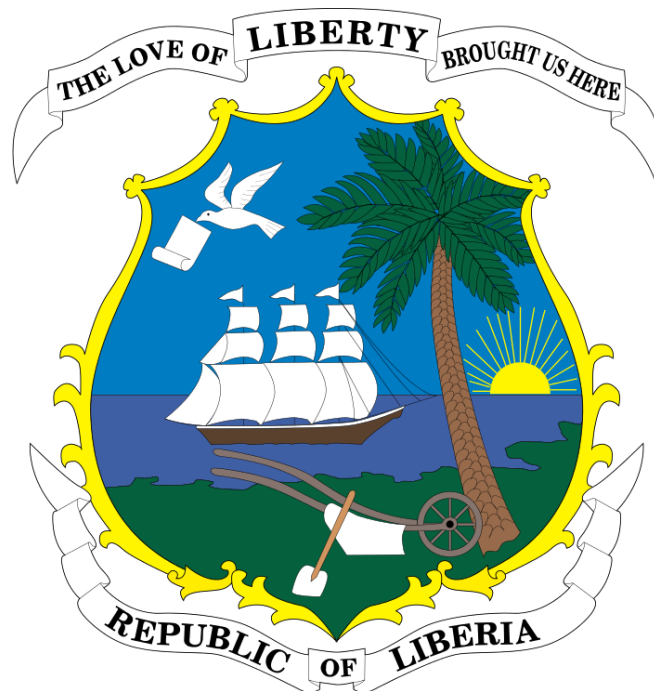

THE SMALL BUSINESS EMPOWERMENT ACT (SBA) IMPLEMENTATION



First Year Implementation Report of the 25% or more “Set Aside”

June 30, 2016

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ACRONYMS

LBR	Liberia Business Registry
LCC	Liberia Chamber of Commerce
LIBA	Liberia Business Association
LIFE	Liberia Innovation Fund for Entrepreneurs
MACs	Ministries, Agencies, Commissions & State-owned Enterprises
MFDP	Ministry of Finance & Development Planning
MoCI	Ministry of Commerce & Industry
MSME	Micro, Small & Medium-sized Enterprises
PPCC	Public Procurement & Concessions Commission
SBA	Small Business Administration

1.0 INTRODUCTION

In keeping with section 4.3 (c) of the Small Business Empowerment Act (SBA), a semi-annual report is to be submitted to the President for endorsement and on-ward submission to the National Legislature highlighting the execution of the law. The law specifically states, “...the Department shall submit a semi-annual and annual performance scorecard report to the President and the Cabinet setting forth, among other things, whether the purposes, policies, goals and objectives of this Act has been achieved in respect of that year, sufficient data and statistical information to indicate the level of participation in the performance of procurement contracts by Liberian-owned MSMEs in that year, an assessment of the prospects of such participation in the following year, and such other matters that pertain to the effective and efficient administration and implementation of this Act as the Department considers necessary or relevant.” The core mandate of the SBA Law is three-fold:

- To ensure that at least 25% of all public procurement contracts be allocated and provided to Liberian-owned MSMEs, with a minimum of 5% allocated to Liberian women-owned MSMEs;
- To ensure that Liberian-owned MSMEs have adequate access to finance, markets and other resources; and
- To coordinate programs and activities for small business development and entrepreneurship.

This report highlights execution for fiscal year 2015/2016 under the new law.

1.1 *The SBA*

The Bureau of Small Business Administration (SBA) was established by an act of the 53rd National Legislature and signed into law by President Ellen Johnson Sirleaf on December 22, 2014. The Act referred to as the SBA Act is geared towards encouraging and promoting the establishment, growth and expansion of Micro, Small and Medium-sized Enterprises (MSMEs).” The Bureau replaced the former MSME Division and its establishment was in response to the need for an institutional framework that would provide a more coordinated and targeted support to address the challenges faced by MSMEs in terms of access to finance and markets, capacity development and creating an environment conducive to the growth of a vibrant MSME sector in Liberia.

