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Public Procurement Management Issues and Policy Recommendations: A Case from Pakistan

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ABSTRACT

The Public Procurement sector in Pakistan encompasses a substantial volume of resources including human, financial, and material along with services namely packing, transportation, storage, and distribution. The sector plays pivotal role in steering the country's economy as well as its GDP. However, this intricate value chain is plagued by numerous associated inefficiencies. Public Procurement Regulatory Authority has been introduced more than two decades ago and has significantly harmonized the Public Procurement across different Public Sector organizations, yet there is plentiful to be done. The concept of traditional Public Procurement is deep rooted and still in vogue whereas copious other techniques are available to do the same. The fundamental role of Public Procurement as a policy driver cannot be flouted. Moreover, the practical intricacies faced by the public procurement professionals, being key stakeholders are ignored in policy formulation, which gives the impetus to undertake this study.

The research has been undertaken to assess the issues and challenges of the public procurement. Mixed method approach has been used to utilize the qualitative and quantitative techniques as per situation and requirement of the statement of the problem and research question. The responses have been collected from the procurement professionals only instead of random surveys. This selective participation ensured the receipt of best responses with useful insights. The identification of the factors or research instrument development has also been carried out through primary source. The situational analysis was in-depth and new extrapolations have been generated from the same.

As virtually, every government initiative or ongoing project / process, is related to the acquisition of goods, execution of works, or provision of services, and revolves around Public Procurement. Hence, it becomes imperative to augment the sector through meticulous renaissance and continuous refinements of the sector on an End-to-End Value Chain concept, in accordance with this research, outlined recommendations and international best practices. Transitioning from conventional procurement methods to an optimized, integrated, and effective Supply Chain Management system holds the potential for substantial cost savings. These savings in turn will result in provision of more funds for development programs, and support the low financial reserves.

Keywords: Public Procurement, Supply Chain Management, Procurement Challenges, Regulatory Framework (PPRA), Value Chain Optimization

INTRODUCTION

Government is the largest client in any economy. Makori has considered that PP is intricate and vibrant due to its copious objectives includes overall public satisfaction and community interests instead of profits only, as in the private sector (Odero et al., 2017). Resultantly, PP has progressed tremendously and has evolved as a separate and significant field in the 21st century. The donor agencies especially World Bank has key focus on application of transparent and efficient manner of PP in aid recipient countries like Pakistan. Keeping in view the above mentioned requirements a regulatory body was formed with the name of “Public Procurement Regulatory Authority” in 2002. (PPRA Ordinance, 2020) The body was mandated to formulate, revise, amend, monitor, implement and recommend policies, rules and regulations related to PP. The rules, enacted by PPRA, have been amended from time to time with major revisions in 2020 and 2021. Thereafter in 2022, PPRA introduced its standard bidding documents (SBD) in 2022. The Preface of the SBD, clearly indicates,

“This document is a live document, and may be updated on quarterly basis considering the regulatory experience feedback based on monitoring the procurement practices and valuable suggestions of the stakeholders (i.e. procuring agencies, vendors and general public).”

Increased inflation, volatile logistic prices, high fuel cost and low foreign exchange further gives the impetus to improve the overall efficacy of the entire Value Chain and not limit the same to procurement only which itself is not producing the desired outputs. After materialization, each PP in turn translates into a contract agreement, which is governed by the contract law of 1872. The key driving force in the case of PP optimization is to safeguard the public interest and increase the overall system efficiency and effectiveness. As public money is involve and the country is also facing an extreme financial crunch, cost saving measures without compromising the principles and fundamental requirements is of prime concern by different policy makers.

Statement of the Problem

According to Khan (2021), there is a potential of an estimated \$ 18 billion savings through PP optimization in Pakistan. PPP are devised and issued by PPRA through various rules, regulations, and SROs (PPRA Ordinance, 2020). Despite repeated amendments and revisions, exemptions were sought and granted in LNG contracts (Profit, 2023a) and Reko Diq deal with Saudi Arabia (Profit, 2023b). It indicates major issues in application and adoption of these rules and policies, which needs redressal through robust policy guidelines.

Research Question

What are the major challenges faced by Pakistan's PP sector and how to achieve VFM in PP through policy interventions?

Scope

The study will discuss the policies, laws, procedures, rules, regulations and strategies under the ambit of PPRA of federal government of Pakistan only. Although all the provinces follow most of the policies of federal PPRA, however the same are not included as there are some differences as well.

Significance of the Study

The study is unique as it encompasses the updated response of procurement practitioners (public and private) involved in the process of PP in Pakistan. The diversification of participants, and number of analytical tools used make it a useful work for its practical incorporation in upcoming PP policies.

LITERATURE REVIEW

Despite having a historical importance PP has a small number of studies (Brulhart and Trionfetti, 2004). They have also highlighted the aspect of the role of PP in promoting local industries, as it prefers local procurement being simpler in nature as compared to international procurements requiring different set of laws and an increased complexity of the end-to-end process. Chama & Ndeto (2023), have highlighted the intangible issues of responsibility, integrity and values additionally to simple buyer supplier relationship through contracts only. They have also explored the positive role and correlations of implementation of interventions by the regulatory body on the PP improving efficiency and effectiveness through employability of IT tools.

