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A Company setup under Section 42 of the Companies Ordinance, 1984



Centre for Peace and
Development Initiatives

Assessment of Procurement Practices of Islamabad Capital Territory Police (ICTP)

October 2011

Budget Study Centre

www.cpdi-pakistan.org

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Assessment

of Procurement Practices of Islamabad Capital Territory Police (ICTP)

**This Publication is Supported by
Affiliated Network for
Social Accountability-South Asia Region**

**A Publication of Budget Study Centre
Centre for Peace and Development Initiatives (CPDI)**

Center for Peace and Development Initiatives (CPDI) would welcome reproduction and dissemination of the contents of the report with due acknowledgments.

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Acronyms

ADB	---	Asian Development Bank
ECNEC	---	Executive Committee of National Economic Council
GCC	---	General Conditions of Contract
GDP	---	Gross Domestic Product
GoP	---	Government of Pakistan
IGP	---	Inspector General of Police
PC	---	Purchase Committee
PEC	---	Pakistan Engineering Council
PPRA	---	Public Procurement Regulatory Authority
PPR	---	Public Procurement Rules
SBDs	---	Standard Bidding Documents
TIP	---	Transparency International Pakistan

Executive Summary

Pakistan is a federation, with one federal and four provincial governments. The Federal Government started the procurement reforms by creating Public Procurement Regulatory Authority in 2002 through a Presidential Ordinance and later added Public Procurement Rules in 2004, public procurement regulations in 2008, and Consultancy Services Regulations in 2010. PPRA is mandated to take such measures and exercise such powers as may be necessary for improving governance, management, transparency, accountability and quality of public procurement of goods, works and services in the public sector. PPR 2004 are applicable to all procurements made by all procuring agencies of the Federal Government whether within or outside Pakistan.

Islamabad Capital Territory Police Department (ICTP), a federal government procuring agency, was established in 1981. ICTP performs its functions through three main divisions which include Operations, Security, and Logistics. The annual budget of ICTP has increased manifold during last three years with PKR 1650 Million in 2008-09 to PKR 4130 Million in 2010-11. ICTP usually require operating budget/funds for routine operations. The operating expenses would inter alia include expenses pertaining to communication, utilities, occupancy costs, travel and transportation etc. Some data on operating budget allocated to ICTP has been obtained from Annual Budget Books 2008-2011. The annual operating budget of Islamabad police has increased from PKR 201M in 2008-09 to PKR 302M in 2010-11. PPRA forces procuring agencies to advertise properly, open bid transparently and be wary of challenges due to the accountability provisions now available to the private parties. The critical requirements are relating to transparency and accountability.

TIP has been supporting the procurement reforms for promoting transparency and accountability in both federal and provincial governments. TIP has done several things to make procurement reforms strong such as signing of MoUs with various public sector organizations, writing procurement manuals for departments and conducting a National Corruption Perception Survey (NCPS) which identified Police Department as the most corrupt department of the country. In order to improve procurement performance of ICTP it is imperative to inculcate a new set of values promoting transparency and accountability through acknowledgement of procurement as a profession as well as through running of rigorous capacity building training programs in the ICTP.

Introduction:

Governments undertake procurement activity for variety of goods, services and works to carry out their public service functions. When these government purchases are funded through the money generated from the taxpayers it becomes public procurement. During the recent years, most of the countries around the world have developed standardized regulatory frameworks in order to have the uniform practices. The core principles of procurement along with well defined rules and regulations applied by knowledgeable and skilled personnel in a competitive environment of internal and external controls ensure the best returns of each penny spent by the procuring agencies from the national exchequer.

Public procurement expenditure accounts for 45 to 65 percent of a national budget, often equating to at least 15-20 percent of a country's gross domestic product (GDP). If this estimate was applied to Pakistan, where GDP, in 2010, was estimated to be US\$ 175 billion, this would approximate to an annual public procurement expenditure of US\$ 26 billion. Given the magnitude, clearly, there is a requirement to ensure effective, efficient and transparent use of public funds by public sector procuring agencies across the country. The procurement of goods, works and services is a core element of the operation of governments, enabling them to secure the inputs required for fulfillment of their tasks and to substantively impact key stakeholders in society. To be effective, public procurement must be responsive to the demands of its stake holders. Public procurement is particularly susceptible to corruption because of the level of funds involved and because of the expenditure profile of public procurement activities. A country's public procurement system must provide the required inputs to the delivery of public services namely, goods, works and services at low cost and with appropriate levels of quality while ensuring principles of transparency, efficiency, accountability and value for money.

Since public resources are scarce, the efficiency of the procurement process is a primary consideration of every procurement regime. Open, transparent and non discriminatory procurement is generally considered to be the best tool to achieve “value for money” as it optimizes competition among suppliers. In order to regulate all procurement of goods, services and works in the public sector in Pakistan, the Public Procurement Regulatory Authority (PPRA) was established in the year 2002 through an Ordinance and its rules were framed in 2004. ICTP being a federal procuring agency is obliged to follow PPR 2004 while undertaking procurement of goods, works and services. In 2010-11, the total sanctioned strength of all 3 divisions of Capital Territory Police, namely Operations, security and Logistics, is 10,995 including 251 officers and 10,744 other staff. This means that, for every 110 persons living in Islamabad, there is one police person employed. This seems to be a very good ratio; although allocation of significant police resources to VIP protection adversely affects the quality of police service for common people.

ICTP performs its functions through above-mentioned three main divisions. The Operations division is responsible, among others, for maintenance of law and order and management of traffic in the Islamabad Capital Territory (ICT). This Division maintains law and order and investigates crimes through 16 police stations in Islamabad. These police stations are: Aabpara, Golra Sharif, Kohsar, Sihala, Margalla, Tarnol, Industrial Area I-9, Bara Kaho, Shahzad Town, Sabzi Mandi, Shalimar, Karal,

¹ OECD estimates

Nilor, Women Police Station, Secretariat and the newly created Ramna. The Security Division is responsible for the security of VIPs and government buildings like the President and PM House, diplomatic enclave and other government offices and installations. A general perception is that this Division consumes disproportionately high percentage of resources, while security of ordinary citizens lacks adequate attention. The Logistics Division manages and provides the required logistics support to the police operations throughout ICT.

- This report will encapsulate information on the underlying;
- 1) Analysis of operating budget allocations to Islamabad Capital Territory Police (ICTP) and procurement of goods, works and services carried out by the ICTP during the last three years 2008 to 2011;
 - 2) Examination of ICTP existing procurement practices in the light of Public Procurement Rules 2004; identification of requirements set out by the Planning Commission regarding development projects and the processes followed by ICTP in this regard; examining the role of TIP being civil society organization promoting transparency and accountability;
 - 3) The way forward in the light of international best practices.

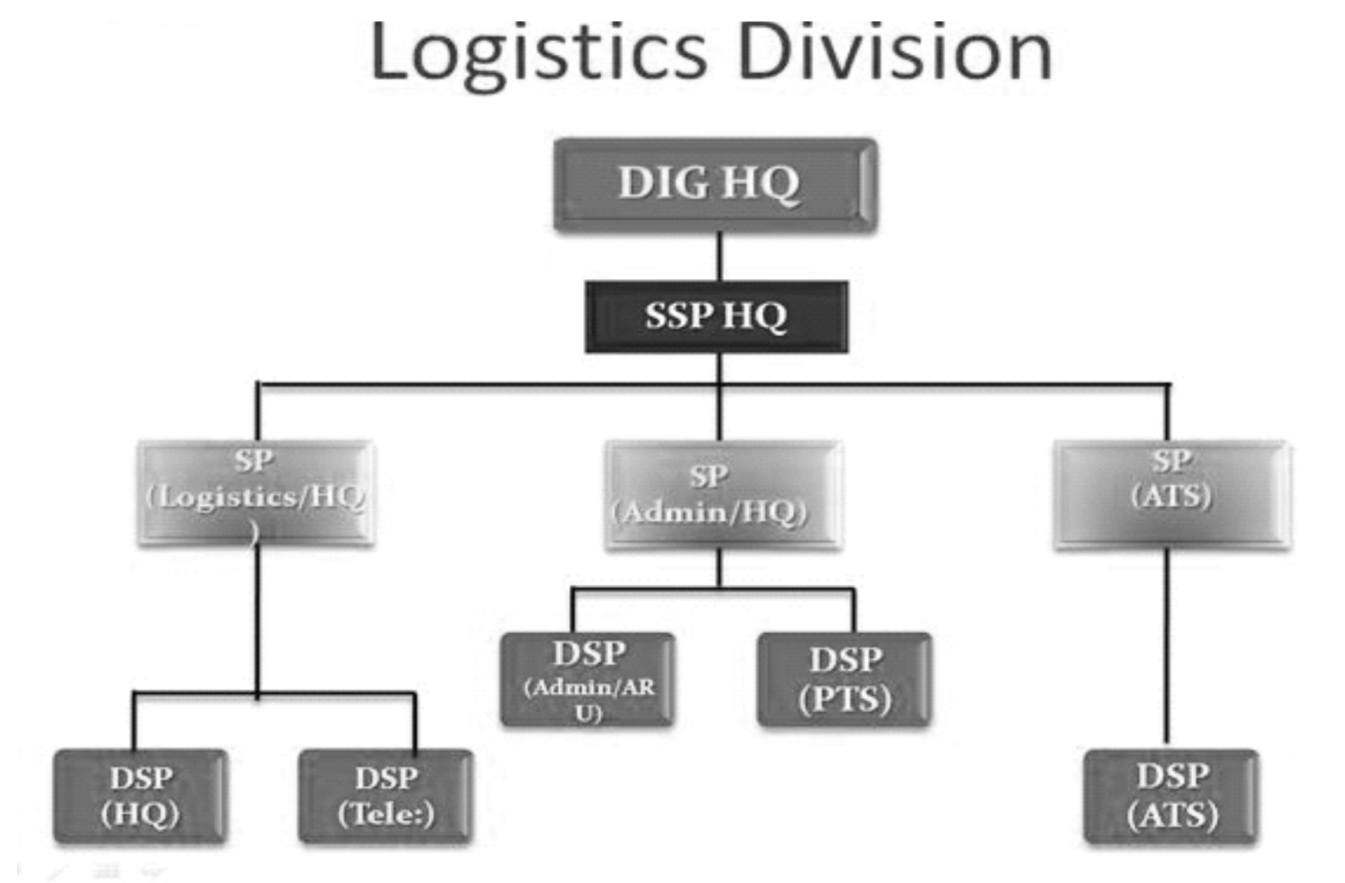
CHAPTER ONE:
ICTP Operating Budgets

Based on initial information collected through various sources ICTP was established in 1981 for performing police function. Currently, the ICTP performs its functions through three main divisions which include;