1.2 *General Considerations Behind Report*

For the purpose of this report and in view of the various challenges faced in data collection and analysis, the following assumptions were made:

- Businesses that were not verifiable as Liberian-owned businesses from MFDP & LBR databases were assumed to be none Liberian businesses and therefore excluded from the SBA global total of **US\$42.63** million, which represents total contract execution for FY2015/16
- **186** entities that executed procurement activities in the amount of **US\$114.4** million and paid vendors/contractors directly but did not submit an expenditure report for this purpose were excluded from the analysis
- Liberian-owned businesses that could not be clearly identified in the “Male and Female” categories were considered “**No Gender**”
- **86** transactions in the amount of **\$1.2 million** reported by various MACs and not included in the IFMIS database were included in the SBA global total above. We verified these transactions from both the MACs and the Liberian-owned businesses that benefited.
- **\$14.5** million was paid to individuals mostly for DSA, incidental allowances and independent consultant contractors were not included in SBA global total above.

1.3 *The 25% Procurement “Set Aside:” Public Procurement and Liberian-owned MSMEs*

The Act mandates ALL government entities including state-owned enterprises engaged in public procurement to allocate a minimum of 25% of their total procurement budget towards Liberian-owned businesses and that at least 5% must be allocated towards Liberian women-owned MSMEs.

Prior to the beginning of FY2015/2016, the SBA, as a newly created Bureau in its formative stages, began organizational activities aimed at building human and technical capacity to ensure its smooth operation as provided for in Section 2.1(c) of the Act creating the Bureau, which reads in part as thus: “...The initial Divisions of the Department which shall fall under the Bureau of Small Business Administration within the Department are the Divisions of Market Access, the Division of Financial Access, the Division of Partnership and Innovation, and the Division of Capacity Development and Performance Monitoring.” The SBA also set up, as provided by the Law, the Inter-agency Committees to facilitate implementation of the Law and discussed their report with its members.

Having completed its setup, the SBA undertook the following awareness activities:

- Developed the SBA web portal
- Developed informational brochures and data collection and reporting forms
- Hosted talk shows on major radio stations in Monrovia to create awareness about the benefits of the new law
- Published the SBA Law in major newspapers
- Held meetings with the MSME sector, MSME service providers, and trade associations (e.g. LIBA, LCC)
- Held workshops with public procuring institutions (MACs) concerning their reporting requirements under the law

Pursuant to its mandate, the SBA during the fiscal year FY 2015/16 (July1, 2015 - June 30, 2016) obtained procurement data from the Ministry of Finance and Development Planning (MFDP) on **96** public institutions that received government funding. It is important to note, however, that there were **193** off budget government entities (transferred institutions) such as National Fire Service, Liberia National Police, county offices, county hospitals, etc., that received transfers from core on-budget government institutions and carried out their own independent procurement during the reporting period. The total approved procurement appropriation for the **103** public institutions in the fiscal year before the National Budget cut was **US\$343.7 million** or **55.19%** of the National Budget. Actual procurement spending for the reporting period amounted to **US\$219.14** million due to the national budget cut. This represents a reduction of **US\$124.58** million or 36.25% shortfall in terms of approved procurement appropriation against actual procurement spending, across the three branches of government as shown in Tables 1 and 2 below:

Table 1: FY15/16 National Budget Overview

Description	Proposed Budget	Actual Budget
National Budget	\$622,743,420	\$552,104,680
PPCC Approved Procurement Plan for FY2015/2016	\$343,732,691	\$219,142,846
25% PPCC Approved SBA Procurement Plan for FY2015/2016	\$83,090,116	\$42,635,662.47
5% PPCC approved SBA Plan for Liberian Women-owned businesses for FY2015/2016	\$4,154,506	\$5,751,373.40

Table 2: FY15/16 National Procurement Budget by Branches of Government

Branch of Government	Planned Budget	Actual Budget
Legislative	\$15,058,429	\$6,356,288
Executive	\$325,768,971	\$34,305,479.73
Judiciary	\$2,905,291	\$1,973,895
Total Procurement Budget	\$343,732,691	\$42,635,662

Unlike the slow execution in the first two quarters of FY 2015/16, the last two quarters saw significant increase in SBA contract execution due to the passage of the budget, amounting to **US\$34** million or 79.8% increase compared to **US\$8.6** million in the first and second quarters of the fiscal year. Overall, majority of the public institutions did little or no public procurement in the first and second quarters because of the 1/12 budget restriction and limited participation of administrative officers, including deputy and assistant ministers for administration, and procurement directors/specialists in the program. After the passage of the budget, more government institutions procurement budgets were approved by the PPCC, and there was dramatic increase in actual contract execution during the third and fourth quarters of FY 2015/16.