Harland et al. (2021) gave the concept of policy-led PP and redefined the traditional matrix of PP as mentioned in Figure 1. They linked the role and evolution of PP with overall strategic policy making through different policy goals of government by quoting the European regulation Directive 2014/24/EU:

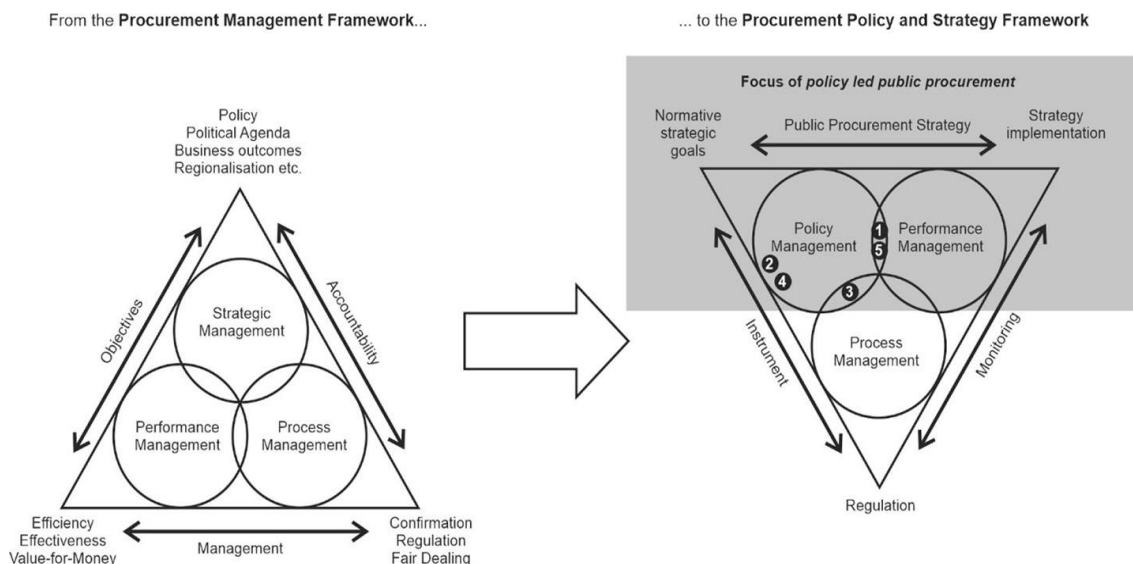
PP plays a key role in the Europe 2020 strategy [. . .] for smart, sustainable and inclusive growth [. . .], as one of the market-based instruments to be used to achieve smart, sustainable and inclusive growth while ensuring the most efficient use of public funds.

New Zealand has resolved its equity issues using PP as lever through policy pragmatism shift. Instead of comprehensive system overhaul for positive social and

economic outcomes, research gaps have been identified and requirement of further interdisciplinary research in the area of PP as a lever of public policy implementer is emphasized. Regulations are not the only measure for PP but SPM, market knowledge, and long-term relationships are considered as additional parameters (Harland et al. 2021).

Foreign investment is adversely affected due to poor PP policies and practices in vogue that results in sluggish public development (International Governance Solutions, 2014). Policy led PP will result in a formulation of new goals like sustainability, innovation, and performance management instead of procurement management (Patrucco et al. 2020). According to Pavlova and Vasileva (2023), PP has evolved from traditional VFM towards SPP and acts as a Public Policy implementation economic instrument. They considered it as a vital policy implementer in the public sector. Contrarily, Dimitri (2013) considers VFM as the most significant driver of PP.

Figure 1. Adapted triangle framework for procurement policy and strategy



Note: Reprinted from *"Policy-led public procurement: does strategic procurement deliver?"*, by Harland, et al. (2021) explaining the difference in procurement management framework and procurement policy and strategy framework.

RESEARCH METHODOLOGY

“Not everything that can be counted counts and not everything that counts can be counted.” (Cameron, 1963)

The research methodology will be descriptive, interpretive, pragmatic and analytical. The study will be conducted through mix methods i.e. qualitative and quantitative. Issues will be identified through data triangulation. Literature review, semi structure survey; including 9 questions based on 1-5 Likert scale is used for the evaluation and analysis of identified issues in the PP. The “how” part will be based on semi structured (qualitative method) single question in order to restrict the

responses of the respondents i.e. procurement practitioners. After having an interview with Qureshi (2023) who is a seasoned professional in PP with over 13 years of experience and looking into detailed literature review to identify the themes and patterns of issues involved in PP, the questionnaire placed as Annexure A, is developed. The survey consists in total 10 questions i.e. 9 quantitative and 1 qualitative (Annexure - A). The primary data source is source documents placed on PPRA website and survey based on Likert scale questions plus one open-ended semi structured question. The secondary data source includes published research articles and other literature from authentic internet sources. The population for the study is procurement practitioners, public/private academia members, bidders, regulators or anyone familiar with the concept of PP. The sampling technique employed is non-probabilistic (purposive and convenience sampling method). Data collection has been carried out through google forms circulated through different WhatsApp groups of people related to Procurement or SCM. The received data is analyzed for validity and reliability through data triangulation and policy recommendations are suggested accordingly.

