

# PUNJAB PROCUREMENT REGULATORY AUTHORITY



ANNUAL REPORT 2015-16

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## INTRODUCTION

Laying out clear mechanism for Public Procurement is a part of the thrust area of the new procurement regime to match with the imperatives of a growing and liberalized economy. Government undertakes procurement activity for variety of goods, services and works to carry out its public service functions. Involvement of public funds in the procurement makes it public procurement. With increase in the size and activities of the Government, the procurements considered to be the lifeline of public sector functioning have also burgeoned in there out lay making them a substantial part of the annual budget (40% to 50%). The procurements due to heavy expenditure involvement have become an important tool for achieving economic, social and other objectives. The procurement of goods, works and services being core elements of the operations of Government, enables it to secure the inputs required for fulfillment of its tasks and to substantively impact key stake holders in society. 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. Transparency and accountability in a public procurement system essentially covers important aspects of the procurement system that includes stakeholders as part of the system. It requires an enabling environment, an institutional framework, management capacity and a legislative framework. This necessitates a public procurement environment with cross functional activity that works in a multi-faceted challenging field.

The procurement regime in the Punjab has undergone three stages evolution. Prior to 1985 the public sector procurement was conducted by the Supply Wing of Industries Department. Due to increasing quantum of procurement the setup has gone to almost a stale level which necessitated shifting to decentralize mode. Allowing for the grown requirements the Punjab Government through purchase manual decentralized the procurement system. The Public Sector Organizations were allowed to make their purchases at their own level through their purchase committees headed by Administrative Secretaries of the Department or head of the Organization. The purchase manual was revised in 1988 to abreast with the changing requirements. However, the system had certain ills such as non-transparent procurement procedures, bid negotiation which lead to kick-back and also discouraged bidders to quote their best price etc. such ills, thwart genuine business. In order to vitiate the defects in the procurement system and to achieve best value for money, efficiency, transparency, accountability, fair competition and good governance, new procurement system has been brought in by enacting the Punjab Procurement Regulatory Authority Act 2009 and consequent rules under the Act. The new system not only responds to the international best practices, it also provides a harmonized procurement setup throughout the country, equality of opportunities to all the contractors and is a source of effective efficiency. The current procurement legal frame work possesses the quality of flexibility which makes it an active system

to keep abreast with the fast growing procurement changes and to conform with them comfortably.

# EXECUTIVE SUMMARY

Public procurement management in the Punjab like in most developing countries needs a lot of improvement. Act, rules and regulations are either non-existent or scarcely implemented or enforced. Capacity and morale of the work force is low due to variety of reasons. Public procurement practitioners face challenges from both external and internal environment. The former include legal, political, economic, business and socio-cultural environments, later relates to three factors: people who make procurements decisions, processes which provide guidance to the practitioners and controls which ensures probity, transparency and accountability. For dealing effectively with the challenges coming from both these environments, it is imperative that the public procurement regime in the province must have robust institution to oversee procurements, adequate independent control and audit mechanism, proper balance between the financial audit and the performance audit and internal control mechanism in procuring agencies.

In Pakistan, current procurement regime started functioning in 2002 when Government of Pakistan created PPRA at Federal level through an Ordinance. The system was strengthened by making the Public Procurement Rules 2004 and Public Procurement Regulations 2008. The Punjab adapted the system in 2007 through an Ordinance which was under the same nomenclature was converted into an Act in 2009. Punjab Procurement Rules 2009 were also notified in the same year to beef-up the procurement system in the province. The enforcement of the law, however, remained passive due to absence of proper functioning of the Punjab Procurement Regulatory Authority. The enforcement of any law requires its proper awareness and orientation. In order to achieve this, an extensive capacity building programme has been launched ambitting all the public sector organizations including local governments. Amendments in the Act and rules are under active consideration so as to bring them inconformity with the public sector organization's requirements without straying from the international best practices. New procurement related documents are under consideration such as procurement regulations, code of ethics for public procurement, model standard bidding document and model procurement contracts. In order to facilitate the procuring agencies, procurement checklist, standard tender and specification format have been made available on PPRA website.

Increased expenditure and quantum of procurement has created an opportunity for abuse of power and waste of public funds. In order to vitiate and mitigate the chances of the malpractices, innovative ideas to eliminate or reduce discretionary decision making are required. These ideas, once given the form of a policy, will require to be implemented through amendments in the Act, rules and making of new regulations.