2.0 COMPLIANT GOVERNMENT INSTITUTIONS

An analysis of the procurement data obtained from MFDP shows that only 69 entities were compliant in terms of SBA “set aside” with 8,101 contracts executed to **461** Liberian-owned MSMEs for the reporting period, totaling **US\$42.63** million broken down as per the table below. See Appendix A for full listing of PPCC/SBA compliant government institutions.

Table 3: SBA Beneficiaries by Gender

Details	Amount	No of Beneficiaries	%
Verified SBA Beneficiaries	\$42,635,662.47	457	100%
<i>Male</i>	\$36,632,830.08	318	86%
<i>Female</i>	\$5,751,373.40	124	13%
<i>No Gender</i>	\$251,459.00	15	1%

3.0 MSMES BENEFITING FROM CONTRACTS

Most of the businesses that were awarded procurement contracts during the reporting period were in the petroleum sector, followed by construction and travels. A total of **US\$18.4 million** or 43.05% of the total contracts executed is on account of the petroleum sector. See table 4 below for public procurement performance by economic sector and Appendix B for the top 20 performing businesses in terms of absolute dollar amount and percentage.

Table 4: Public Procurement by Economic Sector

Sectors	Amount	Percentage
Petroleum	\$18,405,385.75	43.17%
Construction	\$6,788,311.84	15.92%
Others	\$3,747,470.17	8.79%
Travels	\$3,507,614.40	8.23%
Food and Catering Services	\$3,168,585.50	7.43%
Professional Services	\$2,720,436.00	6.38%
General Merchandise	\$2,261,180.81	5.30%
Real Estate	\$1,318,974.20	3.09%
Advertising	\$717,703.80	1.68%
Total	\$42,635,662.47	100.00%

4.0 CHALLENGES AND CONSTRAINTS

There were many challenges/constraints that led to the less than satisfactory performance during the reporting period:

- National Budget cut in FY2015/2016
- Inadequate funding to ensure efficient and effective operations of the Bureau
- Delay in the passage of the FY 2015/16 National Budget which led to further delays in PPCC approval of government institutions procurement budgets, including SBA “set aside.”
- Poor participation of Liberian women-owned MSMEs
- Lack of logistics to reach out to government MACs outside of Montserrado County
- Failure of the SBA Law to mandate budgetary appropriation to ensure adequate funding for the LIFE Fund
- Failure of the SBA Law to provide penalty for non-compliance
- Failure of some MSME to take advantage of procurement opportunity and training
- Limited formalization within the MSME sector to access procurement contracts
- Poor data entry in IFMIS System, resulting into difficulty in data acquisition and cleaning for reporting purpose
- Lack of cooperation from some government procuring entities

5.0 Recommendations

Based on our experience in terms of data gathering and analysis for the preparation of the report, we would like to make the following recommendations to facilitate accurate and timely reporting in the future:

- MFDP must file a Quarterly report on checks disbursed to Liberian-owned MSMEs to the SBA to improve execution rate tracking
- SBA must create more awareness on PPCC process and SBA services across all branches of government
- SBA must conduct stakeholder training for particular budget areas to improve participation of key MSMEs in such areas as stationery and supply, catering, etc.
- The National Legislature should require MACs to report on SBA procurement execution at budget hearing
- MACs must target procurement spending on sectors that would have broader economic impact
- MACS must ensure timely payment to Liberian-owned businesses for services/goods they supplied

- MACs must procure from Liberian-owned businesses goods--i.e.--detergents and other goods they produce locally
- Heads of MACs should ensure that their respective institutions report to the SBA on a monthly basis on SBA procurement execution
- SBA and PPCC must host a working session with the following stakeholders once a year to ensure effective implementation of the SBA law:
 - MACs Procurement directors
 - The Legislature “Ways, Means and Finance” Committee
 - PPCC
 - SBA

