
Monitoring Mechanism and Tools for Procurement Cycle of National MNCH Programme

Volume II: Procurement Monitoring Mechanism & Tools

ACKNOWLEDGEMENT

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ACRONYMS

ABC	Activity Based Costing
APP	Annual Procurement Plan
DAB	Daily Advisory Bulletin
DFP	Demand for Procurement
DLY	Delivery Location
EOI	Expressions of Interest
FIC	Finance In-charge
FMIS	Financial Management and Information System
GCR	Global Corruption Report
IMCS	Inventory Control and management System
ITB	Invitation to Bid
LM	Line Management
MOH	Ministry of Health
MOPW	Ministry of Population Welfare
NCB	National Competitive Bidding
NMNCH	National Maternal Neo-Natal and Child Health
PES	Programme Procurement Entity staff
PIC	Procurement In-charge
PM	Programme Manager
PMCS	Procurement Management and Control System
PMS	Programme Procurement Management Staff
PPR	Public Procurement Rules
PPRA	Public Procurement Regulatory Authority
PQ	Pre-qualification
QTY	Quantity
RFP	Request for Proposal
SDT	Software Development Team
SL	Short-Listing
SOP	Standard Operating Procedure
TA	Technical Assistance
TRF	Technical Resource Facility
WAN	Wide Area Network

EXECUTIVE SUMMARY

1. This is a follow-on report from Phase I – assessment of the procurement activities of NMNCH Programme.
2. It presents the toolkit, the mechanism, strategy and implementation plan for monitoring procurement with the NMNCH Programme.
3. The tools have been divided into three categories: firstly, the set which provides data and information setting the basis for comparing performance and results; secondly, the set which records transactions as they take place; and thirdly, the set of reports which are generated at the end of pre-determined periods.
 - I. The first set includes the following:
 - a) Annual procurement plan for goods, works and services (Annex II);
 - b) Standard timelines for procurement activities (Annex III);
 - c) Historical and current price of goods, unit rates for construction and works, underlying analysis for determining unit rates and the fees charged for services by professionals and other non-consulting service providers (Annex IV),
 - d) Standard specifications for medicines, medical equipment and medical supplies¹;
 - e) If required, a list of available vendors;
 - f) If required, a list of vendors, contractors, etc. possessing unique products, methods and skills which are proprietary in character;
 - g) Cost and financial management information system (endogenously available);
 - h) Accounting software (endogenously available); and
 - i) Inventory control and management system (endogenously available).
 - II. The second set includes the following:
 - a) Enlistment Register – to facilitate local shopping, limited competitive bidding (including request for quotations), and direct contracting – (Annex V);
 - b) Procurement Registers for goods (Annex VI), works (Annex VII) and services (Annex VIII). The latter could be subdivided into two - a register devoted to consulting services and the other, to non consulting services;
 - c) The list of indicators used to measure performance (Annex IX);

¹ Standard Specifications have already been developed by TRF for the NMNCH Programme through separate TA

- III. The third set includes the reports to be generated through the system. These are:
- a) The Quarterly Procurement Monitoring Report for the Programme Manager (Annex X);
 - b) The Monthly Procurement Monitoring Report for the line managers (Annex XI);
 - c) The Daily Activity Bulletin (DAB) in an appropriate computer-based format for use by the Procurement In-charge (PIC);
 - d) Special reports required by the higher echelons of the Health service or requested by the elected representatives from any one of three tiers of governments in Pakistan.

The Process of Monitoring

The steps to be followed (as illustrated by diagram 2) are:

- a) Assisting the Programme Manager and the Line Manager (LM) to prepare the Annual Procurement Plan at the beginning of the year and revise this once the final budget has been approved by Parliament / Assembly;
- b) Updating data and statistics in the procurement information warehouse;
- c) Ensuring that the data has been compiled and collated by the software into the procurement registers;
- d) Adding information and data as each step in the procurement process is completed;
- e) Generate the DAB at the beginning of each day whilst highlighting any targets or standards which have been violated or are about to be missed within the next fortnight. This would be done automatically by the custom-built software through a comparison of the planned / target dates, specifications and contract terms against the actual, as entered previously by the PIC;
- f) Issuing appropriate letters or inter-office memoranda, depending on the urgency of the situation, to inform the concerned person of the work which was due earlier and is still incomplete. The first reminder shall be issued the day after the due date and the subsequent reminders, every week thereafter;
- g) Generating the Monthly Procurement Monitoring Report (Annex XI), at the beginning of the month, for any section which has procurements in process or which may be due within the next fortnight;

- h) Generating the Quarterly Procurement Monitoring Report (Annex X), on the fifth day of the following quarter, for the previous quarter to assist the Programme Manager in considering and taking action on the procurement process;
- i) Preparing the Procurement Report for that particular procurement upon completion of the contract, for approval by the Programme Manager and uploading to the relevant website(s);
- j) Manually generating any specific or special reports required by higher levels of authority in the department by the PIC.

Strategy

The strategy for implementation shall be a step-by-step execution of the toolkit over a six-month period under the supervision of personnel trained in the operations of the toolkit.

The first stage would be the creation of the back-up and operating software.

The second stage would be the development and implementation of a wireless assisted WAN software for accessing the central servers at provincial / regional / area headquarters by the districts.

The third stage would be testing the software at two provincial headquarters and in one of the Programme sub-entities at the tertiary level of government under each of the provincial / regional and area Programme units.

The fourth stage, simultaneously implemented with the third and fifth stage, would be training the Programme entity's staff at each location. This would be an on-the-job training process throughout the implementation period by an Implementer. Technical assistance will be offered for another two weeks by a Master Trainer.

The fifth stage would involve scaling-up to cover all units, entities and sub-entities in each province / region / area.

Detailed implementation plan is given at 4.6.

CHAPTER 1: INTRODUCTION

1.1 Background

The basic problems faced can be broadly categorised into two - the manager's and the monitor's dilemmas. Simply stated the manager's dilemma comprises of four statements:

IF I DO NOT KNOW: I CANNOT MEASURE

IF I CANNOT MEASURE: I CANNOT CONTROL

IF I CANNOT CONTROL: I CANNOT MANAGE

IF I CANNOT MANAGE: I CANNOT DELIVER

Conversely, the monitor frequently complains that **THE PROJECT / PROGRAMME DOES NOT WORK**. Often, the original design of the projects appears faulty as it is unable to explicitly state its key objectives. The basic defect is in the management system largely owing to the lack of planning, managing and procurement of effective monitoring mechanisms and tools. In effect, there appears to be a lack of holistic understanding of these tools and mechanisms.

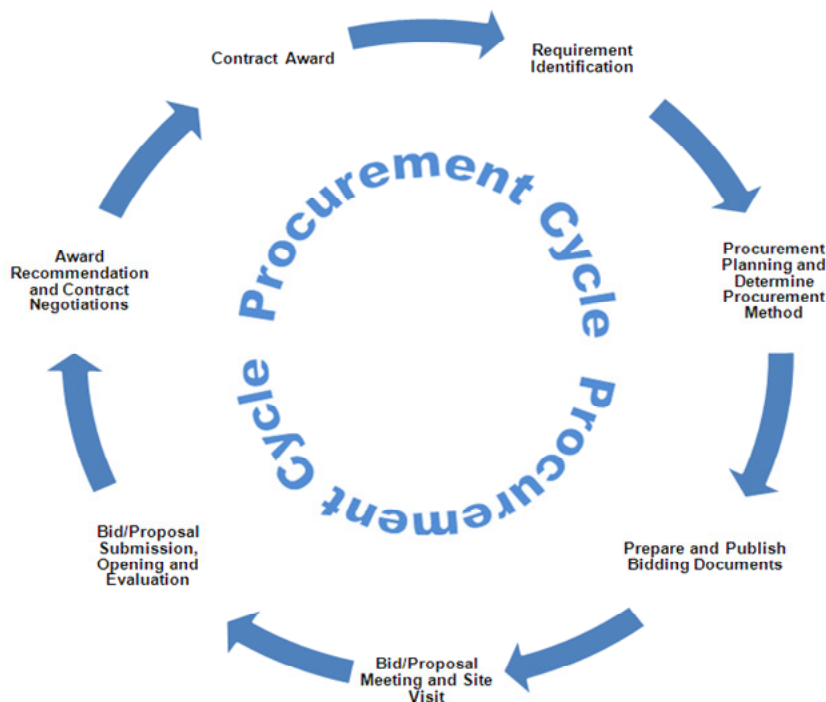
The report covers the second phase of the Technical Assistance, the draft of which was presented at a workshop held in Islamabad on the 24th and 25th January, 2011. It contains the details of the monitoring tools and mechanisms and the strategy and plan of action to implement these.

1.2 The Premise

The premise for procurement monitoring can be understood by defining the parameters of the procurement cycle². This encompasses the whole process of acquisition from third parties and covers goods, services and works (construction projects). It covers the whole life cycle comprising the initial concept and definition of business needs to the end of the useful life of an asset or end of a services contract. Box 1 shows the cycle in a graphic format indicating the major steps in the process.

² See Annex 1 for notes on the cycle

Box 1 Procurement Cycle



These are also presented in Table 1.

Table 1 Procurement Stages

1. Requirement Identification	2. Procurement Planning
3. Processing Requisition	4. Determine Procurement Method
5. Prepare and Publish EOI / Bid / Proposal Documents	6. Pre-Bid / Proposal Meeting and Site Visit
7. Bid / Proposal Submission and Opening	8. Bid / Proposal Evaluation
9. Award Recommendation	10. Contract Negotiations
11. Contract Award	

Strictly speaking the eleven stages, from the identification of requirements to the award of the contract, fall within the purview of the Procurement Office and the subsequent activities are those which are related to project management. However, the monitor’s responsibility includes everything from project initiation to completion. The procurement monitoring toolkit

has, therefore been designed to cover this part that lessons may be learnt from the integrated process, improving the overall performance.

1.3 Assumptions and Risks

The monitoring requires some initial and exogenous information. It is assumed that this is available and accessible through the endogenously available systems and procedures as part of overall programme management standard operating procedures. These are: an integrated activity based costing and financial management system, accounting software, a Procurement Management Manual incorporating the standard operating procedures and necessary job descriptions for procurement staff, an inventory control and management system, and finally, a market information system. In the event that these are not in place, these would have to be developed before the implementation of the procurement monitoring system. The possibility that one or more of these will not be in place is high. The absence will pose a risk to the complete implementation of the monitoring toolkit.

There are two major risks which the Programme faces. One is based on the devolution of functions from the Federal to the Provincial level following the 18th Amendment to the Constitution. This has devolved the Health Sector in its entirety to the provinces. It will, however, continue to be available through the Federal Grant Transfers in the federally administered regions, namely, the Islamabad Capital Territory and nominally, in the Federally Administered Tribal Areas, Azad Jammu and Kashmir and the Gilgit-Baltistan Region. As a consequence, centralised systems will no longer exist and the provinces could develop their own mechanisms. Secondly, the vertically integrated NMNCH Programme, currently funded by the Federal Government, will no longer have these funds available and could be subsumed within the already existing health care services provided to mothers, new-born children and child-health activities of the mainstream health services at the Primary, Secondary and Tertiary Health care facilities already existing. In this case, the monitoring toolkit will be rendered ineffective..

1.4 Structure of the Report

This Report consists of five chapters. The executive summary is followed by chapter 1 and contains the background and premise to the report in two sections. Chapter 2 presents the framework and parameters used for the development of the Procurement Monitoring Mechanism and Toolkit. Chapter 3 houses the Toolkit, Chapter 4 provides a detailed mechanism for monitoring the procurement activity of the NMNCH Programme and Chapter 5 lays out the strategy while specifying the plan for implementation.