The main focus of these laws are to ensure transparency and effectiveness through efficiency and accountability as the same is key inducement to individual and instructional probity, a key deterrent to collusion and corruption, and a key prerequisite for procurement credibility. The salient features of the current procurement system include a regulatory body mandated to monitor the public procurement activities, legal framework elaborating a mechanism as well as procedure on public acquisition of goods, works and services by the public sector enterprises, establishment of grievance redressal / appeal mechanism exclusively for settlement of complaints on the contract management issue, a mechanism for wide dissemination of Government policy decision, procurement opportunities and results of evaluation exercises for award of contracts and regulatory arrangements for ensuring access to information on the public procurement system.

## **CHAPTER I PUBLIC PROCUREMENT LEGAL FRAMEWORK**

Punjab Procurement Regulatory Authority Ordinance was initially promulgated in 2007. A new Ordinance with the same nomenclature was promulgated in 2009 which was later on converted as Act after it was passed by the Provincial Assembly and assented to by the Governor in November 2009. The Act is in fact is a replica of Federal PPRA Ordinance except with a few changes such as addition in functions (establishment of performance indicator for the procuring agencies, assistance of capacity building and preparation of standard documents for public procurement), a larger Board of Management (13 members).

Some of the salient features of the Punjab Procurement Rules 2014 are:

- a) Procurement Planning;
- b) Delegation of Powers to devise Procurement Mechanism;
- c) Procurement Advertisement;
- d) Prequalification, Qualification and Disqualification;
- e) Open Competitive Bidding;
- f) Different Procurement Procedures;
- g) Bid Opening and Evaluation System;
- h) Award of Contract;
- i) Redressal of Grievances Mechanism; and
- j) Access to Information / Transparency.
- k) Detailed and well elaborated blacklisting system.
- l) Security to timely payment to bidders/contractors.

**CHAPTER II**  
**FINANCIAL STRUCTURE AND ALLOCATION OF FUNDS**

The Punjab Procurement Regulatory Authority was constituted through a project which, with the enactment of PPRA Act 2009, was converted into regular mode of funding through SNE. The Budget Allocation (Revised) for the F. Y. 2015-16 was **Rs. 45.863** million and the total expenditure for the F. Y. 2015-16 was **Rs. 38.190** million including Pay & Allowances which stand reconciled and verified by the Treasury office and Accountant General, Punjab.

The One Line Budget for F.Y. 2016-17 stands approved carrying **100** posts (**21** posts of officers and **79** posts of officials) with the budgetary allocation of **Rs. 153.493** million. An amount of **Rs. 76.746** million has been released for the 1<sup>st</sup> quarter.

**CHAPTER III**  
**PPRA ADMINISTRATIVE STRUCTURE**

All administrative matters of Punjab Procurement Regulatory Authority in term of Section 3 & Section 5 of PPRA Act 2009 are regulated through Board of Management (major decisions) and by Managing Director, PPRA. The PPRA administrative structure consists of BOM and Authority. The structure of BOM includes the following:

**BOARD OF MANAGEMENT**

<b>Sr. No.</b>	<b>Name &amp; Designation</b>	<b>Status</b>
<b>1.</b>	Chief Secretary to the Government of the Punjab	<b>Chairperson</b>
<b>2.</b>	Secretary to Government, Energy Department	<b>Member</b>
<b>3.</b>	Secretary to Government, Finance Department	<b>Member</b>
<b>4.</b>	Secretary to Government, P&D Department	<b>Member</b>
<b>5.</b>	Secretary to Government, Health Department	<b>Member</b>
<b>6.</b>	Secretary to Government, Irrigation Department	<b>Member</b>
<b>7.</b>	Qazi Adnan Fareed MPA PP-268 Bahawalpur	<b>Members</b>
<b>8.</b>	Malik Muhammad Ali Khokhar, MPA PP-199 Multan	
<b>9.</b>	Mrs. Azma Zahid Bukhari MPA W-318, Lahore	
<b>10.</b>	Kh. Shahzeb Akram, LCC&I,	



11.	Sh. Muhammad Hafeez, RCC&I	<b>Members</b>
12.	Kh. Mehboob-ur-Rehman, MCC&I	
13.	Managing Director	<b>Secretary/Member</b>