Context / Setting

At present PP has become even tougher due to massive accountability drive towards the public officials. In addition, international donor agencies and entities requires observance of stringent controls and parameters. As per general presumption, regulator has sufficient information and authority to uphold the public benefit along with control on cartels and monopolies being high risk and vulnerable areas of PP value chain. Regulations can be revised through amendments and corrections keeping in view the dynamic policy determinants of governments as public representative (Petersen et al., 2020). Unlike the traditional PP concept of tendering, evaluation of bid and award of contract only, it is much more exhaustive in nature. Kusi et al. (2014) have defined some of the processes as Need, Specify, Sourcing, Enquire, Evaluate, Negotiate, Order, Progress, Deliver, Pay, and Review. However, they have missed the tangible parts including demand forecasting, supply availability (Scarcely available, Difficult to obtain, and Easy to get, commonly known as SDE), market survey and price analysis, evaluation criteria, quality inspections, long term relationships, interdependence of buyer-supplier on each other and in international procurement cases relationship between states.

Edler (2023) has probed the demand side of PP and declared it as a transformation for public policies in numerous areas because PP is part of all organizations and plays a key role within organizations. Using PP, organizations can initiate or support organizational transformation.

Table 1: The role of public procurement in transformational policies

	Relative (potential) market share of public demand	
TRANSFORMATION	Minor	Major (or catalyst for private market)
	Emergent	Limited procurement action (regulation, private demand support actions)
	State Initiated (missions)	If possible isolated demonstration projects and early use. Support demand driven creation of innovation, lead market.

Note: Retrieved from Edler, (2023) explaining the transformational role of PP

Khan (2021), an oil and gas management professional, has reviewed the issue in PP of Pakistan and estimates it at \$60 billion or 20% of the GDP. He believes that an estimated \$18 billion can be saved by resolving the inefficiencies in the PP processes through potent and dynamic policy guidelines duly maintained by a feedback control system. He highlighted the capacity of governance structure, level of professional capacity, vacant positions of private members in PPRA board and conflict of interest of on-roll board members, a neutral grievance redressal forum, and lack of stout PPRA private members' selection criteria along with appointment of a specialized Managing Director. He also approved about the issues in post contract management, PP and contract management skill scarcity extending from policy development to management. He advocates SCM experts based advisory board for PPRA and an independent and impartial procurement ombudsman or procurement tribunals / courts to resolve the procurement and contract disputes independently. He suggested integrated inventory management regulated by PPRA and capacity assessment and mapping of procuring agencies in all aspects.

Farooqui et al. (2022) have also highlighted some issues in PP. They consider reforms in PP in Pakistan as work-in-progress (identification of policy gap and requirement of policy intervention), End-to-End Electronic Data Interchange (EDI) for overall PP systems (already addressed and under deployment by PPRA through EPADS), Capacity issues in HR involved in PP, and lack of time keeping, time management and self-learning PP systems. They have also suggested measures of addressing these issues through triple helix approach combining industry, academia and government along with international donor agencies along with development and implementation of a comprehensive training and certification system for all PP professionals. They have also indicated the requirement of smooth financial transactions in order to streamline the payment system in PP.

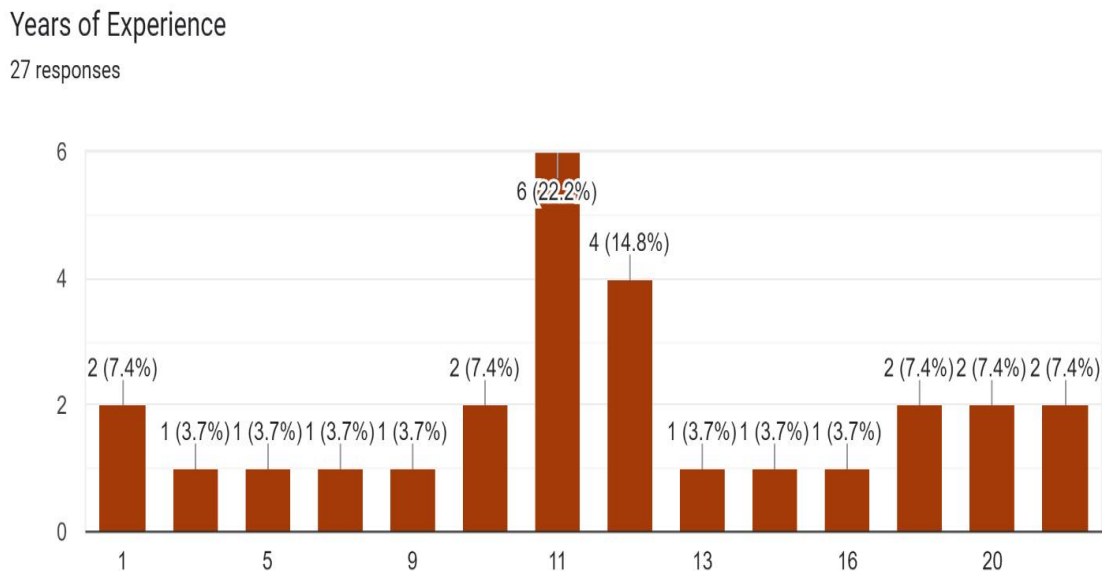
Hence, PP can also be employed as a policy tool for inventory management, logistics, sustainability, and organizational transformation.