- 1. Operations
- 2. Security
- 3. Logistics

This study aims to focus on the performance of Logistics Division (LD) which is mandated to ensure timely supply of required logistics support to ICTP divisions including 16 police stations regarding performance of their respective core and non-core functions. Following figure defines the structure of LD.

Figure: 1

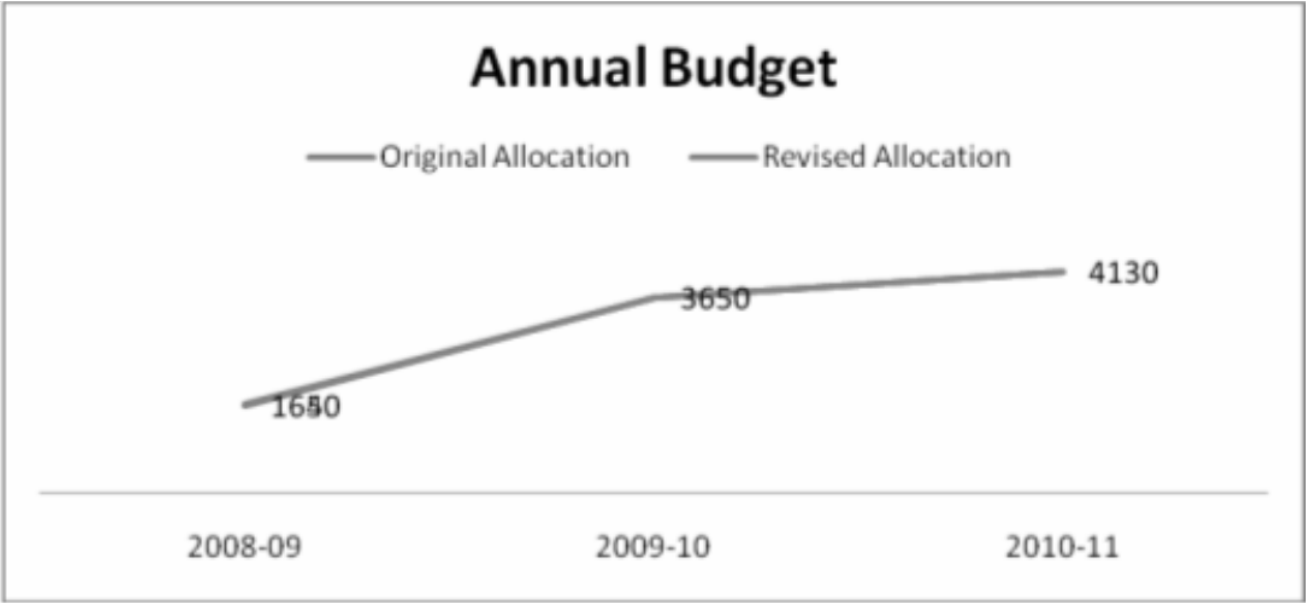


Like any other government department; prior to budget allocation there is always an exercise of identification of future requirements against which the budget proposals are prepared in ICTP. It seems apposite to look into the quantum of requirements/needs identified in advance by the LD. It also includes development and non-development activities attracting allocation of respective budgets which would involve conformance to requirements laid down by the Planning Commission of Pakistan.

According to Annual Budget Books 2008-2011 the annual original and revised total allocations for ICTP were as under.

Table 1

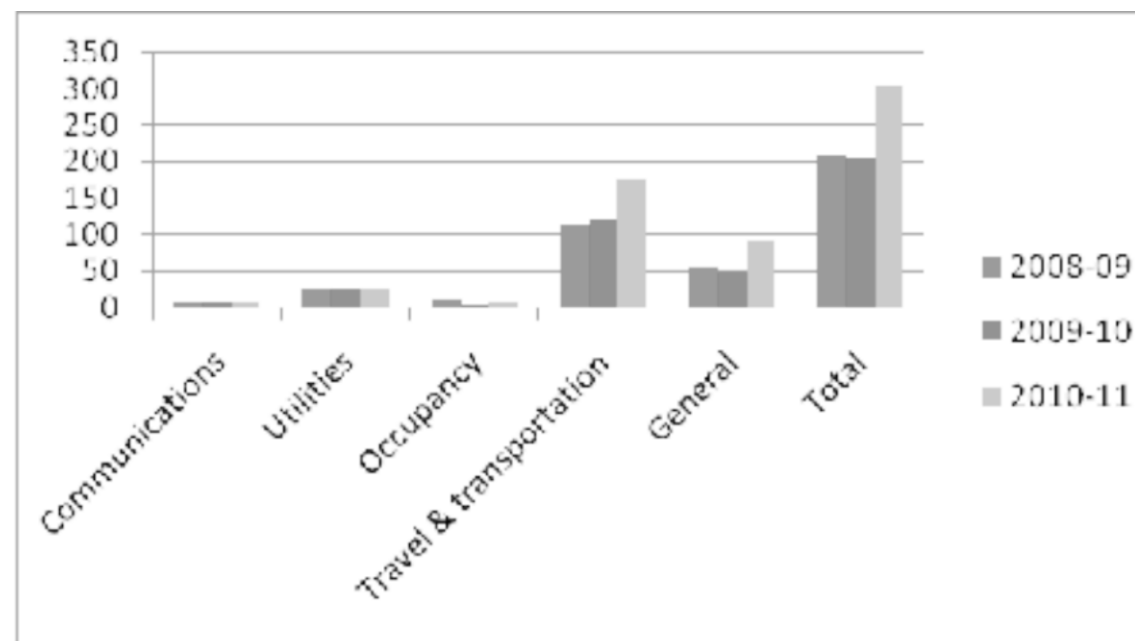
S#	Financial Year	Original Allocation PKR (Million)	Revised Allocation PKR (Million)
1	2008-09	1640	1650
2	2009-10	3650	3650
3	2010-11	4130	--



ICTP usually require operating budget/funds for routine operations. The operating expenses would *inter alia* include expenses pertaining to communication, utilities, occupancy costs, travel and transportation etc. Some data on operating budget allocated to ICTP has been obtained from Annual Budget Books 2008-2011. The annual operating budget of Islamabad police has increased from PKR 201 M in 2008-09 to PKR302 M in 2010-11.

Table 2

Operating Expenses Allocations			
Expenses	2008-09	2009-10	2010-11
Communications	7.1	7.1	7.7
Utilities	24	24.2	24.8
Occupancy	11.6	4.3	5.5
Travel & transportation	114.2	120.3	175.3
General	53.1	49	89.5
Total	210	204.9	302.8



Major increase was witnessed in 2009-10, when the government decided to double the salaries of all employees of Islamabad police and, as a result, police budget went up from RS 1640 million in 2008-09 to RS 4130 million in 2010-11. The total increase over these years has been unprecedented. However, it is a matter of grave concern that there has been little corresponding improvement in terms of public safety conditions in the capital city. One of the reasons for this is that most of the resources are used to protect the VIPs and not the common people living in Islamabad.

In the 2010-11, just the salaries of employees would consume more than 87% of the total budget of Islamabad police. This means that less than 13% of the total allocation would be for non-salary expenditures like communications, travel, utilities, stationery, and repair and maintenance. Hence, the non-salary allocation is very low and inadequate, which compels the police staff to indulge in corrupt practices. Given the international best practices at least 20% of the total budget should be for non-salary current expenditures.

The ultimate objective of conducting procurement of goods, works and services with economy and efficiency is to ensure value for money. In addition to this it is also of paramount importance that the needs causing the initiation of procurement process as well as spending of public money also bring in the realisation that the needs have been satisfied reasonably. Allocation of funds and delegation of expenditure authorizations are the cornerstones for conducting the procurement activity properly. In ICTP the head of PC or IGP usually approve the procurement activities as well as corresponding funds allocation. The procurement process is initiated once the need has been identified by the end users. It is very important for procurement personnel to keep track of needs identified for same type of goods/equipment. The required specifications are also provided by the end users in case of requirement of a non-standard item. The sourcing of potential vendors is very crucial stage to ensure proper procurement activity. ICTP does not pay proper attention to the importance of having a database of approved vendors in advance. If there are any approved/preferred suppliers there is no formal mechanism to this effect. The vendor database is gradually developed on Excel spreadsheet on work done basis instead. The practice usually promote hindsight attitude amongst the procurement practitioners. Consequently, either the delivery of items procured is delayed or not matching the required specifications or there are some payment issues.

