GENERIC PROCUREMENT MANUAL
FOR CSOs and Private Sector Entities

Version 22 June 2020
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Abbreviations and acronyms

BD(s) Bidding Document(s)
BEC Bid Evaluation Committee
BER Bid Evaluation Report
BOC Bid Opening Committee
BOR Bid Opening Report
CQS Consultant’s Qualification Selection
CS Consultancy Services
FBS Fixed Budget Selection
G Goods
LCS Least Cost Selection
LEB Lowest Evaluated Bidder
N.O. No objection
NCB National Competitive Bidding
NCS Non-Consultancy Services
PE Procuring Entity
QBS Quality Based Selection
QCBS Quality and Cost Based Selection
RFQ Request for Quotations
RFW Rwandan Francs
SoSS Sole Source Selection
SSS Single Source Selection
TEC Tender Evaluation Committee
ToR Terms of Reference
TS Technical Specifications
VFM Value for Money
W Works
A. General rules, procedures and methods.

1. Introduction

The aim of this manual is to provide clear guidance on the procurement of goods and services using FONERWA funds. Although FONERWA will not be procuring goods and services on behalf of funding recipients, this guidance applies to activities from beneficiary institutions with funding from FONERWA.

The principles contained in this manual should:

- Promote competition, economy and efficiency in procurement of goods and services described in the recipient’s project documents.
- Ensure procurement is conducted in a fair, transparent, and non-discriminatory manner; and
- Contribute towards the creation of a sound business climate.

This manual is based on best practice in other basket funds in operation in Rwanda and international best practice.

It aims to serve both as a reference document and a training guide for FONERWA and its beneficiary institutions. This guidance will be used to promote standardisation and compliance with basic procurement procedures. The provisions of this manual fall under the responsibility of FONERWA Secretariat.

This generic procurement manual has been developed by FONERWA for grantees in the private sector, including NGOs and CSOs, who are benefiting from a FONERWA grant.

It needs to be adapted to the specific environment, internal organization and needs of your organization while keeping the general guidelines of this template.

2. Definitions

1. bid security: any guarantee issued by a bank or other authorized financial institution to guarantee the offer in tendering.
2. bid or tender: an offer from a bidder describing his/her proposal.
3. bidder: any participant or potential participant in public procurement proceedings, whether physical or legal person.
4. successful bidder:
   a) a bidder whose offer has been accepted after being considered the most competitive both technically and financially and has been selected by the procuring entity in accordance with the provisions of this Law.
   b) one who has concluded a procurement contract with a procuring entity without having been subject to tendering proceedings.
5. contractor, consultant or supplier: any physical person or legal entity under procurement contract with the procuring entity.
6. consultancy services: any intellectual services or of intangible nature.
7. non-consultancy services: activities related to services other than consultancy services.
8. contract: a document indicating the agreement between the procuring entity and the successful bidder; A purchase order may also be considered as a contract.
9. collusive practices: an arrangement between two or more parties designed to achieve an illegal purpose, including influencing improperly the acts of another party or a civil servant.
10. CSO: Civil Society Organisation.
11. day: calendar day including holidays unless provided otherwise by the tender document.
12. **corrupt practices**: promising to offer, giving, receiving or soliciting, directly or indirectly, anything of value to influence improperly a civil servant or government entity.

13. **framework agreement**: a document indicating an arrangement between procuring entity and one or many bidders which allows the procuring entity to procure works, consultancy and non-consultancy services, goods or supplies that are needed continuously or repeatedly at an agreed price over a period of time;

14. **fraudulent practices**: any legal violation, including acts of deliberate misrepresentation, intentional recklessness, misleading or attempting to mislead a civil servant to obtain financial or other benefit.

15. **goods or supplies**: objects of every kind and description including raw materials and other products, be it in solid, liquid or gaseous form, electricity, as well as non-consultancy services that are linked to the supply of the goods if the value of those services does not exceed that of the goods themselves.

16. **local goods or supplies**: goods or supplies produced in Rwanda for which labour, raw materials or component originating from Rwanda account for at least thirty percent (30%) of the ex-works price.

17. **lowest evaluated bidder**: the bidder with the lowest price which also complies substantially with all other conditions of the tender documents (Technical specifications, delivery time, ...)

