

**ANNEX B
GOVERNMENT PROCUREMENT POLICY BOARD
CONSOLIDATED PROCUREMENT MONITORING REPORT**


Name of Agency: LBP Resources and Development Corporation


Period Covered: CY 2022

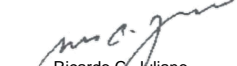
	Total Amount of Approved APP	Total Number of Procurement Activities	No. of Contracts Awarded	Total Amount of Contracts Awarded	No. of Failed Biddings	Total No. of Entities who Acquired Bid Docs	Total No. of Bidders who Submitted Bids	Total No. of Bidders who passed Eligibility Stage	No. of Bid Opportunities Posted at PhilGEPS	No. of Contract Award Posted at PhilGEPS	Total No. Of Contracts that incurred negative slippage	Total No. of contracts with amendments to order or variation orders	No. of Contracts Awarded within prescribed timeframes
Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9	Column 10	Column 11	Column 12	Column 13	Column 14
1. Public Bidding*													
1.1. Goods	74,073,538.97	14	14	29,256,311.79	0	14	14	14	14	14	0	0	14
1.2. Works		2	2	3,054,888.00	0	2	2	2	2	2	0	0	2
1.3. Consulting Services	20,275,000.00	3	3	14,117,468.04	0	3	3	3	3	3	0	0	3
Sub-Total	94,348,538.97	19	19	46,428,667.83	0	19	19	19	19	19	0	0	19
2. Alternative Modes													
2.1.1 Shopping (52.1 a above 50K)	23,582,519.45	9	9	855,710.70						9			
2.1.2 Shopping (52.1 b above 50K)													
2.1.3 Other Shopping		166	166	2,366,224.04						166			
2.2.1 Direct Contracting (above 50K)		41	41	7,905,177.28						41			
2.2.2 Direct Contracting (50K or less)		14	14	258,659.99						14			
2.3.1 Repeat Order (above 50K)													
2.3.2 Repeat Order (50K or less)													
2.4. Limited Source Bidding													
2.5.1 Negotiation (Common-Use Supplies)													
2.5.2 Negotiation (Recognized Government Printers)													
2.5.3 Negotiation (TFB 53.1)													
2.5.4 Negotiation (SVP 53.9 above 50K)	158,104,167.46	472	472	117,666,953.82						472			
2.5.5 Other Negotiated Procurement (Others above 50K)													
2.5.6 Other Negotiated Procurement (50K or less)		387	387	8,395,319.65						387			
Sub-Total	181,686,686.91	1,089	1,089	137,448,045.48					0	1,089			
3. Foreign Funded Procurement**													
3.1. Publicly-Bid													
3.2. Alternative Modes													
Sub-Total	0.00	0	0	0.00									
4. Others, specify:													
TOTAL	276,035,225.88	1,108	1,108	183,876,713.31									

* Should include foreign-funded publicly-bid projects per procurement type

** All procurement using Foreign Funds excluding National Competitive Bidding (NCB) contracts; conversion to peso will be at BSP rates at the time the bids/quotations were submitted


Jan Nikko D. Dela Cruz
Purchasing Analyst


Jan Carlo L. Libran
Purchasing Head


Ricardo C. Juliano
President and CEO

AGENCY PROCUREMENT COMPLIANCE AND PERFORMANCE INDICATORS (APCPI)
QUESTIONNAIRE

Name of Agency: LBP Resources and Development Corp.
Name of Respondent: Jan Carlo L. Libiran

Date: June 27, 2023
Position: Purchasing Head

Instruction: Put a check (✓) mark inside the box beside each condition/requirement met as provided below and then fill in the corresponding blanks according to what is asked. Please note that all questions must be answered completely.