Analysis & Findings

The principle of procurement has been define in Rule 4 of the federal PPRA Rules Procuring agencies, while engaging in procurements, shall ensure that the procurements are conducted in a fair and transparent manner, the object of procurement brings VFM to the agency and the procurement process is efficient and economical.

All subsequent policies, strategies and directive defined for PP are required to fulfill the above-mentioned principle of PP. This principle is clearly in-line with the desires of public at large and international best practices. However, the same elements are missing in one form or another due to their abstract nature and different illustrations of terms by diverse procuring agencies as per their varied nature and requirements. In total 27 responses are received out of which only 11.4% respondents have less than 5 years' experience, and 77.8% have more than 10 years' experience.

Figure 2: Years of Experience



Note: Depicts the survey participants years of field experience.

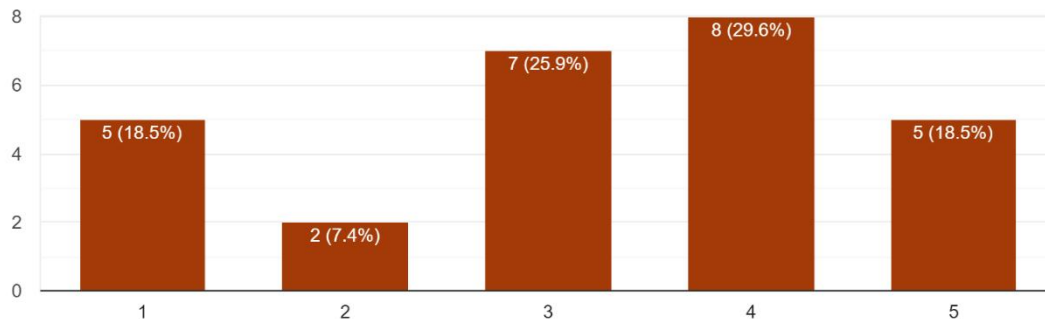
Quantitative Analysis and Findings

The nine question of the research questionnaire are based on 1-5 Likert scale with 1 as completely disagree to 5 as Complete agree. These questions are grounded in theory, literature review and expert interview (Qureshi, 2023).

In first question, the assertion is there are institutional and structural problems in PPRA, so it requires restructuring and amendments. The issues seems correctly identified as the cumulative score of 1 and 2 is just 25.9 % whereas the score of 3, 4 and 5 is 74.1 %.

Figure 3: Response of Question Number 1 of the Survey linked as Annexure-A

Institutional and structural problems in PPRA that requires restructuring and amendments; are issues in Public Procurement in Pakistan
27 responses

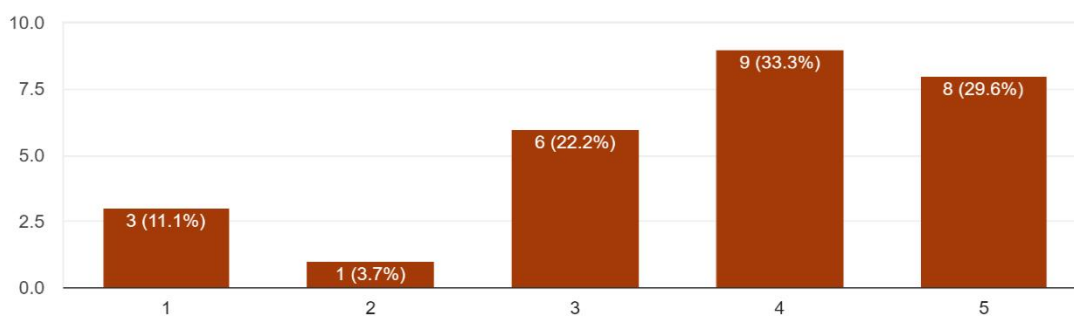


Note: The response is quantitative in nature and has been obtained through 1-5 Likert scale

In second question, the claim is, “inefficient procurement procedures are an issue in PP”. The issues has been correctly identified as the cumulative score of 1 and 2 is just 14.8 % whereas the score of 3, 4 and 5 is 85.2 %. This indicates an exigent necessity of redefinition of procedures through policy interventions.