6.0 CONCLUSION

The SBA has embarked on a campaign to create more awareness among stakeholders: MACs, the Legislature and Judiciary as well as the MSME sector to increase their participation. During the reporting period, the SBA was able to reach out to 66 of the 103 government MACs, and 42 of the 66 participated in stakeholders’ training sessions to make them aware of their reporting requirements under the Law. By the end of the second quarter reporting period (December 31st 2016), only half of the participating institutions reported their procurement figures to the SBA either directly or indirectly through the MFDP. We will increase our collaboration with the MDFP in particular and other gov’t institutions in general to obtain quarterly information on payments made to Liberian-owned MSMEs. This collaboration will result in timely SBA reporting and improved contract execution rate tracking.

During the fiscal period, the SBA successfully registered 706 petty traders, helping them to move from the informal sector to the formal sector. 503 of the 706 petty traders registered under category “A” of which 142 was Liberian women-owned, 156 registered under category “B” of which 51 was women-owned, and 47 registered under “C” of which 20 was Liberian women-owned businesses. Total revenue generated from the formalization of these petty traders amounted to LD\$1,421,160.00 or US\$14,211.60. The Bureau also assisted over 150 small businesses in qualifying for public procurement contracts. With increased awareness and training, we expect these numbers to be higher in FY2016/17. It is important to note that there is a need for more funding (at least US\$2.2 million) for the Bureau to fully carry out its mandate.

The SBA will continue to work closely with the PPCC to articulate strategies that would lead to increased SBA 25% participation for public procuring entities and MSMEs, as provided for in the SBA law. More attention will be paid to procurement for Liberian-owned women MSMEs in order to meet the 5% mandate. In FY2016/17, the SBA, in collaboration with the PPCC, will embark on an aggressive outreach campaign targeting the counties outside of Montserrado to increase SBA awareness and MSME participation in procurement opportunities.

Appendix A: List of PPCC/SBA-Compliant Government Institutions.

Ln. No.	Institution	Total Approved Procurement Budget	Total Approved SBA 25% Set Aside Budget	Total Approved SBA 25% Set Aside as a percentage	Total Actual-Budget Cut	Total Execution to date	Total Execution to Date(Contracts awarded) as percentage
1	National Legislature	\$15,058,429	\$6,762,754	45%	\$44,815,794.46	\$6,356,288.23	14%
2	Ministry of Youth and Sports	\$1,195,269	\$658,084	55%	\$613,346.57	\$129,080.54	21%
3	Ministry of National Defense	\$3,799,773	\$3,271,739	86%	\$5,616,100.91	\$3,755,194.34	67%
4	Ministry of Commerce & Industry	\$343,423	\$203,996	59%	\$719,724.10	\$512,009.61	71%
5	Ministry of Lands, Mines and Energy	\$915,918	\$190,616	21%	\$903,920.04	\$109,655.52	12%
6	Ministry of Post & Telecommunications	\$421,222	\$210,992	50%	\$383,257.00	\$132,553.73	35%
7	Ministry of Information, Culture Affairs & Tourism	\$534,581	\$443,581	83%	\$1,869,691.86	\$407,382.20	22%
8	Ministry of Labour	\$623,700	\$197,550	32%	\$737,930.13	\$568,975.77	77%
9	Ministry of Transport	\$539,624	\$259,434	48%	\$301,495.75	\$118,007.90	39%
10	Ministry of Internal Affairs	\$1,109,000	\$297,500	27%	\$3,387,234.11	\$1,123,852.04	33%
11	Ministry of Education	\$3,199,213	\$1,435,488	45%	\$3,095,142.76	\$1,647,367.38	53%
12	Ministry of Public Works	\$63,226,232	\$3,371,000	5%	\$17,003,780.67	\$4,223,153.90	25%
13	Ministry of State for Presidential Affairs	\$4,056,921	\$1,421,694	35%	\$18,113,504.59	\$2,903,947.29	16%
14	Ministry of Gender, Children and Social Protection	\$907,369	\$382,608	42%	\$401,325.12	\$172,293.23	43%
15	Ministry of Health	\$7,338,351	\$2,391,212	33%	\$3,977,052.46	\$953,120.25	24%
16	Ministry of Foreign Affairs	\$3,072,409	\$1,146,009	37%	\$9,569,130.21	\$1,438,245.77	15%
17	Ministry of Justice	\$1,179,111	\$679,483	58%	\$20,111,138.32	\$2,946,035.10	15%
18	Ministry of Agriculture	\$734,079	\$336,770	46%	\$1,192,021.55	\$220,548.53	19%
19	Ministry of Finance & Development Planning	\$3,323,227	\$1,325,157	40%	\$15,168,720.92	\$5,003,461.81	33%

