



GOVERNMENT OF PAKISTAN
TRADING CORPORATION OF PAKISTAN (PVT.) LIMITED



SUBJECT: CIRCULAR - PROCEDURE POLICY/INSTRUCTIONS FOR BLACKLISTING /DEBARMENT OF MANUFACTURERS, SERVICE PROVIDERS, SUPPLIERS, DISTRIBUTORS, CONTRACTORS AND CONSULTANTS DEALING WITH TCP.

In pursuance of the decision of the Executive Committee of Management (ECM) taken in its 649th meeting held on 05-08-2026, the [Public Notice](#) No. 01 of 2010 (as amended in 2026), titled "Procedure, Policy/Instructions for Blacklisting/Debarment of Manufacturers, Service Providers, Suppliers, Distributors, Contractors and Consultants Dealing with TCP," is hereby notified/circulated for information and further necessary action/compliance by all concerned, please.

Muhammad Umair
(O/B) Manager Incharge (A&C)

Company Secretary, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
CFO, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
Chief Internal Auditor, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
GM (D&POD), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
GM REOD, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
GM (Real Estate Business Development), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
GM HR, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
GM Trade & Research, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
GM Incharge (Isb), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
GM RO LHR, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
DGM Incharge (Legal), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
DGM RICE, Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
Manager Incharge (IC&C), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
Manager Incharge (IT), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
Convener (Procurement Cell), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
Manager-(Admin-II), Trading Corporation of Pakistan (Pvt.) Limited(TCP), Karachi
Trading Corporation Of Pakistan (Pvt.) Limited No.TCP/E-PADS/24 Dated 17 August , 2026

Copy for information to:-

- 1- SO To CEO, TCP, Karachi
- 2- Secretary (ED admn), TCP, Karachi
- 3- Secretary (ED Ops), TCP, Karachi
- 4- Secretary to Executive Director, TCP, Karachi

**TRADING CORPORATION OF PAKISTAN (PVT) LIMITED, FINANCE & TRADE CENTRE,
SHAREA FAISAL KARACHI**

Public Notice No. 01 of 2010 (AS AMENDED 2026)

**PROCEDURE POLICY/INSTRUCTIONS FOR / BLACKLISTING /DEBARMENT OF
MANUFACTURERS, SERVICE PROVIDERS, SUPPLIERS, DISTRIBUTORS, CONTRACTORS
AND CONSULTANTS DEALING WITH TCP.**

In order to regulate and rationalize the process of blacklisting/debarment of suppliers, contractors and other agents dealing with the Trading Corporation of Pakistan (Pvt) Ltd., the following instructions and guidelines are notified for the information of all concerned:

(1) SCOPE

1.1 These procedures/policy/instructions and guidelines (hereinafter referred to as the "instructions") shall relate to the blacklisting of individual, consultant(s), sole-proprietor(s), partnership(s), corporation(s), joint venture(s), company/companies, firm(s), association(s), supplier(s), contractor(s), distributor(s), manufacturer(s), representative, authorized agent or any other legal entity (hereinafter referred to as "contractors") dealing with the Trading Corporation of Pakistan (Pvt) Ltd. ("TCP") for their involvement, during the course of competitive bidding or implementation of the contracts/tenders/projects issued by or signed with TCP in connection with the offences and/or violations of the Public Procurement Rules, 2004 & the Public Procurement Regulatory Authority's Regulations, 2024 dated 28th March, 2024 (PPRA Rules & Regulations), and any other applicable law/rules /regulations, terms and conditions of the tender, tender documents, contracts, etc. and to eliminate unfair trade practices.

1.2 These instructions shall be strictly observed by all the Departments/Divisions/ Sections/Cells/Regional Offices of TCP and shall be deemed to be as terms and conditions of the tender/bid documents.

**(2) PROHIBITION ON BLACKLISTED/DEBARRED PERSONS /ENTITIES TO PARTICIPATE
IN THE BIDDING OF TCP PROJECTS /TENDERS / CONTRACTS.**

A person/entity/corporate body (sole proprietor, partnership, joint venture or consortium) when blacklisted/debarred by TCP/PPRA OR by a foreign country international organization or other foreign institutions shall not be eligible to participate in the bidding of any TCP contract(s) /Tender (s) / project(s) for a period as declared by relevant authority / organization / institution.

