject matter of this report.

The Assessment Exercises are conducted one year in arrears. As such even though the data was collected in 2024, it covered the procurement activities of the Entities 2023. The ideal time for the collection of data is at the end of the first quarter of the subsequent year, 2024. This is to allow the Entities to use the first quarter of the year to put all their records on the procurement activities together to ensure a successful exercise. However, due to the timing of the release of funds, this assessment exercise was undertaken in the third quarter of 2024.

SELECTION OF ENTITIES

The Entities for the 2023 Assessment Exercise were selected from six broad groupings which characterize the composition of the public Procurement Entities in Ghana. Seven hundred and eighty-seven (787) Entities were assessed in 2023 and the number from each category is as follows:

Central Management Agencies/Ministries/Subvented Agencies	-139
Regional Coordinating Councils	- 16
Metropolitan/Municipal/District Assemblies	-261
State Owned Enterprises	- 38
Tertiary Institutions (including the Colleges of Education)	- 167
Hospitals and Health Institutions	- 161
Financial Institutions	- 5

METHOD OF ASSESSMENT

The assessment of the procurement performance of the Entities was done using the Public Procurement Model of Excellence (PPME) tool.

THE PPME TOOL

The PPME tool is a web- and data-based software package which is used to analyse the data collected from the assessed Entities. It generates two main reports, namely:

1. Performance Assessment System (PAS) Report; and
2. Performance Measurement Indicators (PMI) Report.

DATA COLLECTION

The PPME tool is an evidence-based tool and uses documentary evidence in the form of data collected from the Entities as the basis for generating its outputs. It has two main formats for the collection of data, which are:

- Evaluation Grid; and
- Contract Data Sheets.

Evaluation Grid

The Evaluation Grid is a matrix of rows and columns which sets out the key performance criteria which are to be used for the assessment of the Procurement Entities. This grid was used to collect data on the conduct of procurement activities from all the Entities. Deploying this same grid for all the Entities puts them on the same platform for the purposes of comparison. The qualitative data collected is used to generate the Performance Assessment System (PAS) Report. The Evaluation Grid is made up of nine (9) columns. The information contained in each of these columns is as described in Table 1.

TABLE 1: COMPONENTS OF THE EVALUATION GRID

COLUMN NUMBER	COLUMN NAME	COLUMN DESCRIPTION
1	Key Performance Criteria (KPC)	These are qualitative conditions that show how an Entity is operating in terms of carrying out its procurement activities. They are developed from international best procurement and performance management standards which have been adapted to suit the public procurement environment in Ghana. Currently, there are 59 Key Performance Criteria.
2	National Legal Framework	This provides the list of the Documents to which the particular KPC relates. These include: 1. The Public Procurement Act 2003 (Act 663) as amended; 2. Public Procurement Regulations, 2022 (L.I. 2466); 3. The Internal Audit Agency Act 2003 (Act 658); 4. The Public Financial Management Act 2016 (Act 921); 5. The Public Financial Management Regulations 2019, LI 2378;
3	Key Objective	Describes the main aim or intention for each of the Key Performance Criteria
4	Evidence	This column gives suggested pieces of documentary evidence that indicate the compliance with the KPC by the Entities.
5	Proof of Evidence	While Column 4 lists pieces of evidence the Assessors are to look out for, Column 5 further guides the Assessor on the Items that the Entity has to show as proof of having complied with the criterion under review. Each proof is assigned a maximum rating that the Assessor may award to show the level of compliance.
6	Total Rating	A Rating system is used to show the Entity's level of achievement with regard to compliance with the Key Performance Criteria. The scores are assigned based on evidence provided by the Entity. The total rating for each criterion is 9.
7	Area/ Purpose of Improvement	This column is for the Assessors to flag those Key Performance Criteria the Entity needs to work on in order to improve the conduct of its procurement activities. Any rating from 0 - 7 must necessarily have an "area of improvement."
8	Level of Priority	This column is linked to the areas of improvement listed in Column 6 by assigning priority levels to the suggested areas of improvement. There are three priority levels viz. HIGH, MEDIUM and LOW.
9	Deadlines	The Deadlines are associated to the Levels of Priority and assign the period of time within which the Entity has to put in measures to address the identified areas of improvement. The deadlines are: "High" which means that the improvement measure must be dealt with within 3 months from the date of the report. "Medium" which requires improvement in 6 months. "Low" which requires the Entity to correct its shortcomings within 12 months.

The Contracts Data Sheet

The Contracts Data Sheets were used to capture quantitative data on actual procurement transactions that Entities undertook during 2023, the period under review. Assessors enter the necessary contract details in the fields provided on the Sheet. The PPME tool generates Performance Measurement Indicators (PMIs) out of the data collected. A sample of the Contracts Data Sheet is attached to this Report as Appendix 2.

DATA COLLECTION APPROACH

Data collection was carried out by selected Staff of PPA who had been trained on the use of the Evaluation Grid and the Contracts Data Sheets.

Field Data Collection

Data collection was done through actual visits to each of the Procurement Entities by the Assessors. The Entities had been informed in advance of the visits of the Assessors through advertiser's announcements in the Daily Graphic and Ghanaian Times newspapers (copies attached as Appendix 4) and formal letters from the PPA. The letters explained the essence of the exercise and what was expected from the Entities in terms of the information to be provided by them. The Entities were also to make available for inspection, all documentation covering their procurement activities undertaken in 2023 to achieve the aim of basing the assessment on DOCUMENTARY evidence. Using the Evaluation Grid, Assessors rated the performance of the Entities, on the strength of evidence they had seen, verified and collected. Assessors used the Contracts Data Sheets to collect quantitative data on procurement transactions.

DATA ENTRY AND ANALYSIS

This section of the report describes the entry of the data collected by the Assessors and how the analysis was undertaken.

Data Entry

Data Entry was also seen as an important step in the quality assurance cycle. Therefore, the Data Entry Clerks were not only equipped with the skills of inputting the information from the Assessors but also exposed to the rationale behind the Evaluation Grid and Contracts Data Sheet. This was to enable them to identify Evaluation Grids that had not been properly completed. Such Grids were verified by the Data Entry Supervisors before being returned to the Assessors concerned for correction and resubmission. The same was done for the Contracts Data Sheets. All these checks were aimed at safeguarding the quality of the data on which the analysis by the PPME tool was based.

Data Analysis

The PPME tool was used for the analysis of all the data collected during the field assessments. As stated earlier in the report, the PPME tool generates two main reports. These are:

1. the Qualitative Report, and
2. the Quantitative Report.

The **PERFORMANCE ASSESSMENT SYSTEM** (PAS) is the qualitative Report while the **PERFORMANCE MEASUREMENT INDICATORS** (PMI) is quantitative Report. The report captures the national figures for the PAS and PMI for 2023 and compares them with those of 2022 to show whether or progress has been made in the areas assessed. Figures for the individual Entities will be given in the respective Entity Reports. These are issued to the assessed Entities to show what must be done to improve the conduct of their procurement activities.

Performance Assessment System (PAS) Report

The Performance Assessment System looks at the importance Entities attach to their procurement activities through the expected deployment of qualified personnel to man their Procurement Units as well as putting out their procurement related information in such a form as to ensure good responses from well-informed Providers. It also checks if the contracts resulting from the procurement processes are properly managed. The PAS Report presents the national average scores of the procurement performance of all the Entities assessed. It brings out the strong points as well as the areas that need to be improved on to ensure that public procurement is carried out properly in Ghana.

There are Four (4) main areas under the Performance Assessment System. These are:

1. Management Systems;
2. Information and Communication;
3. Procurement Process; and
4. Contract Management.

Each of these also has sub-categories which contribute to the results achieved.

The sub-categories are:

1. Management Systems

- Leadership
- Human Resources
- Monitoring and Control System
- Ethics and Compliance with Regulatory Framework
- Complaints, Appeals and Dispute Mechanism

2. Information and Communication

- Information
- Market Place
- Data Analysis

3. Procurement Process

- Procurement Planning

- Notice
- Preparation of Tender Documents
- Invitation to Tender
- Submission of Tender
- Tender Opening
- Tender Evaluation
- Contract Award

4. Contract Management

- Planning and Mobilization
- Implementation
- Supervision
- Inspection
- Inventory Control and Disposal
- Reporting

Performance Measurement Indicators (PMI) Report

The quantitative report generated from the information collected using the Contracts Data Sheets by the PPME tool is the Performance Measurement Indicators (PMI) Report. PMIs are quantifiable indicators that show how well the Entities are performing in relation to eleven (11) critical factors that cover their procurement processes and contract management practices. Based on the levels of achievement, the Entities are able to gauge whether or not they are meeting the set targets or have to put in the necessary corrective measures to address shortcomings identified in the previous assessment exercises.

This Report presents the national average scores for each of the procurement compliance/performance indicators. As in the case of the Performance Assessment System, the PPME Tool generates a PMI report for each of the assessed Entities.

The eleven (11) Indicators for which results are generated by the PPME tool are:

- Advertisement of Tender Opportunities
- Publication of Awards
- Time for Tender Invitation and Opening
- Tenderer Participation
- Responsive Tenders
- Method of Procurement
- Tender Processing Lead-time
- Cancelled Tendering procedures
- Protests
- Resolution of Contract Disputes
- Contract Completion

FINDINGS AND DISCUSSIONS

The findings of the 2023 Assessment Exercise are presented in this section and will be done under the headings of:

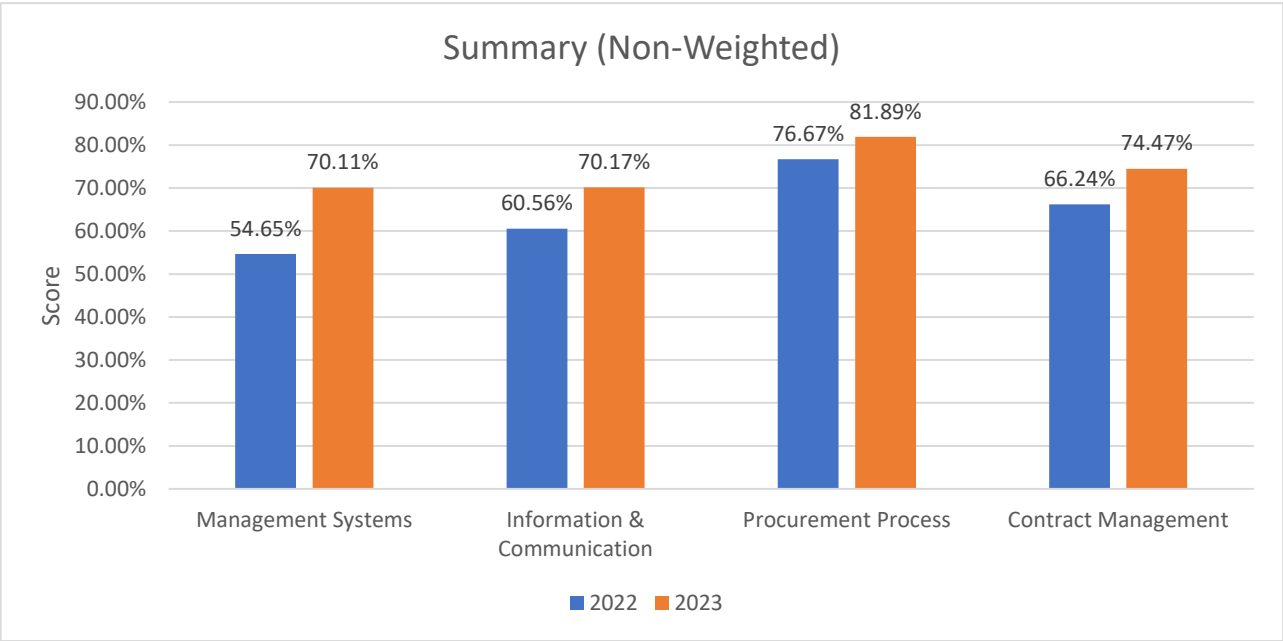
- the Performance Assessment System, and
- the Performance Measurement Indicators.

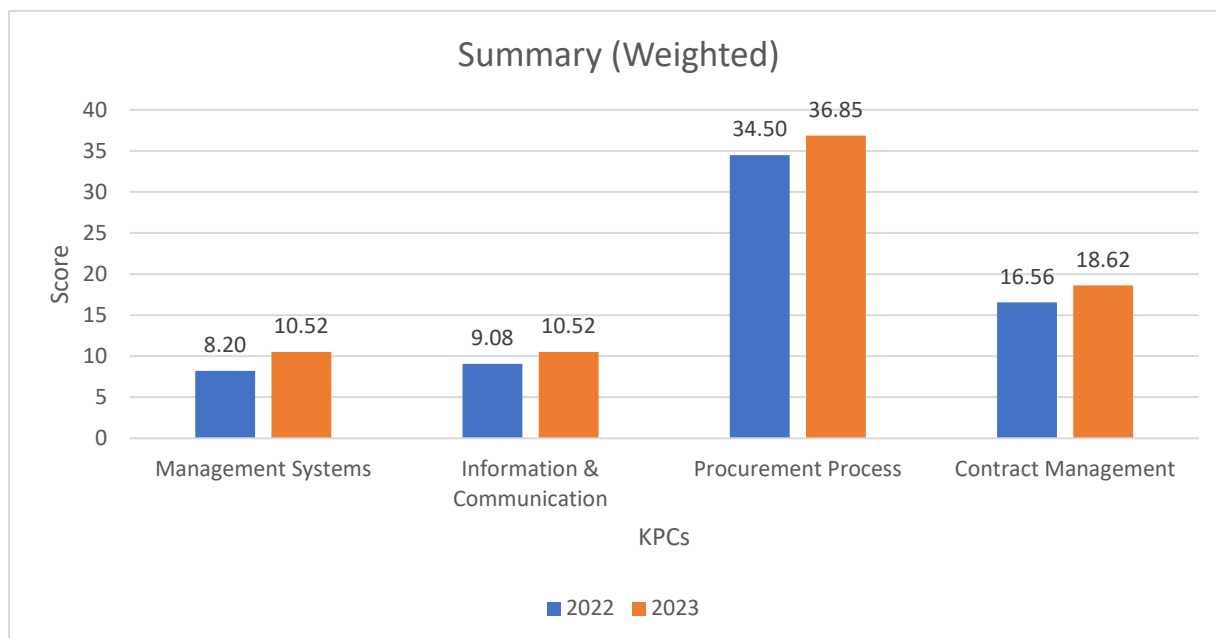
The performance levels achieved in the 2023 Assessment Exercise are compared to those of 2022. The necessary commentary will be made to contextualize the progress or otherwise made in each category.

PERFORMANCE ASSESSMENT SYSTEM REPORT

The Performance Assessment System Report aggregates the scores of all the assessed Entities to give the overall national performance level. As explained in Section 3.4.2.1, the Performance Assessment System has four (4) categories and the findings are presented under those headings. **Chart 1** is a graphical presentation of the National scores for 2023 achieved for each of the four categories under the Performance Assessment System set against those for 2022. The Chart shows that, in 2023, there were improvements in all the four categories compared to 2022, indicating that overall progress had been made in the conduct of public procurement in Ghana. The scores for each of the categories are discussed under the respective headings in the ensuing Sections alongside the scores of their respective sub-categories as the Report looks at the National performance into greater detail.

CHART 1: NATIONAL ACHIEVEMENTS FOR THE PERFORMANCE ASSESSMENT SYSTEM



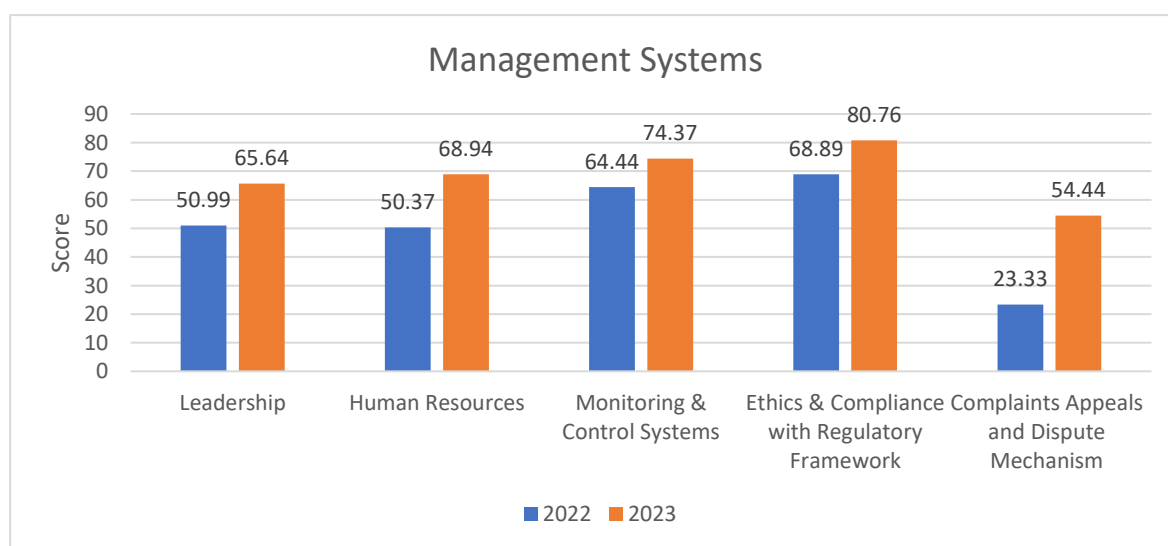


Management Systems

The Management Systems Category looked at the extent of support provided by the Management of Entities in the establishment of the necessary structures to ensure the proper handling of their procurement activities. Additionally, this category looked at the deployment of properly qualified procurement officers with enough supporting personnel as well as adequate resources to undertake the procurement activities. The existence of a framework for the handling of procurement related disputes and complaints was also examined.