Ln. No.	Institution	Total Approved Procurement Budget	Total Approved SBA 25% Set Aside Budget	Total Approved SBA 25% Set Aside as a percentage	Total Actual-Budget Cut	Total Execution to date	Total Execution to Date(Contracts awarded) as percentage
20	Public Procurement and Concessions Commission	\$412,793	\$309,140	75%	\$689,764.06	\$470,945.78	68%
21	Liberia Industrial Property Office	\$35,220	\$19,220	55%	\$14,165.00	\$14,165.00	100%
22	National Commission on Higher Education	\$27,199	\$19,624	72%	\$41,001.23	\$7,430.50	18%
23	Agricultural & Industrial Training Bureau	\$215,909	\$129,409	60%	\$25,947.94	\$19,280.94	74%
24	Monrovia Consolidated School System	\$237,397	\$76,905	32%	\$43,747.16	\$34,484.00	79%
25	Cooperative Development Agency	\$42,835	\$37,358	87%	\$38,631.60	\$13,184.09	34%
26	Liberia Produce Marketing Corp	\$0	\$0	0%	\$6,823.00	\$6,823.00	100%
27	Independent National Commission on Human Rights	\$125,636	\$96,636	77%	\$232,117.98	\$22,521.86	10%
28	Liberia Medical and Dental Council	\$0	\$0	0%	\$232,506.29	\$136,539.33	59%
29	Liberia Inst. of Bio-Med. Res.	\$0	\$0	0%	\$89,604.98	\$89,604.98	100%
30	Liberia Copyright Office	\$3,185	\$3,185	100%	\$1,942.00	\$1,942.00	100%
31	Liberia Institute of Public Administration	\$294,197	\$272,147	93%	\$724,568.45	\$175,049.86	24%
32	Office of the Vice President	\$501,910	\$194,422	39%	\$3,489,919.24	\$1,399,598.25	40%
33	National Commission on Disabilities	\$147,113	\$40,945	28%	\$101,174.69	\$33,881.32	33%
34	Liberia College of Physicians and Surgeons	\$215,489	\$121,666	56%	\$201,671.00	\$113,467.55	56%
35	National Veterans Bureau	\$0	\$0	0%	\$37,077.06	\$24,110.70	65%
36	National Transit Authority	\$2,978,737	\$1,609,520	54%	\$585,923.14	\$307,195.45	52%
37	National Lottery	\$0	\$0	0%	\$19,170.16	\$0.00	0%
38	Civil Service Agency	\$340,095	\$125,136	37%	\$458,063.16	\$199,747.83	44%
39	Center for National Documents	\$0	\$0	0%	\$431,048.22	\$294,201.04	68%
40	Liberia Refugee Repatriation & Resettlement Commission	\$130,524	\$130,524	100%	\$104,407.55	\$0.00	0%
41	National Council of Chiefs & Elders	\$398,583	\$250,000	63%	\$652,635.84	\$24,687.99	4%
42	Environmental Protection Agency	\$289,874	\$92,000	32%	\$295,576.17	\$158,159.18	54%