(3) DEFINITION OF TERMS:

3.1 " Blacklisting and Debarment Committee" means a dedicated committee comprising an odd number of members (minimum three), constituted and notified by the competent authority of TCP pursuant to Rule 19 of the Public Procurement Rules, 2004 and S.R.O. 460(I)/2024, to examine complaints, conduct proceedings, afford personal hearings, and issue orders for blacklisting and debarment.

3.2 'Authorized Officer' means Divisional Head concerned who, upon occurrence of any default or violation of law, rules, regulations by the bidder / contractor, shall send the case for initiation of Blacklisting / Debarment procedure with complete details and evidences to the Blacklisting and

Debarment Committee and shall also proceed with the Blacklisting / Debarment proceedings against the relevant bidder / contractor.

3.3 Award' means a written letter/notice from TCP accepting a bid or proposal.

3.4. ' Procurement Committee' means the committee constituted by TCP for evaluation of bids/proposals/offers.

3.5 'Blacklisted Person' means individual, consultant(s), sole-proprietor(s), partnership(s), corporation(s), joint venture(s), company/companies, firm(s), association(s), supplier(s), contractor(s), distributor(s), manufacturer(s), representative, authorized agent or any other legal entity, who has/have been blacklisted / debarred by TCP as willful defaulter(s).

3.6. ' Blacklisting/Debarment' means administrative penalty disqualifying a person as willful defaulter from participating in any TCP procurement for a certain period or imposed for infractions committed by a contractor during the competitive bidding stage, or thereafter whereby such contractor is prohibited from further participation in the bidding process of TCP; or temporary prohibition pending the outcome of proceedings for blacklisting/Debarment.

3.7. 'Consolidated Blacklisting/Debarment Report' means a report prepared by the Blacklisting and Debarment Committee containing the list of contractors blacklisted by TCP.

3.8. 'Contract Implementation' means a process of undertaking a project or contract in accordance with the contract/bidding documents.

3.9. 'Delist' means removal of blacklisted person from the Consolidated Blacklisting/Debarment Report.

3.10. 'Person' includes an individual, consultant(s), sole-proprietor(s), partnership(s), corporation(s), joint venture(s), company/companies, firm(s), association(s), supplier(s), contractor(s), distributor(s), manufacturer(s), representative, authorized agent or any other legal entity and their legal representatives.

3.11. 'Review Petition Committee' means the Committee constituted under the "Procedure for filing and disposal of review petition" as defined under Rule-19(3) of the Public Procurement rules, 2004 and Public Procurement Regulatory Authority's Regulations, 2024 to address the review petition against the blacklisting / debarring decision of the Procuring Agency.

3.12. 'Willful Defaulter' means a person who is said to commit his contractual obligations of contract awarded to him by TCP without any reasonable legal excuse and who knowingly furnishes false and fabricated information to TCP.

(4) SANCTIONS AND GROUNDS FOR BLACKLISTING/DEBARMENT'

During the competitive bidding stage and / or the contract implementation stage, the 'Blacklisting and Debarment Committee' may impose penalties, as defined hereunder, having sufficient reasons / grounds to believe that a bidder or contractor is involved in:

4.1 SANCTIONS:

4.1.1 CORRUPT & FRAUDULENT PRACTICES:

If 'Blacklisting and Debarment Committee' has sufficient reasons to believe that a bidder or contractor is involved in the corrupt and fraudulent practices as mentioned in Rule-2(f)(i) to (v) of the Public Procurement Rules, 2004, the 'Blacklisting and Debarment Committee' shall blacklist and henceforth

cross debar the bidder or contractor for participation in any TCP contract(s) /Tender (s) / project(s), either for procurement or disposal proceedings, for the period of not more than ten (10) years.

4.1.2 FAILURE TO PERFORM CONTRACTUAL OBLIGATIONS:

The 'Blacklisting and Debarment Committee' shall initiate blacklisting proceedings for a period of not more than three (3) years, if the contractor failed to perform his contractual obligations during the execution of contract or breaches the contract due to his incapacity and inability to perform or otherwise;

Provided that such blacklisting or debarment proceedings shall only be initiated after exhausting the forum of arbitration, if such provision exists in the conditions of contract, and if such failure or breach is covered in the respective dispute settlement clauses of the contract;

4.1.3 FAILURE TO ABIDE BY BID SECURING DECLARATION:

The 'Blacklisting and Debarment Committee' shall initiate blacklisting and henceforth cross debarment for participation in respective category of TCP contract(s) /Tender (s) / project(s), either for procurement or disposal proceedings for a period of not more than six months, if the bidder fails to abide with a bid securing declaration without being indulged in any corrupt and fraudulent practices.

