



Transparency International  
Pakistan

**Strives to make Pakistan a better country to live in**

## **ANNUAL REPORT 2005**

Transparency International Pakistan  
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**THE ORGANIZATION**

Name	Transparency International – Pakistan		
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Web site:	<a href="http://www.transparency.org.pk">www.transparency.org.pk</a>		
Status:	Registered as a TRUST. – Transparency International – Pakistan.		
Function:	A Non-Profit, Non-Political, Non-Partisan, Non-Investigative and Non-Confrontational Civil Society Organization established to combat corruption through systemic reforms.		

Transparency International Pakistan was established in 2002 as National Chapter in formation, and on 25 October 2005 it has been accredited as full National Chapter of Transparency International.

TI has 92 NCs, out of which 76 NCs [ including Pakistan ] are accredited, and other 16 Chapters are “In Formation”.

The TI Pakistan Board comprises of following Trustees;

I.	Mr. Jawaid A Siddiqi	Chairman	Advocate
II.	Ms. Naheed Ahmed	Treasurer	Advocate and Social Worker
III.	Mr. Khurram S Abbas	Secretary	Chartered Accountant, CEO Multinational Co,
IV.	Justice [ Retd. ] Haziqul Khairi		Retd. High Court Judge, Retd. Ombudsman Sindh
V.	Justice [ Retd. ], Abul Inam		Retd. High Court Judge,
VI.	Mr. Arshad A Zuberi		Media Owner News Paper & TV Channel

**TI Pakistan Secretariat is managed by following;**

1. Syed Adil Gilani Vice Chairman & Chief Executive Officer.

[CEO is the Official Country Representative “OCR”, and TI Pakistan Contact person, authorised by the Board of Trustees.]

2. Mr. Saad Rashid                                      Project Advisor.
3. Mrs. Naheed Fatima Imtiaz                      Project Coordinator

Transparency International is composed of Seven permanent employees apart from Trustees, Vice Chairman & Chief Executive Officer, and Project Advisor.

- One Project Coordinator.
- One Finance and Administration In charge.
- Two Computer Assistant.
- One IT Experts.
- Two office boys.

### **Donors of TI Pakistan**

**Swiss Agency for Development and Cooperation (SDC)**

**USAID**

**DFID**

**European Commission**

**Transparency International**

### **Audited Accounts 2004-2005**

**Transparency International Pakistan Audited Accounts are hoisted in TI Pakistan website**  
[www.transparency.org.pk](http://www.transparency.org.pk).

**January-February 2005**

**State of Art Complaint Centre for the benefit of Gulshan Town**

Date of Start of Gulshan Town Complaint Centre is 6<sup>th</sup> February, 2005

The ICT program envisaged by Transparency International Pakistan to improve the service delivery of Water and Sewerage facilities to the residents of the Shanty Towns and Lower Income Communities of Gulshan Town, shall include not only a means by which the Citizens can approach the authorities but that the authorities will be able to communicate with the citizens and in turn solve their grievances. It is anticipated that the ICT program will help bring all the stakeholders closer. It is also envisaged that the program will bring pressure on the authorities to perform more efficiently and help them put their act together towards a better management of the utilities.

To achieve above following facilities have been provided within the project area;

- Establishing an efficient State of Art Computerized Complaint Center.
- Setting up a Website of Gulshan Town towards an OPEN system of government to reduce the possibility of Corruption.
- Organizing Regular “Meet the Citizens” Public Meetings where the authorities will meet the Public to hear their grievances and where the authorities can discuss future development programs.
- The authorities to Print and Distribute Flyers and Pamphlets informing citizens of various activities.
- Arrange to set up small committees within each community to check inefficiency and mismanagement of the Water and Sewage collection and distribution.

## **March-April 2005**

### **Walk a Cause**

First Walk a cause against corruption was held with CDGK on 12<sup>th</sup> March. CDGK Nazim Naimatullah Khan lead the Walk at Quaid-e-Azam Mausoleum and hundreds of citizen participated.