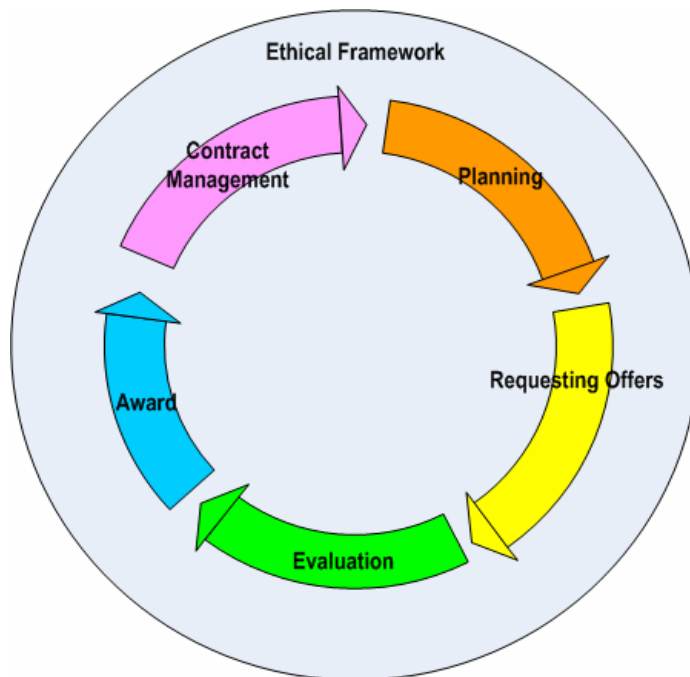
CHAPTER 2: MONITORING FRAMEWORK AND PARAMETERS

2.1 The Framework

The Procurement Monitoring Framework is based on principles which shall ensure accountability and transparency in the process, efficiency in mechanisms employed, cost effectiveness in procurement, and adherence to rules and regulations. It has been designed keeping the ethical framework in mind (as seen in the ethical framework diagram).

Entity level (NMNCHP) monitoring can improve efficiency in the process and in project management. The monitoring framework is, therefore, based on this premise and will seek to produce an entity-wide integrated process and mechanism.

Diagram 1 Ethical Framework



2.2 The Principles

The principles governing the procurement monitoring mechanism shall be:

- The PPR 2004 will be followed strictly by all Programme offices,
- The Procurement Guidelines prepared by the MoH and MoPW will be used to the extent possible,
- Annual Procurement Plan shall be prepared and uploaded on the entity and relevant PPRA website,

- The ITB / RFP shall also be uploaded on the entity and relevant PPRA website,
- Any time over-run at any stage in the process shall be justified in writing by the person(s) responsible for the delay. If not accepted by competent authority, a suitable penalty shall be levied,
- Mandatory use of current market prices through published or circulated price lists for bid evaluation, and
- Bidders shall justify prices through submission of rate analyses.

2.3 Policies

The policies which have been used follow from within the stated framework to establish the mechanism and design the toolkit. These are:

- Monitoring shall be au courant,³
- It shall have a pro-active warning system embedded,
- It shall have entity-wide integration,
- It shall contribute to improve project management.

³ Pro-active and concurrent

CHAPTER 3: THE TOOLKIT

3.1 Purpose

The major issue in public procurement is the possibility of “economic rents” accruing to the people involved in the process which are directly proportional to the rentiers position in the hierarchy. This was unambiguously established in the **Global Corruption Report 2006** which targeted corruption in the Health Sector. The GCR 2006 stated that:

- corruption is rampant throughout the world and includes:
 - small fees charged by staff to supplement inadequate incomes;
 - suppliers who offer bribes; health ministers and hospital administrators who accept millions in bribes to overlook quality, high prices, expired drugs, faulty equipment, etc, thus, reducing health budgets, skew health policy and increase mortality.
- This indicates that corruption in the sector is within procurement;
- While monitoring, at an entity level, can play a role in reducing corruption, it can do so only to a small extent.

3.2 Elements

The elements which have been used to develop the toolkit are based on data and information contained in the:

- Annual Procurement Plan;
- Enlistment Register;
- Procurement Register;
- Inventory Management System;
- Market Price Information System;
- Cash Management System.

3.3 Reporting

The system has been designed to meet the requirements of the:

- Procurement Officer on an up-to-date basis to highlight upcoming events and bottlenecks,
- Line Managers to keep them abreast of the status of the demands raised by them,

- Programme Managers to report on performance, status of active procurements, and up-coming events, and
- Special reports will be produced on request from authorised personnel only.

3.4 Security

To ensure security, the tools have been designed such that access to the Procurement Management System will be limited to authorised personnel only, access to the Data Base will be restricted only to the Procurement In-Charge (PIC), and data once entered in the Annual Procurement Plan will be locked and can only be changed by the Programme Manager (PM) who shall justify the change in writing.

The other elements of providing security and ensuring the integrity of the data include:

- Data in the Procurement Register will be changed by the Programme Manager and PIC;
- Data will be backed up on the Main Server daily, on the Secondary Server once a week and on an external re-writable device monthly; and
- The external device will be kept in the custody of the Finance In-Charge.

3.5 The Tools

The tools which will be used are based on a system of capturing information, comparison to pre-defined set of standards and timelines to measure performance, effectiveness and efficiency. These were discussed in a consensus building workshop⁴ with the Managers of the NMNCH Programme offices from all over Pakistan. The first part of the workshop was devoted to the findings from the assessment of the existing procurement system. These findings were used to prepare the draft tools which were discussed and modified as agreed.

The tools have been divided into three categories - the set which provides data and information setting the basis for comparing performance and results, the set which records transactions as they take place and the set of reports which are generated at the end of pre-determined periods.

The first set includes the following:

- I. The first set includes the following:
 - a) Annual Procurement Plan for goods, works and services (Annex II);

⁴ 4-5 February 2011, Margalla Hotel, Islamabad

- b) Standard timelines for procurement activities (Annex III);
 - c) Historical and current price of goods, unit rates for construction and works, underlying analysis for determining unit rates and the fees charged for services by professionals and other non-consulting service providers (Annex IV),
 - d) Standard specifications for medicines, medical equipment and medical supplies⁵;
 - e) If required, a list of available vendors;
 - f) If required, a list of vendors, contractors, etc. possessing unique products, methods and skills which are proprietary in character;
 - g) Cost and financial management information system (endogenously available);
 - h) Accounting software (endogenously available); and
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- III. The third set includes the reports to be generated through the system. These are:
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 - d) Special reports required by the higher echelons of the Health service or requested by the elected representatives from any one of three tiers of governments in Pakistan.

⁵ Standard Specifications have already been developed by TRF for the NMNCH Programme through separate TA

CHAPTER 4: THE MONITORING MECHANISM, STRATEGY AND IMPLEMENTATION PLAN

4.1 The Mechanism

The mechanism for monitoring procurement operations shall be an interactive sharing of historical and current information data, records and activities using a custom-designed set of computer software. The mechanism will start with project preparation and end with contract closure. Security of the mechanism shall be ensured in three ways:

- a built-in 64-bit encrypted, encoded and embedded into the software to prohibit access to malicious intervention and attack through spyware, malware, worms, Trojans and viruses,
- limiting access only to authorised persons with varying levels of authority, and
- backing up the data both endogenously and exogenously in a *au courant* and periodic manner both on-site and off-site.

4.2 Overall Roles and Responsibilities

The responsibility for implementation will be shared between:

- a) A set of professionals hired to complete the second level development process through the creation of the interactive software necessarily required to provide the engine for the recording of procurement planning and transactions and its subsequent reporting and taking remedial action. The team's responsibilities would also include testing and rectifying of the system, piloting the mechanism, training the Programme in using the mechanism, and implementing the entity and programme mechanism. On completion, they will continue to provide back-up support for ensuring the removal of any glitches that may occur in the future, or undertake any modifications that may be required to ensure continuity and improvements.

This team of professionals will be led by a Systems Architect and will include at least two Software Development Specialists. The team would require experience of developing a set of interactive software for data entry, data warehousing, data retrieval, performance analysis and statistical analysis,

- b) The Procurement Specialist responsible for the development of the toolkit to ensure adherence to the concept and oversee the implementation of the mechanism, and
- c) The Programme staff at various levels of hierarchy and skills, firstly, to enter the background base data and information, and subsequently, to ensure smooth, efficient and effective operations and an improvement in managing the NMNCH Programme.

4.3 Programme Staff Roles, Responsibilities and Authorities

The Programme staff involved in monitoring shall be limited to only the Programme Manager, the PIC and the Manager / In-charge for individual components of service delivery or Programme administration or management.

The Procurement Manager's role is to supervise the management of procurement, accord approvals and to critically review performance at the end of each quarter.

He / she shall be responsible for setting standards and benchmarks against which the PM shall measure performance at the end of his review period and ask for any information relevant to procurement needed for effective and efficient programme management.

The PM's authority shall be paramount and he / she shall be the only person authorised to make changes in the information / data after it has been entered and integrated into the database or information warehouse. The change shall be justified in writing and a notation to this effect shall be entered in the relevant position against the specific step in the Procurement Register.

The PIC is a senior member of the management team and his role is both advisory and management. As an advisor, he informs management of rules, regulations, sources of supply and other related information. As a manager, he supervises and manages the procurement function.

The PIC has two responsibilities to fulfil: to manage the procurement functions ranging from, initiating and planning to closing contracts. Within this is the function of monitoring the activities and procedures to ensure efficiency in performance. His job description can be found in the Human Resource Management section in the Handbook of Standard Operating Procedures.

The Procurement Officer should be professionally qualified, preferably in procurement management, but a proxy in either health systems or logistics management, and have post-qualification experience of at least 08 years working in the management of the health sector in a senior capacity.

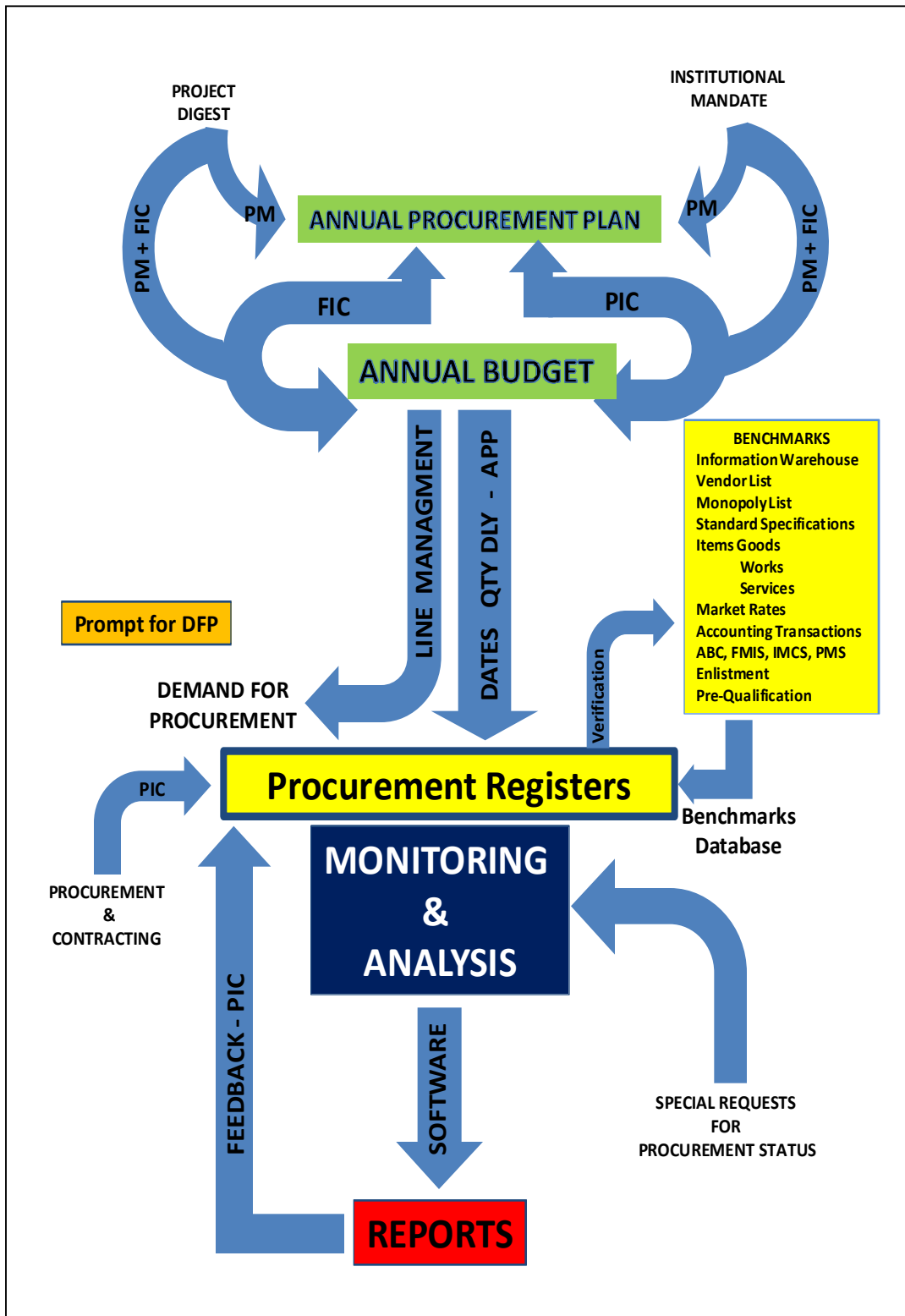
The Line Management's role is to monitor the availability of goods, works and services required by them in a cost-effective manner and on schedule so that they are able to provide the best quality of service delivery. They have no responsibility in the procurement management, but have a responsibility to prompt the PIC and the Programme Manager when they are facing difficulties because of delayed or incorrect procurement.