1. Do you have an approved APP that includes all types of procurement, given the following conditions? (5a)

- Agency prepares APP using the prescribed format
- Approved APP is posted at the Procuring Entity's Website
please provide link: _____
- Submission of the approved APP to the GPPB within the prescribed deadline
please provide submission date: _____

2. Do you prepare an Annual Procurement Plan for Common-Use Supplies and Equipment (APP-CSE) and Procure your Common-Use Supplies and Equipment from the Procurement Service? (5b)

- Agency prepares APP-CSE using prescribed format
- Submission of the APP-CSE within the period prescribed by the Department of Budget and Management in its Guidelines for the Preparation of Annual Budget Execution Plans issued annually
please provide submission date: _____
- Proof of actual procurement of Common-Use Supplies and Equipment from DBM-PS

3. In the conduct of procurement activities using Repeat Order, which of these conditions is/are met? (2e)

- Original contract awarded through competitive bidding
- The goods under the original contract must be quantifiable, divisible and consisting of at least four (4) units per item
- The unit price is the same or lower than the original contract awarded through competitive bidding which is advantageous to the government after price verification
- The quantity of each item in the original contract should not exceed 25%
- Modality was used within 6 months from the contract effectivity date stated in the NTP arising from the original contract, provided that there has been a partial delivery, inspection and acceptance of the goods within the same period

4. In the conduct of procurement activities using Limited Source Bidding (LSB), which of these conditions is/are met? (2f)

- Upon recommendation by the BAC, the HOPE issues a Certification resorting to LSB as the proper modality
- Preparation and Issuance of a List of Pre-Selected Suppliers/Consultants by the PE or an identified relevant government authority
- Transmittal of the Pre-Selected List by the HOPE to the GPPB
- Within 7cd from the receipt of the acknowledgement letter of the list by the GPPB, the PE posts the procurement opportunity at the PhilGEPS website, agency website, if available and at any conspicuous place within the agency

5. In giving your prospective bidders sufficient period to prepare their bids, which of these conditions is/are met? (3d)

AGENCY PROCUREMENT COMPLIANCE AND PERFORMANCE INDICATORS (APCPI)
QUESTIONNAIRE

- Bidding documents are available at the time of advertisement/posting at the PhilGEPS website or Agency website;
- Supplemental bid bulletins are issued at least seven (7) calendar days before bid opening;
- Minutes of pre-bid conference are readily available within five (5) days.

6. Do you prepare proper and effective procurement documentation and technical specifications/requirements, given the the following conditions? (3e)

- The end-user submits final, approved and complete Purchase Requests, Terms of Reference, and other documents based on relevant characteristics, functionality and/or performance requirements, as required by the procurement office prior to the commencement of the procurement activity
- No reference to brand names, except for items/parts that are compatible with the existing fleet or equipment
- Bidding Documents and Requests for Proposal/Quotation are posted at the PhilGEPS website, Agency website, if applicable, and in conspicuous places

7. In creating your BAC and BAC Secretariat which of these conditions is/are present?

For BAC: (4a)

- Office Order creating the Bids and Awards Committee
please provide Office Order No.: _____
- There are at least five (5) members of the BAC
please provide members and their respective training dates:

Name/s	Date of RA 9184-related training
A. <u>Olive Princess S. Ramal</u>	_____
B. <u>Jan Carlo L. Libiran</u>	_____
C. <u>Elma V. Tubanza</u>	_____
D. <u>Tomas R. Tuazon, Jr.</u>	_____
E. <u>Jobert B. Brace</u>	_____
F. _____	_____
G. _____	_____
- Members of BAC meet qualifications
- Majority of the members of BAC are trained on R.A. 9184

For BAC Secretariat: (4b)

- Office Order creating of Bids and Awards Committee Secretariat or designing Procurement Unit to act as BAC Secretariat
please provide Office Order No.: _____
- The Head of the BAC Secretariat meets the minimum qualifications
please provide name of BAC Sec Head: _____
- Majority of the members of BAC Secretariat are trained on R.A. 9184
please provide training date: _____

8. Have you conducted any procurement activities on any of the following? (5c)

If YES, please mark at least one (1) then, answer the question below.

- Computer Monitors, Desktop Computers and Laptops
- Paints and Varnishes
- Food and Catering Services

AGENCY PROCUREMENT COMPLIANCE AND PERFORMANCE INDICATORS (APCPI)
QUESTIONNAIRE

- | | |
|--|--|
| <input checked="" type="checkbox"/> Air Conditioners | <input type="checkbox"/> Training Facilities / Hotels / Venues |
| <input type="checkbox"/> Vehicles | <input checked="" type="checkbox"/> Toilets and Urinals |
| <input type="checkbox"/> Fridges and Freezers | <input checked="" type="checkbox"/> Textiles / Uniforms and Work Clothes |
| <input checked="" type="checkbox"/> Copiers | |

Do you use green technical specifications for the procurement activity/ies of the non-CSE item/s?