### **MOU Signed with Minister of Irrigation and Power Govt. of Sindh**

On 3<sup>rd</sup> April 2005, TI Pakistan Signed MOU with Ministry of Irrigation and Power, Govt. of Sindh on to implement complete transparency in the procurement in the irrigation and power department

*Ensuring honesty in irrigation, power depts*

### **Sindh Govt., Transparency International sign MoU**

DAWN KARACHI: In the presence of Chief Minister, Sindh, Dr Arbab Ghulam Rahim on Sunday, Sardar Nadir Akmal Khan Leghari, Minister for Irrigation and Power, and Transparency International (Pakistan) signed a Memorandum of Understanding (MoU) to implement complete transparency in the procurement in the irrigation and power department at a ceremony held at the Chief Minister's House.

Under the agreement, the department of Irrigation & Power, Government of Sindh, will work with Transparency International (Pakistan) for the application of Transparent Public Procurement Rules and "Integrity Pact" in the Department of Irrigation & Power, Government of Sindh.

Sardar Nadir Akmal Khan Leghari emphasised reforming the Procurement System in the Ministry to take advantage of the latest developments in this field of standardisation of tender documents based on international standards to improve the quality of construction, as well as implement complete transparency in tendering.

Chief Minister Sindh, Dr Arbab Ghulam Rahim, said that he was all for a transparent administration in Sindh, and would support all efforts of the department of Irrigation and Power to have a completely transparent procurement system.

The CM announced that very soon he would take more measures to put into place systemic changes in government procedures to bring in more transparency.

Nooruddin Ahmed, Managing Trustee, said that Transparency International (Pakistan) was ready to provide all assistance to the Sindh government to achieve the aim.

Syed Adil Gilani, secretary-general of the organisation, said that MOI&P along with Transparency International (Pakistan) would be working jointly for implementing the recommendations of the National Accountability Bureau's initiative, the NACS 2002, bringing transparency into public procurement, application of Public Procurement Rules, and prepare a procurement manual for MOI&P, the Government of Sindh which will include Standard Bidding Documents, and prepare ways and means to be included in contract documents to eliminate/reduce delays to a bare minimum, time-based decisions with predictable milestones for processing and approvals.

Mr Gilani announced that TI (Pakistan) will computerise the procurement system and will also provide services for preparing the web site of the Ministry of Irrigation and Power, where the procurement manual and all contract award reports will be made public.

Chief Secretary Sindh Muhammad Aslam Sanjarani, Governor State Bank Dr Ishrat Hussain, and Ashfaq Memon, Secretary Irrigation were also present.

**May-June 2005**

### **USAID Grant Agreement Signed.**

On 17<sup>th</sup> May USAID and TI Pakistan signed the Grant Agreement which was delayed by 11 months.

TIP has signed the grant agreement with SDC for institutional strengthening of Secretariat and project funding in February 2004. USAID also agreed to provide 50% cost of institutional strengthening. However scheduled compliances were not met by TIP and putting into place administrative and finance procedures were highly objected by SDC. The Report of March 2005 inspection visit by SDC states,

1. TI has a part time accountant who is working some other organisation and the accounts are not being prepared in TI Office.
2. TI could not provide me the Chart of accounts, printout of financial reports from the computerized accounting system which they claim that they have.
3. TI so far was not able to have a properly qualified/experience person in-place who can develop the accounting policy, procurement policy, personal policy etc in the form of Operational manual for TI.
4. The 1<sup>st</sup> expenditures report which due in January 2005 was not ready. The format of report was again explained to TI The expenditure reports end December 2004 was promised to be submitted soon to SDC by TI.
5. The supporting documents for the expenditures incurred by TI are filed in a folder without any proper control in terms of assigning voucher number, accounting code etc. In a number of vouchers approval signatures were not found.
6. The signed copy of USAID/TI agreement could not be provided to SDC.

TI Pakistan resolved all the issues, and finally on 17<sup>th</sup> May 2005 the Grant Agreement with USAID was signed for 33 months.