Figure 4: Response of Question Number 2 of the Survey linked as Annexure-A

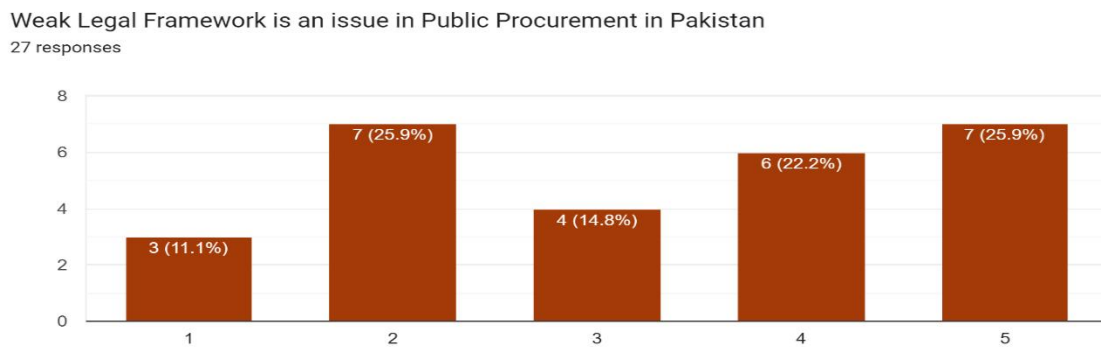
Inefficient procurement procedures are an issue in Public Procurement in Pakistan
27 responses



Note: The response is quantitative in nature and has been obtained through 1-5 Likert scale

In the third question, the contention is, “weak legal framework is an issue in PP”. The issues has been correctly identified as the cumulative score of 1 and 2 is just 37 % whereas the score of 3, 4 and 5 is 63 %. This indicates a positive relationship, however it needs further investigation as old and obsolete Contract Act 1872 has not been mentioned explicitly that governs the post contract award regime.

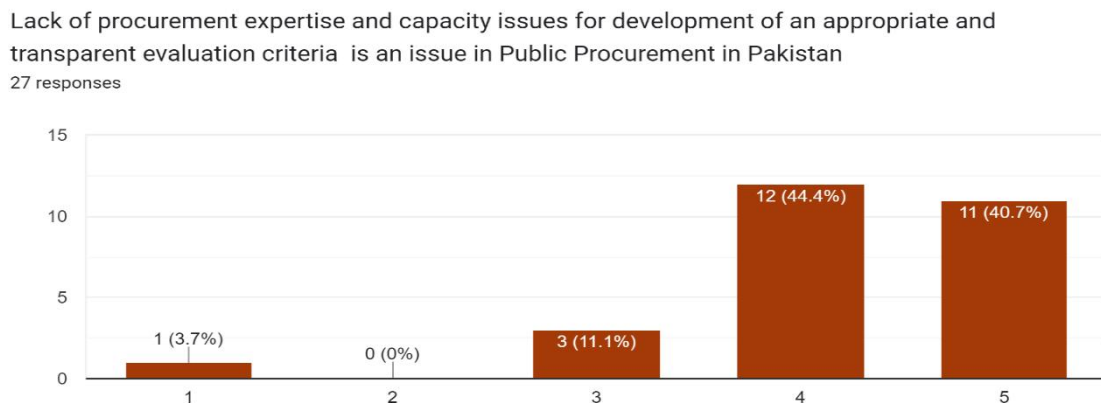
Figure 5: Response of Question Number 3 of the Survey linked as Annexure-A



Note: The response is quantitative in nature and has been obtained through 1-5 Lickert scale

In the fourth question, the argument is, “Lack of procurement expertise and capacity issues for development of appropriate and transparent evaluation criteria is an issue in PP”. The issues has been strongly endorsed by the respondents as cumulative score of 1 and 2 is mere 3.7 % whereas the score of 3, 4 and 5 is 96.3 %. The results of this question are daunting, as the respondents are mostly involved in the PP in one way or another. However, it indicates general awareness among PP professionals regarding ongoing capacity building and skill enhancement requirements.

Figure 6: Response of Question Number 4 of the Survey linked as Annexure-A

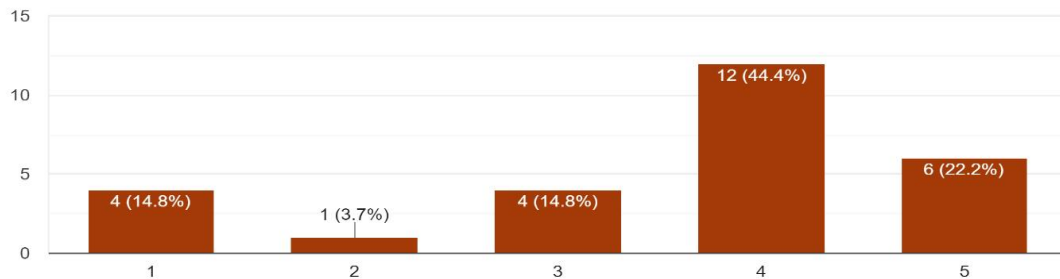


Note: The response is quantitative in nature and has been obtained through 1-5 Lickert scale

Question number five proclaims, “Development of appropriate and transparent evaluation criteria is an issue in PP”. The issues has been strongly endorsed by the respondents as cumulative score of 1 and 2 is just 18.5 % whereas the score of 3, 4 and 5 is 81.5 %. The criteria on item-to-item basis may be devised and reviewed/revised annually with inclusion of experts from finance, logistics, technical, procurement, and quality management sides.