4.2 GROUNDS:

The grounds / reasons to justify any penalty(ies) as stipulated at Clause-4.1, inter alia, shall include the following:

4.2.1 'Competitive Bidding Stage':

- i. Submission of eligibility requirements containing false information or falsified documents;
- ii. Submission of Bids that contain false information or falsified documents, or the concealment of such information in the Bids in order to influence the outcome of eligibility screening or any other stage of the public bidding;
- iii. Unauthorized use of one's name, or using the name of another for purpose of public bidding;
- iv. Withdrawal of a bid, or refusal to accept an award;
- v. Refusal or failure to furnish the required performance security within the prescribed time or failure to take any required action within the prescribed period;
- vi. Any illegal attempt by a bidder to unduly influence the outcome of the bidding in his favour; and
- vii. All other acts that may defeat the purpose of the competitive bidding, such as but not limited to; an eligible contractor not buying bid documents or not complying with the requirements during bid evaluation and contractors habitually withdrawing from bidding or submitting letters of non-participation for at least three (3) times within a year, except for valid reasons.

4.2.2 'Contract Implementation':

Pursuant to the integrity pact (part of the tender documents) and without prejudice thereto and the conditions contained in Clause 4.2.1 hereinabove, the contract implementation may also include the following:

- i. i Failure of the contractor due to his solely fault or negligence, to mobilize and start work or performance within the specified period;
- ii. Failure by the contractor to fully and faithfully comply with its contractual obligations without valid cause, or, failure by the contractor to comply with any written lawful instructions of the TCP or its representative (s) pursuant to the implementation of the contract.

- iii. Assignment and subcontracting of the contract or any part thereof or substitution of key personnel named in the proposal without prior written approval by the TCP.
- iv. For the procurement of goods, unsatisfactory progress in the delivery of the goods by the contractor arising from his fault or negligence and/or upon supply of unsatisfactory or inferior quality of goods, as may be provided in the contract;
- v. For the procurement of consulting services, poor performance by the consultant/contractor, of his services arising from his fault or negligence. Any of the following acts by the consultant shall be construed as poor performance:
 - a. Defective design resulting in substantial corrective works in design and/or construction;
 - b. Failure to deliver critical outputs within the specified time due to consultant's fault or negligence; and
 - c. Specifying materials which are inappropriate, substandard, or way above acceptable standards; and
 - d. Allowing defective workmanship or works by the contractor being supervised by the consultant.
- vi. For the procurement of infrastructural projects/contracts, poor performance by the contractor or unsatisfactory quality and/or progress of work arising from his fault or negligence as reflected through existing performance monitoring system of TCP shall be applied. Any of the following acts by the constructor shall be construed as poor performance:
 - a. Negative slippage of 15% and above within the critical path of the project or contract due entirely to fault or negligence of the contractor or its employees;
 - b. Quality of materials and workmanship not complying with the approved specifications arising from the contractor's fault or negligence; and
 - c. Willful or deliberate abandonment or non-performance of the project or contract by the contractor resulting to substantial breach thereof without lawful and/or just cause.

4.3 In addition to the penalty of blacklisting / debarment, the bid money/security deposit/performance bank guarantee deposited/furnished by the concerned bidder/ prospective bidder/contractor may be forfeited/encashed by TCP which shall not in any case be challenged/disputed in any manner of whatsoever nature by the bidder/prospective bidder/contractor except by way of filing the Review Petition before the 'Review Petition Committee' of the PPRA within 30 days of communication of such blacklisting or barring action , as per PPRA Regulations, 2024 dated 28-03-2024. If such Review Petition is not filed within the stipulated period, the decisions of the 'Blacklisting and Debarment Committee' shall be final and binding without any question or dispute.

(5) PROCEDURE FOR BLACKLISTING/DEBARMENT

5.1 'Initiation of Action'

At the time of opening of the bids, any of the bidder/prospective bidder or the duly authorized observer may request the Procurement Committee to initiate the action of Blacklisting/Debarment of the bidders who were not qualified/eligible having submitted false/fabricated documents and failed/neglected to meet the criteria. The Procurement Committee may also take suo-moto action and commence the proceedings upon, prima facie, determination that the contractor as a bidder or prospective bidder has committed any of the aforementioned grounds for blacklisting/Debarment during the competitive bidding stage.