18. **obstructive practices**: destroying, falsifying, altering or concealing material evidence to the investigation or making false statements to investigators deliberately in order to materially impede investigation into allegations of a corrupt, coercive or fraudulent practice, and threatening, slandering or intimidating any party to prevent it from disclosing its information about matters relevant to the investigation or from pursuing the investigation;

19. **open tender**: bidding process made open to all qualified bidders through an announcement.

20. **performance security**: any guarantee by a bank or any other financial authorized institution to guarantee the procuring entity that in case the contract is not well performed, be it technically or at the level of deadlines, the procuring entity receives the amount provided for such a guarantee;

21. **procurement**: the procedure through which a public entity acquires equipment, construction or services from outside in return for a price.

22. **procurement officer**: employee of a procuring entity in charge of public procurement.

23. **Procurement plan**: The Procurement Plan is an annual document which defines the products and services that an entity will obtain from external suppliers. A sound procurement plan helps a Procuring Entity to define their procurement requirements and to decide how and when to procure.

24. **signatory of procurement contracts**: any official empowered to be the Chief Budget Manager within his/her public entity, to approve reports of the tender committee and sign the contracts on behalf of the procuring entity.

25. **Single envelope system**: a tender process in which technical proposals as well as financial proposals are submitted in a single envelope.

26. **Tender committee**: a committee established by the procuring entity in charge of evaluation of tenders and recommendation for public tenders' award.

27. **Tender document**: the document containing information required for the preparation of bids, the award process and the contract execution.

28. **Terms of reference**: the document prepared by the procuring entity clearly defining the nature of the procurement, requirements for its execution, concerns to be taken into account as well as the expected results.

29. **Tender for works**: all activities related to construction upon the request by the procuring entity.

30. **Two envelope system**: a tender process in which the technical proposal is submitted in one envelope and the financial proposal in a second envelope. The financial proposals are only opened after technical evaluation.
3. **Procurement principles**

The basic principles of the procurement process are:

- Transparency
- Competition
- Economy
- Efficiency
- Fairness and
- Accountability

Although Civil Society Organisations are not subjected to Government Rules, the funds provided by FONERWA are still public funds and as such the “spirit” of the public procurement rules will need to be followed to a large extent.

This manual explains the general guidelines [the PE] will follow but in case of doubt, and although the CSOs are not subjected to the Government of Rwanda Procurement Law and/or the Govt. of Rwanda Procurement Guidelines, these documents may be consulted for additional information or guidance on certain topics.
4. **The procurement cycle**

4.1 **Procurement planning**

Based on activities and needs of the accepted Project Document, [the CSO] will prepare a yearly procurement plan which will be updated and sent to FONERWA every quarter.

There will be no procurement which is not foreseen in the procurement plan approved by FONERWA.

The procurement plan will contain the following information:

a) Tender reference number

b) The type of procurement (Goods, Works or Services)

c) Tender name: for instance, “Supply of printer”

d) The estimated value of the contract.
Some market research may be needed to establish the estimated value of the tender. For works and non-consultancy services, the Government of Rwanda publishes updated unit prices regularly.

e) The procurement method

The procurement method will be decided, based on the estimated value and the complexity of the tender. (See Chapter XX)

f) The estimated starting date of the tender procedure

g) The estimated dates of the different steps in the procedure

h) Estimated contract signature date

i) Estimated delivery date

All dates will have a planned (=estimated) date and an actual date to see how the actual processes progress in comparison with the planning.

A template for an annual procurement plan can be found in Annex 1.

Once filled, the planned dates should not be changed. The actual dates will be filled the moment the step in the process has been completed.

The procurement plan will be based on the Project Document approved by FONERWA and after extensive consultation of all stakeholders.

4.2 Tender preparation

Tender preparation starts with the preparation of tender documents.

The end user will define his/her needs and in cooperation with the procurement department and other stakeholders, technical specifications and/or terms of reference will be developed. (see Chapter 9 and 10 regarding the development of Technical Specifications and Terms of Reference)

The procurement method chosen will define the type of (standard) bidding document (SBD) to be used.

The required procurement method depends on the type of tender (Goods, Works or Services), the complexity of it, the estimated value of the contract and some other elements. (See Chapter XX on procurement methods)

The SBD template then needs to be adapted further to the specific needs of the tender.