Figure 7: Response of Question Number 5 of the Survey linked as Annexure-A

Development of an appropriate and transparent evaluation criteria is an issue in Public Procurement in Pakistan
27 responses

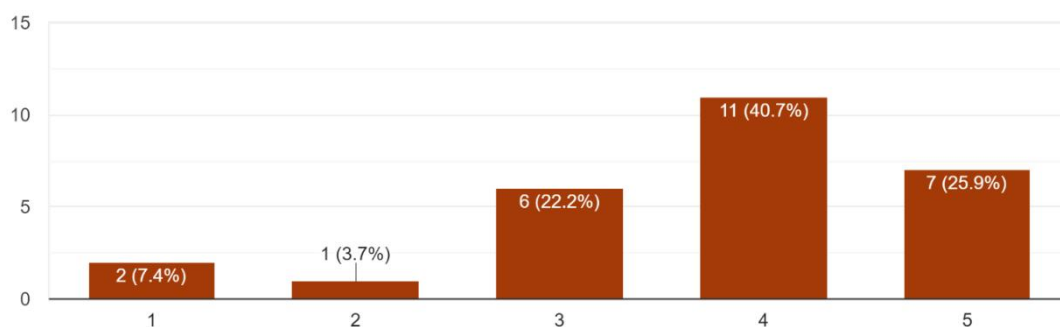


Note: The response is quantitative in nature and has been obtained through 1-5 Likert scale

In the sixth question, the claim is, “Inadequate supplier evaluation and selection is an issue in PP”. The issue has been strongly endorsed by the respondents as the cumulative score of 1 and 2 is 11.1 % whereas the score of 3, 4 and 5 is 88.9 %. The supplier evaluation and selection is based solely on the evaluation criteria mentioned in question five above. A faulty evaluation criteria will result in an inadequate supplier evaluation and selection. Hence, there is a strong co-relation between the two question and the response of participants also endorses the same. A robust evaluation criteria will result in resolution of both the issues mentioned in question number 5 and 6.

Figure 8: Response of Question Number 6 of the Survey linked as Annexure-A

Inadequate supplier evaluation and selection is an issue in Public Procurement in Pakistan
27 responses



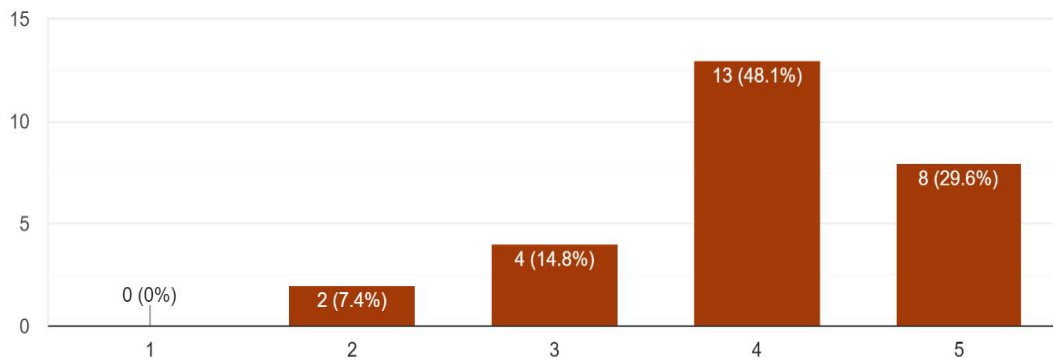
Note: The response is quantitative in nature and has been obtained through 1-5 Likert scale

Question 7 explores the claim, “Inconsistent Performance Measurement of Supplier is an issue in PP”. The issue has been intensely validated by the respondents as the cumulative score of 1 and 2 is 7.4 % whereas the score of 3, 4 and 5 is 92.6 %.

There is no explicit performance measurement matrix in PPRA documents. Resultantly, it is one of the greyest areas of manipulation during evaluation criteria development. An introduction of policy based sound, logical and feedback controlled supplier performance measurement, duly endorsed by industry experts can solve the said issue, by PPRA on trade-to-trade and item-to-item basis.

Figure 9: Response of Question Number 7 of the Survey linked as Annexure-A

Inconsistent performance measurement of suppliers is an issue in Public Procurement in Pakistan
27 responses

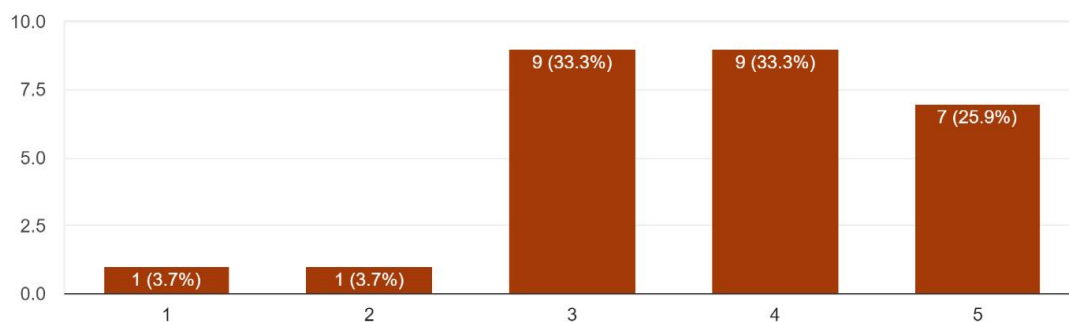


Note: The response is quantitative in nature and has been obtained through 1-5 Likert scale

Question eight states, “Rate reasonability decision making is an issue in PP”. The respondents have confirmed the issue as the cumulative score of 1 and 2 is 7.4 % whereas the score of 3, 4 and 5 is 92.6 %. The factors involved are volatile market conditions, extended P2P procurement cycle, extended warranty periods, dollar – rupee parity for imported equipment and materials, excessive accountability, existence of non-filers and undocumented economy in country, resulting in rate reasonability decisions becoming formidable. Hence, the decision becomes more subjective than objective.