Regarding management of funds allocated for the ICTP a range of systemic inefficiencies may be pointed out. It is noted that budget is not prepared at the level of police stations; nor are the lower ranks provided any opportunity to identify their needs at the stage of budget preparation. Even the budget books do not include police station wise allocations, which makes it less transparent. Budget is also not implemented in a transparent manner. Most employees of the police do not know about the budgetary allocations; and how these are sub-allocated within the police organization.

It was further noted that within the police department, the junior police staff suffers the most in view of low allocations or their inability to access the funds meant for transport, communication, repair and maintenance or other operations. Although police employees' acknowledge that situation has improved to a certain extent in the last few years, they continue to suffer due to their limited access to resources needed for travel, communications, stationary and repair and maintenance. Police like any other public organization needs resources to perform their functions efficiently. However, in the current situation, it is very hard to arrange the official transport to police to take detainees to the courts or, when courts order judicial remand, to take them to the prisons. Official transport is also usually not available all the time to visit crime scene or to pursue investigation of various crimes, which may even involve travel to other districts. Furthermore, even when the resources are available, it is very rare for the junior police staff to submit travel reimbursement claims or be successful in obtaining reimbursements due to variety of reasons including non-availability of funds, cumbersome procedure and non-cooperation of accounts office. Situation is so bad for the junior staff that they do not have access to even the safe drinking water, not even during the summer season, in police stations or police check points established throughout Islamabad. It is despite the fact that they have relatively longer duty hours. Furthermore, accommodation facilities are non-existent and, as a result, police employees have to make their own arrangements. As rents are very high in Islamabad, they mostly have to live in far off localities involving long-distance travel to duty stations, very often at odd hours. Police employees get only 2 uniforms of questionable quality for the whole year. These being inadequate, they have to make their own arrangements for additional uniforms. Moreover, police employees do not consider the 2 pairs of shoes, which are issued to them, as appropriate. Therefore, they usually get their own from the market, which adds to their financial burden.

Concern may also be expressed about the fact that police stations do not have any accounting staff of their own; nor is the Station House Officer (SHO) given drawing and disbursement authority. As a result, any expense or claim for reimbursement has to be submitted to the Accounts Office located in the office of SSP headquarters. Hence, the process for making expenses, claiming reimbursements and seeking approvals is cumbersome and involves travel to SSP office. This situation works to the disadvantage of junior police staff. Logistics Division is mandated to ensure timely supplies of goods and services for satisfactory and result oriented performance of ICTP which predominantly relates to high standards of law and order. It seems apposite to look into the details on how the meagre amount of operating budget is spent by LD during procurement process employed for purchasing of goods, works and services.

The concerned official of ICTP involved in public procurement activity undoubtedly faces a world of decisions. His job generally, is to buy the required product at the best price and in accordance with all applicable laws, regulations and policies. The only advantage available to him is the availability and exchange of information between different procuring agencies. But he must be constantly alert not only to capture the best procedures as developed internally or externally, but to establish the channels of communication that bring him product and price information from identical agencies. Most of the requirements except for weapons and other security related equipments are common in nature. These equipments, as we will see in the next chapter, consume most of the budget. In short, the individual will have to equip himself with latest knowledge and skills to ensure economy and efficiency.

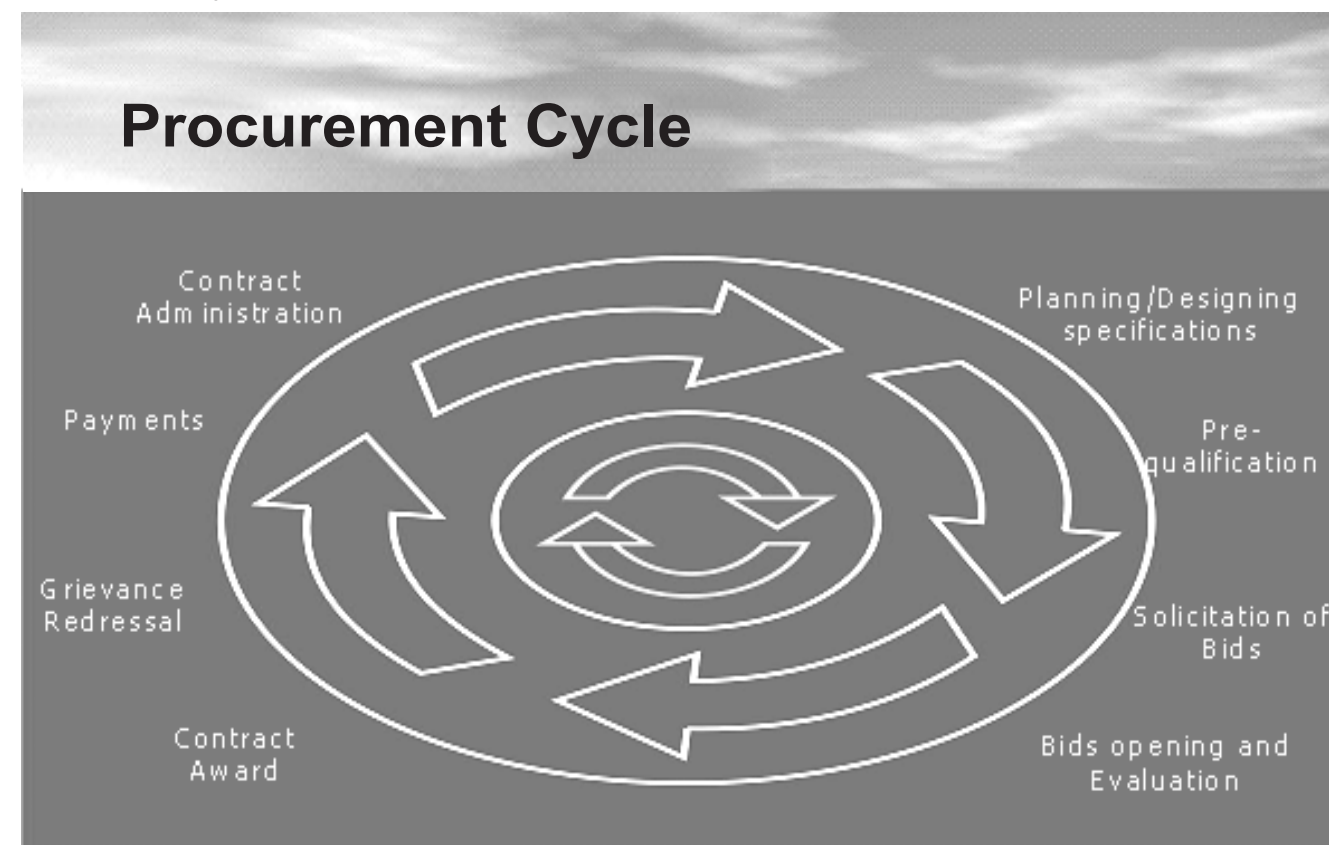
An assessment of the best value for money outcome for any procurement should take into account all whole life cycle costs and benefits. In this context it seems appropriate to point out that there are certain relevant cost related factors, non-cost factors and wider benefits and contributions to other Organizations' objectives. Consideration and assessment of non-cost factors and wider benefits is increasingly important as contract value increases and impact on local industry become more significant. At low levels of purchasing where there are many local suppliers and competition is strong minimizing the transaction costs to both buyers and suppliers is an important value for money consideration. To maintain incorruptibility in procurement activity, a combination of traditional procedures like open tendering, transparency, and the modern techniques like competitive neutrality, and the appointment of probity auditors may guarantee probity. Though there are reservations on the functional efficacy of probity auditors

CHAPTER TWO: Procurement Practices

A typical procurement cycle (Fig. 2) starts with need assessment by the procuring agency; going through detailed definition of specifications of object of procurement, method of solicitation of bids/quotations and preparation of bidding documents, bid opening, evaluation and culminates at award of contract/purchase order to the winning bidder. However, the actual delivery of goods and/or services or completion of works by the contractor involves the maximum spending of taxpayer money. At this point the demand for ensuring the principles of transparency and accountability need to be

Figure: 2

Procurement Cycle

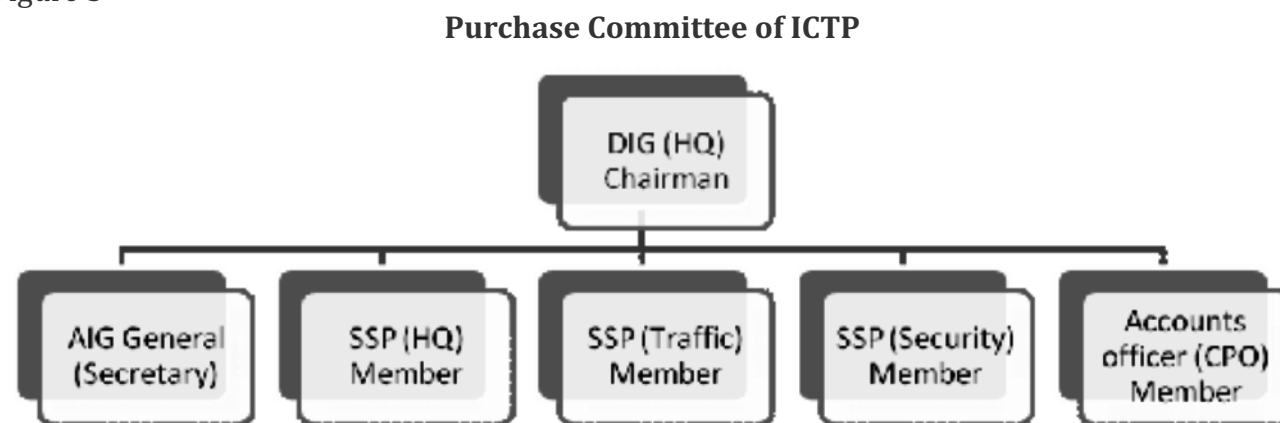


There are, however, two primary components in this regard as it applies to procurement. Firstly, there has to be a process of agreeing to what is needed during the year and what funds can be spent. The Finance Ministry approves a budget for recurrent expenditure and annual programs, and a budget for capital spending on approved projects. Secondly, there has to be system of delegated authorities in which nominated officers or offices are empowered to authorize spending against the approved budget up to defined amount. Through this mechanism of expenditure authorization, the proper spend for procurement of goods and services is ensured.