If the estimated value of the tender is equal or more than 10 million RFW, [the PE] will obtain a No Objection from FONERWA on the tender document before publication / sending it to the potential bidders. (See Chapter XXX)

Request for Expressions of Interest and shortlisting.

Before launching the tender, when there are a lot of potential bidders, and especially for Consultancy Services tenders where evaluation is not easy and takes a lot of time, the PE may wish to start with the preparation and publication of a “Request for Expressions of Interest”.
Interested bidders will send an Expression of Interest (EOI), the PE will evaluate those EOIs and rank them according to the combination of quality, capacity, experience, etc. related to the assignment. A shortlist will then be made of the best 6 candidates who will receive the actual Request for Proposals (Consultancy Services) or request to bid (Goods, Works and non-consulting services).

A template for Request for Expressions of Interest can be found in Annex XX

### 4.3 Publication or sending the tender documents to potential bidders.

Depending on the procurement method, the tender documents will be sent to the potential bidders or a publication (Specific Procurement Notice) will be needed. (Publication template: See Annex 2)

[The PE] will give potential bidders ample time to prepare their bids/proposals as defined in the table below:

<table>
<thead>
<tr>
<th>Procurement Method</th>
<th>Minimal number of days to prepare and deliver the bids/proposals</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSS</td>
<td>Negotiated with supplier</td>
</tr>
<tr>
<td>RFQ</td>
<td>3 days</td>
</tr>
<tr>
<td>NCB</td>
<td>30 days</td>
</tr>
<tr>
<td>ICB</td>
<td>45 days</td>
</tr>
<tr>
<td>REOI</td>
<td>15 days</td>
</tr>
</tbody>
</table>

### 4.4 Requests for clarifications.

The tender documents will mention that interested bidders are allowed to contact [the PE] in writing to ask for clarifications on any subject of the document and the timeframe in which that can be done.

[The PE] will answer in writing. All questions received as well as the answers, will be sent to all potential and known bidders without mentioning the name of the person or company who asked for the clarification.

If, as a result of such a question, the conditions of the tender documents have been changed considerably, [the PE] may need to extend the deadline for bid submission.

All questions must be answered in time so that all potential bidders can adapt their bid/proposal according to the new information provided if required.
4.5 Bid opening

Preferably, the CSO will have a bid box where the bids can be deposited. The box will only be opened on the date and time defined in the bidding documents as the deadline for bid submission. If no bid box is available, bids will be kept unopened in a safe place until the deadline for bid submission.

[The PE will describe here how bids will be kept between submission and the deadline for submission = date and time of bid opening]

Bids will be opened by a “Bid Opening Committee” consisting of (at least) a representative of the end user and a representative of the procurement department.

Bid opening will take place immediately after the deadline for bid submission. No bids will be accepted after the deadline.

A bid opening report (BOR) will be made stating:

- Name and number of tender.
- Date and time of bid opening
- Name of bidder
- In the case of a single envelope system: the total price stated in the bidding document.
  - In case of a two-envelope system, no prices can be stated.
- Name, position and signature of the members of the bid opening committee
- In the case of public opening (for NCB or ICB): the name, position and signature of the bidder’s representatives present and the name of the company.

A template for a BOR can be found in Annex XX

4.6 Bid Evaluation

As soon as possible after bid opening1, bid evaluation will be started.

A bid evaluation committee (BEC) will be constituted the moment the tender documents are sent to the bidders and a date is set for the evaluation.

The bid evaluation committee will consist of at least:

- A representative of the end user
- A representative of the procurement department
- A technical expert in the matter
- A chairman without voting rights

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1 Preferably the same day or the next.
The BEC may invite additional advisers (internal or external experts) when required to assist in the evaluation.

The decisions in the evaluation will be reached by consensus.

A Bid Evaluation Report (BER) of the evaluation will be made.

Once the BER is approved internally and depending on the method and threshold, a N.O. may be needed from FONERWA before a contract can be signed.

Templates for different BERs can be found in Annexes XX - XX.

4.7 Notification of award, debriefing and possibility to appeal.

Once the required approvals (if any) have been obtained, the winning company (successful bidder) as well as those who did not win (unsuccessful bidders), will be notified.