The overall score in 2023 for this category was 70.11% compared to 54.65% for 2022, which is an improvement in the level of management support for the procurement activities of the Entities. Chart 2 shows the levels of achievement for each of the sub-categories under Management Systems.

CHART 2: COMPONENTS OF THE MANAGEMENT SYSTEMS



Though most of the Entities had procurement units which were generally functional, the procurement officers mostly had academic qualifications in Procurement and Supply Chain but lacked the appropriate professional qualifications. There was evidence that some Entities had capacity development programmes for the procurement staff and training programmes for

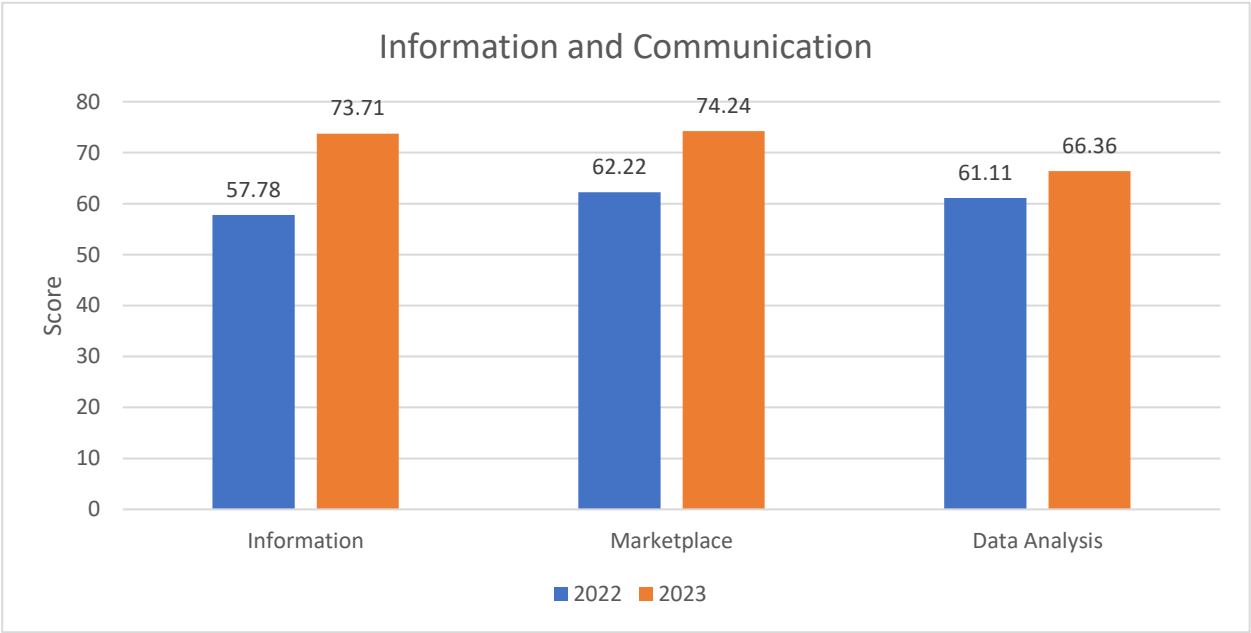
internal auditors to improve their knowledge base in procurement. These programmes included the Training Workshops organised by PPA.

Handling of complaints and appeals remains a problem as evidenced by the score of 54.44% in 2023. Though this was a vast improvement over the 2022 score of 23.33%, most of the Entities ascribed their performance to the fact that there were few complaints. However, they could not provide evidence of having structures in place to handle complaints.

Information and Communication

The capacity of Entities to give out and receive information in the right format is the main focus of the Information and Communication Category. The Category also reviewed their ability to make use of the information they received, especially those relating to the structure and quality of the supply market and how they used such information to improve the ability of providers to meet their procurement needs. The Entities were to show evidence of undertaking capacity development initiatives such as knowing their providers, exposing them to their specific needs and helping them to properly put their responses or tenders together. All these were aimed at assessing the initiatives put in place to make the providers more responsive to the needs of the Entities and ultimately improve the overall conduct of public procurement in Ghana. The overall score for 2023 was 70.17% compared to 60.56% achieved in 2022.

CHART 3: INFORMATION AND COMMUNICATION



The Entities’ performance levels increased for the three sub-indicators. Some of the Entities attended the specialized training workshops organized by the PPA for consultants, contractors and suppliers to acquire the necessary skill to enable them respond properly to the needs of these providers. The Entities put out the information in the right format as there was an increased use of the Standard Tender Documents provided by the PPA. They also made use of their notice boards in the dissemination of procurement information. In addition to using the PPA Supplier database, some had their own databases which they relied on for the selection of Providers.

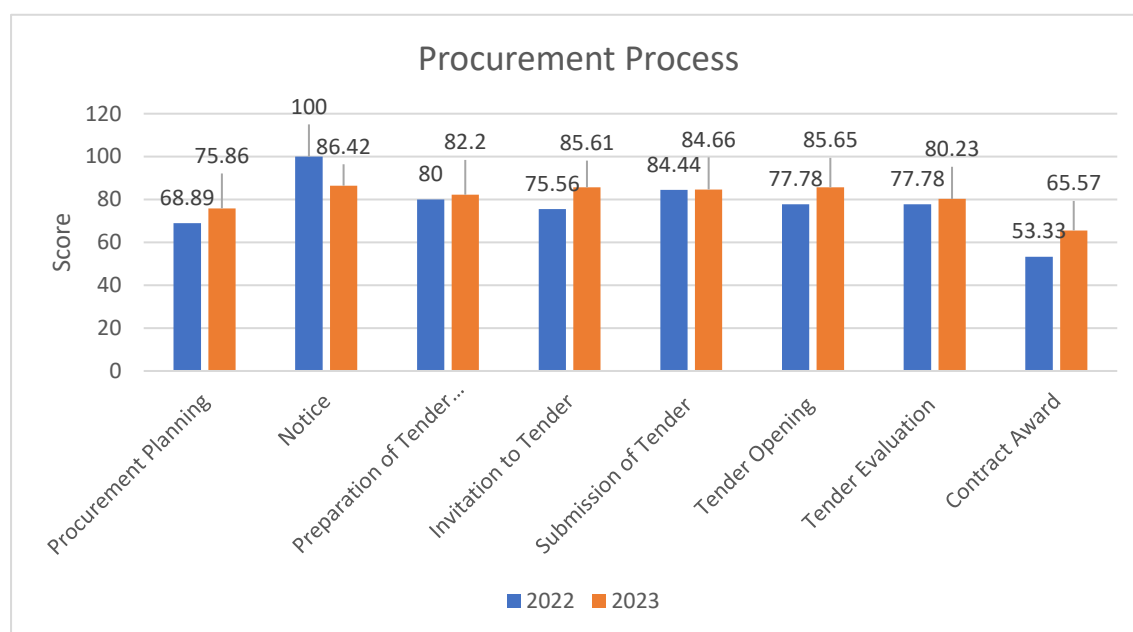
Procurement Process

The Procurement Process Category sought information on the Entities’ knowledge of the procurement cycle and how they were conducting their activities at each stage. The handling of each stage of the procurement cycle is of utmost importance to the success or otherwise of any procurement transaction. Entities were to show that they had planned their procurement

activities and that whatever they had procured was from their procurement plans for 2023. Tender notices were expected to be issued in accordance with the requirements associated with the procurement methods in their procurement plans which should have been posted on the PPA website. In addition, evidence on the fair and transparent conduct of the procurement activities was sought.. It is important that not only the winners of tenders are notified of contract awards, but also the losers be informed of the outcome of the tendering processes.

The overall score for the Procurement Process in 2023 was 81.89% compared to 76.67% in 2022. Chart 4 shows that there was an overall improvement for all the components under this category relative to the 2022 scores except in Notice that it declined in 2023. Some Entities did not post their adverts on GHANEPS or PPA website.

CHART 4: PROCUREMENT PROCESS



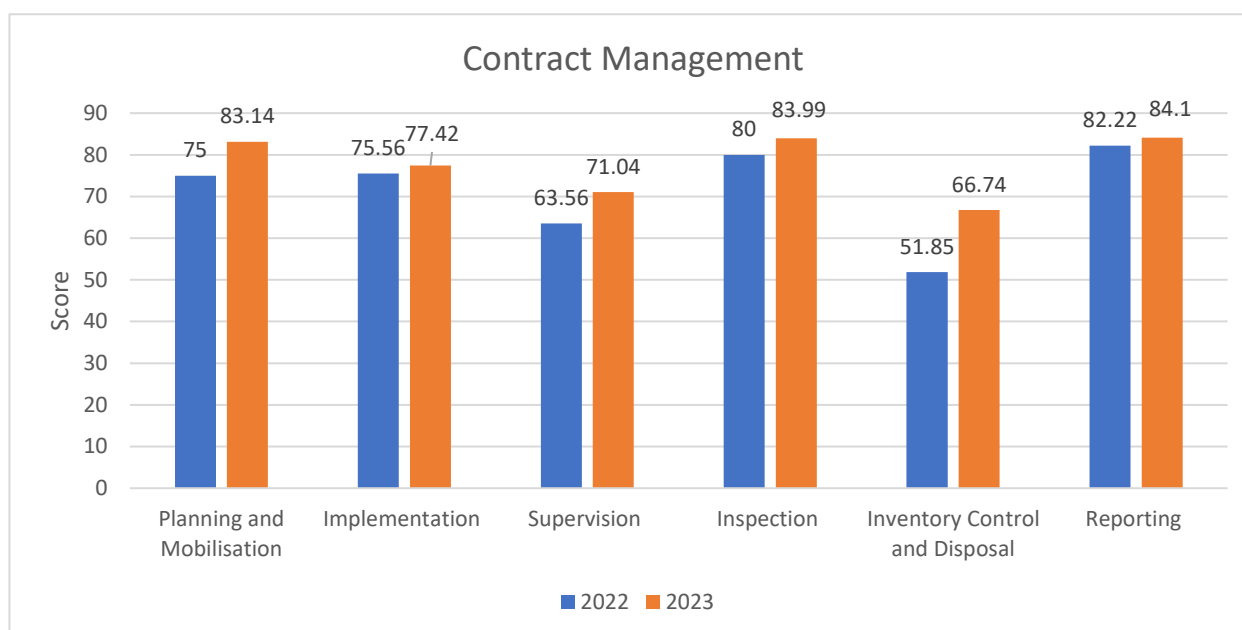
The score of 65.57% for the Contract Award sub-category even though higher than the 2022 score of 53.33% shows that it still needs to be worked on as Entities were failing to inform the unsuccessful tenderers of the outcomes of the tender processes and also failed to post notices of contracts awarded on the PPA website.

Contract Management

The Category measured how Entities follow through the execution of the contracts they award. This very critical category was often ignored as the procurement process was erroneously perceived to have ended once the contract was signed and so Entities were paying very little attention to Contract Management. The Entities were to demonstrate their appreciation of contract execution from the planning and mobilisation stage through implementation and supervision to contract closure or disposal stages. The Entities were to show evidence of all the reports that were required to be issued at each of these stages.

In 2023, the overall score was 74.47% for this Category compared with 66.24% in 2022.

CHART 5: CONTRACT MANAGEMENT



From Chart 5, there was an improvement in the performance levels for all the sub-categories. Some Entities engaged Contract Administrators to manage the Supervision and Inventory Control and Disposal activities to ensure that the providers completed their contracts on time.

PERFORMANCE MEASUREMENT INDICATORS (PMI)

There are 11 Performance Measurement Indicators (PMIs). These indicators provide the means of measuring the performance of the activities they cover. Findings and discussions will be dealt with under the headings or names of the various indicators. The scores for 2023 are shown in Table 2 and compared with those for 2022.

TABLE 2: PERFORMANCE MEASUREMENT INDICATORS FOR 2023 COMPARED TO 2022

INDICATOR	METRICS	CRITERIA	RESULTS	
			2023	2022
1. Advertisement of Tender Opportunities	c) % of open tendering procedures publicly advertised	Percentage	98.30%	96.14%
	d) % of open tendering procedures opened publicly and recorded	Percentage	92.89%	91.01%
2. Publication of Awards	% of contracts awards published	Percentage	13.74%	11.92%
3. Time for tender invitation and opening	Average number of days between invitation to tender and tender opening	Number	15 DAYS	16 DAYS
4. Tenderer Participation	Average number of Tenderers per notice	Number	6	6
5. Responsive tenders	% of responsive tenders per notice	percentage	92.22%	88.14%
6. Method of Procurement	% of tenders using each of the procurement methods	INTERNATIONAL COMPETITIVE TENDERING	0.02%	0.13%

INDICATOR	METRICS	CRITERIA	RESULTS	
			2023	2022
		RESTRICTED TENDERING	2.44%	2.29%
		SINGLE SOURCE	5.90%	3.78%
		NATIONAL COMPETITIVE TENDERING	18.02%	20.19%
		PRICE QUOTATION	72.18%	71.04%
		LOW/MINOR VALUE PROCUREMENT	1.45%	2.56%
7. Tender Processing lead-time	Average number of days between tender opening and contract award	number	91 DAYS	24 DAYS
8. Cancelled tendering Procedures	% of tendering procedures cancelled per the provisions of ACT 663 as amended.	percentage	-	-
9. Protests	c) Tendering procedures with protests	number	110	47
	d) % Protests resolved	percentage	30%	14.89%
10. Resolution of Contract Disputes	c) Contracts with disputes	number	54	67
	d) % of contracts with resolved disputes	percentage	-	-
11. Contract Completion	c) % of contracts completed fully with acceptable performance	percentage	95.31%	94.91%
	d) % of contracts with completion reports	percentage	86.58%	85.58%

KEY: **I. C. T.** - INTERNATIONAL COMPETITIVE TENDER

N. C. T. - NATIONAL COMPETITIVE TENDER

L/MVP - LOW/MINOR VALUE PROCUREMENT

PMI 1: Advertisement of Tender Opportunities

Section 47 of the Public Procurement Act 2003 (Act 663) as amended enjoins public procurement entities to publish their notices of National Competitive Tenders (NCT) and International Competitive Tenders (ICT), which are open competitive methods.. The notices shall be published in at least ONE (1) daily newspaper of wide national circulation and the PPA website. The invitation may also be published in a newspaper, relevant trade publication, technical or professional journal of wide international circulation. Furthermore, the tenders were required to be opened publicly with signed records of all the read-out information.

98.30% of all tenders for NCT and ICT were advertised publicly as required in 2023 compared to 96.14% in 2022. Additionally, 92.89% were opened publicly in 2023 compared with 91.01% in 2022. This is the result of the Entities failing to fully comply with the requirement of advertising tenders on BOTH the PPA website and in a newspaper of wide national circulation

PMI 2: Publication of Awards

Section 31 (1) of Act 663 as amended, requires Entities to publish notices of procurement contract awards on the PPA website.

In 2023, 13.74% of the tenders posted on the PPA website had notices for contracts awarded as compared to 11.92% in 2022. Entities are not complying with this requirement of Act 663 as amended.

PMI 3: Time for Tender Invitation and Opening

This is the time the tenderers are allowed to put together their tenders. It is measured as the difference between the date the tender notice first appeared in the newspaper and the date of the tender opening. The average time given to Tenderers, irrespective of the procurement method used, was 15 in 2023 days and 16 days in 2022. This is more than the minimum period of 14 days required for National Competitive Tendering. PMI 6 shows that Price Quotation, which requires a minimum of 7 days, was the predominant method of procurement for both years. Thus, the Entities, on average, gave the tenderers enough time to submit their tenders.

PMI 4: Tenderer Participation

This indicator records the level of responses Entities receive to their tender notices. This is a measure of the responsiveness of the marketplace to meet the needs of the Entities.