### **MOU Signed with PIA**

TI Pakistan on 10 June 2005 has signed MOU with Pakistan International Airlines for the Implementation of the "Integrity Pact" and Transparency in its Procurement Systems.

### **PIA and Transparency International sign MoU**

KARACHI (June 12 2005): A memorandum of understanding (MoU) has been signed between Pakistan International Airlines (PIA) and Transparency International for the implementation of transparency in procurement system at the PIA Head Office. Transparency International is a non-governmental organisation dedicated to strengthening accountability and curbing corruption. Its national chapter Transparency International Pakistan aims at building a coherent national integrity system with primary emphasis on reforming the system, rather than blaming the individuals.

Vice Chairman, Transparency International Pakistan, Syed Adil Gilani appreciated PIA for voluntarily bringing in an external system for improving its procurement procedures. He expressed his confidence that the Transparency International will not only assist in streamlining the procedures, but would also ensure quality procurements in less time and at competitive rates. Justification of the decisions taken is provided without discrimination to all parties concerned or to any individual or institution, he assured.

Tariq Kirmani, PIA Chairman and CEO speaking on the occasion said that the memorandum is basically a route, which the corporation is adopting to bring transparency and excellence in its procurements. He said that



the present policy of PIA where different departments are making purchases separately is being improvised and a centralised procurement system, which caters to the needs of all the departments, is being established.

In addition to this the agreement with Transparency International will further not only financial benefits but would also earn the organisation a good reputation.-PR

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### **Gulshan Town Upkeep of Complaint Centre Agreement Signed.**

An Agreement was Signed on 24 June 2005, with Gulshan Town for providing service for 2 years operation and up gradations of “Gulshan Town Complaint Centre”.

To achieve the sustainability of the Complaint Centre Project, when Town Nazim contacted TI Pak for assistance to negotiated the annual maintenance contract and costs with the website designers, TI Pak realized that the Project may run into problems once the present elected representatives are not there in future. Keeping sustainability objectives, TI Pak offered the services to maintain and upgrade the software for two years free of cost to Gulshan Town. The only condition Gulshan Town has to agree was that it will continue operating the Complaint Centre, and if for any administrative reason or budgetary constraints, the Complaint Centre is closed, TI Pak will be refunded the total cost of the 2 years.

**July-August 2005**

### **Establish youth clubs**

YinG Programme was initiated by Transparency International-Pakistan to equip youth with tools and skills to realize their rights and responsibilities, practice good governance and become active members of society. The aim of this Programme is to:

- Educate youth on the value of their vote, good governance, their rights and responsibilities in politics and society.
- Encourage youth to seek accountability to address problems of good governance and corruption.
- Involve youth to participate in development to stimulate changes in societies.
- Motivate youth to be agents of transformation within their community.
- Create networks of knowledge sharing and learning on governance and anti-corruption issues.
- Utilize the web to develop social participation amongst youth – the citizens of tomorrow.

Transparency International- Pakistan in collaboration with Higher Education Commission, Swiss Agency for Development and Cooperation (SDC) and National Accountability Bureau (NAB) has created a four-part process of realizing YinG in which there is a formation of a website [www.YinG.edu.pk](http://www.YinG.edu.pk), formation of YinG clubs, Capacity Building Workshops (CBWs) and a grand convention attended by all Universities throughout Pakistan who are part of this Programme.

The First Workshop was held at University of Karachi in July 2005. Youth Clubs have been established in 20 Universities of Sindh & Balochistan. Website [www.ying.edu.pk](http://www.ying.edu.pk) has been uploaded and is functional.

### **Conferences**

The National Conference will be held at Islamabad, after the holding the Workshops at Lahore & Islamabad.

### **Workshops**

1st Workshop held for Universities of Sindh and Balochistan Held at Karachi on 19-20 July 2005.

2<sup>nd</sup> Workshop for Universities of Punjab is scheduled for Feb 2006.

3<sup>rd</sup> Workshop for NWFP & Islamabad will be held at Islamabad in July 2006.