Unsuccessful bidders will have the possibility to be debriefed if they want to. A debriefing must be requested within 3 working days after notification of award.

Without disclosing details of the winning bid, [the PE] will explain the unsuccessful bidders why they did not win.

Bidders have the possibility to appeal the decision. They will do so in writing2, within 7 working days after they have been notified of the award, unless [the PE] did not debrief them yet after they requested so. In that case, the bidder will have an additional 3 working days after the debriefing to send an appeal.

A copy of the appeal will be sent to FONERWA at the following address: [Insert e-mail address and function].

Once an appeal has been received, [the PE] will suspend further actions in the tender until an agreement with the appellant has been reached.

In case that is not possible, FONERWA may act as an intermediary to avoid lengthy legal procedures.

4.8 Contract negotiations

In some cases, contract negotiations can or must be organized.

Negotiations will be organized with the people who participated in the BEC and (an) authorized representative(s) of the winning bidder.

In principle, contract negotiations are not organized for Goods.

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2 E-mail is acceptable
For Works, certain aspects may need to be clarified:

- Possible clarifications or small modifications in work methodology or planning.
- Exact date of handing over the site and commencement of the works
- Possible replacement of key experts on request of the bidder or on request of the PE.\(^3\)
- ...

Under no circumstances, (unit) prices will be negotiated unless they are abnormally high.\(^4\)

When the total cost of the Lowest Evaluated Bidder (LEB) is above the available budget and additional budget cannot be obtained, the total cost may be reduced by reducing the scope of work. This cannot result in such a reduction that the scope of the contract is changed so much that it becomes a totally different contract though.

In bids for works, it also happens that bids are abnormally low and/or “front-loaded”

- When bids are abnormally low, there is a serious risk that the contractor will not be able to execute the work and walk away.

  In such cases, the bidder will be invited to explain how (s)he will be able to execute the contract at that price. If the PE accepts that explanation, the contract can still be awarded. The PE can also reject the explanation and award the contract to the 2\(^{nd}\) LEB.

  An alternative in case the explanation is not entirely convincing, is to increase the performance guarantee to protect the PE in case the contractor walks away.

- Front loaded bids are bids with a normal total price but with high unit prices for the first part of the contract and low(er) prices for the consecutive part(s).

  In that case, there is a very high risk that the contractor will stop once the bulk of the money, for relatively little work, has been received.

For Consultancy Services, there will practically always be contract negotiations:

The same principles as for works apply: no negotiation on (unit) prices and total price can only be reduced by reducing the scope of services to a certain extent.

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\(^3\)Replacement of key experts should be avoided but sometimes it needs to be done. Experts may become ill or, due to a long tender procedure, they are not available anymore. In such cases, replacement of key experts can be accepted provided that the replacement has equal or better qualifications and experience than the expert that was initially proposed in the bid. That principle must be strictly applied! If the bidder cannot replace the expert with someone with better or equal qualifications, the bidder will be disqualified and negotiations with the second Lowest Evaluated Bidder (LEB) will be started.

\(^4\)Abnormally high prices:

When unit prices are abnormally high compared to applicable market prices, the bidder may be asked to adjust them unless he has an acceptable explanation for those prices.
Negotiations may be held on small changes in methodology, timing, possible replacement of key experts, …

In the exceptional case that negotiations are unsuccessful, negotiations will be started with the next LEB. In no case, negotiations can be held with more than one bidder at the same time.

4.9 Contract signature

Contract signature can take place as soon as all approvals on the BER have been obtained.

In certain cases, a performance security needs to be obtained though before actual signature can take place. Those conditions are stated in the bidding documents. (Usually for higher value contracts following NCB procedure).

For Consultancy Services, no performance guarantee is required. For Goods, it is rarely applied but it can be done to guarantee production capacity, during warranty period, …

4.10 Contract execution and management

Contract execution will be done taking into account all conditions stipulated in the tender documents and the contract (price, delivery time, quantity, quality, warranty, …)

For Goods, a reception report will be made at delivery and installation if applicable.

At reception, the goods will be checked on quality and quantity according to the TS of the tender document and the TS stated in the bid.

For works, depending on the contract, partial reception may take place for different phases. A close follow-up of the PE during the works is a requirement. The PE may also need the assistance of technical experts in that.

For services, management will also be done according to the conditions stipulated in the contract and also here, a close follow-up is required.