An average of 6 tenderers responded to each tender notice in 2023 and 2022. This is more than the minimum of 3 tenderers needed to guarantee effective competitive tendering based on the predominant procurement method in 2023.

PMI 5: Responsive Tenders

This indicator gives a measure of the ratio of responsive tenders that are received for each notice put out by the Entities.

In 2022, an average of 88.14% of tenders received were responsive to the requirements of the Entities which increased to 92.22% in 2023. Applying this ratio to the average number of tenders received shows that for each tender notice, approximately all six (6) tenderers recorded in 2023 as shown in PMI 4 were responsive, thus making the overall tendering process in 2023 competitively conducted.

PMI 6: Method of Procurement

This indicator showed the ratio of each of the recognised procurement methods to the number of tenders captured in the 2023 Assessment Exercise. The breakdown, shown in Table 3, gives the ratios based on the total number of tenders put out in 2023 and shows that Price Quotation was the predominant procurement method as it was in 2022.

TABLE 3: PROCUREMENT METHODS BASED ON THE TOTAL NUMBER OF TENDERS

PROCUREMENT METHOD	PERCENTAGE	
	2023	2022
INTERNATIONAL COMPETITIVE TENDER	0.02%	0.13%
RESTRICTED TENDER	2.44%	2.29%
SINGLE SOURCE	5.90%	3.78%
NATIONAL COMPETITIVE TENDER	18.02%	20.19%
PRICE QUOTATION	72.18%	71.04%
LOW/MINOR VALUE PROCUREMENT	1.45%	2.56%

In terms of the values of the transactions captured, Table 4 gives the distribution per procurement method and shows the Single Source Method as the predominant method of procurement in 2023 and 2022. This shows that the Single Source Method was the method with the highest values though in terms of frequency, it was the Price Quotation. However, the use of the Single Source method of procurement also increased in terms of numbers and values in 2023.

TABLE 4: DISTRIBUTION OF PROCUREMENT METHODS BASED ON TENDER VALUES

PROCUREMENT METHOD	PERCENTAGE	
	2023	2022
INTERNATIONAL COMPETITIVE TENDER	0.45%	0.14%
RESTRICTED TENDER	11.11%	15.60%
SINGLE SOURCE	66.65%	65.79%
NATIONAL COMPETITIVE TENDER	16.17%	15.75%
PRICE QUOTATION	5.59%	2.70%
LOW/MINOR VALUE PROCUREMENT	0.03%	0.02%

PMI 7: Tender Processing Lead-Time

This is the time period between the date of tender opening and the date of contract award. This period covers the period for evaluation, the period for seeking approvals and the signing of the contract.

The turnaround time increased from the 2022 figure of twenty-four (24) to ninety-one (91) days in 2023. This is an indication of a decline in the delivery of the processes leading to the award of contracts from the invitation of tenders.

PMI 8: Cancelled Tendering Procedure

This indicator looks at the number of tendering procedures that were cancelled by the Entities. There was no record of cancelled tenders in 2023 and 2022.

PMI 9: Protests

This indicator captures the number of protests received and the ratio resolved.

One hundred and ten (110) tendering procedures had protest recorded in 2023 compared to the 2022 score of forty-seven (47) tenders. The ratio of cases resolved satisfactorily also improved from 14.89% in 2022 to 30% in 2023.

PMI 10: Contract Dispute Resolution

This indicator shows the number of contracts with disputes and how many of them were resolved using the provisions of the conditions of contract.

Fifty-four (54) contracts had disputes in 2023 compared to sixty-seven (67) contracts in 2022. However, there was no evidence recorded of any of them being resolved in 2022 and 2023.

PMI 11: Completion Rate

The timely and acceptable completion of projects is measured by this indicator.

94.91% of contracts were completed with acceptable performance in 2022 compared with 95.31% in 2023 and 86.58% had completion reports indicating an improvement over the 2022 score of 85.58%.

LESSONS LEARNT

The ideal setting for the data collection exercise was the Assessor meeting all the representatives of the Entity in a “conference” or group setting but this could not be achieved in all Entities as some heads of institutions and management were engaged in other activities and had to delegate the assessment exercise to the procurement officers and other supporting staff. That notwithstanding Entities broadly cooperated with the Assessors in the provision of the required data.

It must, however, be noted that in nearly all the Entities, the Assessors met mostly the procurement officers with a few management staff present. The only exception to this was with the Metropolitan/Municipal/District Assemblies where either the Chief Executive or the Coordinating Directors were always present.

The ease with which information was retrieved was a major concern as the Entities had not significantly improved on their record keeping regimes. This made the period for data collection longer than planned.

CONCLUSION

As in all previous assessment exercises, the Public Procurement Model of Excellence (PPME) tool was used to analyse the data collected in 2023 from 787 Entities. These Entities covered the low to high spend spectrum throughout the country. This gave the data the national characteristic making the results reflect the national levels of compliance with the requirements of the Public Procurement Act, 2003 (Act 663) as amended.

All the factors used in the Assessment Exercise showed that nationally, in 2023 there had been an overall improvement in the conduct of public procurement relative to 2022. The frequently used method of procurement was the Price Quotation for both years. However, in terms of values, the method that recorded the highest values is the Single Source. Mostly, Price Quotation recorded smaller values because of the threshold limitation unlike Single Source Method which

has no threshold limitation and are usually used for big project such as roads, interchanges, heavy equipment etc.

RECOMMENDATIONS

Though there had been overall improvement in the conduct of the procurement activities, this was still marginal and needs to be enhanced on a sustainable basis.

These recommendations are made with the aim of sustaining the gains in the 2023 Assessment Exercise as well as enabling the PPA to assist the Entities to further improve on the conduct of their procurement activities:

1. PPA should instruct all Entities to publish notices of contracts awarded on the PPA website. This will ensure that Entities become more transparent with the award of contract and also inform the tenderers of the outcomes of tenders they participated in;
2. Entities should encourage their staff involved in procurement, namely procurement officers and engineers to acquire appropriate professional procurement or allied qualifications;
3. The training of the procurement staff and internal auditors should be expanded to include training on Contract Management, Sustainable Public Procurement and Standard Procurement Audit Framework (SPAF);
4. Entities should take their Contract Management seriously and assign officers to play the role of Contract Administrators to effectively supervise the contracts awarded and keep proper records;
5. The results of the 2023 Assessment Exercise showed there were still challenges associated with the handling of procurement related disputes and complaints. Heads of Entities are advised to ensure timely resolution of complaints/disputes pursuant to Section 79 of Act 663 as amended.
6. Entities should also ensure that notices on contract awarded by Entities are posted on the PPA website as required by Section 31 of Act 663 as amended. Additionally, Entities are encouraged to liaise with the MIS directorate of PPA, should they have difficulties posting the contract notices on the PPA website.
7. PPA should ensure that all Entities use the Ghana Electronic Procurement Systems (GHANEPS) in conducting their procurement activities to ensure transparency and efficiency in the procurement processes.

3.1.1 Due Diligence Unit (DDU)

During the period the DDU carried out extensive cost and value for money analysis which resulted in reduction of amounts totalling Nine Hundred and One Million, Thirty-Six Thousand, Six Hundred and Thirteen Ghana Cedis, and Seventy-Two Ghana pesewas (GHS **901,036,613.72**) that would have otherwise been contracted to the various requests that received by PPA.

Details	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	Grand Total
Amount of Savings	479,719,857.29	134,264,894.12	165,192,862.83	121,858,999.48	901,036,613.72

3.1.2 Investigation on Ratification Requests

In the year under review, the PPA undertook investigations as a result of requests for ratification received from forty-five (45) Entities. These investigations were aimed at assisting the Board to take decisions on the requests for the ratification of the wrongful use of certain provisions of Act 663, as amended.

3.1.3 Monitoring of Tender Publications

Tender Notices published by Procurement Entities in the National Newspapers were monitored in the year 2024. A total of One thousand and Fifty-three (1,053) tenders were monitored. The attention of Entities were drawn to those advertisements that were not in compliance with the provisions of Act 663 as amended.

3.2.0 POLICY, PLANNING AND RESEARCH (PP&R)

The PPA is mandated by section 3 (a), (b) and (c) of the Public Procurement Act 663 as amended to develop best practice in procurement processes, instructions and other regulatory documentation to ensure that government procurement achieves transparency, efficiency, accountability, environmentally and socially sustainability and value for money. In the light of this, the PPA is working with other stakeholders to formulate and implement a policy document on the procurement of sustainable timber and timber products, a policy document on locally assembled vehicles.

3.2.1 Annual Work Plan and Quarterly Reports to Ministry of Finance (MoF)

PPA's Annual Work Plan and Quarterly Performance Review Reports which were successfully prepared and submitted to the Ministry of Finance (MOF) as required by law, was culled from its 2022-2025 Strategic Plan.

The main aim of preparing the Annual Work Plan and Quarterly Performance Review Reports is to systematically align the activities of PPA, and to monitor progress in line with its vision and mission, under the Medium Term Development Plan of the Ministry of Finance, which, in itself aims at achieving the United Nation's Sustainable Development Goals (SDGs), among others.

3.2.2 Policy on Procurement of Locally Assembled Vehicles

The PPA in 2024 completed the Procurement of Locally Assembled Vehicles Policy to ensure the smooth implementation of the Automobile Policy of the Ministry of Trade and Industry (MoTI). The Policy allows Procuring Entities (PEs) to procure buses, Pickups, SUVs, and Light commercial Vehicles including cargo vans to be assembled in Ghana. More than 10 companies are registered with MoTI and Ghana Revenue Authority (GRA) and are manufacturing various vehicles in the country.

The table below shows the companies that were registered to manufacture vehicles in Ghana.

No.	Vehicle Dealership	Brands	Make of Vehicle
1	Universal Motors	VW	Amarok Pick-ups, Passat, Terramont, Polo, T-cross, Tiguan,
2	Kantanka Automobile	Kantaka	Pickups, SUVs, & Saloon
3	Silver Star	Peugeot	Landtrek Pickups and 3008 SUVs
4	Toyota Tsusho	Toyota and Suzuki	Hilux Pick-up, Suzuki Swift
5	Japan Motors	Nissan	Navara Pick-ups
6	Rana Motors Metal & Engineering Ltd.	KIA	Cerato, Sonet, Seltos, Sportage, Sorento, K2700, K3000S, K5
7	Automobile Industries Ltd	Changan,	Hunter Pick-up
8	ZX Auto	ZX Auto	Terralord
9	Hyundai Motors & Investment Ltd Hyundai	Hyundai	Tucson, Creta, Santafe, Elantra, and Palisade
10	Honda	Honda	Honda HRV - SUVs

3.3.0 CAPACITY DEVELOPMENT (CD)

Capacity Development for procurement practitioners and Entity managers are key measures to ensuring compliance with the Public Procurement Act (Act 663) as amended. The Capacity Development Policy of PPA sets out clear objectives which informed the activities of PPA's training and Capacity Development Division in the year 2024. In this regard, the following training activities were undertaken to build the capacity of Public Entities through:

- iv. Short Term Training on Act 663 as amended,
- v. Execution of Customised Training Requests, and
- vi. Planned training programmes on Contract Management, Standardized Procurement Audit Framework (SPAF), Sustainable Public Procurement (SPP) among others.

3.3.1 Customised Training Requests

PPA received requests from both Public and Private sector Entities to build capacity of their targeted staff and ETC members in Best Procurement Practices. Below is a list of entities that requested for such training.

NO.	NAME OF ORGANIZATION	TYPE OF TRAINING	NO. OF PARTICIPANTS
1.	Mental Health Authority	<ul style="list-style-type: none">• Low Value & Minor Procurement• Framework Contracting	
2.	Venture Capital Trust Fund	Preparation & Evaluation of Tenders Goods & Technical Services	7
		Contract Administration for Goods & Consultancy Services	8
3.	National Petroleum Authority	Evaluation of Tenders for the procurement of Goods, Works, Technical and Consultancy Services	62
4.	VRA Health Services Limited	Procurement Management	9
5.	Ghana Deposit Protection Corporation (GDPC)	Framework Agreement	12
6	National Communication Authority	Sustainable Public Procurement (SPP)	24
7	Ghana Chamber of Construction Industry	GHANEPS and General Procurement Practices (works)	24
	TOTAL		146

3.3.2 Training Calendar

The Authority in the year under review developed a training calendar to meet the growing needs of Entities who require training for their staff. The training calendar is designed such that there is training session every quarter. Training includes Preparation and Evaluation of Tender Documents, Framework Agreement (FWA), Sustainable Public Procurement (SPP), Standardized Procurement Audit Framework (SPAF), among others.

The various training sessions held within the period under review were attended by Entity Tender Committees (ETC) Members, Procurement Officers, Accountants, and other Stakeholders.

Advertised Training

NO	WORKSHOP TITLE	NO OF PARTICIPANTS
1.	Tender Preparation and Evaluation for Works and Consultancy Services in practice, and its application on the Ghana Electronic Procurement System (GHANEPS).	46
2.	Understanding the Procurement Best Practices on Preparation and Evaluation of Framework Agreement to efficiently manage Entity's resources and time.	36
3.	Tender Preparation and Evaluation for Goods and Technical Services in practice, and its application on the Ghana Electronic Procurement System (GHANEPS).	54
4.	Newly Developed Standardized Procurement Audit framework (SPAF) to conduct/carry out /Execute/ All Procurement Related Audit in Ghana	49
5.	Contract Administration - Goods and Technical Services	9
6.	Contract Administration- Works and Consultancy Services	18
7.	Understanding the Procurement Best Practices on Preparation and Evaluation of Framework Agreement to efficiently manage Entity's resources and time	54
8.	Tender Preparation and Evaluation for Goods and Technical Services	43
Total		309

In summary, out of the planned number of 600, the Authority trained a total of **455** participants in Best Procurement practices. The Authority achieved 75.8% of its target for the year.

3.3.3 Development of Training Manual/Curricula for Ghana Chamber of Construction Industry (GCCCI)

The PPA within the year under review developed a Manual/Curricula for capacity building for members of Ghana Chamber of Construction Industry (GCCCI) in the following areas:

1. E-Procurement
2. E-Commerce
3. General procurement practices (works procurement)

The programme commenced on 28th January – 2nd February, 2024 at Forest Hotel, Dodowa – Greater Accra. Subsequently, there was a Training of Trainers (ToT) Workshop from 12th – 16th February for some members of the Institution. A nationwide roll-out programme for all GCCCI members is expected to kick-start in the future.

3.3.4 Revision of Public Procurement Manual

The review of the Public Procurement Manual to reflect the amendment of the Public Procurement Act and the newly passed Procurement Regulations (L.I.2466) is on hold awaiting the release of funds under the PFM4SD project.

3.3.5 Revision of Curriculum for Training of Professionals in Tertiary Educational Institutions.

The objective of the Curricula revision was to bring these teaching materials in line with the amendments to Act 663 and the new emerging areas in Public Procurement for instance, Framework Agreements (FWA), Standardized Procurement Audit Framework (SPAF, Contract Administration (CA) and Sustainable Public Procurement (SPP). The Revision of the Curricula, Modules and Case Studies are to be funded under the PFM4SD Project under the Ministry of Finance within a period of 2022 to 2026. PPA has been awaiting release of funds under the Project to engage a consultant to lead the review Process. The engagement of a consultant to lead the revision process is on hold awaiting release of funds from the Ministry of Finance/PFM4SD.

3.4.0 LEGAL AND BOARD AFFAIRS

3.4.1 Revision of Financial and Methods Thresholds

The Board committee formed to consider and agree on a formula for the revision of thresholds via Legislative Instrument (L.I). The formular was considered and approved by the Board.

3.4.2 BOARD AFFAIRS

The Board executed its mandate by supporting the Authority's ongoing policy initiatives culled from its Strategic Plan.

3.4.2.1 Single Source & Restricted Tendering Procurement

The Board considered a number of applications for Single Source and Restricted Tendering from several procuring Entities in the reporting period, as summarized in the table below:

Summary of Single Source and Restricted Tendering (SSRT) for 2024

Summary of single source 2024

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Received	371	532	656	764	2323
Approved	234	490	607	609	1940
Rejected	4	7	5	3	19
Queried	16	14	21	8	59

Summary of restricted tendering 2024

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Received	78	104	77	92	351
Approved	36	89	73	68	266
Rejected	1	1	0	0	2
Queried	6	13	4	8	31

3.5.2.2 Requests for Ratification

A number of institutions and government departments, which for various reasons could not comply with the Procurement Act, applied to the Board for ratification of such procurement activities in order to complete the audit trail and payment requirements. Section 90 (2) (c) of the Public Procurement Act, 2003 (Act 663) as amended, mandates the Board to investigate, consider and ratify contraventions of the Act. Institutions listed below, variously applied to the Board to ratify the use of Single Source or Restricted Tendering methods without the Boards approval, within the reporting period.