- Yes No

9. In determining whether you provide up-to-date procurement information easily accessible at no cost, which of these conditions is/are met? (7a)

- Agency has a working website
please provide link: _____
- Procurement information is up-to-date
- Information is easily accessible at no cost

10. In complying with the preparation, posting and submission of your agency's Procurement Monitoring Report, which of these conditions is/are met? (7b)

- Agency prepares the PMRs
- PMRs are promptly submitted to the GPPB
please provide submission dates: 1st Sem - _____ 2nd Sem - _____
- PMRs are posted in the agency website
please provide link: _____
- PMRs are prepared using the prescribed format

11. In planning of procurement activities to achieve desired contract outcomes and objectives within the target/allotted timeframe, which of these conditions is/are met? (8c)

- There is an established procedure for needs analysis and/or market research
- There is a system to monitor timely delivery of goods, works, and consulting services
- Agency complies with the thresholds prescribed for amendment to order, variation orders, and contract extensions, if any, in competitively bid contracts

12. In evaluating the performance of your procurement personnel, which of these conditions is/are present? (10a)

- Personnel roles, duties and responsibilities involving procurement are included in their individual performance commitment/s
- Procuring entity communicates standards of evaluation to procurement personnel
- Procuring entity and procurement personnel acts on the results and takes corresponding action

13. Which of the following procurement personnel have participated in any procurement training and/or professionalization program within the past three (3) years? (10b)

Date of most recent training: _____ <DD Mon YYYY>

- Head of Procuring Entity (HOPE)

AGENCY PROCUREMENT COMPLIANCE AND PERFORMANCE INDICATORS (APCPI)
QUESTIONNAIRE

- Bids and Awards Committee (BAC)
- BAC Secretariat/ Procurement/ Supply Unit
- BAC Technical Working Group
- End-user Unit/s
- Other staff

14. Which of the following is/are practised in order to ensure the private sector access to the procurement opportunities of the procuring entity? (10c)

- Forum, dialogues, meetings and the like (apart from pre-bid conferences) are conducted for all prospective bidders at least once a year
- The PE promptly responds to all interested prospective bidders' inquiries and concerns, with available facilities and various communication channels

AGENCY PROCUREMENT COMPLIANCE AND PERFORMANCE INDICATORS (APCPI)
QUESTIONNAIRE

15. In determining whether the BAC Secretariat has a system for keeping and maintaining procurement records, which of these conditions is/are present? (11a)

- There is a list of procurement related documents that are maintained for a period of at least five years
- The documents are kept in a duly designated and secure location with hard copies kept in appropriate filing cabinets and electronic copies in dedicated computers
- The documents are properly filed, segregated, easy to retrieve and accessible to authorized users and audit personnel

16. In determining whether the Implementing Units has a system for keeping and maintaining procurement records, which of these conditions is/are present? (11b)

- There is a list of contract management related documents that are maintained for a period of at least five years
- The documents are kept in a duly designated and secure location with hard copies kept in appropriate filing cabinets and electronic copies in dedicated computers
- The documents are properly filed, segregated, easy to retrieve and accessible to authorized users and audit personnel

17. In determining if the agency has defined procedures or standards for quality control, acceptance and inspection of goods, works and services, which of these conditions is/are present? (12a)

- Agency has written procedures for quality control, acceptance and inspection of goods, services and works

Have you procured Infrastructure projects through any mode of procurement for the past year?

- Yes No

If YES, please answer the following:

- Supervision of civil works is carried out by qualified construction supervisors
Name of Civil Works Supervisor: _____
- Agency implements CPES for its works projects and uses results to check contractors' qualifications (applicable for works only)
Name of CPES Evaluator: _____

18. How long will it take for your agency to release the final payment to your supplier/service provider or contractor/consultant, once documents are complete? (12b) 30 days

19. When inviting Observers for the following procurement activities, which of these conditions is/are met? (13a)

- A. Eligibility Checking (For Consulting Services Only)
- B. Shortlisting (For Consulting Services Only)
- C. Pre-bid conference
- D. Preliminary examination of bids
- E. Bid evaluation
- F. Post-qualification

- Observers are invited to attend stages of procurement as prescribed in the IRR
- Observers are allowed access to and be provided documents, free of charge, as stated in the IRR
- Observer reports, if any, are promptly acted upon by the procuring entity