Figure 10: Response of Question Number 8 of the Survey linked as Annexure-A

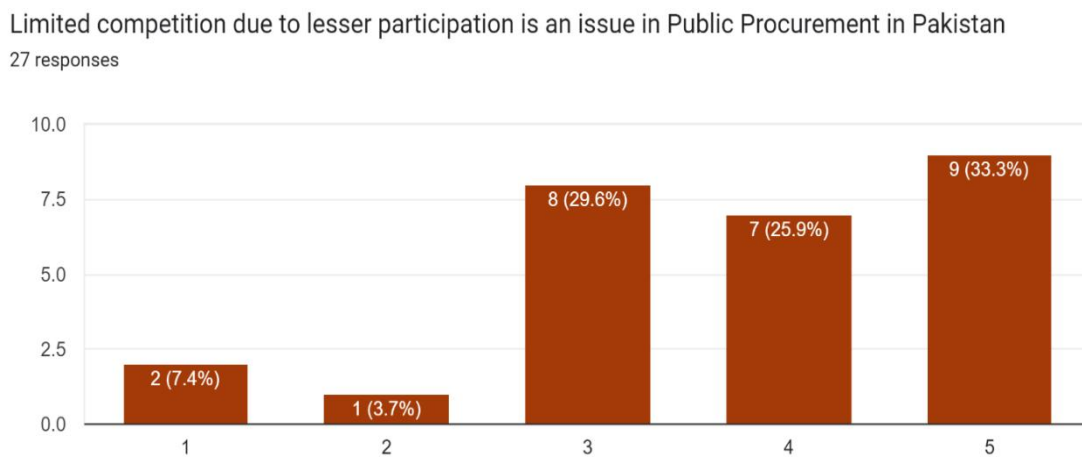
Rate reasonability decision making is an issue in Public Procurement in Pakistan
27 responses



Note: The response is quantitative in nature and has been obtained through 1-5 Lickert scale

Question nine states, “Limited competition due to lesser participation is an issue in PP”. The respondents have endorsed the viewpoint as the cumulative score of 1 and 2 is 11% whereas the score of 3, 4 and 5 is 91%. The question is interlinked with earlier questions. Due to the issues mention in earlier questions the competition is getting thinner each day leaving fewer choices instead of increasing the same. The need of the hour is to develop a sound and reliable supplier base where quality has already been finalized even before initiating the tendering process through creation of pool of eminent suppliers as per TPS model, instead of buying from any untrustworthy sources.

Figure 11: Response of Question Number 9 of the Survey linked as Annexure-A



Note: The response is quantitative in nature and has been obtained through 1-5 Lickert scale

Tenth question states, “How to achieve the objective of VFM, in an “efficient” and “economical” manner in PP through effective policy guidelines?” The respondents replied subjectively, however the underlying themes frequently include the resolution of already detailed issues, revalidating the study. Another common response was usage of E-Procurement systems, which is not listed, being an operational issue, and already under deployment by PPRA with the name of Electronic Procurement and Disposal System (EPADS). It includes disposal as well as an additional feature. Further responses are assessed and primary themes are elaborated as under:

- PPRA needs a full-scale diagnostic study to figure-out the inherent flaws in its regulatory structure and after due diligence ' the PPRA should be restructured to its core. Populate the provincial and Federal PPRA boards with procurement professionals only.
- Formation of critical mass of public procurement professionals with mandatory trainings, capacity building and licensing. Separate service of procurement,

logistics and supplies management as a distinct cadre in provinces and federation working independently with due legal protection.

- Healthy Competition should be promoted by adopting transparency & accountability mechanisms & new potential entrants should be encouraged to participate by enforcing friendly policies.
- Detailed product specification and standards to be given for bidding documents and to create competition through attracting more organizations and public for bidding. Developing long-term procurement plans to aggregate demand and allowing negotiations with lowest evaluated bid in order to finalize better terms with suppliers. Quality will not be affected as it has already been finalized during technical bid evaluation, in single stage two envelop tendering. Use of framework agreements for repetitive or bulk purchases to lock in favorable prices.
- Vendor Selection and Evaluation: Use objective criteria for selecting vendors, focusing on their capacity, experience, and track record. Periodically evaluate vendor performance and consider past performance when awarding contracts. Policy should address ways to prevent pooling. Focus should be more on firms that provide items through sustainable means resulting in achieving SDGs, and leading to lesser environmental costs.