Table: List of Entities that Applied for Ratification in 2024

N0	ENTITY	REQUEST	INVESTIGAT ION Report	DECISI ON
1.	Coastal Development Authority (CODA)	Engaged Messrs. TFS Ventures for the supply of rice.	Recommended	Ratified
2.	National Biosafety Authority (NBA)	Engaged Messrs. FREGLISH Wave Consult for the procurement infraction for the payment of translation	Recommended	Ratified
3.	Ministry of Finance (MoF)	Request for Ratification to procure activities for delivering of programmes for National Entrepreneurship and Innovation Programme (NEIP)	Recommended	Ratified
4.	Ghana Investment Fund for Electronic Communications (GIFEC)	Engaged the services of Messrs Ascend Digital Solutions Limited for the Provisions of Project management services for the year 2023.	Recommended	Ratified
5.	Ghana Investment Fund for Electronic Communications (GIFEC)	Ratification for the continuous engagement of Messrs. Ascend Digital Solutions Limited for the provision of Warehouse Management Service for the year 2023	Recommended	Ratified
6.	University of Ghana National (UG)	Request for ratification for the procurement of some Medical and Diagnostics Services on behalf of staff and students from the University of Ghana Medical Centre Limited (UGMC)	Recommended	Ratified

N0	ENTITY	REQUEST	INVESTIGAT ION Report	DECISI ON
7.	Ghana National Gas Company (Ghana Gas)	Request for ratification of the Variation of the Fabrication and Replacement of severely corroded 4No. Debutanizer Reflux Condenser Structures at the Gas Processing Plant at an additional cost	Recommended	Ratified
8.	Ghana National Gas Company (Ghana Gas)	Engaged Messrs. Agenda Commercial Limited for the procurement of four 4No. Uninterruptible Power Supply (UPS)	Recommended	Ratified
9.	Accra Technical University (ATU)	Engaged Mrs. Veronica Quarno, the Landlord at St. Michael Townhouse and Apartment Conference of the Magistrates and Judges Association	Recommended	Ratified
10.	Greater Accra Regional Hospital (Ridge Hospital)	Engaged Messrs. Cummins Ghana Limited (Cummins) to service two (2) 25000KVA Gensets	Recommended	Ratified
11.	Bulk Oil & Storage Transport (BOST)	Request for ratification for the Conveyance and Installation of 400KVA & 1000KVA Generator Sets to and from Bolgatanga to Kumasi	Recommended	Ratified
12.	Bulk Oil & Storage Transport (BOST)	Engaged messrs Tringa Oil to serve as an Official Sales Agent for the sale of Petroleum in Mali for a period of two (2) years	Recommended	Not Ratified
13.	Ministry of Transport (MoT)	Engaged Messrs. Amaris Terminal Ghana Limited for the provision of transport services for the evacuation of foodstuffs	Recommended	Ratified
14.	Ministry of Education (MoE)	Engaged Messrs. Essydel Event for the provision of event management services for the launch of the Accra World Book Capital (AWBC) 2023	Recommended	Ratified
15.	Social Security and National Insurance Trust (SSNIT)	Engaged Messrs. Infonality Limited for the provision of Local Support for Oracle Software Application	Recommended	Ratified
16.	Electoral Commission (EC)	Request to ratify the contract extension to Messrs. Hygeena Limited for the provision of cleaning services to the New Electoral Commission Office Building from February 2022 to February 2024	Recommended	Ratified
17.	National Identification Authority (NIA)	Engaged Messrs. State Insurance Company Limited (SIC) for the provision of Insurance Services.	Recommended	Ratified

N0	ENTITY	REQUEST	INVESTIGATION Report	DECISION
18.	Bulk Oil Storage and Transportation Company Limited (BOST)	Engaged the services of Messrs. Yin Namal Limited for the Expansion of Fuel Quality Control Laboratory Building at Kumasi depot	Recommended	Not Ratified
19.	Pharmacy Council	Engaged Messrs. RX Health Information Systems Limited to develop and implement the National Electronic Pharmacy Platform (NEPP) for the Pharmacy Council	Recommended	Ratified
20.	Ghana Commodity Exchange (GCX)	Engaged Messrs. DESS Inc. for the provision of the Exchange's Commodity Trading Platform from November 2018 to March 2021	Recommended	Ratified
21.	Ghana Investment Fund for Electronic Communication (GIFEC)	Engaged messrs CSS Precise Systems Limited for the maintenance and operation of their Satellite Hub Services from 9 th May 2023 to 8 th May 2024	Recommended	Ratified
22.	Ministry of Finance (MoF)	Engaged Messrs AB Namas Ghana Limited for the refurbishment and rehabilitation of bungalow No. C6 (11) Djebobo Streer, Redco-Madina	Recommended	Not Ratified
23.	Minerals Income Investment Fund (MIIF)	Engaged messrs IMARA Corporate Finance SA to provide transaction advisory services for the monetization of gold royalties (Project Kingdom).	Recommended	Not Ratified
24.	Centre for Plant Medicine Research	Requested for approval of their new policy for the procurement of perishable and nonperishable plant raw materials	Recommended	Ratified
25.	Kumasi Metropolitan Assembly (KMA)	Requested for ratification of procurement infraction.	Recommended	Ratified
26.	Ministry of Youth and Sports (MoYS)	Engaged Messrs. Fadhab Investment Company for the Provision of Travel and Tour Services to Airlift, Transport, Accommodate Officials and Supporters for the African Cup of Nations in Cote D'Ivoire at an additional cost	Recommended	Ratified
27.	National Blood Service Ghana (NBSG)	Engaged Messrs. Investrade International Co. Ltd for the supply of Blood Collection Bags	Recommended	Ratified
28.	National Petroleum Authority (NPA)	Ratification for extending the contract of Saeed Sasco Investment Limited for the	Recommended	Ratified

N0	ENTITY	REQUEST	INVESTIGAT ION Report	DECISI ON
		management of NPA's Bulk Road Vehicle (BRV) Tanker Parking Lot and Office Building at Kpone from December 2021 to December 2022. And the urgent installation and works carried out at the BRV Parking Lot and Office Building		
29.	Ghana Revenue Authority (GRA)	Engaged Messrs Digitalgov Limited to host the Software Infrastructure and Services for E- Levy transaction from May 2023 to 31 st July, 2024	Recommended	Ratified
30.	Ministry of Defence (MoD)	Request to ratify the installation of early fire warning systems	Recommended	Ratified
31.	Ministry of Information	Requested for the ratification for the extension to telecast live developmental project to include more participation of the local media in the Districts across the 16 regions at an additional cost.	Recommended	Ratified
32.	Ghana School of Law (GSL)	Request to ratify various procurement activities undertaken by the Ghana School of Law, the General Legal Council and the Independent Examinations Committee	Recommended	Ratified
33.	Ministry of Local Government, Decentralization and Rural Development (MLGDRD)	Request for the ratification of the variation of contract awarded to Messrs. Job 2k Limited for the Erection and Completion of 2No. Senior Bungalows (Department pf Agriculture) at Atebubu in the Bono East	Recommended	Ratified
34.	Ministry of Youth and Sports (MoYS)	Engaged various Service providers for the provision of various Technical Services during the 13 th African Games.	Recommended	Ratified
35.	Ministry of Local Government, Decentralization and Rural Development (MLGDRD)	Request for ratification for the Variation of Contract awarded to Messrs. Wisdom Wallet Company Limited for the erection and Completion of 2No. Senior Staff Bungalows at Kukuom in the Ahafo Region.	Recommended	Ratified
36.	Ministry of Local Government, Decentralization and Rural Development (MLGDRD)	Request for ratification for the Variation of Contract awarded to Messrs. Dagbene Borns Limited for the Erection and completion of 1No. 3-Storey Administration Block for Savannah Regional Coordinating Council (SRCC) at Damongo in the Savannah Region.	Recommended	Ratified

N0	ENTITY	REQUEST	INVESTIGAT ION Report	DECISI ON
37.	Ministry of Youth and Sports (MoYS)	Engaged Messrs. Inpath technologies Ghana Limited for the supply and provision of technological tools and Software for the Core Operation of the 13 th African Games.	Recommended	Ratified
38.	Ghana Export Promotion Authority (GEPA)	Engaged the Services of Messrs. Hotel Investments Ghana Limited (Labadi Beach Hotel) for hosting the Ghana Rwanda Business Forum.	Recommended	Ratified
39.	Ghana Export Promotion Authority (GEPA)	Engaged Messrs Human Capital International for a four – day workshop from 17 th to 25 th June, 2022 for Middle Management.	Recommended	Not Ratified
40.	Ministry of Local Government, Decentralization and Rural Development (MLGDRD)	Engaged Messrs. HB Bekam Ghana Limited for the Erection and Completion of 1No. 2 – Storey Administration Block for the Department of Ghana Health Services at Kintampo in the Bono East Region.	Recommended	Ratified
41.	Ministry of Local Government, Decentralization and Rural Development (MLGDRD)	Engaged Messrs. Rock Impex Limited for the ratification of variation of contract for the Erection and Completion of 3No. Senior Bungalows at Nalerigu in the North East region.	Recommended	Ratified
42.	Ghana Export Promotion Authority (GEPA)	Engaged Messrs. Manage Advertising for the provision of Marketing and Promotional Services for the Aburi Art and Craft Village Official Opening and Exhibition Event.	Recommended	Ratified
43.	Ghana Export Promotion Authority (GEPA))	Engaged Messrs. Insight Advertising Limited for the provision of Media Services for Aburi Art & Craft Village Official Opening & Exhibition Event.	Recommended	Ratified
44.	Ghana Maritime Authority (GMA)	Engaged Messrs. Kaysens Gaisie Ltd. and Trustlink Ventures Ltd (TVL) for the Procurement of Extra Various Food Items and Beverages for Xmas.	Recommended	Ratified
45.	Ghana Geological Survey Authority (GGSA)	Engaged Messrs. Forte Logistics for the Supply of Drilling Rig Parts and Accessories	Recommended	Ratified

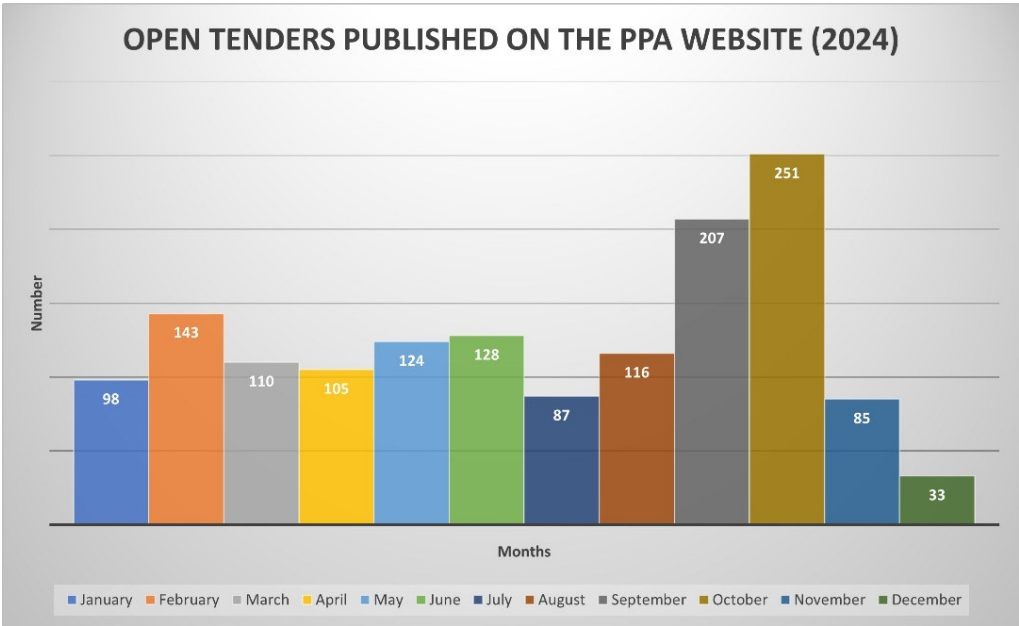
3.5.0 MANAGEMENT INFORMATION SYSTEMS (MIS)
3.5.1 Ghana Electronic Procurement System (GHANEPS)

Since the introduction of GHANEPS in 2019, supplier and Procuring Entities have used the GHANEPS portal to publish and award contracts. Within the year under review, Two Hundred and Seventy-Six (276) trained users are using the portal. Whilst 365 tenders have been published on the portal. In addition, 2680 suppliers have been registered on the system.

3.5.2 Website Activities

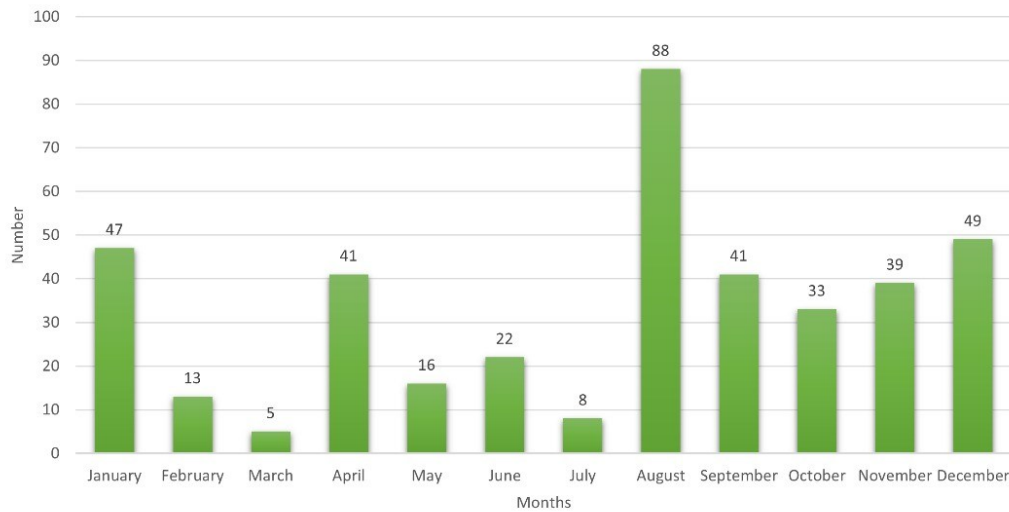
The Authority, within the year under review provided assistance to Procuring Entities with the publication of procurement related information on the Authority’s website.