4.11 Payment

Payment will be done according to the conditions in the tender documents and contract.

Except for advance payments, which may be applicable for works for instance, no payment will be done unless the goods, works or services have been delivered.

Advance payment (may be applicable for work contracts) will require a bank guarantee from the bidder for the same amount before they are paid.

All payments will be done within 30 days after receiving an accepted\(^5\) invoice.

\(^5\) An “accepted” invoice means that the invoice has been made according to the conditions of the contract and for delivered goods, works or services.
4.12 Contract closure

When all conditions of the contract have been fulfilled, the contract can be closed.

In case a warranty applies, an amount stipulated in the tender documents may be withheld until the warranty period comes to an end.

5. The procurement methods.

Procurement may be done for Goods (G), Works (W), Consultancy Services (CS) or Non-Consultancy Services (NCS)

Consultancy services are services of an intellectual or intangible nature.

Non-Consultancy Services are services other than consultancy services (Cleaning, gardening, …)

When contracts for Goods or Works also contain services like installation or maintenance, the tenders are still classified as G or W as long as the main task is the delivery of the goods or the execution of the works.

Vice versa, tenders for (consultancy) services may also include the delivery of goods (equipment, vehicles, …).

5.1 Sole Source Selection. (SoSS)

Sole Source Selection is the procurement method applied when there is only one known supplier of the G, W or S.

It may be applicable when the supplier has a patent, for some spare parts, certain drugs, etc.

[The PE] will use SoSS only after approval of FONERWA (in the procurement plan or on a case by case basis).

Using the SoSS method, [the PE] will prepare a request for quotation (RFQ) stating the Technical Specifications (TS), the conditions for delivery and payment etc.

The supplier will send a quotation which may be negotiated by [the PE].

The contract will be signed based on the RFQ, the quotation and possible negotiation.

The template for the RFQ in case of SoSS is the same as for the RFQ method. (See Annex XX)

5.2 Single Source Selection (SSS)

Single Source Selection is the procurement directly from a single supplier although several suppliers are capable of delivering the G, W or S.

This procurement method can only be used in a limited number of circumstances:
• For the procurement of, “off-the-shelf” goods of very small value i.e. \( \leq \text{XXXX RWF} \).
  
  [Do they need to be included in the procurement plan ????]

• In case of emergency, when there is risk of damage to property or risk of injury or death to people.

• When [the PE] has an already established standardization plan (for instance all printers are from the same brand to facilitate maintenance and supply management)

When this method is used for very small values, it cannot be used repeatedly for the same kind of goods. When the same kind of goods are required repeatedly, a framework contract must be considered.

The procedure to be used for SSS is the same as for SoSS.

### 5.3 Request for Quotations (RFQ)

The Requests for Quotations method (also called “shopping” method) can be used for contracts with an estimated value of \( \leq 10 \text{ million RWF} \).

At least 3 suppliers are contacted and receive the tender documents. The suppliers will be selected from a list of known suppliers, capable of delivering the goods.

Tender documents are made, including the TS, payment- and other conditions such as delivery time, deadline for submission of the quotations, etc.

A template for RFQ can be found in Annex XXXX.

Bidders will be allowed an absolute minimum of 3 days to prepare and send their quotation, but proper planning should allow for a period of 7 days or more, depending on the items to be procured, the estimated value, etc..

Quotations in hard copy will be received in a bid box or, if there is no bid box, delivered and immediately stored without opening in a safe place.

Electronic delivery (by e-mail) of quotations is not allowed.

Immediately after the deadline for submission, the bid box will be opened by the Bid Opening Committee and a Bid Opening Report will be made. Late bids (after the deadline) cannot be accepted.

### 5.4 National Competitive Bidding (NCB)

National Competitive Bidding is always the preferred procurement method for any contract value since it allows for maximum competition. This method will in any case be used for contracts with an estimated value of \( \geq 10 \text{ million RWF} \).

The procedure involves the publication of a “Call for Tenders”. This will be done in a national newspaper and/or on [the CSO] website. [also FONERWA website ????]

A template for such a call for tenders can be found in Annex XXX.
Before the call for tenders is published, the bidding documents for the tender should already be in the final stage of development since they need to be sent to the bidders as soon as they ask for it. The BDs will also need a N.O. from FONERWA before they can be sent out.