International Best Practice

The system of government in Pakistan has been inherited from the British. The British have already employed one of the best public as well as private procurement systems in the world. It is evident as Member Chartered Institute of Procurement and Supplies qualification (MCIPS) is mandatory for all PP professionals working in the country. MCIPS has credible acceptability in commonwealth countries as well as MENA region. Despite all these measures, British government is striving to use PP as the policy driver through massive interventions and updates in the existing processes and systems. The syllabus of the MCIPS is regularly updated along with an annual ethical procurement exam. Moreover, new legislation has been enacted in UK in 2023 for the PP and is known as Procurement Act, 2023. It segregates different types of procurements and highlights different processes with detailed authorities and jurisdiction. A discrete and scrupulous study is required to evaluate the incorporation of relevant portions within existing local framework.

Recommendations

The recommendations are as under:

- Restructuring and organizational reforms in PPRA is the foremost requirement. It includes but not limited to populating the PPRA board with PP professionals from the public as well as private sector. Only the seasoned PP professionals having relevant experience backed by sound associated qualification can address the practical intricacies of the PP. It can be carried out through revision/amendment in rules of appointment of the PPRA members by the federal government.

- Revision of old and obsolete contract law of 1872 is the foremost requirement to redefine the contract agreements as per latest requirements. The same can be ensured and processed through meticulous legislation.
- A comprehensive HR management system encapsulating training, capacity building and licensing may be introduced for PP professionals. In this regard, example of UK is noteworthy. There is a mandatory requirement of qualifying MCIPS examination, which is offered on worldwide basis as well. The MCIPS qualification holds significant value in MENA region and commonwealth states. It is noteworthy that it includes an annual ethical procurement practices exam as well. Hence, instead of devising new mechanism, it is imperious to deploy the existing available best practice.
- Separate service of procurement, logistics and supplies management as a distinct cadre in provinces and federation working independently with due legal protection. Similarly, an independent forum Procurement ombudsman, court or tribunal to settle the disputes independently without getting into existing lengthy court procedures. The update Procurement Act of UK, 2023 can be adopted with necessary modifications and amendments as per local requirements.
- At present EPADS is working on trial basis. After early completion of trial and successful deployment, further extension of EPADS system is required to capture End-to-End Value Chain, in future.

CONCLUSION

The amount of people, money and materials involved in the end-to-end value chain of PP sector of Pakistan is enormous and so are the associated spillovers and inefficiencies. An optimized, integrated and efficacious SCM system instead of traditional procurement will result in massive savings which in turn will be available either for public development programs or to anchor the low financial reserves. PP acts as a key policy driver and each initiative of the government is embedded in it whether it's associated with goods, works, or services. The sector requires massive overhauling and revisions as per given suggestions. Empowered PP professionals; with proper state backing, planning, monitoring, management, and capacity building, will result in the organizational transformation and resolution of most of the issues. New legislation to revise the obsolete laws and impartial forums to settle the PP disputes will result in strengthening the overall system and restore confidence of public and funding agencies. Lastly, structural reforms through introduction of PP professionals may not be ignored to assess and redefine systems while keeping in view international best practices.

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Annexure A

ISSUES IN PUBLIC PROCUREMENT: POLICY RECOMMENDATIONS

This survey is for the identification of the issues present in Public Procurement in Pakistan.

The survey will be used only for research, analysis and recommendations for a policy paper at National Institute of Management (NIM, Lahore). It is also added that the Identification of the participants will be kept confidential and will not be revealed. However, in case of any authentication required, the same may be carried out through emails.

** Indicates required question*

1. Name *

2. Email *

3. Designation *

4. Organization *

5. Years of Experience *

Select one option only from 1 to 5 from "Completely disagree" to "Completely agree".

Note: There are no right or wrong answers

What are the major issues in Public Procurement in Pakistan?

1. Institutional and structural problems in PPRA that requires restructuring and amendments; are issues in Public Procurement in Pakistan *

1 2 3 4 5

Completely disagree Completely agree

2. Inefficient procurement procedures are an issue in Public Procurement in Pakistan *

	1 2 3 4 5	
Completely disagree	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Completely agree

3. Weak Legal Framework is an issue in Public Procurement in Pakistan *

	1 2 3 4 5	
Completely disagree	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Completely agree

4. Lack of procurement expertise and capacity issues for development of an appropriate and transparent evaluation criteria is an issue in Public Procurement in Pakistan *

	1 2 3 4 5	
Completely disagree	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Completely agree

5. Development of an appropriate and transparent evaluation criteria is an issue in Public Procurement in Pakistan*

	1 2 3 4 5	
Completely disagree	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Completely agree

6. Inadequate supplier evaluation and selection is an issue in Public Procurement in Pakistan *

	1 2 3 4 5	
Completely disagree	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Completely agree

7. Inconsistent performance measurement of suppliers is an issue in Public Procurement in Pakistan*

	1 2 3 4 5	
Completely disagree	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Completely agree

8. Rate reasonability decision making is an issue in Public Procurement in Pakistan *

	1 2 3 4 5	
Completely disagree	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Completely agree

9. Limited competition due to lesser participation is an issue in Public Procurement in Pakistan*

	1	2	3	4	5	
Completely disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Completely agree

10. How to achieve the objective of “Value for Money”, in an “efficient” and “economical” manner in Public Procurement through effective policy guidelines?*

Note: Suggest two policy recommendations only.