Tender Published - 1487. The table below shows the monthly distribution



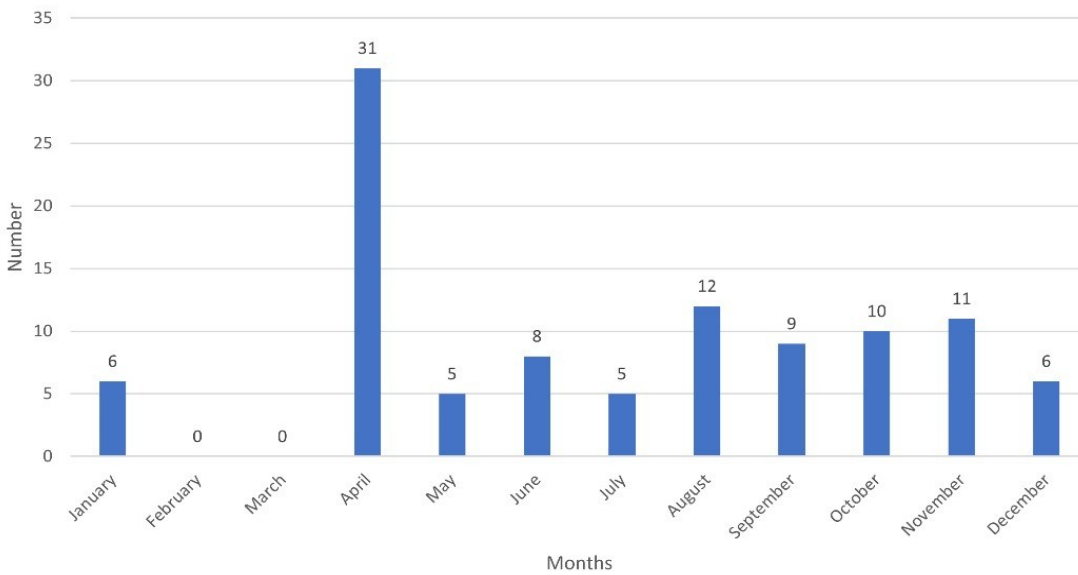
Open Tender Contracts – 402. The table below shows the monthly distribution

OPEN TENDER CONTRACT AWARDS PUBLISHED ON THE PPA
WEBSITE (2024)

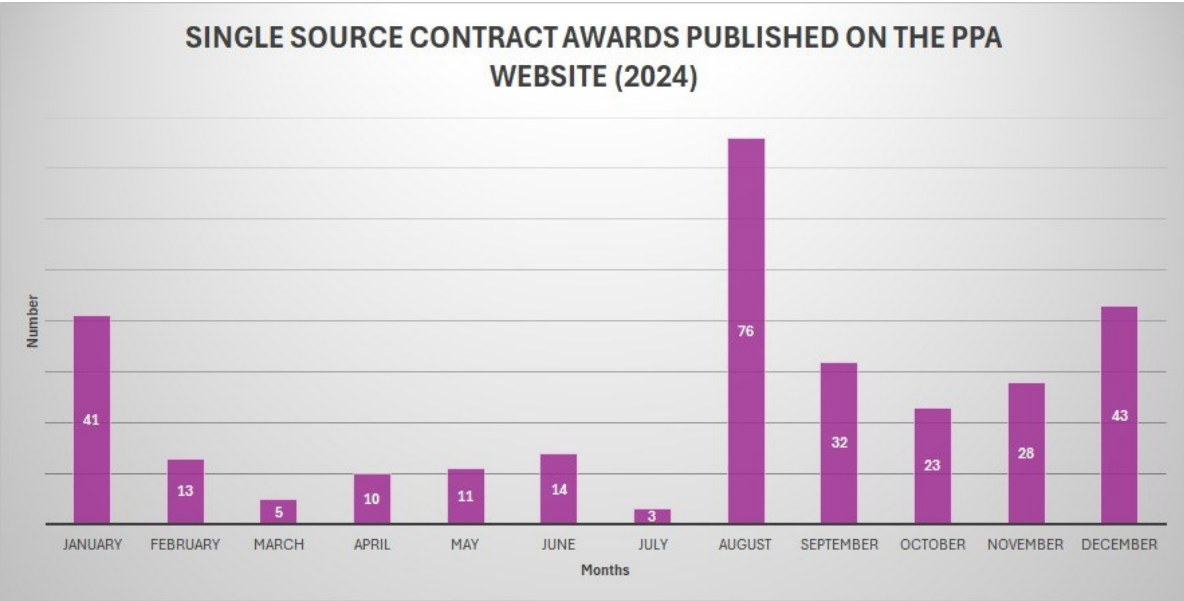


Restricted Tender Contracts - **103** . The table below shows the monthly distribution

RESTRICTED TENDER CONTRACTS AWARDS PUBLISHED ON THE PPA
WEBSITE (2024)



Single Source Contracts - **299**. The table below shows the monthly distribution



A total of one thousand, four hundred and fifty **(1,487)** publications were posted on the Authority’s website from the beginning of the year. This shows a decline on the website activities as compared to the previous year with a total of **(1,563)** publications. The Authority will entreat Entities to post their tenders and contracts on the PPA website to promote transparency in procurement activities.

3.6.0 Human Resource

3.6.1 Staffing Position

The numerical strength of the Authority as at the end of year 2024 was 58 Details of staffing information/data is provided in table below;

Directorate/ Position	CEO	Deputy CEO	Directors	Dep. Dir.	Prin. Officer s	Senior Officer s	Officers	Assist. Officer s	Drivers	Disp. Rider s	Office Assist ant	Total
CEO'S Office	1		-	2	-	-	-	-	1		1	5
CD/Admin	-		1	3	-	1	-	-	-	-	-	5
PP&R	-		1	1	-	1	-		-	-	-	3
CM&E	-		1	5			-	-	-	-	-	6
MIS	-	1	-	1	1	1	-	-	-	-	-	4
Legal	-		-	-	-	-	1	-	-	-	-	1
Corporate Affairs	-		-	1	-	1	-	-	-	-	-	2
Finance	-		-	2	1	-	1	-	-	-	-	4
HR	-		-	1	-	-	1	-	-	-	-	2
Procurement	-		-	1	-	-	1	-	-		-	2
Internal Audit	-		-	1	-	-	1	-	-	-	-	2
Zonal Office(KSI)	-		-	1	1	2	-	-	1	-	-	5
Administration	-	-	-	-	-	2	-	1	4	1		8
Zonal Office(T'di)	-		-	-	2	1	-	1	1	-	-	5
DDU				-		1	1	1	-	-		4
Total	1	1	3	20	5	10	6	3	7	1	1	58

3.6.2 Scheme of Service for the Authority

Following the submission of the Organisational Structure and Composition of Grades of the Authority to Public Service Commission (PSC), approval was received by the Authority and staff were briefed on the provisions in the document. The Authority forwarded a copy of the approved Scheme of Service to Fair Wages & Salaries Commission (FWSC) for the migration of Staff onto the approved SoS.

3.6.3 Recruitment

The Authority lost some staff in 2022 through retirement and resignation. Public Services Commission and the Ministry of Finance were notified for financial and Technical clearance respectively to replace the retired and resigned staff. The Authority in the year 2024, received financial clearance from Ministry of Finance to replace Six (6) officers.

3.6.4 Staff Training and Development

In accordance with the Authority's capacity development strategy, some staff attended short term programmes to build their capacity for effective discharge of their duties. Table 7 below sets out the programmes attended by staff.

No.	Name of Beneficiary	Training Programme/Course Title	Date of Programme
1.	Thomas Bondzi	Back-End System Integration of the Ghana Business Regulatory Reforms Portal (GRRP)	29 th February to 1 st March 2024
2.	Gideon Sandinah	Back-End System Integration of the Ghana Business Regulatory Reforms Portal (GRRP)	29 th February to 1 st March 2024
3.	Francis Ayitey	Sustainable Public Procurement (SPP)	18 th -22 nd March, 20204
4.	Yaa A.Nsiah	HRMIS	26 th -28 th March, 2024
5.	Eunice S. Boafah	HRMIS	26 th -28 th March, 2024
6.	Mikdad Saani	Internal Auditors Training	20 th – 22 nd May,2024
7.	Kwame Prempeh	Combating Money Laundering Risks Linked to Public Procurement	3 rd -7 th June,2024

3.7.0 CORPORATE AFFAIRS

The PPA undertook a number of awareness and stakeholder engagement activities and programmes in the year 2024. These include Presentations and Media Interviews on relevant issues related to public procurement. In the spirit of Peer Learning & Benchmarking, the PPA hosted delegation from the Gambia Public Procurement Authority (GPPA) and a delegation from the Lesotho Central Bank to study Ghana's Electronic Procurement System (GHANEPS).

A three-member delegation from the Authority also attended the 14th General Assembly of the African Public Procurement Network on the theme: **Sustainable Public Procurement for Africa's Economic Resilience**.

The Authority successfully launched the Methodology for Assessing Procurement Systems (MAPS) Assessment. The launch was organised in collaboration with the Ministry of Finance and World Bank.

Public access to information in custody of PPA

In order to provide right information held by public institutions and to communicate a culture of transparency and accountability in the organization, the Authority's RTI desk received six applications with eleven requests. The table below shows details:

Number of applications received	6
Number of requests received	11
Number of requests transferred	1
Number of requests referred	8
Number of requests rejected	1
Number of requests approved	1

3.8.0 FINANCE AND AUDIT

The Public Procurement Authority, as a wholly subvented GoG organization, continued to receive periodic releases from government for its operations during the year under review. Other sources of funds came from Development Partners. The Authority operates a four-year rolling Programme Based Budgeting (PBB) system for government institutions, which is geared towards the National Medium Term Development Policy Framework (NMTDPF). Inflows into the Authority's budget in 2024 were solely received from the Government of Ghana (GoG). Comparative figures in the Authority's 2024 and 2023 budgets in relation to actual funds released by the Ministry of Finance (MoF) are as shown in the table below:

Approved Budgets and Actual Releases for 2024 Under GOG Funding

	2024			2023		
EXPENDITURE ITEMS	APPROVED (GH¢)	ACTUAL RELEASE D (GH¢)	VARIANCE (GH¢)	APPROVED (GH¢)	ACTUAL RELEASED (GH¢)	VARIANCE (GH¢)
Compensation of Employees	5,597,337.00	6,942,179.00	(1,344,842)	4,562,868.00	5,167,979.10	(605,111.18)
Goods and Services	9,754,390.00	9,727,300.00	27,090.00	1,685,940.00	8,053,662.98	(6,367,722.98)
Capital Expenditure	4,570,150.00	4,509,373.00	60,777.00	1,790,200.00	4,621,107.51	(2,830,907.51)
Total	19,921,877.00	21,178,852.00	(1,256,975.00)	8,039,008.00	17,842,749.67	(9,803,741.67)

3.8.1 Donor Funding Support

PPA obtained support from development partners for developmental activities.

3.8.2 Financial Statement for the year

The audited Income and Expenditure account for the year ended 31st December 2024 is presented in **Annex II**.

4.0 THE MAIN CHALLENGES ENCOUNTERED IN THE YEAR

4.1. INTERNAL CHALLENGES

Funding

Apart from lack of funding for some of the programmes, delays were experienced with fund releases, even when prior approval for GoG funds had been secured. Such situations resulted in delays in programme implementation and the performance of critical regulatory functions. Development Partners' funds proved useful in running some of our programmes during the year.

Inadequate Head Office Space

PPA operates from rented premises and it is a challenge providing adequate office accommodation to meet the growing needs. A permanent office would be beneficial for the operations of the office.

Inadequate Conditions of Service

It is very difficult for PPA to retain middle level management due to inadequate conditions of service. Remuneration levels for staff of the Authority continues to pose a huge problem. The organisation keeps losing key staff as a result. Efforts to replace such staff has proved an enormous task as prospective applicants are unwilling to settle for the rather low salary levels associated with the positions to be filled.

4.2 EXTERNAL CHALLENGES (to PPA)

Wrong Perception

Despite the potential for developing local industry through public procurement, many local small and medium enterprises (SMEs) do not participate in public procurement, for the following reasons, among others:

- a perception (and at times the reality) that the government is a slow payer, difficult to work with or has its own favoured suppliers for contract award.
- a feeling among SMEs based on anecdotal reports that corruption plays a part in contract award decisions.
- a perception that the Authority awards all government contracts to suppliers and prospective contractors.

Lack of Capacity of Service Providers

Inadequate capacity on the part of local suppliers, consultants, contractors, architects and engineers to participate in tenders advertised internationally and locally, particularly when values are huge.

Interest Rates

The introduction of Tender Declaration form in the Revised Standard Tender Documents has curbed the high interest rates demanded by venders on small assignments. However medium to large assignments demand tender security to ensure commitment and execution of the assignment.

Lack of Capacity of Procurement Officers

Majority of practitioners involved in public procurement lack the requisite expertise, and knowledge of the law governing the practice to execute various tasks related to the public procurement process.

Deliberate Project Deliverable Overruns

These over-runs are characterized by cost escalations, especially delays in delivery time and the abandonment of projects which negate the attainment of “value-for-money” and development objectives.

Posting of Procurement Plans, Tender Awards and Contract Awards

Many entities failed to post their procurement plans, tenders, and Contract awards on PPA’s website or GHANEPS even though they have been trained to do so. PPA would continue monitoring this and keep reminding entities at training sessions and also through press releases of the need to do so.

Others

- i. Failure on the part of procuring entities to abide by threshold requirements and also to notify unsuccessful tenderers of the award of contracts in a timely manner.
- ii. Inadequate ICT facilities in the rural areas. Some Entities are unable to post procurement plans, or take advantage of ICT to improve procurement performance.
- iii. Frequent use of specialized procurement methods such as Restricted Tendering and Single Sourcing **without approval.**
- iv. Over pricing of tender documents by the Procurement Entities. The price should just cover the cost of its production.
- v. Creation of artificial shortages in the sale of tender documents;
- vi. Non-adherence to “same day” closure and opening of tenders;
- vii. Delay by entities in paying service providers;

- viii. Numerous requests for single source approvals for low value procurements often occasioned by a lack of knowledge in the application of other methods and concepts of procurement;
- ix. Inability to correctly follow prescribed procedures;
- x. Inadequate Tender Evaluation skills;
- xi. Fragmentation of procurement of common-user items resulting in large price variations.

5.0 WAY FORWARD/REMEDIES/RECOMMENDATIONS

5.1 INTERNAL REMEDIES

Staff Retention

Efforts would be made to continue to attract high caliber staff, and various strategies would need to be applied to retain them to enable the authority to carry out its mandate effectively.

5.2 EXTERNAL REMEDIES

Procurement Planning

More entities would be trained on procurement planning and posting of plans on the PPA website.

Capacity Development

Training of procurement practitioners would continue. Also, service providers, and other oversight bodies would be beneficiaries of PPA's capacity development programmes.

Adherence to Anti-Corruption Measures

Wherever anti-corruption rules are made, it is possible to find persons that will attempt to act to the contrary. Apart from the monitoring/feedback activities of the PPA, Section 92 of the Act 663 as amended acts as a deterrent for perpetrators of corrupt practices. This section prescribes penalties for persons who would contravene any provision of the Act. PPA will continue to initiate measures to clamp down on any activities of perpetrators of corrupt practices in public procurement to enhance the effective implementation of the Act.

6.0 CONCLUSION

It is worth noting that there have been marked improvements in the levels of compliance achieved in 2024 over the 2023 achievements especially in the area of Online Procurement Planning, Contract Administration, Publication of contract awards, Complaints and Disputes handling. This confirms that PPA's interventions through Training Programmes and issuing of Guidelines yielded positive results.

As part of our programmes in the coming year, coverage of our monitoring functions would be increased further by being visible in other regions (Volta and Northern) to monitor compliance of Act 663 as amended and also reach more 'low spend' entities across sectors throughout the country, following our presence in the regions. Our short-term training would be continued so as to improve capacity of entities, service providers, CSOs, Media, and other key stakeholders to operate efficiently and effectively in the procurement system. PPA would continue to press for greater efficiency of procurement within the Public Sector through active public education and awareness programmes in order to secure judicious use of public funds. PPA would continue to count on Government and Development Partners' support in implementing its planned programmes

ANNEXES

ANNEX I

MEMBERS OF THE PPA GOVERNING BOARD



Professor Ameyaw-Akumfi is a well-respected academician with long standing involvement in the educational reforms in Ghana.

He holds a PhD in Zoology from the University of Michigan, MSc and BSc in Zoology from the University of Ghana and from Adisadel College GCE 'A' and 'O' levels certificate.

He co-coordinated the introduction of the Semester and Course Unit System at the University of Cape-Coast. He chaired various committees at the University and acted as Vice-Chancellor during his tenure.

He authored papers on Decentralisation at the Seminar for University Administration under the auspices of the Tertiary Education Project, Income Generation and financing higher education in Ghana organized by Ghana Academy of Arts and Sciences.

He has chaired committees such as Natural Sciences Committee of the National Commission on UNESCO, and Editorial Committee of 'GHANA OCEAN' a GNC/IOC publication that have brought changes in both the Academia and Sciences.

He worked diligently to obtain the following Awards: The University of Ghana Scholar, AFGRAD Scholar, University of Michigan, Fullbright Scholar- Marine Research Laboratory Bodega Bay University Of California and Senior Research Fellow, Commonwealth Academic Staff Fellowship at University College of North Wales Bangor.

He has published twenty six (26) publication on Zoology and marine Biology. He is married with children.



**Frank Mante, FCIPS, CMILT, CPSM,
LLM, MBA, BA, LLB, Dip. HND
Chief Executive Officer, Public**

Frank Mante appointed Chief Executive Officer of the Public Procurement Authority (PPA) in November, 2021, by His Excellency the President of Ghana. Prior to his appointment, he served as a Deputy Chief Executive - Technical/ Operations at the PPA in July, 2019 and was eventually appointed as Acting Chief Executive from August 2019 until his appoint as substantive Chief Executive Officer.

Prior to joining PPA, Frank served as the Procurement Director at the Millennium Development Authority (MiDA),

Ghana and was responsible for all the procurement and contract administration activities under the Power Compact (Compact II) with total procurement estimated at US\$ 535million. with the support of the Procurement Agent, the Procurement Unit and the various project units.

Frank also worked with Crown Agents Ghana Limited between 2012-2017 as the Project Procurement Manger, Team Leader and eventually Country Manager during which period, he provided procurement support to DFID, USAID, JSI, AfDB, Ecobank Group and many public institutions in Ghana.

Frank has over 21 years' working experience in Ghana, the West African sub-region and the United Kingdom, having worked in different institutions. In addition to procurement, he has a background in banking, marketing/sales and he has lectured in procurement and supply chain management related courses in over five Universities in Ghana.