#### CHAPTER IV FUNCTIONS OF THE AUTHORITY

Section 5 of the Act of 2009 stipulates the following mandate and responsibilities of the Authority:-

- The Authority may take measures and exercise powers as may be necessary for improving governance, management, transparency, accountability and quality of public procurement;
- Monitor application of the laws, rules, regulations, policies and procedures in respect of, or relating to the public procurement;
- Monitor the implementation of and evaluate laws, rules, regulations policies and procedures in respect of, or relating to, inspection or quality of goods, services and works and recommend reformulation thereof or revisions therein as it deems necessary;
- Provide assistance and coordinate with the Procuring Agencies for developing and improving their institutional framework and public procurement activities;
- Prepare standard documents to be used in connection with public procurement;
- Recommend to the Government revisions in or formulation of new laws, rules and policies in respect of or related to public procurement;
- Make regulations and lay down codes of ethics and procedures for public procurement, inspection or quality of goods, services and works;
- Establish performance indicators for procurement performance of the Procuring Agencies and monitor compliance with these indicators through independent third party evaluation and make recommendations for improvement of procurement performance of the Procuring Agencies;
- Issue guidance and instructions regarding the interpretation and implementation of the Act, rules and regulations
- Present an annual report to the Government regarding the overall functioning of the public procurement system, including recommendations on measures to be taken by the Government to enhance the quality of procurement work;

- Call a functionary of a Procuring Agency to provide assistance in its functions and call for information from a Procuring Agency pursuant of its objectives and functions;
- Develop, promote and support training and professional development policy of officials and other persons engaged in public procurement;

And

- Perform other function as may be assigned to it by the Government.

## CHAPTER V PERFORMANCE DURING 2015-16

During the Financial Year 2015-16, Punjab Procurement Regulatory Authority achieved its targets and objectives and accomplished the functions assigned by the Govt. of the Punjab with the limited Human Resource, 43 officers/officials against 100 posts, as under:-

Sr. No.	Designations	No. of Employees worked
<b>Officers</b>		
1.	Managing Director	01
2.	Director (L&M)	01
3.	Dy. Director (A&F)	01
4.	Sr. Law Officer	01
5.	Accounts Officer	01
6.	Web-Developer	01
7.	Cashier Care Taker	01
8.	Assistant	04
<b>Officials</b>		
9.	Stenographer	01
10.	Accountant	01
11.	Junior Clerk	06
12.	Other Class-IV	24
<b>Total:</b>		<b>43</b>

Public procurement is a fundamental and integral part of the public financial management system and is always taken as a source to judge the creditability, efficiency and effectiveness of a Government in the paradigm of good governance. Therefore, it has to be used strategically for socio-economic development of the province. Procurement system under PPRA is a new initiative of the Province to ensure efficiency in procurement process by making it transparent and non-discriminatory and to fetch value for money by optimizing competition among

suppliers / bidders. The new procurement regime 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, prior to the introduction of procurement regime there was an acute dearth of transparency and fair play in procurement and contract administration ranging from the development of policy to the management of the functions. Dismal capacity in procuring agencies, regulatory authorities and accountability institutions hampers the efficiency, economy, transparency and accountability of the procurement system. The panacea to the ill was the capacity building of the procurement entities in particular and their functionaries in general.

To vitiate the defects in the procurement system, PPRA took the following initiatives:

- 1) **Commencement of capacity building programme:** A comprehensive capacity building programme has been launched to enhance the capacity of the procurement entities and the employees by orientating them on new procurement laws (Act and rules). So far, one hundred and eleven (111) workshops have been conducted whereby around Six thousand one hundred (6100) (approx.) public functionaries have been trained on PPRA laws. This includes forty three (43) workshops in Management & Professional Development Department (MPDD). Thirty eight (38) institutions sui generis workshops in Punjab Education Foundation, GC University Lahore, C&W department, Urban Unit, CDG Lahore, Lahore Chamber of Commerce & Industry (LCCI), TEVTA, HUD & PHE, PVTC, ICMAP and National Accountability Bureau (NAB). Thirty (30) workshops, in the committee room of PPRA office, which were attended by a good mix of officers of different institutions, administrative department, field offices, local governments and courts.