4.4 The Process of Monitoring

The process flow chart for monitoring is given in Diagram 2. The steps to be followed are:

- a) Assisting the Programme Manager and the LM to prepare the Annual Procurement Plan at the beginning of the year and revise this once the final budget has been approved by Parliament / Assembly;
- b) Updating data and statistics in the procurement information warehouse;
- c) Ensuring that the data has been compiled and collated by the software into the procurement registers;
- d) Adding information and data as each step in the procurement process is completed;
- e) Generate the DAB at the beginning of each day whilst highlighting any targets or standards which have been violated or are about to be missed within the next fortnight. This would be done automatically by the custom-built software through a comparison of the planned / target dates, specifications and contract terms against the actual, as entered previously by the PIC;
- f) Issuing appropriate letters or inter-office memoranda, depending on the urgency of the situation, to inform the concerned person of the work which was due earlier and is still incomplete. The first reminder shall be issued the day after the due date and the subsequent reminders, every week thereafter;
- g) Generating the Monthly Procurement Monitoring Report (Annex XI), at the beginning of the month, for any section which has procurements in process or which may be due within the next fortnight;
- h) Generating the Quarterly Procurement Monitoring Report (Annex X), on the fifth day of the following quarter, for the previous quarter to assist the Programme Manager in considering and taking action on the procurement process;
- i) Preparing the Procurement Report for that particular procurement upon completion of the contract, for approval by the Programme manger and uploading to the relevant website(s);
- j) Manually generating any specific or special reports required by higher levels of authority in the department by the PIC.

Diagram 2: Monitoring Flow Chart



4.5 Strategy

The strategy for implementation shall be a step-by-step execution of the toolkit over a six-month period under the supervision of personnel trained in the operations of the toolkit.

The first stage would be the creation of the back-up and operating software.

The second stage would be the development and implementation of a wireless assisted WAN software for accessing the central servers at provincial / regional / area headquarters by the districts.

The third stage would be testing the software at two provincial headquarters and in one of the Programme sub-entities at the tertiary level of government under each of the provincial / regional and area Programme units.

The fourth stage, simultaneously implemented with the third and fifth stage, would be training the Programme entity's staff at each location. This would be an on-the-job training process throughout the implementation period by an Implementer. Technical assistance will be offered for another two weeks by a Master Trainer.

The fifth stage would involve scaling-up to cover all units, entities and sub-entities in each province / region / area.

4.6 Implementation Plan

#	Action	Responsibility	Procurement Method	Level of Effort	Cost
1.	Negotiating follow-on TA contract for implementation	TRF	Direct negotiation	15 days	
2.	TA provision	Consultant		20 days over 18 weeks	USD 500 per day
3.	Selection of Software Developer Team (SDT) (1 System Architect + 2 Software Engineers)	TRF	NCB	15 days	PKR 100,000
4.	Development of set of Software for the Monitoring Toolkit	SDT		2 months	PKR 500,000
5.	Testing and Rectification of Software set	SDT / PMS		2 weeks	
6.	Installation of Wide Area Network (WAN)	TRF	NCB	1 month in each province / region /	PKR 500,000

#	Action	Responsibility	Procurement Method	Level of Effort	Cost
				area	
7.	Pilot implementation	SDT / PMS / PES	Direct negotiations with SDT	30 days	PKR 250,000
8.	Scale-up Implementation Teams (as many as required consisting of 1 Software Engineer + 1 Master Trainer)	SDT / PES	Direct negotiation with SDT	10 days per location	PKR 15,000 per person-day

4.7 Implementation Schedule

#	Action	Weeks from Start																									
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26 +
1	Negotiating follow-on TA contract for implementation	█	█																								
2	Technical Assistance by Expert		█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3	Selection of Software Developer Team	█	█																								
4	Development of Set of Software			█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
5	Testing and Rectification of Software Set													█	█	█	█	█	█	█	█	█	█	█	█	█	█
6	Installation of Wide Area Network (WAN)														█	█	█	█	█	█	█	█	█	█	█	█	█
7	Pilot Implementation															█	█	█	█	█	█	█	█	█	█	█	█
8	Scale-up																						█	█	█	█	█
Level of Effort		█	Full time							█	Part Time							█	Indeterminate								



ANNEXES

ANNEX I NOTES ON PROCUREMENT

1. Requirement Identification

- Begins with the identification of a need which creates a requirement.
- Actual planning done during the annual budgeting phase. It is at this stage that requirements are identified.
- It is also at this stage that the work / procurement plans and budgets are developed.
- Budget allocation and fund availability determined before submission of requirements, through appropriate channels, to the procurement entity.

2. Procurement Planning

- Procurement plans must include, at the least, the following information:
 - (i) When required
 - (ii) What are critical
 - (iii) Dependent requirements
 - (iv) Procurement method
 - (v) Lead-times

3. Procurement Requisition Processing

- There must be sufficient detail regarding specifications and descriptions, with no reference to brand names, so that all prospective bidders or service providers have the same understanding of the requirement.

4. Determine Procurement Method

- Determine the appropriate procurement method to fulfil the requesting entity's need in a most expeditious and cost-effective manner.
- This should be done **ideally** during the procurement planning stage, and the requirement considered in the procurement plan.
- **Restricted Bidding**
 - Local Shopping / Petty Purchase (< PKR 25,000)
 - Request for Quotation (< PKR 100,000)
 - Direct Contracting

- Negotiated Tendering
- Single Source
- **Open Competitive Bidding:**
 - Single Stage - One Envelope
 - Single Stage - Two Envelope
 - Two Stage - Two Envelope

5. Prepare and Publish Invitation

- Prepare the invitation for Expressions of Interest
- Obtain the necessary clearances to advertise
- Prepare the bidding / proposal request documents
- Obtain the necessary clearances to advertise
- Advertise locally and / or internationally as required by governing procurement guidelines.

Requesting bidders to be provided a formal containing all the information required to successfully prepare and submit bids / proposals on the specified date and place.

Bidding Documents:

- Invitation to bid;
- Instructions to bidders;
- Form of bid;
- Form of contract;
- General or special conditions of contract;
- specifications and drawings;
- Terms of reference
- performance criteria (where applicable);
- List of goods or bill of quantities (where applicable);
- Delivery time or completion schedule
- Qualification criteria (where applicable);
- Bid evaluation criteria;

- Format of all securities required (where applicable);
- details of standards (if any) to be used in assessing quality;
- Standard bidding documents as and when notified by PPRA regulation

6. Pre-Bid proposal Meeting and Site Visits

- Pre-bid / proposal meeting is a formal event to clarify the bid documents or the RFP.
- Minutes are taken and circulated to all participants.
- Responses to the attendees are binding on Client when received by the bidders / consultants in writing.
- Pre-bid meetings for works are held alone or in conjunction with a site visit.
- Pre-proposal meetings are held primarily for complex requirements.

7. Bid / Proposal Submission and Opening

- A checklist is prepared to determine if:
 - a. Bid / proposal received in a sealed envelope? If QCBS, are the technical and financial proposals in separately sealed envelopes.
 - b. Bid / proposal form completed and signed?
 - c. Bid / proposal received on or before the submission date and time?
 - d. Power of attorney mandating the authorized representative to sign the bid / proposal provided?
 - e. Bid security (if any) is in the form and amount stipulated in the bidding document?
 - f. Record any substitution, withdrawals or modification, in addition to discounts and comments.
 - g. Take attendance of all present.
 - h. For bids for goods and works, the bid price is read out and recorded on a board.
 - i. For QCBS consulting services price read out and recorded visibly after technical evaluation is concluded for only those firms that achieved or exceeded the minimum qualifying mark.

8. Bid / Proposal Evaluation

- a. Appoint and notify Bid / Proposal Evaluation Committee of not less than three members.
- b. Evaluation Committee members should have knowledge and related experience and, at least, one member, from the requesting entity, that is familiar with the details of the Terms of Reference (for services) or technical specifications (for goods / works).
- c. PROCUREMENT STAFF OF ENTITY SHOULD NOT BE MEMBERS. These can help in writing the report.

9. Award Recommendation

- Request for approval / no-objection to award contract / begin negotiations, as appropriate.
- Announce intent to or award / negotiate contract, as appropriate.
- Advertise and / or at least upload result on the websites of entity and relevant PPRA.
- Invite selected bidder / proposer to sign / negotiate contract

10. Contract Negotiations

- Contracts for consulting services are negotiated. Normally, contract for goods and works are not, except under special circumstances. The details should have been stipulated specifically in the bidding documents.
- Negotiation points identifying weaknesses in the proposal are sent to the selected consultant, along with a draft of the contract, for review and comments.
- Only the technical proposal is negotiated, and the focus is usually on resolving weaknesses observed in the selected consultant's proposals and reaching agreement on the terms and conditions of the contract.
- A price proposal can only be negotiated if price was not a deciding factor in the outcome of the evaluation process.
- Only the technical proposal is negotiated, and the focus is usually on resolving weaknesses observed in the selected consultant's proposals and reaching agreement on the terms and conditions of the contract.
- A price proposal can only be negotiated if price was not a deciding factor in the outcome of the evaluation process.

- In individual consultant selection the price can be negotiated. The budget can be revealed only as a last resort

11. Contract Award

- For Goods and Works sign the contract and upload notice of Award on entity and appropriate PPRA website(s).
- After successful negotiation the initialled contract (by authorised representatives of both) and the minutes of the negotiations that are sent to the approving authority for clearance / no objection.
- On grant the contract is signed and the notice of event is uploaded on entity and appropriate PPRA website(s).