### **National Corruption Perception Survey 2005**

Contract for Consultancy Services for National Corruption Perception Survey 2005 was publicly Tendered through press. Expression of Interest was advertised in Business Recorder and Financial Post. The Contract was awarded in July 2005, and the Report is scheduled to be ready by February 2006.

**September- October 2005**

**Preventing Corruption in Public Contracting:  
Capacity Building and Networking for Civil Society and Local Governments in Asia**

**Asia Urbs Programme “Capacity Building and Training on Procurement” 19-21 September 2005**

The “Capacity Building and Training on Procurement” Training the Trainers Workshop was held at Hotel Marriott Karachi on 19,20 and 21 September 2005 ( Brief and Schedules Annexure D). 32 nominees Pakistan Steel, CDGK, Gulshan Town, Ministry of Irrigation and Power, GoS, Ministry of Agriculture GoS, NBP, PIA ,NAB and Auditor General Pakistan were given the Training by Transparency International, Transparency International Pakistan, World Bank, NAB and PPRA. Messages from Dr. Peter Eigen Chairman TI and from Dr. Akram Sheikh, Dy. Chairman Planning Commission and Chairman PEC were received.. Ms Juanita Olaya and Mr. Ran Liao from TI Germany, and Mr. Nasser Rana of World Bank from regional office at India attended the Workshop. The opening Session on 19<sup>th</sup> September 2005 was presided by Muhammad Younis Khan, Auditor General Pakistan, and Maj. Gen. Muhammad Siddique Dy. Chairman NAB was the Chief Guest. Dr. Arbab Ghulam Rahim, Chief Minister Sindh was the Chief Guest in the closing session and distribution of Certificates to 32 “ Procurement Specialists” on 21<sup>st</sup> September 2005, and the session was presided by Maj. General Mukhtar Ahmad Director General NAB Sindh. Press clippings and photographs are available of TI Pakistan wensite. Tariq Kirmani Chairman PIA was presented the “PIA Procurement Manual” in the inauguration Session jointly by Dy. Chairman NAB Maj. Gen. Muhammad Siddique and Syed Adil Gilani VC and CEO TIP.

**DFID One World Project “ Complaint Center Gulshan Town”**

Geeta Sharma from One World India visited TIP from 21<sup>st</sup> to 26<sup>th</sup> September 2004. Her visit was for personal discussions, and on site visit to the Complaint centre and to meet the past and present Administration of Gulshan Town, and residents of Gulshan Town, on the pro-poor ICT Research Project, titled, “Improving Transparency, Efficiency and Effectiveness of Pro-poor Government Services using ICTs as a Tool”, under which Gulshan Town Complaint Centre has been established. National Country Report and National Pack were prepared the drafts and sent them to Geeta Sharma on 29<sup>th</sup> September 2005. 30<sup>th</sup> September 2005 was the date of closing the Project, and due to her timely visit, TIP was able to submit the two reports within the project time frame.

**Other Projects.**

Project Advisor Saad Rashid processed to Beirut on 24<sup>th</sup> September to attend TI regional meeting on ways and means to make collations with government for reforms.

Syed Adil Gilani, VC and CEO TIP attended the 5<sup>th</sup> Annual meeting of ADB-OECD convention against corruption at Beijing China from 24<sup>th</sup> to 30<sup>th</sup> September 2005 Lt. Gen Munir Hafiez, Chairman NAB also attended the meeting.

**MOU signing with Central Board of Revenue Government of Pakistan**

On 10<sup>th</sup> October TI Pakistan and CBR Signed MOU ) for the implementation of the integrity pact and transparency in procurement system.

## **CBR, TI sign MoU to make procurement transparent**

Daily Dawn

### **By Our Reporter**

ISLAMABAD, Oct 11: The Central Board of Revenue (CBR) on Tuesday signed a memorandum of understanding with Transparency International Pakistan (TIP) for the implementation of the integrity pact and transparency in its procurement system.