Since major number of department, institution serves at Divisional/District level, hence, capacity building programme has been launched for public functionaries serving at Divisional/District level. PPRA laws have also been made part of the training syllabus of fresh intake of Provincial Officers and financial management courses being conducted by different training institutions like Management and Professional Development Department (MPDD) and Pakistan Institute of Public Finance Accountants (PIPFA) etc.

- 2) **Framing of checklist and its uploading on PPRA website:** A Checklist has been prepared and uploaded on PPRA website to facilitate the procuring agencies to ensure that they have performed all the required steps and procedure formalities as per PPRA laws while conducting the procurement for their Organization prior to grant approval of the procurement and payment. The checklist where helps the procuring agencies to accomplish the procurement task in accordance with the legal requirements there, it also

ensures that the PPRA laws are implemented virtually without any lapse. In addition to this, standard tender and specification format have also been made available to the procurement entities on the PPRA website. Certain formats like smart tender, procurement sequence etc. are also available on PPRA website for the convenience of procuring agencies.

- 3) **Establishment of portal:** A procurement portal [ppra.punjab.gov.pk](http://ppra.punjab.gov.pk) has been established for the convenience of the procuring agencies to seek guidance and consult the procurement laws whenever needed while conducting the procurement. The procuring agencies, in terms of rules 12, 37 & 55 of the Punjab Procurement Rules 2014, are required to upload their advertisements for procurement, evaluation report of the bids and contract award respectively. This will ensure transparency in the procurement system. The portal though tab of FAQ (Frequently Asked Question) also provide quick advice to procuring agencies.
- 4) **Allotment of usernames and passwords:** All the Procuring Agencies ranging from provincial level down to local governments have been allotted their usernames and password individually for using the PPRA website for their procurements related issues. This has facilitated them to upload their tenders and evaluation reports etc. A great deal of economy and efficiency has been achieved in this way.
- 5) **Availability of advisory forum:** Frequent consultation is being provided to all the Procuring Agencies on procurement centric issues. Besides verbal/written advices, assistance is being provided to them in formulation / preparation of procurement documents.
- 6) **Input on PPRA laws:** The Procuring Agencies are faced with acute comprehension syndrome as to the PPRA laws. Procuring Agencies frequently approaches the PPRA for seeking advice on PPRA laws as they face difficulties to understand the new procurement system. The necessary assistance is being provided to the Procuring Agencies. More than 190 meetings have been convened by different departments on procurement issues wherein PPRA was invited for technical/expert advices on PPRA laws. Various meetings have been conducted with World Bank and advisory group on procurement. The advisory group includes members from all the five PPRAs and relevant departments. The forum has been established to harmonize the procurement process and system in the country. PPRA is also contributing its role by interpreting the procurement laws and advising the higher authorities on procurements. During the year 2015-16 around one hundred and eighty seven (187) advices have been given to the different Departments / Procuring Agencies.

7) **Frequent violations:** The Procuring Agencies, as a result of their capacity lapse and comprehension problem, commit violation of PPRA laws while conducting the procurements. The violations are mostly committed in the following areas of procurement: -

- Procurement planning (rule 8);
- Formulation of specifications (rule 10);
- Response time (rule 14);
- Prequalification Documents Availability (Rule 17(2));
- Blacklisting of suppliers and contractors (rule 21);
- Bidding Documents Availability (Rule 25(1));
- Bid security (rule 27);
- Opening of Bids (rule 30(1));
- Rejection of bids (rule 35);
- Announcement of evaluation reports (rule 37);
- Account Payment (rule 62);
- Difference between emergency and urgency, constitution of grievance redressal committee (rule 67);
- Publication of evaluation of bids and award of contract.

Necessary guidance and advices are being regularly doled out to the concerned procuring agencies and interventions are made to mitigate the quantum of violation.