Ln. No.	Institution	Total Approved Procurement Budget	Total Approved SBA 25% Set Aside Budget	Total Approved SBA 25% Set Aside as a percentage	Total Actual-Budget Cut	Total Execution to date	Total Execution to Date(Contracts awarded) as percentage
43	Liberia Pharmacy Board	\$80,557	\$26,801	33%	\$71,696.68	\$20,451.75	29%
44	Lofa County Community College	\$192,754	\$63,278	33%	\$53,102.30	\$26,110.30	49%
45	General Auditing Commission	\$852,092	\$368,012	43%	\$2,092,635.98	\$741,925.04	35%
46	Liberia Electricity Corporation	\$0	\$0	0%	\$1,869,645.02	\$100,623.00	5%
47	Paynesville City Corporation	\$0	\$0	0%	\$10,165.00	\$0.00	0%
48	National Bureau of Concessions	\$180,559	\$51,081	28%	\$97,183.11	\$0.00	0%
49	Liberia Anti Corruption Commission	\$0	\$0	0%	\$1,467,934.08	\$230,825.32	16%
50	Kakata Rural Teacher Training Institute	\$327,769	\$172,423	53%	\$391,711.43	\$79,554.07	20%
51	General Services Agency	\$5,437,817	\$1,590,749	29%	\$844,239.38	\$314,139.66	37%
52	John F. Kennedy Memorial Medical Center	\$5,836,346	\$893,349	15%	\$1,401,117.07	\$489,906.12	35%
53	Liberia Agency for Community Empowerment	\$852,902	\$609,382	71%	\$84,255.70	\$17,295.15	21%
54	Webbo Rural Teacher Training Institute	\$368,536	\$93,536	25%	\$223,029.13	\$32,420.00	15%
55	National Elections Commission	\$651,368	\$300,426	46%	\$1,293,751.05	\$494,832.87	38%
56	Zorzor Rural Teacher Training Institute	\$347,721	\$93,250	27%	\$177,888.46	\$27,222.60	15%
57	Liberia Airport Authority	\$73,899,607	\$2,730,888	4%	\$1,025,015.13	\$130,459.07	13%
58	Liberia Institute of Statistics & Geo-Information Services	\$337,386	\$288,270	85%	\$780,694.57	\$255,281.91	33%
59	Bomi County Community College	\$321,423	\$126,150	39%	\$132,514.69	\$34,949.98	26%
60	Law Reform Commission	\$0	\$0	0%	\$188,288.49	\$0.00	0%
61	National Investment Commission	\$123,619	\$59,496	48%	\$761,178.45	\$251,214.33	33%
62	Liberia Water and Sewer Cooperation	\$8,638,095	\$2,790,007	32%	\$16,014,613.00	\$93,750.00	1%
63	Forestry Training Institute	\$189,981	\$174,981	92%	\$98,533.91	\$0.00	0%
64	Financial Intelligence Unit	\$0	\$0	0%	\$101,446.96	\$5,554.00	5%
65	Liberia National Commission on Small Arms	\$68,184	\$47,344	69%	\$0.00	\$0.00	0%
66	Internal Audit Agency	\$435,212	\$152,607	35%	\$466,595.53	\$0.00	0%