AGENCY PROCUREMENT COMPLIANCE AND PERFORMANCE INDICATORS (APCPI)
QUESTIONNAIRE

20. In creating and operating your Internal Audit Unit (IAU) that performs specialized procurement audits, which set of conditions were present? (14a)

- Creation of Internal Audit Unit (IAU) in the agency
Agency Order/DBM Approval of IAU position/s: _____
- Conduct of audit of procurement processes and transactions by the IAU within the last three years
- Internal audit recommendations on procurement-related matters are implemented within 6 months of the submission of the internal auditor's report

21. Are COA recommendations responded to or implemented within six months of the submission of the auditors' report? (14b)

- Yes (percentage of COA recommendations responded to or implemented within six months)
_____ %
- No procurement related recommendations received

22. In determining whether the Procuring Entity has an efficient procurement complaints system and has the capacity to comply with procedural requirements, which of conditions is/are present? (15a)

- The HOPE resolved Protests within seven (7) calendar days per Section 55 of the IRR
- The BAC resolved Requests for Reconsideration within seven (7) calendar days per Section 55 of the IRR
- Procuring entity acts upon and adopts specific measures to address procurement-related complaints, referrals, subpoenas by the Omb, COA, GPPB or any quasi-judicial/quasi-administrative body

23. In determining whether agency has a specific anti-corruption program/s related to procurement, which of these conditions is/are present? (16a)

- Agency has a specific office responsible for the implementation of good governance programs
- Agency implements a specific good governance program including anti-corruption and integrity development
- Agency implements specific policies and procedures in place for detection and prevention of corruption

ANNEX A
GOVERNMENT PROCUREMENT POLICY BOARD
Agency Procurement Compliance and Performance Indicator (APCPI) Self-Assessment Form

Name of Agency: LBP Resources and Development Corp.
Date of Self Assessment: 06-27-23

Name of Evaluator: _____
Position: _____

No.	Assessment Conditions	Agency Score	APCPI Rating*	Comments/Findings to the Indicators and SubIndicators	Supporting Information/Documentation (Not to be Included in the Evaluation Form)
PILLAR I. LEGISLATIVE AND REGULATORY FRAMEWORK					
Indicator 1. Competitive Bidding as Default Method of Procurement					
1.a	Percentage of competitive bidding and limited source bidding contracts in terms of amount of total procurement	25.25%	0.00		PMRs
1.b	Percentage of competitive bidding and limited source bidding contracts in terms of volume of total procurement	1.71%	0.00		PMRs
Indicator 2. Limited Use of Alternative Methods of Procurement					
2.a	Percentage of shopping contracts in terms of amount of total procurement	1.75%	3.00		PMRs
2.b	Percentage of negotiated contracts in terms of amount of total procurement	68.56%	0.00		PMRs
2.c	Percentage of direct contracting in terms of amount of total procurement	4.44%	0.00		PMRs
2.d	Percentage of repeat order contracts in terms of amount of total procurement	0.00%	3.00		PMRs
2.e	Compliance with Repeat Order procedures	n/a	n/a		Procurement documents relative to conduct of Repeat Order
2.f	Compliance with Limited Source Bidding procedures	n/a	n/a		Procurement documents relative to conduct of Limited Source Bidding
Indicator 3. Competitiveness of the Bidding Process					
3.a	Average number of entities who acquired bidding documents	1.00	0.00		Agency records and/or PhilGEPS records
3.b	Average number of bidders who submitted bids	1.00	0.00		Abstract of Bids or other agency records
3.c	Average number of bidders who passed eligibility stage	1.00	1.00		Abstract of Bids or other agency records
3.d	Sufficiency of period to prepare bids	Fully Compliant	3.00		Agency records and/or PhilGEPS records
3.e	Use of proper and effective procurement documentation and technical specifications/requirements	Fully Compliant	3.00		Cost Benefit Analysis, Work Plans, Technical Specifications included in bidding documents
		Average I	1.18		
PILLAR II. AGENCY INSTITUTIONAL FRAMEWORK AND MANAGEMENT CAPACITY					
Indicator 4. Presence of Procurement Organizations					
4.a	Creation of Bids and Awards Committee(s)	Not Compliant	0.00		Verify copy of Order creating BAC; Organizational Chart; and Certification of Training
4.b	Presence of a BAC Secretariat or Procurement Unit	Not Compliant	0.00		Verify copy of Order creating BAC Secretariat; Organizational Chart; and Certification of Training
Indicator 5. Procurement Planning and Implementation					
5.a	An approved APP that includes all types of procurement	Not Compliant	0.00		Copy of APP and its supplements (if any)
5.b	Preparation of Annual Procurement Plan for Common-Use Supplies and Equipment (APP-CSE) and Procurement of Common-Use Supplies and Equipment from the Procurement Service	Partially Compliant	1.00		APP, APP-CSE, PMR
5.c	Existing Green Specifications for GPPB-identified non-CSE items are adopted	Compliant	3.00		ITBs and/or RFQs clearly indicate the use of green technical specifications for the procurement activity
Indicator 6. Use of Government Electronic Procurement System					
6.a	Percentage of bid opportunities posted by the PhilGEPS-registered Agency	3.87%	0.00		Agency records and/or PhilGEPS records