ANNEX II PROFORMA ANNUAL PROCUREMENT PLAN

Annual Procurement Plan Year _____											
Goods											
Procurement #	Date	Category	Item	Description	Specifications	Packing	When required	Location where Required	Quantity	Method of Procurement	Estimated value
Works											
Procurement #	Date	Category	Item	Description	Specifications	Packing	When required	Location where Required	Quantity	Method of Procurement	Estimated value
Services											
Procurement #	Date	Category	Service	Description	Specifications	Packing	When required	Location where Required	Source of Funding	Method of Procurement	Estimated value

ANNEX III STANDARD TIMELINES

I	Procurement Planning	Acceptable Time in days																	
		G ⁶	W ⁷	S ⁸															
1	Preparing the letter for initiating the Preparation of the Annual Procurement Plan	01	01	01															
2	Obtaining request for procuring goods / works / services from concerned sections for the next financial year	05	05	05															
3	Collating information on procurement which might be procured / required in the next year	05	05	05															
4	Obtaining / Preparing broad description / specifications for procurement including	25	25	25															
	<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:33%;">Goods</th> <th style="width:33%;">Works</th> <th style="width:33%;">Services</th> </tr> </thead> <tbody> <tr> <td>a. Quantity</td> <td>a. Employers objectives</td> <td>a. Employer's objectives</td> </tr> <tr> <td>b. Packing</td> <td>b. Overview of the works</td> <td>b. Overview of the services</td> </tr> <tr> <td>c. Delivery Schedule</td> <td>c. Extent of the works</td> <td>c. Extent of the services</td> </tr> <tr> <td>d. Place(s) of delivery</td> <td>d. Location of the works</td> <td>d. Location of the services</td> </tr> </tbody> </table>	Goods	Works	Services	a. Quantity	a. Employers objectives	a. Employer's objectives	b. Packing	b. Overview of the works	b. Overview of the services	c. Delivery Schedule	c. Extent of the works	c. Extent of the services	d. Place(s) of delivery	d. Location of the works	d. Location of the services			
Goods	Works	Services																	
a. Quantity	a. Employers objectives	a. Employer's objectives																	
b. Packing	b. Overview of the works	b. Overview of the services																	
c. Delivery Schedule	c. Extent of the works	c. Extent of the services																	
d. Place(s) of delivery	d. Location of the works	d. Location of the services																	
5	Obtaining / Estimating financial value of proposed procurement	7	7	7															
6	Obtaining the timeline when the procurement is to be started and either completed or substantially completed before the end of the year	02	02	02															
7	Preparing the Annual Procurement Plan	07	07	07															
8	Obtaining approval of the Annual Procurement Plan	10	10	10															
9	Uploading the APP on the entity and PPRA website(s)	03	03	03															

II	Enlistment And Pre-Qualification	Acceptable Time in days		
		G	W	S
II A	Enlistment			
1	Preparing notice of enlistment	01	01	01
2	Preparing and obtaining approval of criteria for enlistment	02	02	02
3	Obtaining approval for notice and its publication in print media and uploading on the website(s) of the entity and / or the PPRA	01	01	01
4	Issuing instructions for release of advertisement	02	02	02
5	Uploading the advertisement on the website(s)	01	01	01
6	Receiving requests for Enlistment	15	15	15
7	Checking that all required information is available	07	07	07
8	In the event of a shortcoming issuing letter(s) for provision of missing information	07	07	07
9	Receiving and checking completeness of information	07	07	07
10	On receipt of completing information prepare recommendations for award of category / limit	02	02	02

⁶ Goods
⁷ Works
⁸ Services

II	Enlistment And Pre-Qualification	Acceptable Time in days		
11	Obtaining approval	10	10	10
12	Recording requests in the Enlistment Register	01	01	01
13	Preparing letter(s) of enlistment and categorization	02	02	02
14	Obtaining approval and signature(s) on enlistment letter	03	03	03
15	Issuing letter(s) of enlistment	01	01	01
16	Updating Enlistment Register annually by repeating steps 1 to 15	05	05	05

II B	Prequalification	G	W	S
17	Preparing notice of pre-qualification	01	01	01
18	Preparing and obtaining approval of criteria for pre-qualification	02	02	02
19	Obtaining approval for notice and its publication in print media and uploading on the website(s) of the entity and / or the PPRA	01	01	01
20	Issuing instructions for release of advertisement	02	02	02
21	Uploading the advertisement on the website(s)	01	01	01
22	Receiving requests for Procurement	15	15	15
23	Checking that all required information is available	07	07	07
24	In the event of a shortcoming issuing letter(s) for provision of missing information	07	07	07
24	Receiving and checking completeness of information	07	07	07
26	On receipt of completing information prepare recommendations for award of category / limit	02	02	02
27	Obtaining approval	10	10	10
28	Recording requests in the Procurement Register	01	01	01
24	Preparing letter(s) of enlistment and categorization	02	02	02
25	Obtaining approval and signature(s) on enlistment letter	03	03	03
26	Issuing letter(s) of Prequalification	01	01	01
27	Fore each procurement requiring Prequalification repeat steps 17 to 26	05	05	05

III	Bidding	Acceptable Time in days		
		G	W	S
III A	Initiation the Bidding Process			
1	Obtaining Permission to start procurement	01	01	01
2	Entering details of procurement in the Procurement Register	02	02	02
3	Establishing applicable preferential procurement policy	03	03	03
4	Establishing contract and pricing strategy	02	02	02
5	Establishing targeting strategy	01	01	01
6	Establishing procurement procedure	02	02	02
7	Obtaining approval for procurement strategy and the procedure that is to be adopted	02	02	02
8	Prepare tender documents, as appropriate, that are compatible with the approved procurement strategies	05	05	05

III	Bidding	Acceptable Time in days		
9	Obtaining approval for Bid Documents and Letter of Invitation	01	01	01
10	Preparing letter of invitation to submit tenders / bids	01	01	01
11	Issuing Letters of Invitation	01	01	01
12	Receiving applications for Bid Documents etc	15	15	15
13	Entering details of requests received in procurement register	02	02	02
14	Issuing receipts for cost of documents (if any)	0	0	0
15	Issuing Bid Documents	0	0	0
16	Entering details in procurement register	01	01	01

III B	Pre-Bid / Proposal Meeting and Site Visit	G	W	S
17	Receiving requests for clarification	03	03	03
18	Compiling responses to clarifications sought	02	02	02
19	Obtaining approval for pre-bid meeting and / or site visit, where appropriate	03	03	03
20	Issuing invitations to pre-bid meeting and / or site visit, where appropriate	01	01	01
21	Responding to written and in-meeting / visit clarifications sought	01	01	01
22	Preparing pre-bid meeting minutes and / or site visit reports	02	02	02
23	Obtaining approval of pre-bid minutes of the meeting and / or site visit reports	07	07	07
24	Issuing minutes / reports to all bidders who had obtained bid documents	03	03	03
25	Enter all of the above in the procurement register	02	02	02

III C	Bid / Proposal Receipt and Opening	G	W	S
26	Receiving bids / proposals submitted in person to receiving authority	0	0	0
27	Issuing notice of meeting of the appropriate entity-wide Procurement Bid Committee, or for a specific project or procurement (established as per rules) to open completed bid documents or proposals	01	01	01
28	Ensuring that bidders carry the authorisation letter allowing them to participate in the bid opening	0	0	0
29	Ensuring that attendance sheet is signed by all members of the Committee and the authorised representative(s) of the bidders	0	0	0
30	Ensure that arrangements are in place to receive tender offers / expressions of interest and return unopened those that are received late, are delivered not in accordance with instructions given to tenderers or where only one tender is received and it is decided to call for fresh tenders	0	0	0
31	Checking the completeness of proposal against a checklist for completeness of proposal / bid	07	07	07
32	Preparing a summary of the bid opening and having this signed by the members of the committee present and by the bidders or their	07	07	07

	representatives			
33	Ensuring that Financial Proposal envelopes are signed by members of the committee present and are handed over for safe custody to the concerned official	0	0	0
34	Ensuring that original copies of Technical proposals are signed, scrutinized for completeness of conditions stated in the invitation to bid and data recorded in the procurement register	0	0	0

III D	Bid / Proposal Evaluation	G	W	S
35	Preparing criteria for the evaluation of bids / proposals	01	01	01
36	Seeking approval from concerned authorities	03	03	03
37	Ensuring these are reflected in the bid documents	0	0	0
38	Ensuring the safe custody of the original bids / proposals tendered	0	0	0
39	Entering details of non-rejected bids / proposals in the procurement register	1	1	1
40	Preparing the format for recording the result of evaluation of individual bids / proposals	01	01	01
41	Circulating copies of the technical proposals to the members of the Bid Evaluation Committee and entering details in the procurement register	02	02	02
42	Ensuring that Committee Members themselves evaluate bids / proposals	0	0	0
43	Compiling the results of the technical proposal evaluation	01	01	01
44	Preparing the technical evaluation report	03	03	03
45	Approving the technical evaluation report by the competent authority	07	07	07
46	Entering the result of the technical proposal evaluation in the procurement register	01	01	01
47	Preparing letter of invitation to bidders / proposers to attend the meeting announcing the result of the technical proposal evaluation	01	01	01
48	Preparing the attendance sheet and recording the attendance	0	0	0
49	Announcing the results of the evaluation	01	01	01
50	Responding to any queries raised	03	03	03
51	Preparing minutes of the meeting	02	02	02
52	Signing the minutes	07	07	07
53	Recording the minutes in the procurement register	0	0	0
54	Opening the financial proposals from successful tenderers qualifying in the evaluation of the technical proposal / bids	01	01	01
55	Checking for completeness of proposals / bid	01	01	01
56	Announcing the bid / proposal price for each qualifying bidder / proposer	0	0	0
57	Preparing minutes of the meeting	02	02	02
58	Signing minutes	07	07	07

59	Recording proceedings of the meeting in the procurement register	01	01	01
60	Scrutinizing financial proposals for responsiveness, accuracy and missing / additional items	02	02	02
61	Re-estimating financial proposals / bids to arrive at evaluated cost	0	0	0
62	Compiling comparative analysis of financial proposals / bids	01	01	01
63	Approving this by committee members	07	07	07
64	Preparing combined result of evaluation	01	01	01

III E	Award Recommendation	G	W	S
65	Performing a risk analysis on the bidder / proposer ranked highest in terms of the tender evaluation	02	02	02
66	Repeating the above until a risk-acceptable bidder / proposer is found			
67	Preparing composite tender evaluation report (technical + financial) and risk analysis	02	02	02
68	Approving this by committee members	03	03	03
69	Entering details in the procurement register	0	0	0
70	Notifying in writing the successful proposer / bidder and unsuccessful bidder / proposer	01	01	01
71	Assembling contract document from the relevant tender and draft contract issued to bidders / proposers, capturing all the changes that were agreed to between the offer and acceptance	05	05	05
72	Upload information on entity website and on that of the PPRA	01	01	01

IV	Local Shopping	Acceptable Time in days		
		G	W	S
	This process starts after the Procurement Plan has been prepared and is to be used only for items available off the shelf and required in small quantities or for meeting an emergency, subject to conditions specified in Rule 42 (a) of the PPR, 2004 or relevant rule in the Provincial Rules			
1	Entering permission to start procurement	01	01	01
2	Entering the approval of the procurement in the Procurement Register	0	0	0
3	Selecting three suppliers from the Enlistment Register	0	0	0
4	Obtaining three quotations from the enlisted suppliers	0	0	0
5	Entering the details of quotations received in the Procurement Register	01	01	01
6	Preparing recommendation for selection of supplier	01	01	01
7	Entering the recommendation of the selection of supplier in the Procurement Register	0	0	0
8	Approval by authorized person	01	01	01
9	Entering the approval of the selection of supplier in the Procurement	0	0	0

IV	Local Shopping	Acceptable Time in days		
		G	W	S
	Register			
10	Preparing the Purchase Order	01	01	01
11	Entering the details of the purchase order in the Procurement Register	0	0	0
12	Signing the purchase order by authorized person	0	0	0
13	Issuing the purchase order	0	0	0
14	Entering the date of issue of PO in the procurement register	0	0	0
15	Entering the date of delivery in the procurement register	0	0	0
16	Issuing instructions for cheque to be prepared	0	0	0
17	Entering details of cheque issued and withholding taxes deducted	0	0	0
18	Issuing cheque and relevant copy of tax deposit Challan	0	0	0
19	Obtaining stamped receipt for cheque	0	0	0
20	Entering details of receipt	0	0	0
21	Sending receipt to accounts / finance department	0	0	0

V	Request For Quotations	Acceptable Time in days		
		G	W	S
	This process starts after the Procurement Plan has been prepared and is to be used only if the procurement falls within the ambit of Rule 42 (b) of the PPR, 2004 or relevant rule in the Provincial Rules			
1	Entering permission to start procurement	0	0	0
2	Entering the approval of the procurement in the Procurement Register	0	0	0
3	Selecting three suppliers from the Pre-qualification Register	0	0	0
4	Obtaining approval of selection	01	01	01
5	Preparing letter of invitation	01	01	01
6	Preparing tender documents	01	01	01
7	Obtaining approval and issuing letter of invitation	01	01	01
8	Receiving bids	01	01	01
9	Follow all steps stated in III Bidding Steps 17 and onwards	01	01	01