Ln. No.	Institution	Total Approved Procurement Budget	Total Approved SBA 25% Set Aside Budget	Total Approved SBA 25% Set Aside as a percentage	Total Actual-Budget Cut	Total Execution to date	Total Execution to Date(Contracts awarded) as percentage
67	Executive Protection Service	\$773,935	\$230,000	30%	\$2,762,072.65	\$155,665.00	6%
68	Forest Development Authority (FDA)	\$1,209,192	\$211,393	17%	\$1,759,425.31	\$110,963.23	6%
69	Liberia Extractive Industries Transparency Initiative	\$362,969	\$102,517	28%	\$0.00	\$0.00	0%
70	William V.S. Tubman University	\$479,149	\$139,912	29%	\$371,328.28	\$0.00	0%
71	Booker Washington Institute	\$1,200,502	\$405,652	34%	\$1,140,723.38	\$35,815.74	3%
72	Liberia Broadcasting System	\$720,144	\$65,500	9%	\$971,099.80	\$0.00	0%
73	National Housing Authority	\$4,801,865	\$4,512,883	94%	\$1,314,210.42	\$3,775.90	0%
74	Bassa County Community College	\$0	\$0	0%	\$87,546.76	\$0.00	0%
75	Bentol City Corporation	\$21,425	\$21,425	100%	\$0.00	\$0.00	0%
76	Bomi County	\$1,424,755	\$1,405,050	99%	\$0.00	\$0.00	0%
77	Bong County	\$1,772,292	\$249,292	14%	\$0.00	\$0.00	0%
78	Bong County Technical College	\$654,851	\$117,100	18%	\$0.00	\$0.00	0%
79	Buchanan City Corporation	\$19,000	\$19,000	100%	\$0.00	\$0.00	0%
80	Bureau of Immigration & Naturalization	\$321,000	\$209,000	65%	\$0.00	\$0.00	0%
81	Cuttington University College	\$545,630	\$216,750	40%	\$295,300.78	\$0.00	0%
82	Drug Enforcement Agency	\$69,026	\$59,626	86%	\$0.00	\$0.00	0%
83	Gbarpolu County	\$487,777	\$224,750	46%	\$0.00	\$0.00	0%
84	Governance Commission	\$248,998	\$96,802	39%	\$723,102.65	\$271,240.47	38%
85	Grand Bassa County	\$841,637	\$288,626	34%	\$0.00	\$0.00	0%
87	Grand Gedeh County	\$2,366,039	\$739,000	31%	\$0.00	\$0.00	0%
88	Group of 77	\$63,738	\$32,821	51%	\$0.00	\$0.00	0%
89	Independent Information Commission	\$0	\$0	0%	\$63,718.24	\$0.00	0%
90	Jackson F. Doe Memorial Regional Referral Hospital	\$1,168,421	\$463,921	40%	\$0.00	\$0.00	0%
91	Land Commission	\$0	\$0	0%	\$15,043.63	\$0.00	0%

Ln. No.	Institution	Total Approved Procurement Budget	Total Approved SBA 25% Set Aside Budget	Total Approved SBA 25% Set Aside as a percentage	Total Actual-Budget Cut	Total Execution to date	Total Execution to Date(Contracts awarded) as percentage
94	Liberia Maritime Authority	\$467,743	\$363,143	78%	\$72,000.00	\$72,000.00	100%
95	Liberia Med.\& Health Prdts Reg	\$0	\$0	0%	\$224,727.71	\$0.00	0%
96	Liberia Petroleum Refining Company	\$29,102,865	\$3,488,101	12%	\$153,791.82	\$59,364.82	39%
97	Liberia Revenue Authority	\$3,238,576	\$771,850	24%	\$78,619.00	\$78,619.00	100%
98	Liberia Rubber Development Authority	\$347,705	\$85,705	25%	\$0.00	\$0.00	0%
99	Liberia Telecommunications Authority	\$1,536,321	\$735,078	48%	\$45,187.75	\$5,440.00	12%
101	Monrovia City Corporation	\$0	\$0	0%	\$1,249,456.13	\$254,174.84	20%
102	Montserrado County	\$4,352,476	\$1,124,682	26%	\$0.00	\$0.00	0%
103	National Aids Commission	\$0	\$0	0%	\$149,701.68	\$0.00	0%
104	National Identification Registry	\$130,000	\$33,400	26%	\$0.00	\$0.00	0%
105	National Police Training Academy	\$673,687	\$594,687	88%	\$0.00	\$0.00	0%
106	National Port Authority	\$32,065,855	\$6,999,095	22%	\$0.00	\$0.00	0%
107	National Security Agency	\$0	\$0	0%	\$14,665,761.20	\$0.00	0%
108	National Social Security & Welfare Corporation	\$12,234,638	\$10,757,730	88%	\$0.00	\$0.00	0%
109	Nimba County	\$1,993,467	\$1,074,172	54%	\$0.00	\$0.00	0%
110	Nimba County Community College	\$323,694	\$99,393	31%	\$0.00	\$0.00	0%
111	Phebe Hospital & School of Nursing	\$1,193,853	\$335,000	28%	\$505,687.78	\$0.00	0%
112	Redemption Hospital	\$1,347,997	\$366,999	27%	\$0.00	\$0.00	0%
113	Rural Renewable Energy Agency	\$0	\$0	0%	\$12,242.93	\$0.00	0%
114	Tax Appeal Board	\$45,800	\$18,870	41%	\$36,000.00	\$0.00	0%
115	West African Examinations Council	\$236,765	\$236,765	100%	\$0.00	\$0.00	0%
116	Zwedru City Corporation	\$24,000	\$24,000	100%	\$0.00	\$0.00	0%
117	Grand Cape Mount County	\$489,249	\$450,000	92%	\$0.00	\$0.00	0%
118	Grand Kru County	\$203,521	\$193,021	95%	\$0.00	\$0.00	0%