The documents can be delivered in hard copy and/or in PDF format. Only bidders who obtained the documents from [the CSO] or who registered with [the CSO] (when the documents are available online) will be allowed to submit a bid.

Enough time (at least 30 days) shall be allowed between the delivery of the bidding documents and the deadline for bid submission.

Bids will be delivered in hard copy. Electronic submission (by e-mail) is not allowed.

Bids will preferably be deposited in a bid box. If there is no bid box, bids will be kept unopened in a secure place.

On the deadline for bid submission, bids will be opened in public (anyone who wishes so can attend the bid opening session) by a bid opening committee. Late bids will not be accepted after that deadline.

The bid opening committee will make a bid opening report.

As soon as possible after that, the bid evaluation committee will start evaluating the bids and write a Bid Evaluation Report.

**Once the BER has been approved internally, it will be sent to FONERWA for No Objection, together with the draft contract.**

After that, the contract can be signed unless the BDs state that a performance guarantee and/or negotiations are required.

**Performance guarantee:**

A performance guarantee is generally required for Works contracts to assure the Procuring Entity that the contractor will not walk away before the works are finished according to the contract.

The performance guarantee can be up to 10% of the contract value.

Such a guarantee can also be asked when there is a warranty period on goods delivered to make sure that the supplier will fix any problem with the equipment or replace it in case defects occur covered by the warranty. Once the warranty period has expired, the guarantee will be returned to the supplier.

Guarantees will preferably be submitted as a bank guarantee, but a **cashier’s cheque is also allowed.**

**Negotiations:**

In principle, there are no negotiations in tenders for Goods.

In tenders for works there may be negotiations regarding practical arrangements: exact starting date, handing over of the site, …

For Consultancy Contracts, some negotiations are generally required: practical arrangements and/or minor adjustments to the Terms of Reference.

**In no case, total or unit prices will be negotiated !**
If the price of the Lowest Evaluated Bidder (LEB) is above the available budget, the only way to reduce that price is by reducing the scope of the assignment (reduction in quantities or scope of services).

The change of the assignment however cannot be so that it becomes something completely different in scope, size or value. If that would be necessary to reduce the price, a new tender with changed requirements needs to be launched.

5.5 Simplified Method

A simplified method is a method of procurement used between the threshold for the requests for quotations and national competitive bidding thresholds, which may be national open or restricted tendering, in which the preparation of bids is easy and the technical specifications are not complex.

When such method is used, a shorter tender document can be used and the period between tender publication and the deadline for submission of bids may shorter. However, the period can never be less than eight (8) working days for national open tendering or five (5) working days for national restricted tendering. [the CSO] will do its utmost though to, at least, double that period.

[We are proposing to set the lead times to 3 weeks. 5 or 8 days is too short for an open procedure and even for a restricted procedure]

6. Selection Methods

The following selection methods can be used for any procurement method described above.

The selection method will be stated in the tender documents, as well as the evaluation criteria.

Tenders will only be evaluated based on those evaluation criteria.

6.1 Least Cost Selection(G, W and S)

Least Cost Selection is the standard selection method for Goods and Works.

It means the contract is awarded to the bidder with the lowest price, provided the bidder also complies substantially with all other conditions stated in the tender documents. That bidder is called the “Lowest Evaluated Bidder” (LEB).

“Substantial” compliance

Rarely a bid, proposal or quotation is perfect in all its aspects.

Minor deviations may be accepted, or missing documents can be requested after bid opening.

The most important factor is that there is a signed bid document with indication of the total cost.

---

6 A selection method is the same as an evaluation method.
Some missing information, clear typing – or calculation errors (for instance in the validity time of a bid guarantee), etc. can be corrected or asked to be sent within a short period of time.

Also minor deviations from the Technical Specifications may be accepted as long as they don’t affect the functioning of the goods or the output of the equipment considerably.\textsuperscript{7}

**Least Cost Selection for Consultancy Services.**

For (all) Consultancy Services, a “two-envelope” system will be used. This means that two closed envelopes will be submitted: one with the technical proposal and one with the financial proposal.\textsuperscript{8}

In the evaluation of proposals for Consultancy Services, LCS selection means that the technical proposals will be evaluated first. Only the financial proposals of those bidders who attained a minimum score as stated in the bidding documents (usually 70 %), will be opened. The financial proposals of the bidders who scored below 70% will be returned to the bidder unopened.