ANNEX A
GOVERNMENT PROCUREMENT POLICY BOARD
Agency Procurement Compliance and Performance Indicator (APCPI) Self-Assessment Form

Name of Agency: **LBP Resources and Development Corp.**
 Date of Self Assessment: **06-27-23**

Name of Evaluator: _____
 Position: _____

No.	Assessment Conditions	Agency Score	APCPI Rating*	Comments/Findings to the Indicators and SubIndicators	Supporting Information/Documentation (Not to be Included in the Evaluation Form)
6.b	Percentage of contract award information posted by the PhilGEPS-registered Agency	100.00%	3.00		Agency records and/or PhilGEPS records
6.c	Percentage of contract awards procured through alternative methods posted by the PhilGEPS-registered Agency	100.00%	3.00		Agency records and/or PhilGEPS records

ANNEX A
GOVERNMENT PROCUREMENT POLICY BOARD
Agency Procurement Compliance and Performance Indicator (APCPI) Self-Assessment Form

Name of Agency: **LBP Resources and Development Corp.**
Date of Self Assessment: **06-27-23**

Name of Evaluator: _____
Position: _____

No.	Assessment Conditions	Agency Score	APCPI Rating*	Comments/Findings to the Indicators and SubIndicators	Supporting Information/Documentation (Not to be Included in the Evaluation Form)
Indicator 7. System for Disseminating and Monitoring Procurement Information					
7.a	Presence of website that provides up-to-date procurement information easily accessible at no cost	Not Compliant	0.00		Identify specific procurement-related portion in the agency website and specific website links
7.b	Preparation of Procurement Monitoring Reports using the GPPB-prescribed format, submission to the GPPB, and posting in agency website	Partially Compliant	1.00		Copy of PMR and received copy that it was submitted to GPPB
		Average II	1.10		
PILLAR III. PROCUREMENT OPERATIONS AND MARKET PRACTICES					
Indicator 8. Efficiency of Procurement Processes					
8.a	Percentage of total amount of contracts signed within the assessment year against total amount in the approved APPs	66.61%	2.00		APP (including Supplemental amendments, if any) and PMRs
8.b	Percentage of total number of contracts signed against total number of procurement projects done through competitive bidding	100.00%	3.00		APP(including Supplemental amendments, if any)and PMRs
8.c	Planned procurement activities achieved desired contract outcomes and objectives within the target/allotted timeframe	Fully Compliant	3.00		Agency Procedures/Systems for the conduct of needs analysis or market research, monitoring of timely delivery of goods, works, or services Contracts with amendments and variations to order amount to 10% or less
Indicator 9. Compliance with Procurement Timeframes					
9.a	Percentage of contracts awarded within prescribed period of action to procure goods	100.00%	3.00		PMRs
9.b	Percentage of contracts awarded within prescribed period of action to procure infrastructure projects	100.00%	3.00		PMRs
9.c	Percentage of contracts awarded within prescribed period of action to procure consulting services	100.00%	3.00		PMRs
Indicator 10. Capacity Building for Government Personnel and Private Sector Participants					
10.a	There is a system within the procuring entity to evaluate the performance of procurement personnel on a regular basis	Fully Compliant	3.00		Samples of forms used to evaluating procurement performance on top of or incorporated within the regular assessment for Procurement Personnel
10.b	Percentage of participation of procurement staff in procurement training and/or professionalization program	0.00%	0.00		Ask for copies of Office Orders, training modules, list of participants, schedules of actual training conducted
10.c	The procuring entity has open dialogue with private sector and ensures access to the procurement opportunities of the procuring entity	Compliant	3.00		Ask for copies of documentation of activities for bidders
Indicator 11. Management of Procurement and Contract Management Records					
11.a	The BAC Secretariat has a system for keeping and maintaining procurement records	Fully Compliant	3.00		Verify actual procurement records and time it took to retrieve records (should be no more than two hours) Refer to Section 4.1 of User's Manual for list of procurement-related documents for record-keeping and maintenance.
11.b	Implementing Units has and is implementing a system for keeping and maintaining complete and easily retrievable contract management records	Fully Compliant	3.00		Verify actual contract management records and time it took to retrieve records should be no more than two hours
Indicator 12. Contract Management Procedures					