For effective mitigation of fiduciary risks and to prevent spending for improper purposes, the ICTP should develop certain control systems. There are controls in ICTP covering procurement to prevent fraud and corruption including defined payment process, separation of powers, in particular the person authorized to approve expenditure is usually not authorized to sign the cheque, risk assessment and management process, and a well defined procedure for ordering as discussed above.

The nature of working of ICTP would envisage variety of items required and to be procured by the Logistics Division. LD is not involved in procurement of works; this activity is conducted by concerned directorate of Capital Development Authority (CDA). (More detail is given in chapter three). The purchase committee (PC) of ICTP is the apex body responsible for selection of a supplier and a service provider. Committee is headed by DIG (HQ) who with other five members conducts the evaluation of bids. The structure of PC is shown in figure 3.

Figure 3



Procurement Practices in the light of Public Procurement Rules 2004

PC is responsible for ensuring that during each step of the procurement process employed the legal requirements are duly met by the staff concerned. As discussed earlier the first step in the procurement cycle is the need identification. The needs of a procuring agency trigger the procurement process. Based on tender posted on ICTP website the requirements/items procured by LD include purchase of Kot items, provision of food, strobe lights, computer and security equipment, machinery equipment, furniture, tyre and tube, uniforms, uniform stitching, weapons, surgical mask, and above all food for horses and dogs. It is not surprising that most of these items are procured each time by initiating a fresh procurement process by the PC instead of procuring them through call-off contract arrangements.

The ensuing paragraphs will follow the sequence of chapters given in the PP Rules 2004.

Procurement Planning

This chapter contains planning, limitation on splitting of procurement, specifications and approval mechanism. ICTP practices ensure that a budget proposal is sent to the Interior

Ministry (Line Ministry) on time. However, the basic requirements of planning include, *inter alia*;

1. Devise a mechanism for making annual procurement plans within one year of the notification of the PPR2004 in the official Gazette of Pakistan. This mechanism should contain required step-by-step actions.
2. The annual Procurement Plan should be formulated at the same time as the annual budget forecast, since the annual activities of individual procurement units necessarily depend on the money that is made available for purchasing. However, they can also be formulated / revised during the course of a financial year, whenever need arises.
3. Planning for the next financial year should begin halfway through the previous financial year, that is to say in January each year. Draft procurement plans should be available by the end of April. They should be finalized in July, as soon as the anticipated final budget figures for the new financial year have been notified. However, the Plan can also be formulated / revised during the course of a financial year, in case additional supplementary grant is available.
4. Changes to an annual financial plan may be required due to (a) shortage of funds in quarterly releases (b) availability of supplementary funds. Procurement plans should be reviewed on a quarterly basis and adjustments made, if required.

No procurement plan is required for Petty Purchases, which fall under the threshold for low value requirements, as specified by Sub-Rule (a) *Petty Purchases* of Rule 42: Alternative methods of procurements of PPR2004. Only a very brief procurement plan is required for procurement using the RFQ method.

For other procurement methods the procurement plan for each requirement should include:

- a plan of the timescales for each step in the procurement process, including the anticipated manufacturing and delivery or mobilisation and completion periods, as appropriate. This plan should show the total elapsed time before delivery or completion of the goods, works or services. The plan should also take into account the time necessary for obtaining all necessary approvals during the procurement process;
- Whether any additional eligibility criteria are required in addition to the mandatory eligibility criteria and whether or not pre-qualification should be conducted for further guidance.
- any need for phased delivery of items, particularly where items are to be held in stores or have limited shelf-life;
- likely potential sources and whether they are local or international;
- The availability of resources within the ICTP and elsewhere for implementation of procurement procedures and administration of the contract. The plan should specifically refer to any specialist, technical advice required and whether it is available within the ICTP, from other government bodies or from external sources;

- a forecast of the funding required and when it will be required, based on the anticipated date of contract, delivery or completion periods and payment terms. This information should be integrated with budgeting information;
- consideration as to whether the procurement requirement can be combined with other requirements, for purposes of economy and efficiency;
- consideration of how the procurement will be divided into lots, if applicable;

Except for budget proposals ICTP or its PC does not formulate any planning mechanism nor do they prepare any procurement plan in line with PPR 2004. However, the specifications are designed in accordance with Rule 10. There is a well defined approval mechanism in place. It allows procurement of goods and services after approval of competent authority (principal accounting officer) has been duly accorded.

Procurement Advertisement

The widespread public advertisement of an invitation to bid for public contracts is essential element of transparency. Not only should the invitation be widely publicized, it should be disseminated sufficiently ahead of the bid submission deadline to give potential bidders adequate time to obtain the bidding documents and prepare and submit their bids. Widespread public advertising is essential to maximize competition and therefore to undermine the would-be cartels or other bid-rigging schemes, as the colluding bidders have no way of telling which other bidders intend to bid. ICTP is strictly following Rule 12 of PPR 2004. The tender opportunities are advertised on PPRA website as well as ICTP website. These websites are freely and easily accessible by the users. The future requirements are also advertised in advance.

Following is an advertisement downloaded from ICTP website showing the level of compliance.

“PURCHASE OF GLOCK PISTOL 9mm, TENT & EXPLOSIVE DETECTOR
Address Office of the Chairman Purchase Committee, Police Line Headquarters, Sector H-11,
Islamabad, Islamabad Budget PKR
Glock Pistol, Explosive Detector
Closing Date 2011-03-05 Status Issued Issued by Islamabad Police
Cost PKR500
GOVERNMENT OF PAKISTAN
ASSISTANT INSPECTOR GENERAL POLICE (GENERAL) ISLAMABAD
RE TENDER NOTICE (No.25)

Islamabad Police intend to purchase Glock Pistol 9mm or equivalent, Tent and Explosive Detector (Double module FIDO/SA8RE-4000/EVD-3500) or equivalent items during the current financial year. The interested bidders are required to send their sealed bids to Office of the Chairman Purchase Committee, Police Line Headquarters, Sector H-11, Islamabad on or before 02:00 p.m, March 05,2011. Tenders shall be opened in the presence of the bidders or their representatives at 02:30 p.m on the same day.
Bidding documents containing all details can be obtained from Office of the SSP Headquarters, General Branch, Sector H-11, Islamabad for a non-refundable cash payment of Rs. 500/- only. Tenders without the above-mentioned documents will not be entertained.

Assistant Inspector General Police (General)
Islamabad Police”

The yellow highlighted text above indicates that while making a reference to a model or brand name the words 'or equivalent' has been added. ICTP followed PPR 2004 except that it asked for a cash payment for sale of bidding document which not likely to promote transparency.

Pre-Qualification

Public procurement typically has a number of objectives, which may include:

- ensuring fair competition for suppliers;
- obtaining value for money;
- ensuring timely delivery of goods, works or services;
- obtaining goods, works and services of the appropriate quality; and
- minimising the costs of conducting the procurement process and administering contracts.

The pre-qualification procedure obtains and assesses information on the eligibility and qualifications of potential bidders, in order to restrict actual bidding to a list of qualified bidders. This is achieved through the publication of a pre-qualification notice, the receipt of submissions and the evaluation of submissions against pre-defined criteria.

ICTP conducts pre-qualification, if needed, for goods only as the works are procured by CDA. Pre-qualification may also be conducted for a group of similar contracts, with the list of qualified suppliers used as a basis for preparing shortlists for use in Open Tendering, Restricted Tendering and Request for Quotations and for identifying a sole supplier.

Open Competitive Bidding

The bidding documents for a particular contract perform several essential functions, including defining the rules bidders should follow when preparing and submitting their bids; defining the technical requirements of the procurement, including the technical specifications of the goods to be procured; and defining the criteria that will be used to evaluate the bids and select the winning bidder. Open competitive bidding is the default method of bidding for procurement of goods, works and services. ICTP also follows this method of bidding by advertising the procurement opportunity for maximum competition amongst the potential bidders. Appendix A is a copy of actual bidding document used by ICTP for procurement of goods. It covers following areas;

- 1) Invitation to Tender
- 2) Proforma Tender
- 3) Delivery Schedule
- 4) Form of Bid
- 5) Instruction to Bidder
- 6) Certificate from Bidder
- 7) List of items to be procured
- 8) Specifications

9) Sample Agreement/Contract

The perusal of contract would transpire that the document is very much in favour of purchaser. The seller will have to face penalties, liquidated damages so much so black listing in case of any failure to make supply. There is no mentioning of force majeure clause, there is no clause on what if the purchaser makes late payments or violates any clause of the agreement/contract. The mode of payment of security deposit is not given in the document. Absence of information on mode of security deposit would lead to non-transparent transactions.