Chairman, Central Board of Revenue, M. Abdullah Yusuf and Vice Chairman/Chief Executing Officer, TIP Syed Adil Gilani signed the MoU on behalf of their respective organizations. Member Tax Policy and Reforms Khuwaja Tanveer Ahmad and Member Administration Iftikhar Ahmad signed the document as witnesses.

According to the MoU, the CBR would establish an accountability mechanism in all its dealings and try to provide all the necessary checks and balances in its effort towards a transparent procurement system.

A coordination committee of the CBR and TIP members would be formed to implement the integrity pact and transparency in its procurement system.

This committee would comprise three members from the CBR with responsibilities related to Law, Finance and Technical (Procurement & Contracts) Departments and two representatives of TIP. The TIP vice-chairman would act as its chairman.

It would identify and list all issues of transparency and evaluation of tenders criteria in the procurement bidding documents, including the discretionary conditions existing in the contract documents and make the necessary changes where necessary.

The committee would prepare ways and means to be included in contract documents to eliminate/reduce delays to a bare minimum (time based decisions with predictable milestones) and in approvals by providing mandatory time frames for submissions by consultants/contractors and approvals by client/consultants.

**November – December 2005**

### **Annual Members Meeting of TI at Berlin, Germany**

Mr. Jawaid A Siddiqi, Chairman TIP, Syed Adil Gilani, Vice Chairman & CEO TIP and Mr. Saad Rashid, Project Advisor TIP attend the Transparency International's Annual Meeting held from 10-14 November 2005 in Berlin, Germany. Syed Adil Gilani gave 5 presentations, 1 Pakistan Experience of IP, Results and Implementation Mechanism, 2 Integrity pacts and market competition, do they help or hinder? , 3. Chapters recent work in Public Contracting, Experience Sharing, 4 Transparency International Pakistan Chapter Report 2005 and 5 Implementation of Pakistan NIS Report in form of NACS. Jawaid A Siddiqi participated in the Global Corruption Report 2007, which is on Access to Justice. He has been included in the panel for finalizing the report.

This year Dr. Peter Eigen, the Founder Chairman of TI retired, and elections were held for the new Chair. Ms. Huguette Labelle was elected as the New Chairperson.

During the TI AMM, TI Pakistan was appreciated by many speakers as one of the best performing NC, and specially its work in the field on Transparent Procurement Procedures, Integrity Pact and National Integrity System. The formation of Pakistan National Anticorruption Strategy was mentioned in the Annual General Body Meeting by Dr. Peter Eigen, the Founder Chairman of TI.

Huguette Labelle has served in a variety of public offices, including president of the Canadian International Development Agency, Vice-Chair of the World Health Organisation's Working Group on Health and Development Policies, Deputy Minister of Transport, and Chairman of the Public Service Commission of Canada. She is currently Chancellor of the University of Ottawa and serves on the board of numerous Canadian and international organizations.

### **Earthquake Reconstruction TIP Proposal.**

Proposal for Application "Public Procurement Rule 2004" on the Reconstruction of Earthquake affected areas for International Donors and Government of Pakistan has been moved by TIP in October 2005. The letters written by TIP to the Prime Minister of Pakistan, and two letters written by the Chairman TI, Dr Peter Eigen to the Prime Minister of Pakistan in this respect.

TI Pakistan proposal comprises of application PUBLIC PROCUREMENT RULES, 2004 on the Earthquake Reconstruction Funds.

The following selected Public Procurement Rules are the governing parameters of Transparent Planning & Procurement.

**Rule 8:** Procurement planning.- Within one year of commencement of these rules, all procuring agencies shall devise a mechanism, for planning in detail for all proposed procurements with the object of realistically determining the requirements of the procuring agency, within its available resources, delivery time or completion date and benefits that are likely to accrue to the procuring agency in future.