The financial proposals of bidders who did score 70 % or more, are opened in a public opening session after those bidders have been notified and invited for that.

The bidder with the lowest financial proposal will win the contract.

### 6.2 Quality and Cost Based Selection (QCBS)

QCBS is the method mostly used for the selection of consultants.

Usually, it is applied after pre-qualification.

It also uses the two-envelope system.

In a first stage, the technical proposal is evaluated according to the evaluation criteria stated in the BDs. A score will be given for each proposal.

The financial proposals will only be opened when the technical proposal attains a score stated in the bidding documents (70 to 80 %). The other financial proposals are sent back to the bidders unopened.

The financial proposals are evaluated as follows:

The financial proposal with the lowest price will receive 100 % of the points awarded to the financial proposal. The other proposals are scored as follows:

\[
\frac{\text{Cost of the lowest proposal}}{\text{Cost of the proposal under evaluation}} \times 100 \%
\]

The total score is the addition of the two scores multiplied by the weight for each.

The weight for technical scores is between 70 and 90 % depending on the importance of quality. Usually it is 80 %.

\textsuperscript{7}For instance: the TS request a printer with printing speed of 20 pages/minute. A printer with an output of 18 or 19 pages/minute can also be accepted.

\textsuperscript{8}See the standard bidding documents for more information.
The weight for the financial score is between 10 and 30%, usually 20%.
The combined weight of the technical and financial score is always 100%.
The total score then becomes:

\[(\text{Technical score} \times \text{weight}) + (\text{financial score} \times \text{weight})\]

The proposal with the highest combined score will win the contract.

### 6.3 Quality Based Selection (QBS)

Quality Based Selection is used when the quality of the Consultancy is of utmost importance.

In this method, technical proposals are requested from bidders (usually after pre-qualification).

After evaluation, the company with the highest score is invited to submit a financial proposal which is open for negotiation.

The method is rarely used.

### 6.4 Fixed Budget Selection (FBS)

Fixed budget selection is used for routine consultancy services like audits. The maximum budget is stated in the tender documents.

The company with the highest technical score will win the contract, provided the score is higher than the minimum score stated in the evaluation criteria and the total cost is not higher than the budget.

### 7. Committees

#### 7.1 Bid Opening Committee (BOC)

The bid opening committee is in charge of opening the bids and making the Bid Opening Report.

The committee shall consist of at least 2 persons:

- A representative of the end users
- A representative of the procurement department

#### 7.2 Bid Evaluation Committee (BEC)

[the PE] will establish a tender committee with the following responsibilities:

- To evaluate bids
- To provide advice on tender documents before their publication
- To recommend contract award
To provide recommendations on all issues relating to procurement
To make recommendations on any change to be carried out on the procurement contract.

The tender evaluation committee will consist of, at least:

- A representative of the end users.
- A representative of the procurement department
- A technical expert
- A chairperson without voting rights

The tender committee will be established at the moment the bidding documents are ready for review and, the moment the tender documents are made available to bidders, a date shall already be set for bid evaluation.

8. **Standard Bidding Documents**

Standard Bidding Documents (SBDs) consist of a number of sections.

In NCB for Goods those sections are:

**Part 1 – Bidding Procedures**
- Section 1: Instructions to Bidders (ITB)
- Section 2: Bid Data Sheet (BDS)
- Section 3: Evaluation and Qualification Criteria
- Section 4: Bidding Forms

**Part 2 – Supply Requirements**
**Part 3 – Contract**
- Section 5: General Conditions of Contract (GCC)
- Section 6: Special Conditions of Contract (SCC)
- Section 7: Contract Forms

Section 1 and section 5 will never be changed!

If, changes need to be made in those sections, they will be done in sections 2 and 6 respectively, with reference to the initial articles in sections 1 or 5.

Other SBDs have identical or similar sections.