VI	Contracting And Contract Management	Acceptable Time in days		
		G	W	S
VI A	Contract Negotiations and Award			
1	Preparing letter of invitation for commencement of negotiations	01	01	01
2	Entering details in procurement register	0	0	0
3	Preparing draft contract	01	01	01
4	Negotiating the contract	01	01	01

5	Finalizing the contract	01	01	01
6	Signing the contract	01	01	01
7	Issue notice of and details of Contract Award and upload this to entity and PPRA websites	01	01	01
VI B	Contract Management	G	W	S
8	Entering expected date of commencement in the procurement register	0	0	0
9	If an advance has to be made, issuing instructions for advance payment cheque to be prepared	01	01	01
10	Entering details of cheque issued and withholding taxes deducted in the procurement register	0	0	0
11	Issuing cheque and relevant copy of tax deposit Challan	0	0	0
12	Obtaining stamped receipt for cheque	0	0	0
13	Entering details of receipt	0	0	0
14	Sending receipt to accounts / finance department	0	0	0
15	Tracking performance	01	01	01
16	In the event of delay following up and taking remedial action	03	03	03
17	Entering details of remedial action in the procurement register	0	0	0
18	On completion of stages in the delivery of the contracted output entering date of completion and other relevant details procurement register	0	0	0
19	Advising the section concerned initiating the request to inspect the works and entering the date on which the advice was sent and received in the procurement register	01	01	01
20	Entering the date when the inspection was initiated and the inspection report received in the procurement register	0	0	0
21	Issuing instructions for preparation of cheque for instalment / part payment (if more than one delivery is to be made)	01	01	01
22	Entering details of part payment cheque issued and withholding taxes deducted in the procurement register	0	0	0
23	Issuing cheque and relevant copy of tax deposit challan	0	0	0
24	Obtaining stamped receipt for cheque	0	0	0
25	Entering details of receipt	0	0	0
26	Sending receipt to accounts / finance department	0	0	0
27	On completion of second and subsequent stages in the production of the contracted output repeating steps 19 to 26 for each stage until the final payment	01	01	01
28	Prepare procurement summary and procurement report highlighting variations from scheduled dates, explaining the reasons for delays and the remedies taken	01	01	01
29	Uploading this on the entity and PPRA website(s)	01	01	01

ANNEX IV HISTORICAL AND CURRENT PRICE DATA

Date of Procurement	Item Description	Item Specification	Quantity Purchased	Unit value	Source of Information	Vendor Name	Vendor Address

ANNEX V ENLISTMENT REGISTER

Enlistment Register					
	APP Procurement #				
	Purpose of Enlistment (Circle as appropriate)	Goods	Works	Services Non- Professional	Notations
1	Category				
2	Criteria for enlistment prepared				
3	Criteria for enlistment approved by competent authority				
4	Issue of publication in print media and uploading on the website(s) of the entity and / or the PPRA approved by competent authority				
5	Instructions for release of advertisement issued to Press Information Department				
6	Advertisement uploaded on the website(s)				
7	First application for enlistment received				
8	Summary and draft recommendation prepared for first request				
9	Summary and recommendation for first application approved by competent authority				
10	Letter of enlistment issued				
11	Last application for enlistment received				
12	Last application for enlistment checked				
13	Reference Number allocated in Enlistment File				
14	Summary and draft recommendation prepared for last request				
15	Summary and recommendation for last application approved by competent authority				
16	Total number of enlistments received				
17	Total number of enlistments approved by competent authority				
18	List of enlisted organisations (Name, Reference No in Enlistment File)				
	I				
	II				
	III				
	IV				

ANNEX VI PROCUREMENT REGISTER – GOODS

Procurement Register - Goods			
Memorandum Items	Planned Date	Actual Date	Notations
1. Procurement No.			
2. Category			
3. Date Request received			
4. Section / Department raising request			
5. Item			
6. Description			
7. Specifications			
8. Packing			
9. Total Quantity			
10. Total Estimated Value			
11. When required			
12. Where required			
13. Number of consignments			
14. Consignment Quantity			
15. Consignment Estimated Value			
16. Preferred procurement procedure			
17. Actual procurement procedure, with justification if different from above			

S#	Local Shopping	Planned Date	Actual Date	Notations
If not local shopping go to section on Tendering For Goods				
1	Request for local shopping received			
2	Request for local shopping approved			
3	Obtaining three quotations initiated by sending request to some selected suppliers			
4	Three quotations obtained from market			
5	Three quotations received from selected suppliers solicited			
6	Recommendation for selection of supplier prepared			
7	Selection of supplier approved			
8	Purchase Order prepared			
9	Purchase Order signed by authorized person			
10	Purchase Order issued			

S#	Local Shopping	Planned Date	Actual Date	Notations
11	Expected date of delivery			
12	Delivery of Goods			
13	Invoice received			
14	Invoice amount			
15	Amount paid in cash			
16	Invoice approved and sent to Finance / Accounts Department			
17	Cheque received from Finance / Accounts Department			
18	Cheque handed over to Supplier			
19	Tax Deduction challan received from Finance / Accounts Department			
20	Tax deducted challan issued			
21	Payment receipt received			
22	Receipt number			
23	Receipt sent to accounts / finance department			
Tendering For Goods				
Initiation of the Bidding Process				
24	Preparation of notice of pre-qualification initiated			
25	Preparation of notice of pre-qualification completed			
26	Preparation of criteria for pre-qualification initiated			
27	Preparation of criteria for pre-qualification completed			
28	Approval of PQ notice and its publication in print media and uploading on the website(s) of the entity and / or the PPRA initiated			
29	Approval of PQ notice and its publication in print media and uploading on the website(s) of the entity and / or the PPRA completed			
30	PQ advertisement on the website(s) uploadm,med			
31	PQ advertisement in media sent to Press Information Department			

S#	Local Shopping	Planned Date	Actual Date	Notations
32	PQ advertisement appeared in print media			
33	First requests for PQ received			
34	Final request for PQ received			
35	Checking that all required information is available completed			
36	Letter(s) for provision of missing information issued			
37	PQ requests submitted to concerned Committee			
38	PQ list prepared by Committee			
39	Letter(s) of pre-qualification prepared			
40	PQ letters signed by competent authority			
41	PQ letter issued			
42	Preparation of Bid Documents including evaluation criteria and Letter of Invitation initiated			
43	Preparation of Bid Documents and Letter of Invitation completed			
44	Bid Documents and Letter of Invitation approved			
45	Preparing letter of invitation to submit tenders / bids			
46	Letters of Invitation issued			
47	First applications for Bid Documents and cost of BDs received and BDs issued			
48	Last applications for Bid Documents and cost of BDs received and BDs issued			
49	Cost of Documents deposited with finance department			
Bid receipt and opening				
50	Notice of meeting of the appropriate entity-wide or for a specific project or programme Goods Procurement Bid Committee (established as per rules), to open completed bid documents or proposals issued			
51	Bids / proposals submitted in person or by post to receiving authority received			

S#	Local Shopping	Planned Date	Actual Date	Notations
52	Bids opened, completeness of bids checked, originals signed by Committee members and bid values announced and recorded			
53	Summary of the bid opening prepared and signed by the members of the committee present and by the bidders or their representatives			
54	Original bid submissions handed over to custodian			
Bid Evaluation				
55	Attendance Sheet prepared			
56	Format for recording the result of evaluation of individual bids prepared			
57	Copies of the bids circulated to the members of the Bid Evaluation Committee			
58	First result of evaluation of bids received			
59	Reminder for result issued			
60	Last result of evaluation of bids received			
61	Results of the Bid evaluation compiled			
62	Bid report prepared			
63	Bid report signed by Committee members			
64	Bid report submitted to approving authority			
65	Bid report approved by the competent authority			
66	Letter of invitation to bidders to attend the meeting announcing the result of the Bid evaluation issued			
67	Attendance Sheet prepared			
68	Meeting of Committee to announce result held			
69	Minutes of the meeting prepared			
70	Minutes of the meeting approved and signed			
71	Signed minutes circulated			
Contract Negotiations and Award				
72	Successful bidder / tenderer invited to negotiate contract			
73	Contract negotiations completed			
74	Draft contract negotiated and initialled			

S#	Local Shopping	Planned Date	Actual Date	Notations
75	Initialed draft contract submitted to competent authority			
76	Initial draft contract approved and returned by competent authority			
77	Contract signed			
78	Contract No.			
79	Award uploaded on entity website and on that of the PPRA			
Receipt of Goods				
80	Consignment of goods received			
81	Initiating section informed of arrival and requested to inspect the goods			
82	Inspection undertaken			
83	Inspection report received			
84	Invoice received			
85	Invoice amount			
86	Instructions for payment issued			
87	Cheques and tax deposit challan received			
88	Cheque details recorded (Bank, #, dated, value)			
89	Cumulative amount paid			
90	Challan value and number recorded			
91	Cumulative value of tax deducted			
92	Cheque and relevant copy of tax deposit Challan sent to / handed over to bidder issued			
93	Stamped receipt for cheque received			
94	Receipt reference and value			
95	Receipt handed over to accounts / finance department			
96	Repeat highlighted actions for each consignment received until completion of contract quantity completed			
97	After paying last instalment Procurement Summary and Report highlighting variations from scheduled dates, specifications and quantities, <u>explaining the reasons for delays and any variations</u> and the remedies taken			

S#	Local Shopping	Planned Date	Actual Date	Notations
	prepared			
98	Report submitted to Programme Manager			
99	Report approved by Programme Manager			
100	Report uploaded on department website and on PPRA website			
Direct Negotiations				
Contract negotiations and Award				
101	Request for Bid prepared			
102	Request for Bid approved by Competent Authority			
103	Firm approached			
104	Bid Obtained			
105	Draft contract prepared			
106	Draft contract negotiated and modifications made			
107	Negotiated Draft contract submitted to Competent Authority for approval			
108	Negotiated Draft contract submitted to Competent Authority approved			
109	Final contract signed			
Receipt of Goods				
110	Consignment of goods received			
111	Initiating section informed of arrival and requested to inspect the goods			
112	Inspection undertaken			
113	Inspection report received			
114	Invoice received			
115	Invoice amount			
116	Instructions for payment issued			
117	Cheques and tax deposit challan received			
118	Cheque details recorded (Bank, #, dated, value)			
119	Cumulative amount paid			
120	Challan value and number recorded			

S#	Local Shopping	Planned Date	Actual Date	Notations
121	Cumulative value of tax deducted			
122	Cheque and relevant copy of tax deposit challan sent to / handed over to bidder issued			
123	Stamped receipt for cheque received			
124	Receipt reference and value			
125	Receipt handed over to accounts / finance department			
126	Repeat highlighted actions for each consignment received until completion of contract quantity completed			
127	After paying last instalment Procurement Summary and Report highlighting variations from scheduled dates, specifications and quantities, <u>explaining the reasons for delays and any variations</u> and the remedies taken prepared			
128	Report submitted to Programme Manager			
129	Report approved by Programme Manager			
130	Report uploaded on department website and on PPRA website			