In case of dispute there is no clause on arbitration or adjudication. There is no clause on or a reference to legal course of action or a first tier of adjudication or settlement of disputes, if any.

Evaluation of Bids

The evaluation methodology consists of three stages:

- a preliminary screening, to eliminate tenders which do not comply with the basic requirements of the Bidding Document and bidders who do not meet mandatory eligibility requirements;
- a detailed evaluation, to determine whether tenders are substantially responsive to the commercial and technical requirements stated in the Bidding Document and to eliminate tenders which are not responsive; and
- a financial evaluation to compare the costs of responsive tenders and determine which is the lowest priced tender.

The successful bidder will be the lowest evaluated substantially responsive to requirements of the bidding document.

The evaluation report needs to be publicly announced by posting it on the websites of ICTP as well as of PPRA. The announcement will include the following information:

- The Name of the ICTP and its contact address, telephone number and email address (if available), and the name of a contact person with his direct line telephone number, if available;
- The Procurement Reference Number;
- A brief statement of what the procurement concerns. The date of the original advertisement on the PPRA website;
- The PPRA's Reference Number for the original posting;
- Basis for acceptance or rejection;
- Contract price should also be indicated;
- Should be signed by the authorized officer.
- The Text of the notice will state:
 1. The Number of Bids received and the names of the bidders;
 2. The Number of Bids declared non-responsive at the preliminary evaluation stage, and the reasons why those bids were non-responsive (did not meet mandatory legibility criteria, did not include Bid Security in the correct format, for the specified amount, or with the required validity, etc);
 3. The Number of Bids evaluated at the technical evaluation and the names of those bidders;

4. The Number of bids declared technically responsive and which went on to the financial evaluation, and the names of those bidders;
5. The names and ranking of the bidders in the financial evaluation, together with the prices quoted and the name of the selected lowest evaluated bidder

Unfortunately, ICTP is not following Rule 35 of PPR 2004 which pertains to announcement of evaluation report giving justifications for acceptance and rejection of bids at least ten days prior to the award of contract.

Record-Keeping and Freedom of Information:

The Freedom of Information Act was promulgated in 2002 with the mandate to provide for transparency and Freedom of Information to ensure that the citizens of Pakistan have improved access to public records and for the purpose to make the Federal government more accountable to its citizens and for matters connected therewith on incidents thereto. ICTP is a federal procuring agency. PPR 2004 is applicable to its procurement practices. It is required to keep all procurement related record on file for a minimum of five years. There is a list of document available in this regard. It is likely that this annual list will become a document, which will need to be monitored to check compliance with the law. (Appendix B)

As soon as the contract has been awarded ICTP is required to make all documents related to the evaluation of the bid and award of contract public except where disclosure of information would be against the public interest. ICTP is found very weak in this area. It is required to make public announcements/disclosures of various awards such as names of pre-qualified bidders/contractors, the reasons of not qualifying other applicants, sending of clarifications to all bidders in the competition process, uploading of bidding documents on the website for free access and downloading especially when only supplies and goods are to be procured where detail drawings are not involved, announcement of evaluation report with justifications etc. Some limited information is posted on the website; however, the willingness to realise the need and significance of access to information needs to be created first before any other remedial measures are suggested.

Redressal of Grievances and Settlement of Disputes:

Complaints from suppliers are inevitable. One of the purposes of a clearly defined public procurement process with standardized procedures for every event from procurement advertising to receipt and opening of tenders to evaluation and contract award is to minimize the chances of complaints. Unfortunately, there will always be suppliers who raise frivolous or unfounded complaints. Fairness requires, however, that all complaints should be examined.

The best way to avoid complaints from suppliers is to follow rigorously the laid down procedures, so that no supplier can claim that other suppliers have been unfairly favoured in the public tender process. It is therefore necessary to provide a clearly defined process for dealing with complaints from suppliers, so that the necessary procedures can be initiated as soon as a complaint is raised. ICTP PC is considered as the focal body for all procurement related issues. Although it is not categorically mentioned in the bidding documents, however, whenever there is a grievance the aggrieved is guided to contact SSP (HQ) for redressal and settlement. There are myriad issues emanating from absence of an impartial and neutral body to conduct hearings of grievances in ICTP. Underlying repercussions might be the reasons for not having a grievance redressal committee in the

ICTP

Following action in the event that a complaint is justified and likely to be upheld may be initiated:

A: Effect on the Procurement in Question:

If the relevant competent authority, when first examining a written complaint, is of the opinion that the complaint has substance, he should seek advice as to what action should be taken with regard to the continuation of the procurement in question.

There are four options:

1. To declare a misprocurement, to cancel the procurement and to re-tender.
2. To suspend the procurement pending the decision of the Complaints Committee.
3. To permit the procurement to continue with no alterations in arrangements.
4. Depending on the nature of the complaint, to permit the procurement to continue, but to disbar certain bidders targeted by the complaint from consideration.

B: Effect on the Staff Involved:

Where a Complaints Committee upholds a complaint against the staff of a procurement unit or members of a relevant authority the matter should be referred to the parent Ministry for disciplinary action in accordance with normal procedure.

It is important that procedural fairness and the principles of natural justice should be observed in all investigations of complaints.

Under all circumstances ICTP should ensure that there is sufficient documentation to provide an understanding of:

- The reasons for the procurement;
- Why a particular procurement method was used;
- The process that was followed;
- Documentation relating to a procurement process must be retained for a minimum period of five years after the award of a contract.
- All resulting decisions, including the basis of those decisions; and
- Any associated authorizations

Development Projects

The Public Sector Development Programme (PSDP) is an annual document which lists all the public sector projects/ programmes with specific allocations made for each one of them in that particular financial year. It is the operational side of the Five Year and Annual Plans. In other words, it is that part of the country's annual budget which deals with development expenditure, that is, it indicates the total cost of the project, foreign exchange component of the total cost, expenditure incurred up to the end of last financial year, PSDP allocation for the current financial year together with its foreign aid component.

A development plan is essentially a forward-looking policy framework which envisages a concrete and prioritized but some-what flexible programme of action to be launched in a dynamic situation to attain specified economic and social objectives. A realistic and practical plan visualises a very close corresponding relationship between the plan, its programmes and projects which, in turn, are harmonised and integrated intra-sectorally and inter-sectorally in order to move them in step on the path leading to the achievement of the plan objectives and targets.

Thus, it is clear that only the technically, financially and economically sound projects/

programmes, if properly executed in a coordinated manner with the active and popular support of concerned departments, the target groups and the continued political commitment and support at the highest level can provide a strong edifice for the successful implementation of the plan.

Foregoing in view, it is pertinent to remember that development projects planning and execution would need in-house specialized engineering expertise in ICTP. Since the desired expertise are not available in ICTP the planning of development projects activity follows the following process starting from Inspector General Police through to Ministry of Interior to the Planning Commission for approval. Subsequently, the procurement activity relating to development projects (mostly building construction) is outsourced to CDA by ICTP as a policy matter. Following process is in place in ICTP in this regard.

Figure four

Planning Process of Development Projects

A list of current and future development projects is attached as Appendix C.

For every work to be executed, initially the Administrative Approval is accorded. The following table exhibits the power for making the administrative approval:

Table four



Administrative Sanction Powers

Designation	Amount
ECNEC (Executive committee of National Economic Council)	>Rs.500 million
CDWP (Central Development Working Party)	<Rs.500 million
DDWP (Departmental Development Working Party)	<Rs.40 million

CDA on the other hand is also under administrative control of Ministry of Interior obliged to follow PPR 2004. The procurement directorate has dedicated professional staff, mostly engineers, mandated to undertake and complete all development projects.

According to a newspaper report (The Tribune) security related expenditure in and around the capital has been decreased by almost Rs600 million for the upcoming fiscal year. The government has allocated Rs5,000 million under Public Service Development Programme (PSDP) for Interior Division against Rs5,585 million allocated last year.

According to a budgetary document recently released, an amount of Rs4,536 million was allocated for 104 ongoing projects and Rs1,264 million was set aside for 30 new projects in the PSDP 2011-12. However in the last year's budget, an amount of Rs4,372 million was allocated for 120 ongoing projects last year and Rs1,212 million for 50 new projects in the PSDP 2010-11.

Among the new schemes, Rs186 million, including Rs50 million from foreign loans, have been allocated for the controversial Islamabad Safe City Project, which will be carried out by a Chinese company. The budgetary document stated that the entire project with an estimated cost of Rs13,000 million was to be foreign funded.

The new schemes also include Procurement/Installation of Non-Intrusive Vehicle X-Ray System (NVIS) Phase II. The project has been allocated Rs16 million, including Rs0.5 million from foreign loans. The project had an estimated cost of Rs5,100 million while the cost additional to the allocated amount will be met with foreign loans of Rs3,400 million. For the National Response Centre for Cyber Crime (NR3C), Islamabad (Phase II), Rs300 million have been allocated in the PSDP 2011-12.