### **TI Pak plans for the Application on Earthquake Reconstruction:**

- 1. Time based Master Plan for the Requirements of Reconstruction shall be prepared by forming a Consortium of International Experts/Consultants comprising of Environmentalists, City Planning, Communication, Geologist, Seismic, Structure**

**Engineering, Agriculturists, Highway Engineering, financial analysts etc, supervised by UNO.**

- 2. The Master Plan funding shall be arranged as Grant by WB, ADB and UNO.**
- 3. All procurements shall then be conducted in accordance with Public Procurement Rules 2004.**
- 4. The donors shall support the appeal of Government of Pakistan to work jointly to arrange funds for the Reconstruction as Grant and not as Loan.**

TI has arranged a one and half day International Workshop in association with NAB, at Islamabad, which has been now scheduled for 7 & 8 February 2006. The funding for the Workshop Euro 52,000 is being shared by Switzerland SDC and Sweden Government. Budget is at Annexure F.

### **Korean Earthquake 1004 House Project.**

TI Pakistan sent appeal to all National Chapters for the Relief donation on for the Earthquake affectees.

TI Korea arranged a team of Volunteers to visit Pakistan. The Korean donors requested for TI Pakistan assistance in monitoring the 1004 houses they intended to build at Rs3,000 each, total donation of US \$ 500,000. Following are the details of the Project sent by Mr. Geo Sung Kim, Vice Chairman TI Korea and Member TI Board of Directors.

### **Pakistan 1004 Project.**

#### **1) Dioli - Korea village**

On Nov. 14, members of Pakistan 1004 project (P1004) made a decision to build about 400 houses at Dioli village in Nawazabad. This plan was released to 50 villagers and Pakistani army officers. That village will have a name of "Dioli Korea Village". Dioli is a village on 2,300 m high mountain area and its inhabitants are about 7,000. There were 450 victims of the earthquake, including 150 deaths.

#### **2) Construction**

Labours: inhabitants of Dioli village

Technic: Pakistani army

Funds and materials: P1004

On Nov 16, P1004 bought 1,000 sheets and 7,000 sets of bolt and nut. P1004 sent them to the site. They will be used for reconstruction of about 100 houses. In next week, P1004 sent similar materials for 3000 houses and the houses were completed and handed over by end November 2005.

#### **3) Others**

School buildings were totally destroyed. Thus P1004 has sent US \$ to Pakistan Army to rebuild one school.

### **TI's South Asia Regional Workshop at Delhi, India.**

TI's South Asia Regional Workshop was held in Delhi on Nov. 25-27, 2005. TI Chapters from India, Bangladesh, Nepal, Pakistan and Sri Lanka attended the meeting. Dr Peter Eigen, Founder Chairman TI, and present Chairman TI Board of Advisors also addressed the Workshop. Mr. Jawaid A Siddiqi, Chairman TIP and Mr. Saad Rashid, Project Advisor TIP attended the Workshop.

### **Procurement Workshop for PIA at Islamabad.**

Syed Adil Gilani attended a one Day Procurement Workshop held at Islamabad on 28 November 2005 by PIA for its Procurement Staff from Lahore, Quetta, Islamabad and Faisalabad. The procurement procedures made by TI Pakistan in the PIA Procurement Manual were explained to 8 participants from 2.30 pm. to 6 pm. A 40 Slide presentation of TI Pakistan was distributed. The participants raised many questions, and in the end they all thanked TI Pakistan for teaching them the procedures and explaining them in detail. Mr. Mujeeb Manager Procurement PIA who was one of the PIA Trainee in the URBS Workshop held in Karachi in September 2005 conducted the workshop from 9 am to 1.30 pm.

### **9th December United Nations Anticorruption Day**

Mr. Yawar Mehdi and Mrs. Naheed Fatima Imtiaz Project coordinator TI Pakistan , Directed and Produced the TV Play “**Yeh to Hona Hi Tha**” on the subject of evils of corruption on a family life. . Script was written by Fatima Surriya Bajia. National Actors Jamal Shah, Zaheen Tahira, Rizwan Wasti, Umar Qazi, Aiman, and other acted in the play.

“Yeh to Hona Hi Tha” was telecasted by PTV on UN Anticorruption Day Friday 9 December 2005, at 5.35 pm.

The 20 seconds TIS message on the anticorruption day was also played on PTV, AAJ TV and HUM TV.