ANNEX VII PROCUREMENT REGISTER – WORKS

Procurement Register - Works				
	Memorandum Items	Planned Date	Actual Date	Notations
1.	Procurement No.			
2.	Category			
3.	Date request received			
4.	Section / Department raising request			
5.	Description			
6.	Specifications			
7.	Estimated Value			
8.	When required			
9.	Where required			
10.	Preferred procurement procedure			
11.	Number of stages for payment			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
1	Memorandum to highlight that bidding should be initiated submitted to Competent Authority			
2	Permission to start procurement granted by Competent Authority			
3	Procurement procedure established			
4	Prequalification of Contractors			
5	Preparation of criteria for pre-qualification initiated			
6	Preparation of criteria for pre-qualification completed			
7	Preparation of criteria for pre-qualification approved by competent authority			
8	Preparation of notice of pre-qualification initiated			
9	Preparation of notice of pre-qualification completed			
10	Pre-qualification documents compatible with the approved procurement procedure prepared			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
11	Approval for this notice and its publication in print media and uploading on the website(s) of the entity and / or the PPRA obtained from competent authority			
12	Instructions for release of PQ advertisement in print media issued to Press Information Department			
13	Advertisement date and names of newspapers			
14	PQ advertisement uploaded on the website(s)			
15	First PQ submission received			
16	Last PQ submission received			
17	Total Number of PQ requests received			
18	First PQ submission checked for completeness			
19	Last PQ submission checked for completeness			
20	First letter for removal of shortcomings in submission issued			
21	Last letter for removal of shortcomings in submission issued			
22	Works Procurement Pre-qualification Committee or a Works Procurement Bid Committee either entity-wide or for specific project or programme, as per rules, established and notified			
23	Analysis of PQ submissions started			
24	Analysis of PQ submissions completed			
25	Completed PQ analysis for submitted to the concerned Committee			
26	Committee's Report on PQ finalised and uploaded on relevant websites			
27	Total Numbers of PQs approved			
28	Letter(s) of pre-qualification prepared			
29	PQ letter(s) signed			
30	PQ letter(s) despatched			
31	Preparation of bid documents initiated			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
32	Preparation of criteria for the evaluation of bids initiated			
33	Preparation of criteria for the evaluation of bids completed			
34	Criteria approved by competent authority			
35	Insertion of approved evaluation criteria in the bid documents ensured			
36	Preparation of bid documents completed			
37	Bid Documents approved			
38	Letter of invitation to submit tenders / bids prepared and approved			
39	Letters of Invitation issued			
40	First application for Bid Documents alongwith costs received			
41	Bid Documents and receipt issued			
42	Receipt Number and amount			
43	Last application for Bid Documents alongwith costs received			
44	Bid Documents and receipt issued			
45	Receipt Number and amount			
46	Total Number of BDs issued and Cost collected			
47	Amount Deposited with finance department			
Pre-Bid / Proposal Meeting and Site Visit				
48	First request for clarification received			
49	Last request for clarification received			
50	Total Number of requests for clarification received			
51	Compiling responses to clarifications sought initiated			
52	Compiling responses to clarifications sought completed			
53	Response to clarifications sought prepared			
54	Response to clarifications sought despatched			
55	Pre-bid meeting date and / or site visit location selected			
56	Invitations to pre-bid meeting and / or site			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
	visit issued			
57	Pre-bid meeting held and / or site visit completed (latter of the two)			
58	Pre-bid meeting minutes and / or site visit report prepared (latter of the two)			
59	Minutes of pre-bid minutes of the meeting and / or site visit report submitted for approval to competent authority			
60	Minutes of pre-bid minutes of the meeting and / or site visit report approved by competent authority			
61	Minutes of pre-bid meeting despatched to all bidders who had obtained bid documents			
Bid / Tender Receipt and Opening				
63	Notice of meeting of the appropriate entity-wide or specific project or programme Works Procurement / Bid Committee to open completed bid documents or tenders			
64	Arrangements to receive bids / tenders completed			
65	Checklist for completeness of bids / tenders prepared			
66	Attendance sheet prepared			
67	Verification of authorisation letter of bidders' representatives allowing participation in bid opening completed and recorded			
68	Attendance sheet signed by all members of the Committee and the authorised representative(s) of the bidders ensured and recorded			
69	Bids / tenders removed from bid deposit in front of all attendees			
70	Number of bids / tenders received			
71	Checking the completeness of bids / tenders against a checklist completed and recorded			
72	Incomplete or late bids / tenders returned			
73	Value of each complete bids / tenders announced and recorded			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
74	Each bid / tender signed by Committee Members present			
75	Summary of the bid opening prepared			
76	Summary of the bid opening signed by the members of the committee present and by the bidders or their representatives			
77	Bid / tender Evaluation			
78	Format for recording the result of evaluation of individual bids / tenders prepared			
79	Copies of the bids / tenders circulated to the members of the Bid Evaluation Committee circulated			
80	First result of evaluation of bids / tenders received			
81	Reminder for submission of evaluation issued			
82	Last result of evaluation of bids / tenders received			
83	Results of the technical tender evaluation compiled			
84	Bid / tender evaluation report prepared			
85	Evaluation report submitted to the competent authority			
86	Evaluation report approved by the competent authority and returned			
87	Result of the tender evaluation entered			
88	Letter of invitation to bidders / tenderers to attend the meeting announcing the result of the technical tender evaluation			
89	Memorandum to Committee members to attend meeting to announce result of bid evaluation issued			
90	Attendance sheet prepared			
91	Attendance sheet signed by all members of the Committee and the authorised representative(s) of the bidders ensured and recorded			
92	Results of the evaluation announced			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
93	Discussions, comments, objections recorded			
94	Minutes of the meeting prepared			
95	Minutes signed by all Committee Members			
Contract Negotiations and Award				
96	Successful bidder / tenderer invited to negotiate contract			
97	Contract negotiations completed			
98	Draft contract initialled			
99	Draft contract submitted to competent authority			
100	Draft contract approved and returned by competent authority			
101	Contract signed			
102	Contract No.			
103	Award uploaded on entity website and on that of the PPRA			
Contract Management				
104	Number of payments to be made (excluding advance) during contract implementation			
105	If advance required instructions for payment issued			
106	Advance cheque received			
107	Cheque details recorded (bank, #, date, amount)			
108	Cheque delivered to contractor			
109	Tax deposit challan received			
110	Tax deposit challan handed over to contractor			
111	Challan details (number, amount, dated)			
112	Stamped receipt received			
113	Receipt Number			
114	Receipt handed over to accounts / finance department			
115	Contractor mobilised			
116	Work commenced			
117	Running payment invoice received			
118	Invoice Number and Amount			
119	Invoice sent to Works Department for			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
	approval			
120	Invoice received back from Works Department after approval			
121	Invoice forwarded to Finance / Accounts Department for payment			
122	Cheque details recorded (bank, #, date, amount)			
123	Cheque delivered to contractor			
124	Running Total of payments to Contractor			
125	Stamped receipt received			
126	Receipt Number			
127	Receipt handed over to accounts / finance department			
128	Running total of payments made to contractor			
129	Tax deposit challan received			
130	Tax deposit challan handed over to contractor			
131	Challan details (number, amount, dated)			
132	Repeat steps highlighted for each invoice received			
133	After paying last instalment Procurement summary and procurement report highlighting variations from scheduled dates specifications and BOQs, <u>explaining the reasons</u> and the remedies taken prepared			
134	Report submitted to Programme Manager			
135	Report approved by Programme Manager			
136	Report uploaded on department website and on PPRA website			
Limited Competitive Bidding Pre-selection of firms				
141	Preparation of bid documents initiated			
142	Preparation of criteria for the evaluation of bids initiated			
143	Preparation of criteria for the evaluation of bids completed			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
144	Preparation for the criteria for selection of firms to be invited for LCB initiated			
145	Preparation for the criteria for selection of firms to be invited for LCB completed			
146	All criteria approved by competent authority			
147	Insertion of approved evaluation criteria in the bid documents ensured			
148	Preparation of bid documents completed			
149	Bid Documents approved			
150	Letter of invitation to pre-selected organisations for tenders / bids submission prepared			
151	Letter of invitation to pre-selected organisations for tenders / bids submission approved			
152	Letters of Invitation issued			
Bid / Tender Evaluation				
153	Format for recording the result of technical evaluation of individual tenders / bids prepared			
154	Copies of the technical tenders / bids circulated to the members of the Bid Evaluation Committee circulated			
155	First result of evaluation of tenders / bids received			
156	Reminder for submission of evaluation issued			
157	Last result of evaluation of tenders / bids received			
158	Results of the technical tenders / bids evaluation compiled			
159	Bid / tender / proposal technical evaluation report prepared			
160	Evaluation report submitted to the competent authority			
161	Evaluation report approved by the competent authority			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
162	Result of the tender evaluation entered			
163	Letter of invitation to bidders / tenderers to attend the meeting announcing the result of the technical evaluation and opening the financial proposal			
164	Memorandum to Committee members to attend meeting to announce result of bid evaluation and opening of financial proposals issued			
165	Attendance sheet prepared			
166	Attendance sheet signed by all members of the Committee and the authorised representative(s) of the bidders ensured and recorded			
167	Results of the evaluation announced			
168	Financial proposals opened and bid amount for each announced recorded			
169	Each page of every financial proposal initialled by Committee members present			
170	Each bid amount tabulated against respective technical evaluation			
171	Discussions, comments, objections recorded			
172	Minutes of the meeting prepared			
173	Minutes signed by all Committee Members			
174	Report prepared and submitted to Competent Authority for approval			
175	Report circulated to tenderers / bidders / proposers			
176	Financial evaluation initiated			
177	Financial evaluation completed			
178	Financial evaluation results compiled with technical evaluation results to arrive at overall ranking			
179	Combined evaluation report completed			
180	Report signed by Committee Members			
181	Report submitted to competent authority for approval			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
182	Report approved by competent authority			
Contract Negotiations and Award				
183	Successful bidder / tenderer invited to negotiate contract			
184	Contract negotiations completed			
185	Draft contract initialled			
186	Draft contract submitted to competent authority			
187	Draft contract approved and returned by competent authority			
188	Contract signed			
189	Contract No.			
190	Award uploaded on entity website and on that of the PPRA			
Contract Management				
191	Number of payments to be made (excluding advance) during contract implementation			
192	If advance required instructions for payment issued			
193	Advance cheque received			
194	Cheque details recorded (bank, #, date, amount)			
195	Cheque delivered to contractor			
196	Tax deposit challan received			
197	Tax deposit challan handed over to contractor			
198	Challan details (number, amount, dated)			
199	Stamped receipt received			
200	Receipt Number			
201	Receipt handed over to accounts / finance department			
202	Contractor mobilised			
203	Work commenced			
204	Running payment invoice received			
205	Invoice Number and Amount			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
206	Invoice sent to Works Department for approval			
207	Invoice received back from Works Department after approval			
208	Invoice forwarded to Finance / Accounts Department for payment			
209	Cheque details recorded (bank, #, date, amount)			
210	Cheque delivered to contractor			
211	Running Total of payments to Contractor			
212	Stamped receipt received			
213	Receipt Number			
214	Receipt handed over to accounts / finance department			
215	Running total of payments made to contractor			
216	Tax deposit challan received			
217	Tax deposit challan handed over to contractor			
218	Challan details (number, amount, dated)			
219	Repeat steps highlighted for each invoice received			
220	After paying last instalment Procurement summary and procurement report highlighting variations from scheduled dates specifications and BOQs, <u>explaining the reasons and the remedies taken prepared</u>			
221	Report submitted to Programme Manager			
222	Report approved by Programme Manager			
223	Report uploaded on department website and on PPRA website			
Direct Negotiations Contract Negotiations and Award				
224	Request for Bid prepared			
225	Request for Bid approved by Competent Authority			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
226	Firm approached			
227	Bid Obtained			
228	Draft contract prepared			
229	Draft contract negotiated and modifications made			
230	Negotiated Draft contract submitted to Competent Authority for approval			
231	Negotiated Draft contract submitted to Competent Authority approved			
232	Final contract signed			
Contract Management				
233	Number of payments to be made (excluding advance) during contract implementation			
234	If advance required instructions for payment issued			
235	Advance cheque received			
236	Cheque details recorded (bank, #, date, amount)			
237	Cheque delivered to contractor			
238	Tax deposit challan received			
239	Tax deposit challan handed over to contractor			
240	Challan details (number, amount, dated)			
241	Stamped receipt received			
242	Receipt Number			
243	Receipt handed over to accounts / finance department			
244	Contractor mobilised			
245	Work commenced			
246	Running payment invoice received			
247	Invoice Number and Amount			
248	Invoice sent to Works Department for approval			
249	Invoice received back from Works Department after approval			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
250	Invoice forwarded to Finance / Accounts Department for payment			
251	Cheque details recorded (bank, #, date, amount)			
252	Cheque delivered to contractor			
253	Running Total of payments to Contractor			
254	Stamped receipt received			
255	Receipt Number			
256	Receipt handed over to accounts / finance department			
257	Running total of payments made to contractor			
258	Tax deposit challan received			
259	Tax deposit challan handed over to contractor			
260	Challan details (number, amount, dated)			
261	Repeat steps highlighted for each invoice received			
262	After paying last instalment Procurement summary and procurement report highlighting variations from scheduled dates specifications and BOQs, <u>explaining the reasons</u> and the remedies taken prepared			
263	Report submitted to Programme Manager			
264	Report approved by Programme Manager			
265	Report uploaded on department website and on PPRA website			
Single Source Selection Contract Negotiations and Award				
266	Justification and criteria for single sourcing prepared			
267	Justification and criteria submitted for approval by Competent Authority			
268	Justification approved by Competent Authority			
269	Search for candidates for SSS initiated			
270	Short list of three candidates prepared			
271	Recommendation for candidate selected prepared			
272	Selection submitted to competent authority for approval			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
273	Selection approved by competent authority			
274	Selected candidate invited for negotiations			
275	Negotiation of TORs, Fees and out-of-pocket expenses, if any, negotiated and finalised			
276	Draft contract prepared, negotiated and initialled			
277	Negotiated Draft contract submitted to Competent Authority for approval			
278	Negotiated Draft contract submitted to Competent Authority approved			
279	Final contract signed			
280	Number of payments to be made (excluding advance) during contract implementation			
281	If advance required instructions for payment issued			
282	Advance cheque received			
283	Cheque details recorded (bank, #, date, amount)			
284	Cheque delivered to contractor			
285	Tax deposit challan received			
286	Tax deposit challan handed over to contractor			
287	Challan details (number, amount, dated)			
288	Stamped receipt received			
289	Receipt Number			
290	Receipt handed over to accounts / finance department			
291	Consultant mobilised			
292	Work commenced			
293	Running payment invoice received			
294	Invoice Number and Amount			
295	Invoice sent to initiating Department / Section for approval			
296	Invoice received back from Initiating Department / Section after approval			
297	Invoice forwarded to Finance / Accounts Department for payment			
298	Cheque details recorded (bank, #, date, amount)			
299	Cheque delivered to contractor			
300	Running Total of payments to Consultant			
301	Stamped receipt received			
302	Receipt Number			