**MIS Project Performance:** The PPRA, Government of Punjab in collaboration with World Bank has developed Management Information System (MIS) under Punjab Public Management Reform Program (PPMRP) with the ambition to improve expenditure management. Currently MIS has been developed to address issues regarding missing data, which will help to measure and evaluate procurement process, rules and trends. The system possesses the capacity to accommodate end to end Electronic Procurement (E-Procurement) in time to come under the PPMRP. Year wise performance and target achievement of program deliverables and performance indicators is as under:

### IR 3.3 Targets & Progress

IR Level Results Indicators	Target Values		
	Year 1 (FY 2013-14)	Year 2 (FY 2014-15)	Year 3 (FY 2015-16)
<b>IR Indicator 3.3: Targeted contracts processed through basic e-procurement modules in targeted organizations.</b>	Basic e-procurement modules designed	Basic e-procurement modules introduced	25% of targeted contracts processed through basic e-procurement modules
<b>Progress Status</b>	Achieved	Modules introduced	All implementing agencies using these modules

### IR 3.4 Targets & Progress

Indicator 3.4	Target for FY 2013-14	Target for FY 2014-15	Target for FY 2015-16
<b>DLI 5 Targeted organizations using PPRA MIS for targeted contracts</b>	MIS designed and tested	25 Organizations using PPRA MIS for targeted contracts	25 Organizations using PPRA MIS for targeted contracts 25+25 = 50
<b>Progress Status</b>	Achieved	Achieved, 29 organizations using PPRA MIS	Achieved, 88 Organizations using PPRA MIS

In the first year MIS was designed, developed & tested successfully under DLI-5 and IR3.3. PPRA MIS system was rolled out gradually in Eight Targeted departments. E-Procurement modules for petty purchases has been developed under IR3.4 and piloted in PITB successfully.

- 8) **Restructuring and Revamping of PPRA:** In a meeting held on 31.03.2016 under the chairmanship of Chief Minister Punjab following decisions were made for restructuring/revamping of PPRA.
- PPRA should be made financially and administratively independent body vertically.

- A training program on PPRA rules/regulations of nominated government officers from all departments should be arranged in LUMS on rotational basis.
- Officer should be awarded certificate by LUMS on completion of training on PPRA rules.

In another meeting held on 17.05.2016 under the chairmanship of Chief Minister Punjab following decisions were made for restructuring/revamping of PPRA.

- Hiring of staff on market rates to attract the best possible human resource.
- Provincial Ministers, Parliamentary Secretaries and MPAs should also be nominated for training on PPRA rules.
- Composition of board of directors of PPRA should be mainly dominated by private sector representatives, professionals from corporate sector.
- Devise short term, medium term and long term framework with clear cut objectives and time lines to be achieved.
- Paper less system should be introduced and implemented in PPRA.

## CHAPTER VI NEW INITIATIVES / WAY FORWARD

- 1) **District Level Establishment of PPRA:** Need of the hour is to establish PPRA offices at District level. The representation of PPRA Regime at district level will enable the lower level procurement related personnel at district level to make more systematic, well informed and transparent procurement. Also, PPRA will be able to monitor the Procurement Process at district level more efficiently and more closely. Hand holding and Capacity Building of the procuring agencies will be done in time and at the spot.
- 2) **Inclusion of Procurement as a Subject in Institutions:** Public Procurement is an art which requires to be learnt. For that purpose one important way forward may be inclusion of Procurement as a subject in some specific academic institutions. For that purpose Procurement Syllabi in line with the International standards and national requirements in consultation with all stakeholders may be introduced in such Public Institutions. This may enhance the public awareness regarding the importance of transparent Public Procurement, the Capacity Building of procuring agencies as well as a chance for public sector to get to know about the public procurement process.
- 3) **Foreign Trainings of PPRA Personnel:** PPRA direly need Master Trainers. To that effect the Capacity Building of the very officers of PPRA in foreign relevant institutions is a must. PPRA personnel are required to be sent in the countries like United Kingdom (UK), Singapore, Germany, Italy etc. so that their Capacity

Building with regards to International best practices of Public Procurement may be done.

- 4) **Procurement Management Information System:** With the increase in the size of activities of the Government, the procurement which is considered to be the life line of the public sector functioning, and a source of creditability have also burgeoned in its outlay. Procurements are a cross functional activities that work in a multifaceted environment and as such are prone to abuse of power and collusiveness. In order to minimize the chances of malpractices and to facilitate the procuring agencies to conduct their procurement in uniform manner under a harmonized procurement environment, availability of relevant rules/regulations, standard bidding documents etc. is essential.