Ln. No.	Institution	Total Approved Procurement Budget	Total Approved SBA 25% Set Aside Budget	Total Approved SBA 25% Set Aside as a percentage	Total Actual-Budget Cut	Total Execution to date	Total Execution to Date(Contracts awarded) as percentage
119	Kakata City Corporation	\$40,500	\$37,200	92%	\$0.00	\$0.00	0%
120	Liberia Albino Society	\$85,018	\$26,268	31%	\$0.00	\$0.00	0%
121	Liberia National Fire Service	\$544,047	\$414,726	76%	\$0.00	\$0.00	0%
122	Liberia National Police	\$1,658,261	\$1,259,427	76%	\$0.00	\$0.00	0%
123	Liberia Telecommunications Corporation	\$11,558,020	\$2,420,896	21%	\$0.00	\$0.00	0%
124	Lofa County	\$264,522	\$264,522	100%	\$0.00	\$0.00	0%
125	Jackson F Doe Hospital	\$0	\$0	0%	\$606,639.61	\$0.00	0%
126	Lib Board for Nurse Midwifer	\$0	\$0	0%	\$14,173.69	\$0.00	0%
127	Liberia Extr. Ind.Inst (LEITI)	\$0	\$0	0%	\$280,806.31	\$0.00	0%
128	Liberia Rubber Development Aut	\$0	\$0	0%	\$232,047.84	\$0.00	0%
129	Natl Commission on Small Arms	\$0	\$0	0%	\$70,881.62	\$0.00	0%
130	Nimba Community College	\$0	\$0	0%	\$116,041.18	\$0.00	0%
131	West African Examinations Coun	\$0	\$0	0%	\$750,953.93	\$0.00	0%
132	Judiciary	\$2,905,291	\$1,958,832	67%	\$4,229,521.65	\$1,973,894.51	47%
Total		\$343,732,691	\$83,090,116	24%	\$219,142,846	\$42,635,662	19%

Appendix B: Top 20 Performing Liberian-owned MSMEs

	Business	Dollar Amount	Percentage
1	Aminata & Son Inc.	\$11,438,108.00	25.80%
2	Super Petroleum	\$5,416,624.68	12.22%
3	James Davis And Sons Inc.	\$2,024,098.68	4.57%
4	Super Petroleum Corporation	\$1,904,636.58	4.30%
5	East International Group, Inc.	\$1,488,499.76	3.36%
6	MDMC Express INC.	\$1,144,623.99	2.58%
7	Travelnet International Travel Services	\$1,108,722.00	2.50%
8	West Africa Construction Inc.	\$994,505.00	2.24%
9	Bontraco	\$749,260.50	1.69%
10	Efficient Logistic Services	\$674,569.71	1.52%
11	Richmars International Travel Agency, Inc.	\$619,958.00	1.40%
12	The Young Shall Business Center	\$433,762.13	0.98%
13	United World Travel Services	\$346,995.00	0.78%
14	Jos Travel & Tours Inc.	\$308,815.68	0.70%
15	Yeadu Printing Press	\$298,325.00	0.67%
16	TSC Engin. & Const. Consult. Inc.	\$294,999.85	0.67%
17	Inter Tropic Holdings	\$290,045.98	0.65%
18	Westwood Corporation	\$283,372.52	0.64%
19	Hope Garage	\$267,968.40	0.60%
20	Katco Construction	\$257,816.49	0.58%
Total		\$30,345,707.95	68.44%