Frank holds the following professional and academic qualifications: Fellow of the Chartered Institute of Procurement & Supply (FCIPS, CIPS-UK), Certified Professional in Supply Management (CPSM) from the Institute for Supply Management (ISM-USA), Chartered Member of the Chartered

Institute of Logistics and Transport (CMILT,CILT-UK), Master of Laws (LLM) in Public Procurement Law and Policy at the School of Law, University of Nottingham, Master of Business Administration (MBA) in Marketing from the University of Leicester-UK, LLB from the Mountcrest University College, BA (Hons) in Banking, Economics with Law from London Metropolitan University, Diploma in Management (Banking & Finance) from the University of Leicester, Higher National Diploma (HND) in Purchasing and Supply and a Teacher's Certificate 'A' from the Tamale Training College.



Mr. Samuel Baidoo holds an Honours degree in Law & Political Science from the University of Ghana, Legon (1979) and the Professional Qualifying Certificate from the Ghana School of Law, Accra (1981). He also holds a Certified Mediator's Certificate in Commercial Law from the A. A. White Dispute Resolution Centre, University of Houston Law Centre.

Nee has broad experience as a transaction Lawyer in negotiations, mergers and acquisitions, drafting partnership agreements, shareholder agreements, real estate, lease agreements and other contractual documents.

He brings to the table 35 years of valuable experience working in Ghana and other jurisdictions. He has specialized in providing legal and business services to both private and corporate clients.

In the course of his career, he has represented several companies in a variety of legal matters including but not limited to cross border commercial transactions, advising financial institutions, corporate arbitrations, administrative hearings related to individual employee eligibility for

unemployment and other matters. He has also conducted legal research into various transactional matters and provided legal opinions and analysis related to such research. Nee has worked variously in the UK and Ghana, and is currently the Managing Partner of Baidoo Amoako & Associates, a Corporate Law Firm based in Accra.

Mrs. Ernestina Swatson Eshun graduated with a BSc Civil Engineering in 1985 from the Kwame Nkrumah University of Science and Technology and obtained an MSc (Transportation Engineering) from Imperial College, University of London, in 1987.

Tina started her career as a Teaching Assistant at the Department of Civil Engineering, KNUST and later as a Lecturer. She travelled widely to Angola, Algeria, Gabon and Republic of Congo from 1991 to 1996, when she returned to Ghana to take up a position as Marketing Manager of Gabrho Ltd, a family owned pineapple farming and exporting venture. She became the Vice President of the Horticulturists' Association of Ghana and served on several committees including the Technical Committee of the Ghana Standards Board for development of standards in production and handling of various horticultural produce, Steering Committees of the Horticulture Export Industry Initiative (HEII) and its follow up, the Export Marketing and Quality Assurance Program (EMQAP). These were multimillion-dollar World Bank funded Programs at the Ministry of Agriculture to expand Ghana's Horticultural Export Industry. She also headed a Task force set up to define a road map for EurepGAP Certification for exporters of Ghanaian Horticultural Produce into the EU Market. She was a member of the GhanaGAP Steering Committee.

Tina worked as a full-time Civil Engineering consultant when her company was one of two Export Companies taken over and used as the nucleus for a World Bank funded Export Marketing Company with five outgrower groups in the pineapple growing belt of the Eastern Region.

As a consultant Civil Engineer, Tina was involved in various studies and projects including Design of Urban Roads in the Sekondi/Takoradi Metropolis; Design and Construction Supervision of Cocoa Feeder Roads funded by the EU in Ashanti and Brong Ahafo Regions; and Emergency protection of the Weija Dam catchment area. She was the Site Engineer responsible for construction supervision of 30 Presidential Villas built at Ridge, Accra, for the AU Summit in July 2007. She has since 2002 been a consultant to Schlumberger in their program for sponsoring non-Anglophone African students to study Engineering in Ghana.

She was named a Fellow of the inaugural Africa Leadership Initiative Class of 2002, and also served in 2015 and 2016, as a Senior Executive in the Fund Raising Office of the NPP 2016 Presidential Campaign, where she was directly responsible for a number of innovative fund raising activities.

Tina is currently employed at the Ministry of Finance and Economic Planning as a Technical Advisor to the Minister.

She is Christian, has been active at the St. Anthony of Padua Anglican Church serving on the Parochial Church Council and as Parish Council Secretary since 2006.

She is married with two adult children.



Dr. Alhassan Iddrisu is a Macro/Development Economist with over 20 years of experience in economic policy & management, public finance management, empirical research, quantitative & statistical methods, development economics, and petroleum revenue management. He has written and published extensively in these areas.

He is currently a Chief Economics Officer at the Ministry of Finance and the Director of the Economic Strategy & Research Division (ESRD) of the Ministry since 2013 with core responsibility of providing high quality research, macroeconomic analysis, and policy advice to inform and guide government's macro-fiscal policies. Dr. Iddrisu has also held other key management positions in the Ministry of Finance since 2008, including heading Economic Planning Division (EPD) and the Real Sector Division (RSD) of the Ministry.

Dr. Iddrisu is an effective team player, with admirable leadership qualities and a strong ability to work under pressure without compromising quality. He has served on several governing boards/councils and committees, where his vast experience and knowledge in Economics, Statistics, Quantitative Analysis, and leadership skills are brought to bear on national development. His training at the Harvard Business School on Corporate Board Effectiveness has no doubt enhanced his leadership qualities.

He has also consulted for a number of local and international organizations and provided lecturing and facilitation services in the area of economic policy/management, statistics and quantitative methods in reputable domestic and international institutions.

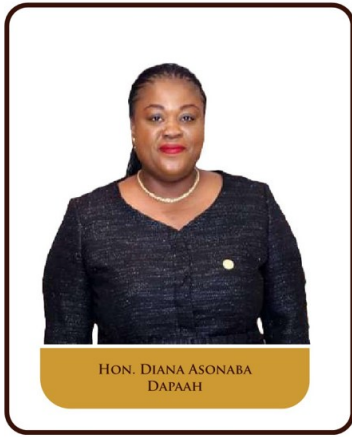
Dr. Iddrisu holds a PhD and a Masters in International Development Studies from the National Graduate Institute for Policy Studies (GRIPS), Tokyo; an MPhil in Economics from the University of Ghana; and a BA in Economics and Statistics from the University of Ghana, Legon, Accra.



Mr. Hayford Amoh is the Director of Internal Audit. He works to position the Internal Audit Unit of the Ministry of Finance as a public sector model that delivers value with professionalism, integrity, and ethics. He also provides assurance in areas bordering on value for money and financial due diligence, expenditure rationalization, project financial modelling and assessments, public financial management process and controls improvements and risk management.

Hayford has over 14 years of professional experience spanning financial statement reporting and auditing, internal controls evaluation, Risk management, Corporate Finance, and investment banking, import finance management, front loading and social accounting.

Hayford is a member of the ICAG. He also holds a Master of Science degree in Development Finance and a Bachelor of Science degree in Accounting.



Diana Asonaba Dapaah is a Deputy Attorney-General and Deputy Minister for Justice of the Republic of Ghana. Until her appointment as a Deputy Attorney-General & Deputy Minister for Justice, Ms. Dapaah was a lecturer in law at the Ghana Institute of Management and Public Administration (GIMPA) where she taught Corporate Law and Governance, Public International Law, Alternative Dispute Resolution (ADR), and Human Rights Law.

Prior to her appointment, Ms. Dapaah was also a Senior Associate of Sam Okudzeto & Associates, one of the leading law firms in Ghana, where she brought her over a decade experience to bear in handling complex cases before the Superior Courts and lower courts of Ghana. She is one of the founders of the Ghana ADR Hub and served as its Vice President. Ms. Dapaah also served as an arbitral tribunal secretary and subsequently as an arbitrator with the Ghana Arbitration Centre.

As a trainer in ADR and Human Rights as well as a World Bank certified trainer in corporate governance, she has trained lawyers, judges and ACCA members in Ghana, Sierra Leone and Liberia. Ms. Dapaah has also served as a consultant for both local and international institutions including the EU's Accountability, Rule of law and Anti-Corruption Programme (ARAP) and the Kofi Annan International Peacekeeping Training Centre



Mrs. Lesley Dodoo is a lawyer with 20 years work experience after being called to the Ghana Bar. She has mostly worked in the public sector, with 12 years in the Office of Legal Affairs of the Ministry of Finance & Economic Planning where she progressed to the position of Principal Legal Counsel. Mrs. Dodoo is currently the Legal Director & Board Secretary of the Public Procurement Authority of Ghana, which she joined in 2007. She has served in various senior advisory & administrative capacities giving legal advice on legal issues in financial sector regulation and more recently on public procurement policy and regulation. Her work experience has included the negotiation and review of government loan agreements, government funding approval procedures, resolution of contractual disputes, contracts management, regulatory compliance, administrative review of contractor complaints in the public procurement system, interpretation and advice on the Public Procurement Act of Ghana, drafting of proposals for legislation, Board Secretarial work and advising on corporate governance issues.

Mrs. Dodoo holds a first degree in Law (BA Law/Spanish) from the University of Ghana, Legon; a Professional Qualifying Certificate in Law from the Ghana School of Law which licenses her to practice Law in Ghana (B.L. - Barrister-at-Law); an MBA in Corporate Strategy & Economic Policy from the Maastricht School of Management, the Netherlands (2003) and a Masters in Public Procurement Law & Policy (LLM) from the University of Nottingham, UK

Annex II
Statements For The Year Ended 31st December, 2024

Public Procurement Authority

**Annual Report and Financial Statements
for the year ended 31 December 2024**



Public Procurement Authority

Annual Report and Financial Statements for the year ended 31 December 2024

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Public Procurement Authority

Annual Report and Financial Statements for the year ended 31 December 2024

General Information

Board Members

Prof. Christopher Ameyaw-Akumfi	Chairperson
Mr. Samuel Richard Nee Baidoo	Vice Chairperson
Mr. Frank Mante	Chief Executive Officer
Mad. Patricia Safo	Member
Mrs. Ernestina Swatson Eshun	Member
Hon. Diana Asonaba Dapaah	Member
Dr. Alhassan Iddrisu	Member
Mr. Isaac Kofi Amoah	Member
Mr. Hayford Amoh	Member

Registered Office

6th Floor
SSNIT Emporium Building
Airport City
Accra

Bankers

Bank of Ghana
National Investment Bank Ltd
Zenith Bank (Ghana) Ltd
Agricultural Development Bank PLC

Independent auditor

Intellisys
No. 15, Lardzeh Crescent
North Dzowulu
P.O.Box KN 4169
Kaneshie-Accra

Secretary

Mrs. Lesley Dodoo

Public Procurement Authority

Annual Report and Financial Statements for the year ended 31 December 2024

Board's Report

The Board present its report and the audited financial statements of Public Procurement Authority for the year ended 31 December 2024, which discloses the state of the affairs of the Authority.

The Board is responsible for the preparation and fair presentation of the financial statements, comprising the statement of financial position as at 31 December 2024, the statement of financial performance, the statement of changes in net assets/equity, statement of receipts and payments, statement of comparison of budget to actual amounts, and the statement of cash flows for the year then ended, and other explanatory notes in accordance with International Public Sector Accounting Standards (IPSAS) adopted by the Institute of Chartered Accountants, Ghana.

The Board is required to ensure that adequate accounting records are maintained so as to disclose at reasonable adequacy, the financial position of the Authority. It is also responsible for taking steps to safeguard the assets of the Authority and to prevent and detect fraud and other irregularities. It must present financial statements for each financial year, which give a true and fair view of the affairs of the Authority, and the results for that period. In preparing these financial statements, it is required to:

- Select suitable accounting policies and apply them on a consistent basis using reasonable and prudent judgement.
- state whether or not the relevant Acts and International Public Sector Accounting Standards (IPSAS) have been adhered to and explain material departures thereto.
- use the going concern basis unless it is inappropriate.

The Board acknowledges its responsibility for ensuring the preparation of the annual financial statements in accordance with International Public Sector Accounting Standards (IPSAS) and the responsibility of external auditors to report on these financial statements. The Board is responsible for ensuring the maintenance of adequate accounting records and an effective system of internal controls and risk management. Nothing has come to the Board's attention, to indicate any material breakdown in the functioning of the internal controls and systems during the period under review, which could have a material impact on the business.

The financial statements are prepared from the accounting records on the basis of consistent use of appropriate records supported by reasonable and prudent judgements and estimates that fairly present the state of affairs of the Authority. The financial statements have been prepared on a going concern basis and there is no reason to believe that the Authority will not continue as a going concern in the next financial year.

The Board confirm that in preparing the financial statements, it has:

- selected suitable accounting policies and applied them consistently.
- made judgements and estimates that are reasonable and prudent.
- followed the International Financial Reporting Standards.
- prepared the financial statements on a going concern basis.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at all times the financial position of the Authority and to enable them ensure that the financial statements comply with all relevant Acts. It is also responsible for safe guarding the assets of the Authority and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Objective of the Authority

The Public Procurement Authority is established by the Public Procurement (Amendment) Act, 2016 (Act 914) as a regulatory body responsible for the effective implementation of the Public Procurement Law in Ghana. The Authority seeks to ensure fairness, transparency, and non-discrimination in public procurement to promote a competitive local industry and increase the confidence of varied stakeholders in public procurement processes in the country.

Public Procurement Authority

Annual Report and Financial Statements for the year ended 31 December 2024

Board's Report

Financial result

The Authority made a surplus for the year ended 2024 of GHS541,375 (2023: GHS6,277,443). This decrease was significantly due to the release of GHS 6,370,886 in 2023 as a special bailout to pay outstanding bills.

Revenue for the year amounted to GHS 21,969,256 as compared to GHS 22,027,587 for the prior year.

The net assets of the Authority as at year end 2024 was GHS 4,022,064 (2023: GHS 3,800,708).

Events after reporting date

The Board is not aware of any matter or circumstance arising since the end of the financial year to the date of this report that could have a material effect on the financial position of the Authority.

Board members interest in contracts

To our knowledge none of the Board members had any interest in contracts entered into during the year under review.

Board members

The Board members of the Authority during the year and up to the date of this report are as follows:

Prof. Christopher Ameyaw-Akumfi	Chairperson
Mr. Samuel Richard Nee Baidoo	Vice Chairperson
Mr. Frank Mante	Chief Executive Officer
Mad. Patricia Safo	Member
Mrs. Ernestina Swatson Eshun	Member
Hon. Diana Asonaba Dapaah	Member
Dr. Alhassan Iddrisu	Member
Mr. Isaac Kofi Amoah	Member
Mr. Hayford Amoh	Member

Secretary

The Authority's designated secretary is Mrs. Lesley Dodoo.

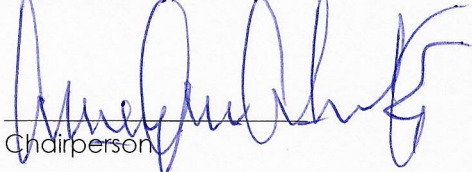
Independent Auditors

Intellisys were the independent auditors for the year under review. The audit fees payable for the period 2024 is GHS 79,200 (2023: 66,000).

Appreciation

The Board would like to express its sincere appreciation to the management and staff of the Authority for their service during the year under review.

The annual financial statements set out on pages 8 to 28 were approved by the Board and were signed on their behalf by:



Chairperson



Chief Executive Officer

10th April, 2025

Independent Auditor's Report to the Members of the Public Procurement Authority

Opinion

We have audited the financial statements of Public Procurement Authority set out on pages 8 to 28, which comprise the statement of financial position as at 31 December 2024, and the statement of financial performance, the statement of changes in net assets/equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion the accompanying financial statements give a true and fair view of the financial position of the Authority as at 31 December 2024 and its financial performance and cash flows for the year then ended in accordance with International Public Sector Accounting Standards (IPSAS) with the IAS 29 directive issued by the Institute of Chartered Accountants Ghana (ICAG) and the manner required by Public Procurement (Amendment) Act, 2016 (Act 914), the Public Financial Management Act, 2016 (Act 921) and other relevant Acts.

Basis for Opinion

We conducted our audit in accordance with International Standards for Supreme Audit Institutions (ISSAIs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Authority in accordance with the International Code of Ethics for Professional Accountants (Including International Independence Standards) (the Code) issued by the International Ethics Standards Board for Accountants (IESBA), we have fulfilled our ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. We have nothing to report in this regard.

Other Information

The Board is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independent Auditor's Report

to the Members of the Public Procurement Authority

Board's Responsibility for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements that give a true and fair view in accordance with International Public Sector Accounting Standards (IPSAS) and the requirements of the Public Procurement (Amendment) Act, 2016 (Act 914), Public Financial Management Act, 2016 (Act 921) and other relevant Acts, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards for Supreme Audit Institutions (ISSAIs), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

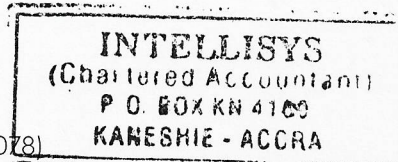
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report
to the Members of the Public Procurement Authority

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner on the audit resulting in this independent auditor's report is Eunice Korley (ICAG/P/1777).