PPRA has also taken a footstep in precedence to other PPRA in Pakistan to ensure transfer of information require by procuring agencies, promptly and effectively by launching the Procurement Management Information System (PMIS), a unique system in the Punjab and an initiative towards e-procurement. MIS are typically computer systems used for managing or to manage procurements effectively and efficiently. The six primary components of an MIS are: hardware, software, firmware, data (information for decision making), procedures (design, development and documentation), and people (individuals, groups, or organizations). PMIS will capture the major features of procurement performance (procurement plans, invitation for bids, tender documents, evaluation and award summary and contract information, days from tender to award, number of bidders, final price versus bid price, nature of contracts, nature of bidders, contract completion times, kinds of procurement processes adopted, etc.) of major procuring agencies of targeted departments. PMIS will immediately address the issue of lack of data and help measure the procurement performance of all the procuring agencies, market responses, and robustness of rules, and identify trends in public procurement. It would also serves as a key performance indicator for a public sector organization. The Punjab Procurement Regulatory Authority, in collaboration with World Bank, has developed PMIS system under the Punjab Public Management Reform Program (PPMRP) with the aim to improve expenditure management. Currently, PMIS is developed to address issue of missing data which help measure and evaluate procurement process, rules and trends. However, it has provisions to integrate in full electronic procurement system (e-procurement) over time where most of processes will be carried out electronically without manual input. PMIS provides information that organizations require to manage themselves efficiently and effectively. MIS Project Target of the year 2015-2016 is to roll out



MIS in more 25 organizations and also to maintain previous 25 organizations. Resultantly 50 organizations will be using PPRA MIS at the end of this year.

5) **E-Procurement:** Our existing paper-based procurement processes have the following issues:

- Paper based procurement processes cannot be made 100% transparent;
- Uncoordinated buying across procuring agencies with different procuring agencies having different contracts and different prices for the same goods;
- High process costs associated with testing the market;
- Out dated market intelligence;
- Maverick spending (off contract);
- Inefficient payments processes;
- Obsolete audit information; and
- Error-prone contract management tracking.

World Bank has got conducted two studies on public procurement in Pakistan and came up with two detailed strategies for public procurement training and adaption of e-procurement system in Pakistan. E-procurement system is a success story in many countries including India, Bangladesh and Kazakhstan. Senior Procurement Specialist of the World Bank shared these documents and their summaries with PPRA. The e-Procurement system can be developed in web environment using open-standards and open architecture facilitating interoperability with national, regional and international applications, payment and messaging systems, and procurement processes having components such as contract management, access control management, workflow management, and system integration with external interfaces etc. The commercial principles of authentication, authorization, confidentiality, integrity and non-repudiation are also required to be addressed within the risk management framework, along with virus protection and other security threats. The system, once implemented, will create an e-market in Pakistan worth trillions of rupees. The software need to have inbuilt PPRA compliance system. It is likely to reduce cost of procurements by providing a real time competition for procurement of standard goods, works and services. It will be easy to conduct procurement audits. PPRA will monitor the system 24/7 in order to make it a workable system. A process has already been initiated to turn this dream into reality by seeking assistance from Planning and Development Department for initiating it as a development project.

6) **Public Procurement Training Strategy:** Proposed training strategy of PPRA is based three components:

(i) Existing Public Procurement Officers/Officials

The major focus is on training of the existing government officers/officials. There would be a suite of courses of varying lengths; a free online course for basic procurement information will be developed, half day course for Senior Approving Authorities, a three to five day separate training programs for mid-level officers, and procurement execution and support officers. PPRA will develop these courses and place them with various training institutions/academia preferably in public sector. All of these courses conclude on certification after due diligence. The respective departments shall be responsible for sending their relevant staff for these procurement trainings, using their departmental training budget. It is envisaged that once these courses are fully operational, the departments would be required to ensure under an agreed action plan that procurement is conducted by only certified procurement officers.

(ii) Entry Level Public Procurement Officers/Officials

There would be a procurement module for the new inductions of government officers to be taught at the relevant training institutions like Management and Professional Development Department. PPRA will develop this course and provide resource persons for conducting it.

(iii) Long term engagement and higher level courses

As a long term and continued education aspect, PPRA would engage with universities to provide specialized courses in supply chain management, project and contract management, intellectual property rights, incoterms etc. Inclusion of procurement as a course in law, engineering and management degree courses would also be very helpful in developing better procurement understanding in professionals in public as well as private sector. PPRA will coordinate with universities as well as HEC for such facilitation.