Source: <http://tribune.com.pk/story/182581/in-and-around-the-capital-interior-division-gets-lesser-amount-this-year/>

Transparency International Pakistan

The media and local and international NGOs play a critical role in monitoring and exposing corruption in public procurement. In this regard Freedom of Information legislation is an appropriate tool that allows reporters and journalists and NGOs to seek access to the information they need to find out which firms are getting contracts under what terms and conditions and what the value of contract is. Transparency International Pakistan (TIP) is a non-governmental organization, dedicated to government accountability and curbing the national corruption. It is mandated to strengthen the global value system by making transparency and accountability more relevant public norms. TIP noted that presently public procurement in all departments of Pakistan is treated as a downstream, clerical, buying function and therefore does not attract professionalism and competent staff to deal with the meager resources with integrity and transparency. One of the main reforms TIP has been working on since 2002 is to professionalize the organizations and individuals responsible for procurement through targeted capacity building activities. This is the core element of the initiative, addressing not only capacity building efforts at the level of agencies and individuals responsible for procurement through targeted capacity building activities but also to strengthen systems, transparency and to tackle corruption.

The National Corruption Perception Survey 2010 of TIP indicates that the overall corruption in 2010 has increased from Rs 195 Billion in 2009 to Rs 223 billion. TIP said that corruption is the root cause of poverty, illiteracy, terrorism, shortage of electricity, food etc and lack of governance in Pakistan, and that the credibility of Pakistan is almost at the lowest level, which can be seen from almost no funding in last two years from the Friends of Pakistan trust fund being managed by the World Bank. (Appendix D)

Underlying table gives ranking trends from year 2002 onward.

Table 4

National Corruption Perception Survey (NCPS)

S#	Ranking 2010	Ranking 2009	Ranking 2006	Ranking 2002
1	Police	Police	Police	Police
2	Power	Power	Power	Power
3	Land Admin	Health	Judiciary	Taxation
4	Education	Land Admin	Land Admin	Judiciary
5	Local Government	Education	Taxation	Custom
6	Judiciary	Taxation	Custom	Health
7	Health	Judiciary	Health	Land Admin
8	Taxation	Local Government	Education	Education
9	Custom	Custom	Railway	Railway
10	Tendering and Contracting	Tendering and Contracting	Bank	Bank

CHAPTER THREE: The Way Forward

Three critical, overarching factors that underpin the procurement system may engender or heighten possible risk of corruption throughout the procurement chain: budget management, personnel management, and staff capacity. As regards budget management, budget formulation takes place in a broad political context and is influenced by the national policy, regulatory, and institutional context. The budget process is inherently a political process. The executive has a dominant role in drafting the budget and presenting the budget proposals. At the budget execution stage the budget management is highly dependent on lack of comprehensiveness and transparency of budgetary information, weak controls on revenue and expenditure management, and lack of penalties for deviations from planned revenue and expenditure targets provide incentives and opportunities for corruption during implementation of the budget. Personnel management involves establishment of enabling environment within the civil service system that allows government to develop competitive and skilled employers, and inculcate code of ethics that promotes the value of public goods more than private interests. Staff capacity is very important factor but often is ignored in the context of improved transparency, accountability and anticorruption. Where staff lack training and experience in procurement, accounts, auditing, and reporting, the procurement process will inefficient possibly confusing. In redressing the capacity issue procurement professionalization is seen as a key element. Professionalization should be taken as a means of raising the profile and credibility of procurement, a means of promoting the development of a common, transferable body of knowledge; a way of positioning procurement strategically and of developing individuals with the ability to pursue policy objectives of transparency and accountability and deliver value for money.

Proper planning, availability of funds and competitive tendering are some basic tools to achieve the best value for money. Value for money means the best available outcome when all relevant costs and benefits over the procurement cycle are considered. ICTP may obtain the value for money through avoidance of unnecessary costs and delays, keep on monitoring the supply arrangements with a view to reconsider, and try to ensure optimization in the efficiency of internal processes and controls. Purchasing managers within organizations may well need to consider the value base of their organization and the value base of other organization with whom they intend to enter into a long term or 'partnership' relationship.

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When appropriate controls in ICTP are in place, it is safely assumed that the records maintained by it are reliable and are based on the prescribed procedures. The only correct way of attaining the five rights in procurement is to recognize that procurement and supply competence ultimately flows from knowing three things; namely, knowing the full range of procurement tools and techniques, understanding the significance

of contingent circumstances, and possession of knowledge and understanding of appropriateness. The main direction of improvement is to achieve a better balance between controls and managerial flexibility.

Standard bidding documents (SBDs) for goods and services, as well as work contracts, are in fact a guaranteed way of ascertaining transparency and accountability in the procurement process. Major improvements in integrity would result from using such standard bidding documents to all government procurement because their use i) reduces opportunities for undue discretion, collusion, and extortion ii) build up the capacity of the contractors in understanding and preparation of bids; and iii) facilitates and promotes communication between buyer and the seller.

Finally, although the process of procuring goods, services, and works is critical for the economical and effective use of public funds, procurement issues have not received much attention from ICTP senior authorities. In part, senior managers are not interested in the mechanics of procurement; they are also concerned with keeping their distance (and deniability) from potential waste or corruption scandals. Yet, they must realize the great importance of procurement in an efficient, effective, and honest agency, and place it at the center of their responsibility rather than shunting it off to lower-level staff. In turn, line ministry must give them their support in the exercise of this delicate responsibility.

Recommendations:

In an organization like ICTP improving the procurement system to meet standards of economy, competition, accountability, and honesty generally requires;

- 1) clear organizational arrangements, combining centralized procurement policy/oversight with decentralized operations;
- 2) Trainings of staff involved in the procurement activities at minimum at National Institute of Procurement (NIP);
- 3) improved public access to information and documentation;
- 4) measures to ensure that only civil servants of competence and integrity are in charge of public procurement, and providing for commensurate rewards through career options and frequent rotation;
- 5) more effective mechanisms to curb fraud, abuse, and corruption, with appropriate assistance from international CSOs and local NGOs regarding raising of public awareness apropos more attention to contract execution and monitoring with a view to achieve value for money through promoting transparency and accountability.
- 6) An assessment of the best value for money outcome for any procurement should take into account all whole life cycle costs and benefits. In this context it seems appropriate to point out that there are certain relevant cost related factors, non-cost factors and wider benefits and contributions to other organizations' objectives. Consideration and assessment of non-cost factors and wider benefits is increasingly important as contract value increases and impact on local industry become more significant. At low levels of purchasing where there are many local suppliers and competition is strong minimizing the transaction costs to both buyers and suppliers is an important value for money consideration. To maintain incorruptibility in procurement activity, a combination of traditional procedures like open tendering, transparency, and the modern techniques like competitive neutrality, and the appointment of probity auditors may guarantee probity. Though there are reservations on the functional efficacy of probity auditors.
- 7) Apart from extending or approving the expenditure authorizations there are certain instances where employees enter into legal contracts. Ensuring value for money is established as policy matter. The value for money can be achieved through delegation of contracting authorizations, coining it as policy issue, and deploying it as the governing process. A mechanism may be devised for planning in detail to realistically determine the procurement requirements within available resources. ICTP may benefit from the modern procurement techniques when it is ensured that the procurement is conducted in a fair and transparent manner and the object of procurement brings value for money



OFFICE OF THE
SENIOR SUPERINTENDENT OF POLICE
LOGISTICS (HEADQUARTERS),
ISLAMABAD

Received a sum of Rs.500/- from Mr. _____ of
M/S _____ on a/c of sale of bidding
documents for supply of _____ in Tender
No. _____ of ICT Police.

Assistant, General Branch
Office of SSP (Logistics), Hqrs.,
Islamabad.



OFFICE OF THE
SENIOR SUPERINTENDENT OF POLICE
LOGISTICS (HEADQUARTERS),
ISLAMABAD

Received a sum of Rs.500/- from Mr. _____ of
M/S _____ on a/c of sale of bidding
documents for supply of _____ in Tender
No. _____ of ICT Police.

Assistant, General Branch
Office of SSP (Logistics), Hqrs.,
Islamabad.

Appendices

**OFFICE OF THE
SENIOR SUPERINTENDENT OF POLICE
HEADQUARTERS, ISLAMABAD.**

LIST OF BIDDING DOCUMENTS.
(Public Procurement Rules 36(b))

1. Invitation to Tender.
2. Proforma Tender.
3. Delivery Schedule.
4. Form of Bid.
5. Instruction for Bidder.
6. Certificates from Bidder.
7. List of items to be procured.
8. Specifications.

**OFFICE OF THE
SENIOR SUPERINTENDENT OF POLICE
HEADQUARTERS, ISLAMABAD**

INVITATION TO TENDER NO. _____

Due on _____

To,

1. You are hereby invited to submit your tender for the store as detailed in the list to this invitation to Tender subject to the conditions attached herewith and those mentioned hereunder. The contract resulting from this invitation to tender shall be governed by the special conditions of contract as contained in enclosed format of contract wherever applicable. The bidder quoting against this invitation to tender shall be deemed to have read and understood the conditions thereof and particulars of the store required and their specifications, etc.

2. The bidder shall attach & sign the certificate as per specification to the effect that the stores shall be supplied exactly in accordance with the requirement specified in the list. In case there is any deviation it should be clearly stated by bidder otherwise it will be presumed that offer is strictly in accordance with the requirement of the tender noted.

3. No change in the above particulars shall be allowed except in special circumstances at the discretion of the purchaser.