### **MOU signed with TCP**

TI Pakistan signed MOU on Integrity Pact with Trading Corporation of Pakistan on 13 December 2006.

### **Ensuring transparency in procurement**

EDITORIAL (December 28 2005): The Memorandum of Understanding the Trading Corporation of Pakistan signed with the Transparency International (TI) on December 13, makes another addition to public sector organisations' increasing focus on elimination of corruption from an unfailing approach that has earned recognition the world over.

Basically aimed at ensuring integrity and transparency in its procurement system, that reeks in the evil, it provides for the TCP and TI, working together for implementation of the PEC and the World Bank Standard Bidding Documents, in accordance with the recommendation of the NACS 2002, and the Public Procurement Rules, 2004.

A significant feature of the accord is that the TCP would establish an accountability mechanism for all its dealings and try to provide all necessary checks and balances in its effort towards putting in place a transparent procurement system.

Significantly, TCP Chairman Asif Zaman Ansari, speaking on the occasion of MoU signing, lauded the co-operation of the TIP and the capacity building services in procurement it has been providing to Pakistan International Airlines, the Central Board of Revenue, Pakistan Steel, TCP and several other government

organisations without any fee. Coming at a time when the TCP is being called upon increasingly to handle both domestic and international transactions to help greater growth of the economy in the sectors primarily dominated by the private sector, the initiative will be widely welcomed.

This should be all the more so, in view of the confidence it will help inspire among all the stakeholders.

For, as now agreed, a co-ordination committee of the TCP and the TIP members would be formed to implement the integrity accord and enhance transparency in its procurement system. For one thing, confidence inspiring will appear to be the very composition of this body.

With three members from the TCP, holding responsible positions related to law, finance and procurement and contracts departments, and two from the TIP, and with the TI Vice Chairman as the head of the committee, it would identify and list issues of transparency and evaluation of tenders' criteria in the procurement documents.

It would also devise ways and means for inclusion in contract documents for elimination of, or reduction in, delays to a bare minimum with mandatory time limit for submission by bids and approval by the TCP. All this will bring to the fore the effectiveness of this unfailing approach towards addressing a whole range of grievances, long associated with government departments, agencies and public sector utilities, and commercial organisations, reeking of corruption and mismanagement, over too long a period.

Reference, in this regard, may also be made to a workshop on 'Capacity Building and Training on Procurement', organised by Transparency International in September. On that occasion, the National Accountability Bureau Deputy Chairman had deemed it appropriate to state that public sector procurement constitutes one of the attractive areas that offer more opportunities of corruption than any other, saying that corruption in the procurement system destabilises the economy by retarding the pace of development.

Along with this, he had also revealed that the oversight mechanisms were in process of development with a view to promoting transparency in tendering and awarding of contracts. Among other things, he had contended that several steps were taken to formulate rules and to evolve 'Standing Operating Procedures' to help government organisations to improve their systems.

Moreover, identifying areas prone to exploitation by the corrupt, he had referred to non-standardised procurement regimes, outmoded, non-transparent procurement rules and procedures, mild response of international actors to prevent corrupt practices by foreign bidders and importers in procurement, and insufficient expertise.

Again, elaborating on these, he had also observed that best practices in procurement involve use of competitive selection procedures, clear bidding rules, their transparent and efficient application and administration. For this he had stressed the need for sound procedures for evaluating bids, selecting successful bidders and firm supervision and evaluation of implementation. According to him, these constituted key factors in ensuring a successful procurement process that can minimise opportunities of manipulation, and hence corruption.

More to this, claiming that the government had demonstrated its commitment to eradicate corruption from public procurement, he pointed out that several public sector departments had activated procurement web sites, and started practices like communication of grounds for rejection of bids to contractors, and announcement of results of bid evaluations.

One hopes that proceeding earnestly, with this approach, with the needed political will, the government will lose no time in ensuring similar transparency in huge procurements in certain other departments, including Defence, notably, in areas other than armaments, and security related items.



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