5.2 In case a contractor erring or defaulting during the course or implementation of a contract, the 'Authorized Officer' ("AO"), upon occurrence of any default by the contractor at contract implementation stage, shall forward the case with complete details and evidence of the case to the Blacklisting and Debarment Committee for initiation action for blacklisting/Debarment proceedings of

such contractor/bidder and shall include his name in the list/report prepared of willful defaulter/s after due process and decision of the Blacklisting and Debarment Committee / Review Committee of PPRA.

Further, the Authorized Officer shall also, with the approval of Blacklisting and Debarment Committee, proceed with the Blacklisting and Debarment proceedings against the relevant bidder / contractor.

5.3 'Notification'

i. Upon verification of the existence of the aforesaid grounds for Blacklisting/Debarment, the Procurement Committee /AO shall immediately notify the contractor concerned in writing advising him that:

- a. complaint for Blacklisting/Debarment has been filed against him for Blacklisting/Debarment, stating the grounds to such effect;
- b. he has the opportunity to show cause why he should not be blacklisted / debarred alongwith its consequences; and

ii. Within seven (7) calendar days from receipt of notification, the contractor shall submit its written reply with documentary evidence to determine questions of fact, if he so desires. No time extension shall be allowed.

iii. Should the bidder / contractor fail to reply within the prescribed period, the Procurement Committee or AO, shall issue a resolution recommending to the Blacklisting/Debarment Committee for immediate Blacklisting/Debarment of the contractor from participating in any bidding process of TCP and the forfeiture of his bid money/security.

5.4 Hearing

The Blacklisting and Debarment Committee shall provide the bidder or contractor an adequate opportunity of personal hearing, if requested by the bidder / contractor or where considered deemed necessary by the Committee, in the interest of justice. If no request/complaint made, the Committee would decide the case on the basis of available documentary evidence.

5.5 Decision

After considering the material available on record, the written reply and submissions made during the hearing, the Committee shall pass a reasoned order either dropping the proceedings or imposing blacklisting or debarment for such period as permissible under the applicable PPRA Rules and Regulations.

5.6 Communication and Effect of Order

A copy of the order shall be communicated to the concerned bidder or contractor forthwith.

Where blacklisting or debarment is ordered, TCP shall take all consequential actions required under the PPRA Rules and the PPRA Regulations, 2024, including uploading or reporting the order to PPRA wherever required under the applicable law.

5.7 Review Petition

Any person aggrieved by the order of blacklisting or debarment may file a Review Petition before the competent forum in accordance with Rule 19 of the Public Procurement Rules, 2004 and the PPRA Blacklisting and Debarment Regulations, 2024.

(6) **'DELISTING'**

A blacklisted/ debarred firm / individual shall automatically be delisted from the blacklist after the period of penalty has elapsed as provided in the order of blacklisting. The blacklisted / debarred firm / individual shall also be delisted from the list of the black listed firms if the review petition of the contractor is accepted by the Review Petition Committee.

(7) **'BLACKLISTING ORDER ON NOTICE BOARD / WEBSITE:'**

The up-to-date blacklisting / debarment report / list / decision shall be displayed on TCP's Notice Board and Website, as soon as the decision on blacklisting/debarment is finalized and updated on PPRA's website.

(8) **'APPLICATION OF INSTRUCTIONS, PUBLIC PROCUREMENT RULES, 2004 & MECHANISM FOR BLACKLISTING AND DEBARMENT OF BIDDERS OR CONTRACTOR REGULATIONS 2024:'**

The provisions of the above instructions shall have effect and binding force on the parties subject to the provisions of the Public Procurement Rules, 2004 and the Mechanism For Blacklisting And Debarment Of Bidders Or Contractor Regulations 2024, which provisions shall Mutatis Mutandis apply.

(9) **'INDEMNITY'**

No suit, prosecution or any other legal action/proceedings before any Forum or Court shall lie against the TCP including its CEO, Authorized Officer and/or any member of Procurement Committee, Blacklisting and Debarment Committee and Grievance Redressal Committee for any act or thing which has been done in good faith or is intended to be done under the above instructions, which shall be deemed to be an integral part of the Contract/Bid between TCP as Procuring Agency and the Contractor/Bidder.

(10) **'REMOVAL OF DIFFICULTY'**

The Executive Committee of the Management (ECM) of TCP for the purpose of removing any difficulty in the enforcement of the **"instructions"** may make appropriate modification, address or omission therein as may be deemed necessary or expedient for the purpose.

2. This public notice takes effect immediately.