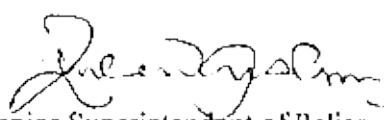
4. In case of offers for supply of stores both imported and indigenous from within the country price quoted shall be inclusive of all taxes, duties and charges for packing, marking, handling transportation to Islamabad, etc, where sales-tax is liable and is included in the price quoted it shall be indicated separately.

5. Withholding Tax @ 3-1/2% of total value of stores excluding GST shall be deducted from the bill payable to the contractor.

6. The stores are required for delivery/shipment as stated in the delivery schedule.

7. Failure to submit the tender in the manner prescribed in the invitation to tender will render it liable to be ignored.

8. The purchaser does not pledge itself to accept the lowest tender and reserves to itself the right of accepting the full or part quantity offered and the bidder shall supply the same at the rate quoted.


Senior Superintendent of Police
Headquarters, Islamabad.

**PROFORMA TENDER
ENQUIRY FOR PURCHASE ON FREE DELIVERY AT
VENUE SPECIFIED BY CONSIGNEE.**

TENDER ENQUIRY NO. _____

Date of opening _____

Time of Receipt _____

Delivery period _____

Note: Please read the following note and instructions carefully:-

Any offer not received as per terms and conditions of the tender enquiry is liable to be ignored. No offer shall be considered if:-

- i) Received without earnest money.
- ii) It is received after the time and date fixed for the purpose.
- iii) The tender is unsigned.
- iv) The offer is ambiguous.
- v) The offer is conditional.
- vi) The offer is from a firm, blacklisted by the Government.
- vii) The offer is received by telegram.
- viii) Offer received with shorter validity than required in the tender enquiry.
- ix) The offer is for stores not conforming to specifications attached with these tender documents.
- x) It is not accompanied by sample(s) where and when required.

2. (a) All the Tenders shall be submitted according to the procedure laid down in Rule 36(b) of Public Procurement Rules 2004, as reproduced below:-

Section – 36 Procedure of open competitive bidding.

(b) Single Stage, Two-envelope procedure:

- i) The bid shall comprise a single package containing two separate envelopes. Each envelope shall contain separately the financial proposal and technical proposal.
- ii) The envelopes shall be marked as "FINANCIAL PROPOSAL" and "TECHNICAL PROPOSAL" in bold and legible letters to avoid confusion.
- iii) Initially, only the envelope marked "TECHNICAL PROPOSAL" shall be opened.
- iv) The envelope marked as "FINANCIAL PROPOSAL" shall be retained in the custody of the procuring agency without being opened.

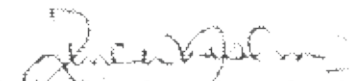
- v) The procuring agency shall evaluate the technical proposal in a manner prescribed in advance, without reference to the price and reject any proposal, which do not conform to the specified requirements.
- vi) During the technical evaluation no amendments in the technical proposal shall be permitted.
- vii) The financial proposal of bids shall be opened at a time, date and venue announced and communicated to the bidders in advance.
- viii) After the evaluation and approval of the technical proposal the procuring, shall at a time within the bid validity period, publicly open the financial proposals of the technically accepted bids only. The financial proposal of bids found technically non-responsive shall be returned un-opened to the respective bidders; and
- ix) The bid found to be the lowest evaluated bid shall be accepted.

(b) Offer will remain valid for 45 days from the date of opening the tender.

3. The purchaser reserves the right to purchase full or part of the store or ignore/scrap/cancel the tender without assigning any reasons. However, the terms and conditions as stated in Public Procurement Rules-2004 shall apply in this regard.

- 4. a) If the acceptance of the tender issued during the validity period of the offer is not accepted by the bidder, the Earnest Money shall be forfeited.
- b)- In case the contractor fails to execute the contract strictly in accordance with terms and conditions laid down in the contract the security deposited by him shall be forfeited.

5. The buyer reserves the right to claim compensation for the loss caused by the delay in the delivery of store.

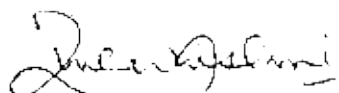

Senior Superintendent of Police,
Headquarters, Islamabad.

OFFICE OF THE
SENIOR SUPERINTENDENT OF POLICE
HEADQUARTERS, ISLAMABAD

BIDDING DOCUMENT

DELIVERY TIME / COMPLETION SCHEDULE

1. Tender No. _____
2. Last time and date of submission of bids. _____
3. Date and time of opening _____
4. Delivery period. Within 30 days of placing the order/ signing of contract.
5. Place of Delivery Islamabad. _____
6. Name & Address of Consignee. _____


Senior Superintendent of Police,
Headquarters, Islamabad.

FORM OF BID

To,

The Chairman,
Purchase Committee,
Islamabad Capital Territory Police,
Islamabad.

We hereby submit bid for supply of stores mentioned in the list attached with Tender Enquiry No._____. Detail of our offer and particulars of Bid/ Firm are as under:-

- | | | |
|--------|---|--|
| (i) | Name & Address of Firm. | _____ |
| (ii) | Description of Stores | _____ |
| (iii) | National Tax No. | _____ |
| (iv) | GST Registration No. | _____ |
| (v) | Delivery period. | _____ |
| (vi) | Validity period of offer. | _____ |
| (vii) | Technical Proposal. | Attached (In sealed envelope) |
| (viii) | Financial Proposal. | Quotation showing per unit rate on Firm's letter head is attached. (In sealed envelope). |
| (ix) | Earnest Money value _____ (in Rupees) of bid. | Bank Draft No. _____ for Rs. _____ attached. |

Signature: _____

SPECIAL INSTRUCTIONS FOR BIDDER

- The store would have to be supplied by the supplier within 30-days of placement of orders / signing of contract. However, this period may be extended in consideration of special circumstance with the consent of both, the supplier and purchaser.
- Bidder must quote rates on the prescribed bid form attached with these documents. Cash receipts (in original or photo copy) in token of having purchased the tender documents must accompany the offer.
- Tenders should be addressed to Chairman Purchase Committee.
- Bidders should quote their firm and final rates both in words as well as in figures.
- Against indigenous stores bidders, who are manufacturers, must indicate name and address for the works in Pakistan from where they intend to supply the store.
- Any conditional, ambiguous or incomplete offer in any respect shall be ignored.
- The bidders shall enclose catalogues/brochures/literature and other technical data, if any in respect of store offered by them.
- The bidders shall specifically indicate their National Tax No. and General Sales Tax Registration No.
- Any erasers/cutting/crossing etc: appearing in the offer must be properly signed by the person signing the bid.
- (a) A certificate shall be given by the bidder that he will be responsible for the free replacement of stores if the same are found to be substandard and or at variance with the specifications given in the tender enquiry. In case a similar store offered is at variance with the specifications given in the tender enquiry, the bidders must clearly identify variations in their offers. Stores offered of specifications superior to the one specified in the tender enquiry shall, however, be acceptable.
- Stores should be brand new and in original manufacturers packing.
- Warranty period One-year free service with free replacement of parts and availability of spare part on market prevailing rates after expiry of warranty period.
- Tender samples where needed should be submitted by the bidders along with their offers are subsequently on a demand by the purchaser.

14. In case of stores of imported origin:-
- (i) A certificate should be given by the bidders that the spare parts / stores shall be genuine, brand new and in the original packing of the manufacture.
 - (ii) A certificate should be given by the bidders that he will be responsible for free replacement of parts if not found suitable for the engine, machinery or its ancillary equipment or demand.
 - (iii) Manufacture's name, in whose packing the stores will be offered for inspection must be given in the offer.
 - (iv) Import documents shall be produced at the time of inspection to ensure that stores offered for inspection are imported, brand new and in the original packing of the manufacture.
 - (v) The bidder should undertake that the security may be forfeited if they fail to furnish the import documents on inspection as at (iv) above.
 - (vi) The consignee will allow 100% payment on receipt of inspected and accepted store.
15. Testing charges of sample(s) shall be borne by the bidders.


 Senior Superintendent of Police,
 Headquarters, Islamabad.

CERTIFICATE

We hereby confirm to have read carefully the description of stores and all the terms and conditions of your tender enquiry No. _____ due for opening on _____ for the supply of _____ in additions to the conditions specified in contract and all the special instructions attached to the tender enquiry. We agree to abide by all instructions/conditions.

2. We also hereby categorically confirm that the stores offered by us are exactly of the particulars and specifications as laid down in your tender enquiry in all respects.

3. The stores offered by us are of (a) foreign origin ☐ (b) local origin ☐

4. We accept that if the required Earnest Money is not furnished or our offer is found lacking in any of the requirements of your tender enquiry the same may be ignored.

5. We hereby confirm to adhere to the delivery period required in the Delivery Schedule which would be the essence of the contract and which shall be strictly adhered to by us. In case of failure we agree unconditionally to accept the recovery of liquidated damages on supplies at 1% per month or part thereof.

6. Certified that the prices quoted by us to ICT Police against tender No. _____ are not more than the prices charged from any other Purchasing Agencies in the country and in case of any discrepancy, the bidder hereby undertakes to refund the price charged in excess.

Name of Bidder / Firm

Signature of Bidder.....

Address.....

Seal.....

Telephone (i) Office

(ii) Mobile

(iii) Fax No.....

Witness

(a) Name Signature.....