ANNEX A
GOVERNMENT PROCUREMENT POLICY BOARD
Agency Procurement Compliance and Performance Indicator (APCPI) Self-Assessment Form

Name of Agency: **LBP Resources and Development Corp.**
 Date of Self Assessment: **06-27-23**

Name of Evaluator: _____
 Position: _____

No.	Assessment Conditions	Agency Score	APCPI Rating*	Comments/Findings to the Indicators and SubIndicators	Supporting Information/Documentation (Not to be Included in the Evaluation Form)
12.a	Agency has defined procedures or standards in such areas as quality control, acceptance and inspection, supervision of works and evaluation of contractors' performance	Fully Compliant	3.00		Verify copies of written procedures for quality control, acceptance and inspection; CPES evaluation formsz
12.b	Timely Payment of Procurement Contracts	On or before 30 days	3.00		Ask Finance or Accounting Head of Agency for average period for the release of payments for procurement contracts
		Average III	2.69		

ANNEX A
GOVERNMENT PROCUREMENT POLICY BOARD
Agency Procurement Compliance and Performance Indicator (APCPI) Self-Assessment Form

Name of Agency: **LBP Resources and Development Corp.**
 Date of Self Assessment: **06-27-23**

Name of Evaluator: _____
 Position: _____

No.	Assessment Conditions	Agency Score	APCPI Rating*	Comments/Findings to the Indicators and SubIndicators	Supporting Information/Documentation (Not to be Included in the Evaluation Form)
PILLAR IV. INTEGRITY AND TRANSPARENCY OF AGENCY PROCUREMENT SYSTEM					
Indicator 13. Observer Participation in Public Bidding					
13.a	Observers are invited to attend stages of procurement as prescribed in the IRR	Fully Compliant	3.00		Verify copies of Invitation Letters to CSOs and professional associations and COA (List and average number of CSOs and PAs invited shall be noted.)
Indicator 14. Internal and External Audit of Procurement Activities					
14.a	Creation and operation of Internal Audit Unit (IAU) that performs specialized procurement audits	Not Compliant	0.00		Verify copy of Order or show actual organizational chart showing IAU, audit reports, action plans and IAU recommendations
14.b	Audit Reports on procurement related transactions	Above 90-100% compliance	3.00		Verify COA Annual Audit Report on Action on Prior Year's Audit Recommendations
Indicator 15. Capacity to Handle Procurement Related Complaints					
15.a	The Procuring Entity has an efficient procurement complaints system and has the capacity to comply with procedural requirements	Fully Compliant	3.00		Verify copies of BAC resolutions on Motion for Reconsiderations, Protests and Complaints; Office Orders adopting measures to address procurement-related complaints
Indicator 16. Anti-Corruption Programs Related to Procurement					
16.a	Agency has a specific anti-corruption program/s related to procurement	Fully Compliant	3.00		Verify documentation of anti-corruption program
		Average IV	2.40		
GRAND TOTAL (Average I + Average II + Average III + Average IV / 4)			1.84		

Summary of APCPI Scores by Pillar

APCPI Pillars	Ideal Rating	Agency Rating
I Legislative and Regulatory Framework	3.00	1.18
II Agency Institutional Framework and Management Capacity	3.00	1.10
III Procurement Operations and Market Practices	3.00	2.69
IV Integrity and Transparency of Agency Procurement Systems	3.00	2.40
Total (Pillar I+Pillar II+Pillar III+ PillarIV)/4	3.00	1.84