Intellisys



Intellisys (ICAG/F/2025/078)

Chartered Accountants
No. 15, Lardzeh Crescent
North Dzorwulu

Dated 30th May 2025

Public Procurement Authority

Statement of Financial Performance For the year ended 31 December 2024

Figures in GHS

	Notes	2024	2023
Revenue			
Non-tax revenue	5	8,919,516	7,174,710
Grants	6	13,575,567	14,852,877
Total revenue		22,495,083	22,027,587
Expenses			
Compensation of employees	7	6,942,179	5,380,985
Use of goods and services	8	10,819,041	8,069,913
Social benefits	9	1,307,489	400,968
Specialised expenses	10	366,628	842,856
Consumption of property, plant and equipment	11	2,518,371	1,055,422
Total expenses		21,953,708	15,750,144
Surplus for the year		541,375	6,277,443

The notes on pages 8 to 28 are an integral part of these financial statements.

Public Procurement Authority

Statement of Financial Position

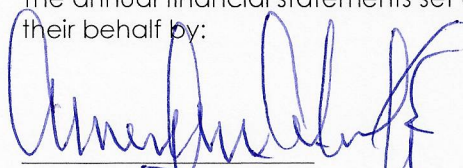
As at 31 December 2024

Figures in GHS

	Notes	2024	2023
Assets			
Current assets			
Cash and cash equivalents	12	1,375,862	2,352,796
Accounts receivable	13	-	300,410
		<u>1,375,862</u>	<u>2,653,206</u>
Non-current assets			
Property, plant and equipment	14	5,006,133	1,993,465
		<u>5,006,133</u>	<u>1,993,465</u>
Total assets		<u>6,381,995</u>	<u>4,646,670</u>
Liabilities			
Current liabilities			
Accounts payable	15	2,039,911	845,962
		<u>2,039,911</u>	<u>845,962</u>
Net assets		<u>4,342,084</u>	<u>3,800,708</u>
Net assets/equity			
Accumulated surplus		4,342,083	3,800,708
Total net assets/equity		<u>4,342,083</u>	<u>3,800,708</u>

The notes on pages 8 to 28 are an integral part of these financial statements.

The annual financial statements set out on pages 8 to 28 were approved by the Board and were signed on their behalf by:


Chairperson


Chief Executive Officer

10th April, 2025

Public Procurement Authority

Statement of Changes in Net Assets/Equity For the year ended 31 December 2024

Figures in GHS	Accumulated surplus	Total
Balance at 1 January 2024	3,800,708	3,800,708
Surplus for the year	541,375	541,375
Balance at 31 December 2024	4,342,083	4,342,083
Balance at 1 January 2023	(2,476,735)	(2,476,735)
Surplus for the year	6,277,443	6,277,443
Balance at 31 December 2023	3,800,708	3,800,708

The notes on pages 8 to 28 are an integral part of these financial statements.

Public Procurement Authority

Statement of Cash Flows

For the year ended 31 December 2024

Figures in GHS

	Notes	2024	2023
Cash flows from operations			
Surplus for the year		541,374	6,277,443
Adjustments to reconcile surplus			
Adjustment for decrease / (increase) in accounts receivable		300,410	(8,100)
Adjustment for increase / (decrease) in accounts payable		1,193,951	(2,954,263)
Adjustment for depreciation and amortisation expense	14	2,180,705	1,055,422
Adjustments for profit on disposal of property, plant and equipment		(337,666)	-
Net cash flows from operating activities		3,878,774	4,370,502
Cash flows used in investing activities			
Proceeds from sales of property, plant and equipment		337,666	-
Purchase of property, plant and equipment	14	(5,193,374)	(2,187,094)
Cash flows used in investing activities		(4,855,708)	(2,187,094)
Net (decrease) / increase in cash and cash equivalents		(976,934)	2,183,408
Cash and cash equivalents at beginning of the year		2,352,796	169,388
Cash and cash equivalents at end of the year	12	1,375,861	2,352,796

The notes on pages 8 to 28 are an integral part of these financial statements.

Public Procurement Authority

Statement of Receipts and Payments For the year ended 31 December 2024

Figures in GHS

	Notes	2024	2023
Receipts			
Non-tax receipts	16	8,882,259	6,966,610
Grants	17	13,547,170	15,042,750
Total receipt		22,429,429	22,009,360
Payments			
Compensation of employees	7	6,942,179	5,380,985
Use of goods and services	18	9,727,299	7,254,759
Transfer of unretained internally generated fund	19	410,303	482,982
Social benefits	9	1,307,489	400,968
Specialised expenses	20	84,586	551,132
Prior period liability payment	21	425,134	3,654,463
Consumption of fixed asset	22	4,509,373	2,100,664
Total payment		23,406,363	19,825,953
Net change in stock of cash		(976,934)	2,183,407
Cash and cash equivalent at beginning		2,352,796	169,388
Cash and cash equivalent at end		1,375,862	2,352,796

The notes on pages 8 to 28 are an integral part of these financial statements.

Public Procurement Authority

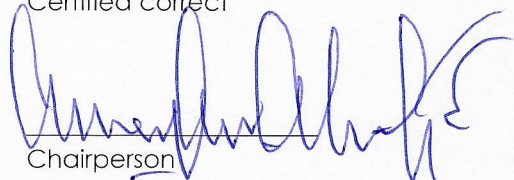
Statement of Comparison of Budget and Actual Amounts

For the year ended 31 December 2024

Figures in GHS	Original Budget	Final budget	Actual amounts	Variance
Receipts				
Non-tax receipts	9,110,600	9,110,600	8,581,850	528,750
Grants	11,179,277	12,171,277	13,547,170	(1,375,893)
Total receipts	<u>20,289,877</u>	<u>21,281,877</u>	<u>22,129,020</u>	<u>(847,143)</u>
Payments				
Compensation of employees	4,605,337	5,597,337	6,942,179	(1,344,842)
Use of goods and services	9,754,390	9,754,390	9,727,299	27,091
Transfer of unretained internally generated fund	-	-	410,303	(410,303)
Social benefits	1,310,000	1,310,000	1,307,489	2,511
Specialised expenses	50,000	50,000	84,586	(34,586)
Consumption of property plant and equipment	4,570,150	4,570,150	4,509,373	60,777
Total payment	<u>20,289,877</u>	<u>21,281,877</u>	<u>22,981,228</u>	<u>(1,699,351)</u>
Net receipts/(payments)	<u>-</u>	<u>-</u>	<u>(852,209)</u>	<u>852,209</u>

The notes on pages 8 to 28 are an integral part of these financial statements.

Certified correct


Chairperson

Approved by


Chief Executive Officer

Public Procurement Authority

Accounting Policies

1. General information

The Public Procurement Authority was established by the Public Procurement (Amendment) Act, 2016 (Act 914) as a regulatory body responsible for the effective implementation of the public procurement law in Ghana. The Authority seeks to ensure fairness, transparency and non-discrimination in public procurement in order to promote a competitive local industry and increase the confidence of our varied stakeholders in public procurement processes in the country and beyond. The address of its registered office is 6th floor SSNIT emporium building, Airport city, Accra.

2. Public sector reporting mandate and scope

These financial statements have been prepared on Entity basis taking cognizance of the Appropriation Act/the resolutions approving the Composite Budget of the Metropolitan, Municipal and District Assemblies, pursuant to Article 179 (2) (a) of the 1992 Constitution of the Republic of Ghana and/or budget of State-Owned Enterprise(s) as approved by their governing boards. The financial statements include, Statutory Funds and Internally Generated Fund utilized in the Authority for the year ending 31 December 2024.

3. Basis of preparation and authorization for issue –IPSAS 1

3.1 Statement of compliance

The financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) and its interpretation adopted by the International Accounting Standards Board (IASB) and all the relevant Acts. Before 2024 the financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

The first-time adoption of IPSAS became effective on 1 January 2024. There were no transitional exemptions applied, and no adjustments were required to prior year figures in the financial statements as a result of the adoption.

3.2 Basis of preparation

The financial statements have been prepared on accrual basis in accordance with International Public Sector Accounting Standards (IPSAS). In preparing the financial statements, the Authority takes cognizance of the 1992 Constitution of the Republic of Ghana, the Public Financial Management Act, 2016 (Act 921), and the Public Financial Management Regulations, 2019 (LI 2378) and Public Procurement (Amendment) Act, 2016 (Act 914). These financial statements have been prepared on a going-concern basis and the accounting policies have been applied consistently in the preparation and presentation of the financial statements. The financial statements present fairly the assets, liabilities, revenues, and expenses of the Authority and consist of the following:

- a Statement of Financial Performance
- b Statement of Financial Position
- c Statement of Changes in Net Assets/Equity
- d Statement of Cash Flows
- e Statement of Receipts and Payments
- f Statement of Comparison of Budget and Actual Amounts
- g Notes to the financial statements comprising a summary of significant accounting policies and other explanatory notes,

3.3 Going concern (IPSAS 1)

The going-concern assertion is based on the fact that, the Authority is established under Public Procurement (Amendment) Act, 2016 (Act 914) of the Republic of Ghana, and the net assets position, stable historical trend of revenue collection gives no indication that the Authority will cease its operations.

3.4 Authorisation for issue

These financial statements are certified by the Chief Executive Officer of the Authority, in compliance with the Public Financial Management Act, 2016 (Act 921) and the Public Financial Management Regulations, 2019 (L.I. 2378).

Public Procurement Authority

Accounting Policies

Basis of preparation and authorization for issue –IPSAS 1 continued...

3.4.1 Quarterly accounts:

Section 79 (1) of the Public Financial Management Act, 2016 states that, a Principal Spending Officer shall, through the Principal Account Holder:

- (a) Prepare and submit quarterly financial statements to the Controller and Accountant-General by the 15th day of the month following each quarter of each financial year; and
- (b) Submit any other relevant report within the time that the Controller and Accountant-General may determine.

3.4.2 Annual accounts:

Section 80 (1) of the Public Financial Management Act, 2016 states that a Principal Spending Officer of a covered entity shall, within two months after the end of each financial year, prepare and submit to the Auditor-General and Controller and Accountant-General, the accounts and information set out in the Schedule.

Section 80 (2) of the Public Financial Management Act, 2016 states that a Principal Spending Officer of a public corporation shall, within two months after the end of each financial year:

- (a) Prepare, in the format determined by the Controller and Accountant-General, a summary statement of financial performance of that public corporation;
- (b) Submit the summary statement to the Controller and Accountant-General and the Auditor-General; and
- (c) Submit a copy of the summary statement to the Minister.

3.4.3 Section 95 of the Public Financial Management Act, 2016 states that the governing body of a public corporation or a state-owned enterprise shall;

- (a) Cause to be prepared, not later than two months after the end of each financial year, an annual account in respect of that financial year;
- (b) Submit to the Minister, not later than four months after the end of each financial year, an audited financial statement.

3.5 Measurement basis (IPSAS 1)

The financial statements are prepared using the historical-cost convention and financial assets are recorded at fair values.

3.6 Functional and presentation currency (IPSAS 4)

The functional and presentation currency of the Republic of Ghana is the Ghana Cedi (GHS). The financial statements are expressed in Ghana Cedi, rounded to the nearest whole number unless otherwise stated.

Except in the case where a contract specifies the applicable rate, transactions in currencies other than the functional currency are translated into Ghana Cedi as follows:

- For revenue, at Bank of Ghana buying rates of exchange at the date of the transaction.
- For expenditure, at Bank of Ghana selling rates of exchange at the date of the transaction.

At the end of the reporting period, monetary assets and liabilities not denominated in the functional currency are translated at the prevailing Bank of Ghana mid-rate of exchange, except in the case where a contract specifies the applicable rate.

Foreign exchange gains and losses resulting from the translation of monetary assets and liabilities denominated in foreign currencies at period-end exchange rates are recognised on net basis through the statement of changes in net assets/equity.

Public Procurement Authority

Accounting Policies

Basis of preparation and authorization for issue –IPSAS 1 continued...

3.7 Revenue from non-exchange transactions (IPSAS 23)

Revenues from Non-Exchange Transactions, such as direct and indirect taxes are recognised when earned. Non-Exchange Transaction is a transaction in which the reporting entity receives something of value without directly giving value in exchange.

Non-tax revenues of a non-exchange nature are revenues legally enforceable by legislative instruments paid directly to the reporting entity; such as fees.

Grant revenues are inflows of economic benefits received in either cash or kind from entities or individuals other than those within the reporting entity for which no service or good is given in exchange by the reporting entity.

The Authority recognises revenues (such as Government subventions) when there is probable commitment towards release of funding from the government.

3.8 Expenditure

3.7.1 Expenditure recognition

The reported expenditure in the Statement of Financial Performance is recognised when incurred. Expenditure is a decrease in economic benefit or service potential during the reporting period in the form of outflows or consumption of assets; or incurrence of liabilities that result in decreases in net assets, and are recognised on an accrual basis when goods are delivered and services are rendered, regardless of the terms of payment.

Expenditure is measured at cost unless otherwise stated.

3.7.2 Compensation of employees

This refers to wages, salaries, allowances, pensions and other benefits (cash or kind) accruing to the employees of government working in the covered entity within and outside the country or on pension

3.7.3 Use of goods and services

These comprise of recurrent expenses incurred as a result of goods received and services rendered to public entities.

3.7.4 Social benefits

Social benefits are expenses incurred as a result of social interventions carried out to benefit certain persons, communities or class of people in the society.

3.7.5 Specialised expenditure

Specialised expenditure include contributions, professional fees, donations, court expenses, scholarships, bursaries, awards and rewards.

3.8 Property, plant and equipment (IPSAS 17)

Property, plant and equipment are classified into different categories based on their nature, functions, useful lives and valuation methodologies. The classifications include, Office Equipment, Furniture and Fittings, ICT Equipment and Motor Vehicle.

Recognition

Recognition of property, plant and equipment is as follows:

Public Procurement Authority

Accounting Policies

Basis of preparation and authorization for issue –IPSAS 1 continued...

- a All property, plant and equipment are stated at historical cost, less accumulated depreciation. Historical cost comprises:
- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates
 - Any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management
 - The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired, or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period
- (b) With regard to property, plant and equipment acquired at nil or nominal cost, including donated assets, the fair value at the date of acquisition is deemed to be the cost to acquire equivalent assets.
- (c) The cost of an asset acquired through a non-exchange transaction is determined at its fair value as at the date of acquisition.

If the acquired item is not measured at fair value, its cost is measured at the carrying amount of the asset given up.

Initial measurement

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at its cost.

The cost of an item of property, plant and equipment includes:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Subsequent measurement - Cost model

After initial recognition, property, plant and equipment is measured at cost less any accumulated depreciation and any accumulated impairment losses.

Depreciation

The Authority depreciates its property, plant and equipment over their estimated useful lives using the straight-line method up to their residual value,

Full year depreciation is charged in the year that the asset is acquired, the entity gains control over the asset, and put in use for its intended purpose. Depreciation is not charged in the year of retirement or disposal. The estimated useful lives of property, plant and equipment classes are as follows:

The measurement base, useful life or depreciation rate as well as the depreciation method for all major classes of assets are as follows:

Asset class	Measurement base	Useful life / depreciation rate	Depreciation method
Motor vehicles	Cost	25%	Straight line
Furniture and fittings	Cost	20%	Straight line
Office equipment	Cost	25%	Straight line
ICT Equipment	Cost	33%	Straight line

Public Procurement Authority

Accounting Policies

Basis of preparation and authorization for issue –IPSAS 1 continued...

Impairments

Impairment assessments are conducted at the covered entity during annual physical verification procedures when events or changes in circumstance indicate that carrying amounts may not be recoverable.

Disposal of property, plant and equipment

Disposal gain or loss arising from the derecognition of an item of property, plant and equipment is included in the Statement of Financial Performance when the item is derecognised; such a gain or loss is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

3.9 Financial instruments

Financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instrument confer right or claim in the form of payment, debt and currency.

Financial assets

Financial asset is any asset that is cash; an equity instrument of another entity; or a contractual right to receive cash or another financial asset from another entity; or to exchange financial asset or financial liability with another entity under conditions that are potentially favourable to the entity.

Depending on the nature of financial asset Authority uses the below classification basis for initial recognition.

Classification	Financial Assets
Loans and Receivables	Cash and cash equivalents, Loans, Advances and Receivables

Accounts receivable

Accounts receivable are initially recognised at transaction price and subsequently measured as fair value at year end.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand. These are initially and subsequently recorded at fair value.

Accounts payable

Trade payable and accrued liabilities arise from the purchase of goods and services that have been received but not paid for at the reporting date. Payables are recognised and subsequently measured at their nominal value because they are generally due within 12 months.