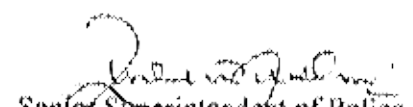
(b) Full Address.....

(c) Date.....

OFFICE OF THE
SENIOR SUPERINTENDENT OF POLICE
HEADQUARTERS, ISLAMABAD

RECEIPT OF SECURITY

A sum of Rs. _____ in the Form of Deposit at Call No. _____ dated _____ has been obtained as security for successful completion of the contract. In case the contractor fails to supply the stores ordered, the amount of security shall be forfeited. The purchaser also reserves the rights to purchase the material from elsewhere without any notice at the risk and cost of the defaulting contractor.


Senior Superintendent of Police,
Headquarters, Islamabad.

11. Increase / Decrease in quantity: Supply order shall be placed according to the requirement of the department and availability of budget. Quantity of required stores may be increased or decreased by the purchaser at any time and the supplier shall have no objection to any change.

12. Liquidated Damages: If the supplier fails to deliver the items of specified standard within the specified time period, the purchaser shall deduct from the claim, liquidated damages @ 0.5% per week and maximum upto 20% on the total value of the contract.

13. Security Deposit: The supplier shall deposit performance security equivalent to 5% of the total value of contract in favour of Senior Superintendent of Police, Logistics, Headquarters, Islamabad, which shall remain with this department till completion of warranty period / satisfactory supply of stores.

14. Penalty for failure of Supply: If the firm fails to supply any or all the items as per specification and required standard, performance security mentioned in Sr. No.13 will be forfeited and the un-supplied items will be purchased on the risk and cost of the supplier. Action for blacklisting of the firm will be initiated.

15. This Contract remains valid upto 30 June 2012 or completion of supply after which it shall stand terminated.

NOTE:

In case any of the above terms and conditions are violated, the responsibility for any loss or damage will lie on the supplier firm.

Signature: _____

Name & Seal of Firm: _____

Senior Superintendent of Police,
Logistics, Headquarters,
Islamabad

List of Procurement Records

1. An initial description of the goods, works or services
2. Pre-qualification record, or an invitation to tender notice or develop a shortlist, depending on whether the tender is to be open with pre-qualification, or open without pre-qualification or restricted to a shortlist of suppliers as determined by the procuring agency
3. Bidding document containing an outline description of requirements and contract and state how tenders will be evaluated during the first stage of the tender.
 - a. Approval for the bidding document and the invitation to bid notice, shortlist or list of pre-qualified bidders, as appropriate.
4. Invitation to tender notice publishing record.
5. Record of bidders who were issue the bidding documents
6. Pre-bid conference and site visit if required record
7. No. of tenders submitted
8. Opening of tenders (technical proposals)
9. Evaluation report of technical proposals.
10. Financial proposals opening record.
11. Combined tender evaluation report.
12. Announcement of the tender evaluation report as required by Rule 35 of the PPR2004.
13. Letter of Award or notice of acceptance, ensuring that all necessary approvals are obtained first and that the tender evaluation report has been announced at least ten days before the notice of acceptance is sent
14. Award of contract; keep a copy of contract and other securities, if any.

List of Development Projects

S. No	APPROVED DEVELOPMENT SCHEMES INCLUDED IN PSDP 2010-11.
1	Construction of (05) Police Barracks for 100 men each near "K" Block Islamabad.
2	Construction of (04) Police Barracks for 100 men each in Sector F-7, F-8, G-9 & G-10, Islamabad.
3	Construction of Admin Block. Quarter Guard. (03) Barracks for (240) men each Magazine Guard. Horse Stable and Boundary Wall in Diplomatic Enclave Islamabad.
4	Construction of Houses Cat-II for (15) Superintendents of Police. Islamabad.
5	Construction of Wireless Complex and Residential Accommodation for staff at H-11.
6	Construction of Police Station Tarnol, Islamabad.
7	Security for Police Station / offices at Islamabad (Phase-I)
8	Security for Police Station / offices at Islamabad (Phase-II).
9	Construction of Boundary Wall around the premises of Police Lines at H-11, Islamabad
10	Up-Gradation of Security of Pakistan Secretariat Buildings, Islamabad.
11	Construction of MT Shed and (02) Barracks (for 100 men each) for MT staff in Police Lines, Sector H-11, Islamabad.
12	Construction of Horse Stable and (01) Police Barrack for (100) men for Horse Stable Staff in Sector H-11
13	Construction of Police Parade Ground in Police Headquarters Sector H-11, Islamabad.
14	Up Lifting / Renovation of I.G office F-7/1, Special Branch, CID office and Police Barracks 8 to 11 at H-11, Islamabad.
APPROVED DEVELOPMENT SCHEMES NOT INCLUDED IN PSDP 2010-11	
15	Rehabilitation/Renovation of offices, Dispensary, Mess, Quarter Guard, Canteen Block, Swimming Pool, Road and Path, Officer Residences, staff quarters and Police Barracks No.1 to 07 at Police Lines, H-11, Islamabad.
16	Repair / Maintenance / Renovation of Green area Barracks at Islamabad.
17	Renovation of Police Stations in ICT Islamabad.
18	Purchase of 30 Horses, construction of 30 stables & creation of posts of allied staff for Mounted Police unit of ICT Police.
19	Installation of Concertina Wire for Security Enhancement of Prime Minister's House, Islamabad
20	Providing/Fixing Wire Mesh Around Premises of Aiwan-e-Sadr and Prime Minister's House, Islamabad

Source: <http://www.islamabadpolice.gov.pk/Pages/CustomPages/Ongoing.aspx>

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NATIONAL CORRUPTION PERCEPTION SURVEY 2010

Karachi Tuesday 1 June 2010: The National Corruption Perception Survey 2010 indicates that the overall Corruption in 2010 has increased from Rs 195 Billion in 2009 to Rs 223 Billion, and 70% Pakistanis says that present government is more corrupt than previous government. Most people considered the past Federal government to be cleaner. This is quite similar if we look at the response towards provincial governments, except Punjab. However, if we look at the results from provinces from a standalone point of view, Punjab is the only province where present provincial government is rated to be cleaner than previous provincial government and Pakhtonkawa Khyber is rated as the most corrupt province.

Police and Power maintained their ranking as the top two most corrupt sectors, and land administration is ranked as the 3rd most corrupt sector. Corruption in Judiciary, Education and Local Government has also increased compared to 2009, whereas FBR's two departments, Customs and Taxation are ranked as the least corrupt sectors.

In terms of bribery per act, Land Administration is rated as the most corrupt sector where each incident of corrupt act is Rs 46,414 whereas the total bribery in other nine sectors is Rs 127,728. Syed Adil Gilani, Chairman TI Pakistan said that Corruption is the root cause of poverty, illiteracy, terrorism, shortage of electricity, food etc and lack of governance in Pakistan, and that the credibility of Pakistan is almost at the lowest level, which can be seen from almost no funding in last two years from the Friends of Pakistan trust fund being managed by the World Bank. He said the most corrupt sector is Tendering which eats away at least 40% of Pakistan development budget, and this is confirmed from the recent results of Transparent tendering for transportation of sugar in Trading Corporation of Pakistan where TCP has saved at least Rs 49.3 million by implementing Public Procurement Rules 2004, which is 40% lower than cost of same work awarded last year. Violators of PPRA are BOI, WAPDA, CDA, NHA, CCP, SECP, SBP, Customs, EOBI,ECP, EPZA, FIA, MOI, FPSC, FOS, GPA, Islamabad HC, JPCL, MoH, MoInv, MoPA, MoIT, MoPriv, MoZakat, NIH, NSCS, PCB, PEPA, PHF, NLC, NIC, PID, Priv. Commission, and Utility Stores Corp.

Pakistan needs to address the corruption with full political will, such as being demonstrated by Judiciary by at least declaring it under the Judicial Policy to be a organization of Zero Tolerance for Corruption and Pakistan Armed Forces who have withdrawn its active senior officers from civilian postings and he have successfully also controlled violations of Procurement Rules 2004, which is confirmed from the AGP Report of 2008-2009 which has deducted corruption of Rs 323 Billion in FY 2008, and non in Armed Forces. However, TIP advises Ministry of Defence to issue directive to DHAs, MES, CB, CAA, HMCs, HIT, FWO & SoP to implement PPRA. Parliament shall immediately pass the act of

PRESS RELEASE

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Other Findings of Pakistan National Corruption Perception Survey 2010

1. **Police, Power, and Land** are the most corrupt departments, and **Taxation, Customs are the least corrupt sectors.**
2. The three main reasons of corruption in view of our respondents were being, **“lack of Accountability, Lack of Merit and low salaries.** NAB has not taken any action against those responsible for Rs 323 Billion corruption reported by AGP and promised on floor of the Assembly by Minister of Law.
3. Introduction of motorway police has reduced corruption in the nation and about **87%** of Pakistanis considered that motorway police should be established in all the four provinces of Pakistan.
4. A significant population has declined for the extension of civil servants and likewise it was a clear perception that arm forces retirees should not be given opportunity to work as civil servants.
5. Land allocation through allotment and auction seems quite equal. Nevertheless, auction still received higher weight.
6. Promotion of BPS 20 grade officers should be by public service commission and not head of government, according to the people of Pakistan.
7. Judiciary & Armed forces should also come under the accountability check.
8. More than 80% respondents believe that Media's freedom has contributed to expose corruption.
9. Almost 80% of Pakistanis consider that land records should be computerized and published.