#	Initiating the Bidding Process	Planned Date	Actual Date	Notations
303	Receipt handed over to accounts / finance department			
304	Running total of payments made to contractor			
305	Tax deposit challan received			
306	Tax deposit challan handed over to contractor			
307	Challan details (number, amount, dated)			
308	Repeat steps highlighted for each invoice received			
309	After paying last instalment Procurement summary and procurement report highlighting variations from scheduled dates specifications and BOQs, <u>explaining</u> the reasons and the remedies taken prepared			
310	Report submitted to Programme Manager			
311	Report approved by Programme Manager			
312	Report uploaded on department website and on PPRA website			
Memorandum Items Contract Variations				
313	Variation Order No			
314	Date			
315	Variation order prepared			
316	Details of Variation			
317	Estimated Cost Impact			
318	Variation Order submitted to Competent Authority for Approval			
319	Variation Order approved by Competent authority			
320	Variation Order issued			
321	Repeat highlighted steps for each variation order			

ANNEX VIII PROCUREMENT REGISTER – SERVICES

Procurement Register - Services				
S#	Memorandum Items	Planned Date	Actual Date	Notations
1.	Procurement No.			
2.	Category			
3.	Date Request received			
4.	Section / Department raising request			
5.	Description			
6.	Specifications			
7.	Estimated Value			
8.	When required			
9.	Where required			
10.	Preferred procurement procedure			
11.	Number of stages for payment			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
Initiating the Bidding Process				
1	Memorandum to highlight that procurement should be initiated submitted to Competent Authority			
2	Permission to start procurement granted by Competent Authority			
3	Procurement procedure approved by competent authority			
Prequalification of Suppliers / Consultants				
4	Preparation of criteria for Pre-qualification initiated			
5	Preparation of criteria for Pre-qualification completed			
6	Preparation of criteria for Pre-qualification approved by competent authority			
7	Preparation of notice for Pre-qualification initiated			
8	Preparation of notice of Pre-qualification			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
	completed			
9	Pre-qualification documents compatible with the approved procurement procedure prepared			
10	Approval for this notice and its publication in print media and uploading on the website(s) of the entity and / or the PPRA obtained from competent authority			
11	Instructions for release of PQ advertisement in print media issued to Press Information Department			
12	Advertisement Date and names of newspapers			
13	PQ advertisement uploaded on the website(s)			
14	First PQ submission received			
15	Last PQ submission received			
16	Total Number of PQ requests received			
17	First PQ submission checked for completeness			
18	Last PQ submission checked for completeness			
19	First letter for removal of shortcomings in submission issued			
20	Last letter for removal of shortcomings in submission issued			
21	Works Procurement Pre-qualification Committee or a Works Procurement Bid Committee either entity-wide or for specific project or programme, as per rules, established and notified			
22	Analysis of PQ submissions started			
23	Analysis of PQ submissions completed			
24	Completed PQ analysis for submitted to the concerned Committee			
25	Committee's Report on PQ finalised and			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
	uploaded on relevant websites			
26	Total Numbers of PQs approved			
27	Letter(s) of Pre-qualification prepared			
28	PQ letter(s) signed			
29	PQ letter(s) despatched			
Invitation for Expressions of Interest				
30	Preparation of criteria for Short-listing initiated			
31	Preparation of criteria for Short-listing completed			
32	Preparation of criteria for Short-listing approved by competent authority			
33	Preparation of notice inviting Expressions of Interest initiated			
34	Preparation of notice inviting Expressions of Interest completed			
35	Approval for this notice and its publication in print media and uploading on the website(s) of the entity and / or the PPRA obtained from competent authority			
36	Instructions for release of Invitation for submission of EOI advertisement in print media issued to Press Information Department			
37	Advertisement Date and names of newspapers			
38	Advertisement Date and names of newspapers			
39	SL advertisement uploaded on the website(s)			
40	First SL submission received			
41	Last SL submission received			
42	Total Number of EOI requests received			
43	First EOI submission checked for completeness			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
44	Last EOI submission checked for completeness			
45	First letter for removal of shortcomings in submission issued			
46	Last letter for removal of shortcomings in submission issued			
47	Services Procurement / Bid Committee either entity-wide or for specific project or programme, as per rules, established and notified			
48	Analysis of EOI submissions started			
49	Analysis of EOI submissions completed			
50	Completed EOI analysis undertaken and submitted for approval to the concerned Committee			
51	Committee's Report on EOI finalised, short-listing completed and uploaded on relevant websites			
52	Total Numbers of EOIs approved / firms shortlisted			
53	Letter(s) of Short-listing prepared			
54	Short-listing letter(s) signed			
55	Short-listing letter(s) despatched			
Initiating the Bidding Process				
56	Preparation of bid documents initiated			
57	Preparation of criteria for the evaluation of bids / proposals initiated			
58	Preparation of criteria for the evaluation of bids / proposals completed			
59	Criteria approved by competent authority			
60	Insertion of approved evaluation criteria in the bid documents ensured			
61	Preparation of bid documents completed			
62	Bid Documents approved			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
63	Letter of invitation to pre-qualified / short-listed suppliers / consultants to submit tenders / bids / proposals prepared and approved			
64	Letters of Invitation issued			
65	First application for Bid Documents alongwith costs received			
66	Bid Documents and receipt issued			
67	Receipt Number and amount			
68	Last application for Bid Documents alongwith costs received			
69	Bid Documents and receipt issued			
70	Receipt Number and amount			
71	Total Number of BDs issued and Cost collected			
72	Amount Deposited with finance department			
Pre-Bid / Proposal Meeting and Site Visit				
73	First request for clarification received			
74	Last request for clarification received			
75	Total Number of requests for clarification received			
76	Compiling responses to clarifications sought initiated			
77	Compiling responses to clarifications sought completed			
78	Response to clarifications sought prepared			
79	Response to clarifications sought despatched			
80	Pre-bid meeting date and / or site visit location selected			
81	Invitations to pre-bid meeting and / or site visit issued			
82	Pre-bid meeting held and / or site visit completed (latter of the two)			
83	Pre-bid meeting minutes and / or site visit report prepared (latter of the two)			
84	Minutes of pre-bid minutes of the meeting and / or site visit report submitted for approval to competent authority			
85	Minutes of pre-bid minutes of the meeting and / or site visit report approved by competent authority			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
86	Minutes of pre-bid meeting despatched to all bidders who had obtained bid documents			
Bid / Tender Receipt and Opening				
87	Notice of meeting of the appropriate entity-wide or specific project or programme Works Procurement / Bid Committee to open completed bid documents or tenders			
88	Attendance sheet prepared			
89	Checklist for completeness of tenders / bids / proposals prepared			
90	Arrangements to receive tenders / bids / proposals completed			
91	Verification of authorisation letter of bidders' representatives allowing participation in bid opening completed and recorded			
92	Attendance sheet signed by all members of the Committee and the authorised representative(s) of the bidders ensured and recorded			
93	Tenders / bids / proposals removed from bid deposit in front of all attendees			
94	Number of tenders / bids / proposals received			
95	Completeness of tenders / bids / proposals against a checklist completed and recorded			
96	Incomplete or late tenders / bids / proposals returned			
97	Value of each complete tenders / bids / proposals announced and recorded			
98	Sealed Financial proposals signed by Committee Members			
99	Financial Proposals handed over to custodian for safe-keeping			
100	Each bid / tender signed by Committee Members present			
101	Summary of the bid opening prepared			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
102	Summary of the bid opening signed by the members of the committee present and by the bidders or their representatives			
Bid / Tender / Proposal Evaluation				
103	Format for recording the result of technical evaluation of individual tenders / bids / proposals prepared			
104	Copies of the technical tenders / bids / proposals circulated to the members of the Bid Evaluation Committee circulated			
105	First result of evaluation of tenders / bids / proposals received			
106	Reminder for submission of evaluation issued			
107	Last result of evaluation of tenders / bids / proposals received			
108	Results of the technical tenders / bids / proposals evaluation compiled			
109	Bid / tender / proposal technical evaluation report prepared			
110	Evaluation report submitted to the competent authority			
111	Evaluation report approved by the competent authority			
112	Result of the tender evaluation entered			
113	Letter of invitation to bidders / tenderers to attend the meeting announcing the result of the technical evaluation and opening the financial proposal			
114	Memorandum to Committee members to attend meeting to announce result of bid evaluation and opening of financial proposals issued			
115	Attendance sheet prepared			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
116	Attendance sheet signed by all members of the Committee and the authorised representative(s) of the bidders ensured and recorded			
117	Results of the evaluation announced			
118	Financial proposals opened and bid amount for each announced recorded			
119	Each page of every financial proposal initialled by Committee members present			
120	Each bid amount tabulated against respective technical evaluation			
121	Discussions, comments, objections recorded			
122	Minutes of the meeting prepared			
123	Minutes signed by all Committee Members			
124	Report prepared and submitted to Competent Authority for approval			
125	Report circulated to tenderers / bidders / proposers			
126	Financial evaluation initiated			
127	Financial evaluation completed			
128	Financial evaluation results compiled with technical evaluation results to arrive at overall ranking			
129	Combined evaluation report completed			
130	Report signed by Committee Members			
131	Report submitted to competent authority for approval			
132	Report approved by competent authority			
Contract Negotiations and Award				
133	Successful bidder / tenderer / proposer invited to negotiate contract			
134	Contract negotiations completed			
135	Draft contract initialled			
136	Draft contract submitted to competent			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
	authority			
137	Draft contract approved and returned by competent authority			
138	Contract signed			
139	Contract No.			
140	Award uploaded on entity website and on that of the PPRA			
Limited Competitive Bidding Pre-selection of firms				
141	Preparation of bid documents initiated			
142	Preparation of criteria for the evaluation of bids / proposals initiated			
143	Preparation of criteria for the evaluation of bids / proposals completed			
144	Preparation for the criteria for selection of firms to be invited for LCB initiated			
145	Preparation for the criteria for selection of firms to be invited for LCB completed			
146	All criteria approved by competent authority			
147	Insertion of approved evaluation criteria in the bid documents ensured			
148	Preparation of bid documents completed			
149	Bid Documents approved			
150	Letter of invitation to pre-selected organisations for tenders / bids / proposals submission prepared			
151	Letter of invitation to pre-selected organisations for tenders / bids / proposals submission approved			
152	Letters of Invitation issued			
Bid / Tender / Proposal Evaluation				
153	Format for recording the result of technical evaluation of individual tenders / bids / proposals prepared			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
154	Copies of the technical tenders / bids / proposals circulated to the members of the Bid Evaluation Committee circulated			
155	First result of evaluation of tenders / bids / proposals received			
156	Reminder for submission of evaluation issued			
157	Last result of evaluation of tenders / bids / proposals received			
158	Results of the technical tenders / bids / proposals evaluation compiled			
159	Bid / tender / proposal technical evaluation report prepared			
160	Evaluation report submitted to the competent authority			
161	Evaluation report approved by the competent authority			
162	Result of the tender evaluation entered			
163	Letter of invitation to bidders / tenderers to attend the meeting announcing the result of the technical evaluation and opening the financial proposal			
164	Memorandum to Committee members to attend meeting to announce result of bid evaluation and opening of financial proposals issued			
165	Attendance sheet prepared			
166	Attendance sheet signed by all members of the Committee and the authorised representative(s) of the bidders ensured and recorded			
167	Results of the evaluation announced			
168	Financial proposals opened and bid amount for each announced recorded			
169	Each page of every financial proposal initialled by Committee members present			
170	Each bid amount tabulated against			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
	respective technical evaluation			
171	Discussions, comments, objections recorded			
172	Minutes of the meeting prepared			
173	Minutes signed by all Committee Members			
174	Report prepared and submitted to Competent Authority for approval			
175	Report circulated to tenderers / bidders / proposers			
176	Financial evaluation initiated			
177	Financial evaluation completed			
178	Financial evaluation results compiled with technical evaluation results to arrive at overall ranking			
179	Combined evaluation report completed			
180	Report signed by Committee Members			
181	Report submitted to competent authority for approval			
182	Report approved by competent authority			
Contract Negotiations and Award				
183	Successful bidder / tenderer / proposer invited to negotiate contract			
184	Contract negotiations completed			
185	Draft contract initialled			
186	Draft contract submitted to competent authority			
187	Draft contract approved and returned by competent authority			
188	Contract signed			
189	Contract No.			
190	Award uploaded on entity website and on that of the PPRA			
Contract Management				
191	Number of payments to be made (excluding advance) during contract implementation			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
192	If advance required instructions for payment issued			
193	Advance cheque received			
194	Cheque details recorded (bank, #, date, amount)			
195	Cheque delivered to contractor			
196	Tax deposit challan received			
197	Tax deposit challan handed over to contractor			
198	Challan details (number, amount, dated)			
199	Stamped receipt received			
200	Receipt Number			
201	Receipt handed over to accounts / finance department			
202	Contractor mobilised			
203	Work commenced			
204	Running payment invoice received			
205	Invoice Number and Amount			
206	Invoice sent to Works Department for approval			
207	Invoice received back from Works Department after approval			
208	Invoice forwarded to Finance / Accounts Department for payment			
209	Cheque details recorded (bank, #, date, amount)			
210	Cheque delivered to contractor			
211	Running Total of payments to Contractor			
212	Stamped receipt received			
213	Receipt Number			
214	Receipt handed over to accounts / finance department			
215	Running total of payments made to contractor			
216	Tax deposit challan received			
217	Tax deposit challan handed over to contractor			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
218	Challan details (number, amount, dated)			
219	Repeat steps highlighted for each invoice received			
220	After paying last instalment Procurement summary and procurement report highlighting variations from scheduled dates specifications and BOQs, <u>explaining the reasons</u> and the remedies taken prepared			
221	Report submitted to Programme Manager			
222	Report approved by Programme Manager			
223	Report uploaded on department website and on PPRA website			
Single Source Selection Contract Negotiations and Award				
224	Justification and criteria for single sourcing prepared			
225	Justification and criteria submitted for approval by Competent Authority			
226	Justification approved by Competent Authority			
227	Search for candidates for SSS initiated			
228	Short list of three candidates prepared			
229	Recommendation for candidate selected prepared			
230	Selection submitted to competent authority for approval			
231	Selection approved by competent authority			
232	Selected candidate invited for negotiations			
233	Negotiation of TORs, Fees and out-of-pocket expenses, if any, negotiated and finalised			
234	Draft contract prepared, negotiated and initialled			
235	Negotiated Draft contract submitted to Competent Authority for approval			
236	Negotiated Draft contract submitted to Competent Authority approved			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
237	Final contract signed			
Contract Management				
238	Number of payments to be made (excluding advance) during contract implementation			
239	If advance required instructions for payment issued			
240	Advance cheque received			
241	Cheque details recorded (bank, #, date, amount)			
242	Cheque delivered to contractor			
243	Tax deposit challan received			
244	Tax deposit challan handed over to contractor			
245	Challan details (number, amount, dated)			
246	Stamped receipt received			
247	Receipt Number			
248	Receipt handed over to accounts / finance department			
249	Consultant mobilised			
250	Work commenced			
251	Running payment invoice received			
252	Invoice Number and Amount			
253	Invoice sent to initiating Department / Section for approval			
254	Invoice received back from Initiating Department / Section after approval			
255	Invoice forwarded to Finance / Accounts Department for payment			
256	Cheque details recorded (bank, #, date, amount)			
257	Cheque delivered to contractor			
258	Running Total of payments to Consultant			
259	Stamped receipt received			