3.10 Provisions, contingent liabilities and contingent assets – IPSAS 19

Definition

Provision is a liability of uncertain timing or amount.

Recognition

Provisions are recognised as liabilities when:

- The economic entity has a present legal or constructive obligation as a result of past events,
- It is more likely than not that an outflow of resources will be required to settle that obligation and
- The amount can be reliably estimated.

Specific provisions for bad and doubtful debts are made for loans, receivables and investments as and when their non-recoverability is determined and where a request is made to Parliament for a write off.

Public Procurement Authority

Accounting Policies

Basis of preparation and authorization for issue –IPSAS 1 continued...

Contingent liabilities

Definition

A contingent liability is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Recognition and disclosure

It is the policy of Authority not to recognise Contingent Liability but rather disclose in paragraph 28 of the notes to the Financial Statements, a brief description of the nature of the Contingent Liability and where applicable:

- An estimate of its financial effect,
- An indication of the uncertainties relating to the amount or timing of any outlay; and
- The possibility of any reimbursement.

Authority periodically assesses Contingent Liabilities to determine whether an outflow of resources embodying economic benefits or service potential has become more or less probable. If it becomes more probable that such an outflow will be required, a provision is recognised in the financial statements of the period in which the change of probability occurs

Contingent assets

Definition

Contingent assets are possible assets that arise from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the effective control of the Authority.

Disclosure

Contingent assets are disclosed in the notes when it is more likely than not, that economic benefits or service potential will flow to Authority.

Where Authority has an onerous contract, the present obligation under the contract shall be recognised and measured as a provision for Contingent Asset under onerous contract.

3.11 Events after the reporting date – IPSAS 14

Definition

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date for the financial statements and the date when the financial statements are authorised for issue and have a material impact on these financial statements.

Adjusting events & non-adjusting events

Adjusting event -When an event after the reporting date occurs, and it is material, which provides evidence of condition that existed at the reporting date, the accounts are adjusted accordingly

Non-adjusting event - When an event after the reporting date occurs and is material which provides indicative conditions that arose after the reporting date, necessary disclosures are provided in the Notes to the Financial Statements indicating the following:

- The nature of the event
- An estimate of its financial effect, or a statement that such an estimate cannot be made.

3.12 Presentation of budget information in financial statements – IPSAS 24

Comparison of budget and actual amounts on a comparable basis presents the difference on the financial performance between amounts which are both prepared on cash basis, presented in the statement of comparison of budget and actual amounts.

Public Procurement Authority

Accounting Policies

Basis of preparation and authorization for issue – IPSAS 1 continued...

IPSAS 24 requires public sector entities to present a comparison of budget amounts and the actual amounts arising from execution of the budget to be included in the financial statements of entities that are required to, or elect to, make publicly available their approved budget(s), and for which they are, therefore, held publicly accountable. The Standard also requires disclosure of an explanation of the reasons for material differences between the budget and actual amounts.

This is to ensure that public sector entities discharge their accountability obligations and enhance the transparency of their financial statements by demonstrating (a) compliance with the approved budgets for which they are held publicly accountable and (b) where the budget(s) and the financial statements are prepared on the same basis, their financial performance in achieving the budgeted results.

Presentation of a comparison of budget and actual amounts

The standard requires that, an entity shall present a comparison of the budget amounts for which it is held publicly accountable and actual amounts, either:

- As a separate additional financial statement, or
- As additional budget columns in the primary financial statements (statement of financial performance).

Since the budget of the Authority is prepared on cash basis, whilst the financial statements are prepared on accrual accounting basis, Authority has elected to present its comparison of budget amount as a separate additional financial statement showing the following:

- Original Budget Amount
- Supplementary Budget Amount
- Budget Reallocation Amount
- Final Budget Amount
- Actual Amount

3.13 Related parties

Related party disclosures – IPSAS 20

Related Parties are considered to be related if one party has the ability to:

- Control the other party, or
- Exercise significant influence over the other party in making financial and operating decisions, or if the related party entity and another entity are subject to common control.

Related party transaction is a transfer of resources or obligations between related parties, regardless of whether a price is charged. Related party transactions exclude transactions with any other entity that is a related party solely because of its economic dependence on the reporting entity or the government of which it forms part.

Significant influence is the power to participate in the financial and operating policy decisions of an entity, but not control those policies.

Related party include:

- Entities that directly, or indirectly through one or more intermediaries, control, or are controlled by, the reporting entity;
- Associates;
- Individuals owning, directly or indirectly, an interest in the reporting entity that gives them significant influence over the Entity, and close members of the family of any such individual;
- Key management personnel, and close members of the family of key management personnel; and
- Entities in which a substantial ownership interest is held, directly or indirectly, by any person described above or over which such a person is able to exercise significant influence.

Public Procurement Authority

Accounting Policies

Basis of preparation and authorization for issue –IPSAS 1 continued...

For the purpose of this policy, the following are not deemed to be related parties:

- (a) i Providers of finance in the course of their business in that regard
- ii Trade unions

- (b) An entity with which the relationship is solely that of an agency.

Key management personnel are:

- All directors or members of the governing body of the entity
- Other persons having the authority and responsibility for the planning, directing, controlling the activities of the reporting entity. These include:
 - i Members of the governing board of the entity who have the authority and responsibilities for planning, directing, and controlling the activities of the reporting entity
 - ii Any key advisors of such members
 - iii Senior management group of the reporting entity, including the chief executive or permanent head of the reporting entity.

4. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

4.1 Critical accounting estimates and assumptions

The Authority makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

4.1.1 Useful lives of property, plant and equipment

The Authority determines the estimated useful lives and related depreciation charges for its property, plant and equipment. The Board will increase the depreciation charge where useful lives are less than previously estimated lives, or it will write-off or write-down technically obsolete or non strategic assets that have been abandoned or sold. The rates used are set out in 2.3 of this accounting policies.

Public Procurement Authority

Notes to the Financial Statements

For the year ended 31 December 2024

Figures in GHS

	2024	2023
5. Non-tax revenue		
Suppliers registration fees	4,622,400	3,471,849
Profit from disposal of property, plant and equipment	337,666	-
Special training	3,769,450	3,496,805
Website advert	190,000	206,057
	<u>8,919,516</u>	<u>7,174,710</u>
6. Grants		
GoG Subvention	13,547,170	14,842,750
Other grants	28,397	10,127
	<u>13,575,567</u>	<u>14,852,877</u>
7. Compensation of employees		
Established position	6,715,037	5,167,979
Non established position	227,142	213,006
	<u>6,942,179</u>	<u>5,380,985</u>
8. Use of goods and services		
Materials and office consumables	1,126,067	727,637
Utilities	967,434	531,928
Office rent	983,252	1,276,506
Cleaning and sanitation	58,190	53,637
Special services	1,695,596	1,347,037
Travel and transport	1,587,290	598,847
Repairs and maintenance	191,584	315,380
Training, seminar and conference	3,042,041	2,458,291
Consultancy expenses	248,451	52,019
Insurance premium	445,374	215,131
Charges and fees	43,460	10,519
Ghana electronic procurement system expenses	20,000	-
Payment of non-tax revenue into consolidated fund	410,303	482,982
	<u>10,819,041</u>	<u>8,069,913</u>
Payment of non-tax revenue into the Consolidated Fund represents the 15% apportionment from special training fees and website advertisement revenue, which is directly transferred into the Consolidated Fund.		
9. Social benefits		
Employer special benefits	525,049	400,968
Staff allowances and repairs	782,440	-
	<u>1,307,489</u>	<u>400,968</u>
10. Specialised expenses		
Legal fees and court expenses	-	184,482
Donation	64,000	105,640
Audit fees	79,200	66,000
Tender fee refund	185,497	204,282
Audit expenses	17,345	20,454
Exchange loss	-	988
Professional fees	20,586	261,011
	<u>366,628</u>	<u>842,856</u>

Public Procurement Authority

Notes to the Financial Statements

For the year ended 31 December 2024

Figures in GHS

2024

2023

Specialised expenses continued...

Audit expenses comprise;

Levies

4,752

3,960

VAT

12,593

10,494

Local travel

-

6,000

17,345

20,454

11. Consumption of property, plant and equipment

Depreciation

2,180,705

1,055,422

Remittance of proceeds from disposal of property, plant and equipment

337,666

-

2,518,371

1,055,422

12. Cash and cash equivalents

Cash on hand

24,063

6,178

Balances with banks

1,351,799

2,346,618

1,375,862

2,352,796

13. Accounts receivable

Receivables

-

218,100

Staff advance

-

82,310

-

300,410

Public Procurement Authority

Notes to the Financial Statements For the year ended 31 December 2024 Figures in GHS

14. Property, plant and equipment

	Motor vehicles	Furniture and fittings	Office equipment	ICT Equipment	Total
Reconciliation for the year ended 31 December 2024					
Balance at 1 January 2024					
At cost	4,549,286	946,554	392,647	709,176	6,597,662
Accumulated depreciation	(2,816,974)	(845,083)	(346,343)	(595,798)	(4,604,198)
Carrying amount	1,732,312	101,471	46,304	113,378	1,993,465
Movements for the year ended 31 December 2024					
Additions from acquisitions	3,746,563	497,952	329,924	618,935	5,193,374
Depreciation	(1,694,078)	(142,510)	(83,244)	(260,873)	(2,180,705)
Disposal- cost	(1,419,781)	-	-	-	(1,419,781)
Disposal- Accumulated Depreciation	1,419,781	-	-	-	1,419,781
Property, plant and equipment at the end of the year	3,784,797	456,913	292,984	471,439	5,006,133
Closing balance at 31 December 2024					
At cost	6,876,068	1,444,506	722,571	1,328,111	10,371,255
Accumulated depreciation	(3,091,272)	(987,593)	(429,587)	(856,672)	(5,365,122)
Carrying amount	3,784,797	456,913	292,984	471,439	5,006,133
Reconciliation for the year ended 31 December 2023					
Balance at 1 January 2023					
At cost	2,599,536	909,224	359,553	542,256	4,410,569
Accumulated depreciation	(1,932,527)	(797,313)	(329,084)	(489,851)	(3,548,776)
Carrying amount	667,009	111,910	30,469	52,405	861,793
Movements for the year ended 31 December 2023					
Additions from acquisitions	1,949,751	37,329	33,094	166,920	2,187,094
Depreciation	(884,448)	(47,769)	(17,259)	(105,947)	(1,055,422)
Property, plant and equipment at the end of the year	1,732,312	101,471	46,304	113,378	1,993,465
Closing balance at 31 December 2023					
At cost	4,549,286	946,554	392,647	709,176	6,597,662
Accumulated depreciation	(2,816,974)	(845,083)	(346,343)	(595,798)	(4,604,198)
Carrying amount	1,732,312	101,471	46,304	113,378	1,993,465

Public Procurement Authority

Notes to the Financial Statements

For the year ended 31 December 2024

Figures in GHS

2024

2023

Property, plant and equipment continued...

14.2 Profit from disposal of property, plant and equipment

Cost	1,419,781	-
Accumulated depreciation	(1,419,781)	-
Carrying amount	-	-
Proceeds	337,666	-
	<u>337,666</u>	<u>-</u>

The Authority received permission to dispose of four motor vehicles during the year. The proceeds from the disposal were paid directly into the Government of Ghana's Consolidated Account at the Bank of Ghana.

15. Accounts payable

Other payables	1,224,767	669,140
Audit fees and expenses	96,545	81,504
Rent accrued	524,743	-
Common area maintenance fees accrued	102,020	-
Utility accrued	23,422	56,052
Withholding tax	51,765	39,266
Board fees accrued	16,650	-
	<u>2,039,911</u>	<u>845,962</u>

16. Non-tax receipts

Suppliers registration fees	4,622,400	3,471,849
Special training	3,769,450	3,278,705
Website advert	190,000	206,057
Prior-period receivable receipts	300,410	10,000
	<u>8,882,259</u>	<u>6,966,610</u>

17. Grants

GoG Subvention	13,547,170	14,842,750
Prior-period receivable receipts	-	200,000
	<u>13,547,170</u>	<u>15,042,750</u>

18. Use of goods and services

Materials and office consumables	1,126,067	727,637
Utilities	939,474	375,462
Office rent	356,489	1,276,506
Cleaning and sanitation	58,190	47,364
Special services	1,678,946	1,339,790
Travel and transport	1,587,290	586,969
Repairs and maintenance	181,517	315,380
Training, seminar and conference	3,042,041	2,307,983
Consultancy expenses	248,451	52,019
Insurance premium	445,374	215,131
Charges and fees	43,460	10,519
Ghana electronic procurement system expenses	20,000	-
	<u>9,727,299</u>	<u>7,254,759</u>

Public Procurement Authority

Notes to the Financial Statements For the year ended 31 December 2024 Figures in GHS

			2024	2023
19. Transfer of unretained internally generated fund				
Payment of non-tax revenue into consolidated fund			410,303	482,982
20. Specialised expenses				
Legal fees and court expenses			-	184,482
Donation			64,000	105,640
Professional fees			20,586	261,011
			84,586	551,132
21. Prior period liability payment				
Audit fee			81,504	73,140
Training, seminar and conference			150,309	243,826
Board honourarium			-	280,104
Rent accrual			-	1,894,248
Common area maintenance			-	302,518
Other payables			137,269	426,755
Utilities			56,052	433,870
			425,134	3,654,463
22. Consumption of fixed asset				
	Consolidated fund	Internally Generated fund		
Motor vehicle	3,062,562	-	3,062,562	1,863,321
Furniture and fittings	408,304	89,648	497,952	37,329
Office equipment	161,200	168,724	329,924	33,094
ICT Equipment	213,720	405,215	618,935	166,920
	3,845,786	663,587	4,509,373	2,100,664
23. Related party transactions				
The total remuneration of the Board and key management staff during the period are as follows:				
Board fees			549,998	358,260
Key management staff			987,001	837,809
			1,536,999	1,196,069
24. Note on first-time adoption of IPSAS				
The Authority adopted the International Public Sector Accounting Standards (IPSAS) for the first time effective 1 January 2024. No transitional exemptions were applied under the IPSAS framework. Additionally, the adoption of IPSAS did not result in any changes or adjustments to the comparative figures presented in the prior year's financial statements, as there were no material differences identified between the previous accounting framework and IPSAS for the items reported.				
25. Taxation				
The Authority is not a taxable entity. No provision is therefore made in the financial statements for income taxes.				
26. Events after the reporting date				
The Board is not aware of any matter or circumstance arising since the end of the financial year to the date of this report that could have a material effect on the financial position of the Authority.				

Public Procurement Authority

Notes to the Financial Statements

For the year ended 31 December 2024

Figures in GHS

27. Approved budget

	Original Budget	Supple mentary budget	Reallocation	Final budget
Revenue				
Internally generated fund				
Sales of goods and services				
Fees	9,110,600	-	-	9,110,600
Grant				
GoG subvention				
Compensation of employees	4,605,337	-	992,000	5,597,337
Goods and services	2,215,940	-	-	2,215,940
Property, plant and equipment	4,358,000	-	-	4,358,000
	11,179,277	-	992,000	12,171,277
Expenditure				
Compensation of employees				
Established post	2,804,019	-	-	2,804,019
Non Established post	345,000	-	-	345,000
Allowances	1,456,318	-	992,000	2,448,318
	4,605,337	-	992,000	5,597,337
Goods and services				
Materials and office consumables	1,135,000	-	-	1,135,000
Utilities	950,850	-	-	950,850
General cleaning	60,000	-	-	60,000
Rentals and leases	350,000	-	-	350,000
Travel and transport	1,606,000	-	-	1,606,000
Repairs and maintenance	185,000	-	-	185,000
Training, seminar and conference	3,048,600	-	-	3,048,600
Consultancy expenses	250,940	-	-	250,940
Special services	1,674,000	-	-	1,674,000
Charges and fees	46,000	-	-	46,000
Insurance premium	448,000	-	-	448,000
	9,754,390	-	-	9,754,390
Social benefits				
Staff allowance	810,000	-	-	810,000
Refund of medical expenses	500,000	-	-	500,000
	1,310,000	-	-	1,310,000
Specialised expenses				
Professional fees	50,000	-	-	50,000
Capital expenditure				
Property, plant and equipment	4,570,150	-	-	4,570,150

Public Procurement Authority

Notes to the Financial Statements

For the year ended 31 December 2024

Figures in GHS

28. Capital commitments

There were no commitments for capital expenditure not provided for in these financial statements at the end of the year. (2023: Nil).

29. Contingent liabilities

No known contingent liabilities or assets existed at 31 December 2024 that would have a material effect on the results of the financial statements or the continued existence of the Authority as a going concern.

30. Approval of annual financial statements

These financial statements were approved by the Board and authorised for issue on

_____, 2025