#	Steps	Planned Date	Actual Date	Notations
International Local Competitive Bidding				
260	Receipt Number			
261	Receipt handed over to accounts / finance department			
262	Running total of payments made to contractor			
263	Tax deposit challan received			
264	Tax deposit challan handed over to contractor			
265	Challan details (number, amount, dated)			
266	Repeat steps highlighted for each invoice received			
267	After paying last instalment Procurement summary and procurement report highlighting variations from scheduled dates specifications and BOQs, <u>explaining the reasons</u> and the remedies taken prepared			
268	Report submitted to Programme Manager			
269	Report approved by Programme Manager			
270	Report uploaded on department website and on PPRA website			
Memorandum Items Contract Modifications				
271	Modification No.			
272	Date			
273	Variation order prepared			
274	Details of Variation			
275	Estimated Cost Impact			
276	Variation Order submitted to Competent Authority for Approval			
277	Variation Order approved by Competent authority			
278	Variation Order issued			
279	Repeat highlighted steps for each variation order			

ANNEX IX LIST OF INDICATORS

Indicators

Entity-Wide Macro Indicators⁹

- 1 Annual Procurement Plan
 - a) Number and value of procurements planned by type and category of procurement
 - b) Number and Value of procurements with multiple contracts by type and category of procurement and number of contracts
- 2 Revision to APP
 - a) Number and value of procurements added / deleted / changed by type and category of procurement

Entity-Wide Meso Indicators¹⁰

Number and value of contracts awarded by method and category of procurement:

- 1) all contracts irrespective of value
- 2) for the same specifications description
- 3) not included in the APP
- 4) spill-over from last year / to next year
- 5) completed during the reporting period / period to date
- 6) spill-over to next reporting period / end of year

Procurement-Wise Micro-Indicators

1. Procurement Procedure Detail
 - Procurement procedure used
 - Delivery model used
 - Supplier selection method used
 - Contract type
2. Open / Fair Competition and Innovation

⁹ Should also be produced as a quarterly report for Programme Managers and higher levels of authority

¹⁰ See note 4

- Number of bids received
- Were alternative bids permitted, received or accepted
- Reason for accepting or rejecting an alternative / modified¹¹ bid.

3. Time (Includes Forecasts in the Rfp, The Contract, at Start of Work and Actual):

- a) Start of procurement preparation process
- b) End of procurement preparation process
- c) Start of bidding process
- d) Advertisement date
- e) Bid / proposal receipt / opening
- f) Start of evaluation
- g) Completion of technical evaluation
- h) Start of financial evaluation
- i) Completion of joint evaluation
- j) Start of Bid Evaluation report
- k) Completion of bid evaluation report
- l) Announcement of Award
- m) Date of public notice of award
- n) Date of Signing Contract
- o) Date of commencement of contract
- p) Date of completion of contract
- q) Contract duration (when contract was let)
- r) Actual contract duration

Against each slippage quantum of variation and reason for variation (where applicable)

- s) Date of receipt of invoices
- t) Date of approval of invoices
- u) Date cheques prepared
- v) Date cheques signed
- w) Date of deposits of tax deducted
- x) Date of delivery of cheques
- y) Date of delivery of tax challans

4. Cost (Planned and Actual):

¹¹ Alternative / modified bid is submitted when technical specifications are modified following negotiations for state-of-the-art technology or complex technologies

- a) Estimated as per APP
- b) Firm estimate of cost (prior to issue of RFP)
- c) Contract Value
- d) Completed Value

Variation and Reason for Variation (Where Applicable)

- 5. Packing as contracted _____ %
- 6. Quantity Delivered _____ %
- 7. Quality of Output _____ %

ANNEX X QUARTERLY PROCUREMENT MONITORING REPORT

1. APP uploaded on PPRA / Organization's website.
2. Total No. of procurements.
3. No. of procurement through open tendering.
4. No. of procurements through direct contracting.
5. No. of procurements through RFQ.
6. No. procurements through local shopping.
7. No. procurements made in emergency.
8. No. of procurements deviated from APP.
9. Approved bidding documents.
10. Biddings documents are appropriate and compatible with procurement policy / strategy.
11. Applications for bidding documents are entered in procurement register
12. No. of procurements where pre-bid meetings was held.
13. No. of procurements where site visits were conducted.
14. No. of bids issued.
15. Total No. of bids received.
16. No. of bidders / representatives attended the bid opening
17. All envelopes numbered and signed by the committee before opening.
18. Checklists for completeness of tender available.
19. Original proposals / bids are signed by the committee.
20. No. of non-responsive bids.
21. Evaluation report announced and uploaded on PPRA / Organization's website.
22. No. of contracts not awarded to 1st lowest bidder.
23. No. of delayed supplies.
24. No. of advance payments.
25. No. of late payments.
26. No. of procurements where complaints raised.

**ANNEX XI MONTHLY PROCUREMENT PERFORMANCE REPORT FOR LINE
MANAGEMENT**

1. Procurement No.
2. Item
3. Current on-going activity
4. Due date
5. Delivery Status
6. Action required

Repeat for all relevant Procurements

ANNEX XII DAILY ACTIVITY BULLETIN

A. For each on-going procurement – due this week and earlier

Procurement Contract #

Description of Procurement

Status of On-going Activities

ACTIVITY DESCRIPTION

Planned Due Date

Contracted Due Date

Actual Due Date

Variance (days)

Payment when due

Amount Due

B. For each on-going procurement – due next fortnight

Procurement Contract #

Description of Procurement

Status of On-going Activities

ACTIVITY DESCRIPTION

Planned Due Date

Contracted Due Date

Actual Due Date

Variance (days)

Payment when due

Amount Due

C. For each Procurement due to start within next fortnight

Procurement Contract #

Description of Procurement

Status of On-going Activities

ACTIVITY DESCRIPTION

Planned Due Date

Contracted Due Date

Actual Due Date

Variance (days)

Payment When Due

Amount Due