8.1 **Single or Sole Source Selection (SSS or SoSS)**

The template for SSS or SoSS is attached in Annex XXXX

*[The generic template is attached, the CSO will adapt it to its internal requirements]*

8.2 **Request for quotations (RFQ) for Goods**
The template for RFQ is attached in Annex XXXX

[The generic template is attached, the CSO will adapt it to its internal requirements]

8.3 National Competitive Bidding for Goods

The template for NCB for Goods is attached in Annex XXXX

[The generic template is attached, the CSO will adapt it to its internal requirements]

8.4 National Competitive Bidding for Works

The template for NCB for Works is attached in Annex XXXX

[The generic template is attached, the CSO will adapt it to its internal requirements]

8.5 National Competitive Bidding for Consultancy Services

The template for NCB for Consultancy Services is attached in Annex XXXX

[The generic template is attached, the CSO will adapt it to its internal requirements]

9. Technical Specifications

Special attention is needed in all tender documents for Goods or Works for the technical specifications since they will determine what [the CSO] will receive and what the quality will be.

Technical specifications will stipulate in detail the minimal requirements demanded from the G or W to be delivered or executed.

They will be generic (no brand names or types mentioned) unless it is difficult or even impossible to do so. In the exceptional case when brand names and/or types need to be stated, the words “or equivalent” will be added.

TS must be precise and quantifiable (measurable).

During evaluation, bids which do not substantially meet the TS from the tender documents, will be rejected.

10. Terms of Reference

The same principle applies to Terms of Reference for Services.

They may be even more difficult to define than TS because they describe the intangible deliveries which are expected from the service providers.

In Annex XXX, more detailed explanation is given concerning the content of ToR.
ToR need to be as simple as possible but need to be clear and still as complete as possible at the same time since they will determine whether good proposals will be received and eventually, good services will be delivered as expected.

11. **Value for Money (VfM)**

“Value for Money” in its simplest form is answering the question: “Can I obtain the same results while investing less?” which is the same as buying something cheaper.

This does not mean however, that we always need to opt for, or buy the cheapest solution possible.

First of all, the Goods, Works or even Services need to comply with the minimal TS or ToR that the stakeholders decided upon and secondly, the investment or acquisition cost is in many cases not the only cost to be incurred during the life cycle of an equipment or other investment: there may be many other costs after the initial investment has been done:

**Operating costs:**
- Energy costs for operation
- Consumables (e.g. toner for a printer or copier)
- Operator(s) cost
- Maintenance costs
- Cost for spare parts
- …

**Disposal costs:**
- Possible site contamination or other harmful effects
- Dismantling and disposal cost
- Minus the possible residual value in case the item can be sold.

**Other (intangible) costs:**
- Impact on the environment
- Impact on the health of the operators
- Social costs
- …

By adding all those costs, we can obtain the Whole Life Cost, Total Cost of Ownership or Life Cycle Cost (LCC) and determine whether we will obtain the best VfM when making the choice between multiple options.
Calculating these costs is often not very easy because reliable data are not readily available and/or must be obtained from the potential suppliers. As such, the figures may be biased.

Still, it is usually a good exercise to make the calculation and to have at least a rough idea of the total costs and be able to compare one option with the others.

Value for money is not only about cuts. It can be achieved in different ways including:

- reducing costs (e.g. overtime costs, better procurement) for the same outputs
- reducing inputs (e.g. materials, energy, factory floor space) for the same outputs
- getting greater outputs with improved quality (e.g. extra service or productivity) for the same inputs
- getting proportionally more outputs or improved quality in return for an increase in resources

Value for money can also be improved by improving the processes used in the project by working more efficiently, using effective and/or innovative methods, etc.

FONERWA provides training courses on VfM as well as ad-hoc assistance when required.

12. **Overview of Procurement Methods**

<table>
<thead>
<tr>
<th></th>
<th>Goods</th>
<th>Works</th>
<th>Non-Consultancy</th>
<th>Consultancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>SS</td>
<td>No limit ANO required from FONERWA</td>
<td>No limit ANO required from FONERWA</td>
<td>No Limit ANO required from FONERWA</td>
<td>No Limit ANO required from FONERWA</td>
</tr>
<tr>
<td>RFQ</td>
<td>&lt; 10 million RWF Post review</td>
<td>&lt; 10 million RWF Post review</td>
<td>&lt; 5 million RWF Post review</td>
<td>&lt; 10 million RWF Post review</td>
</tr>
<tr>
<td>NCB</td>
<td>≥ 10 million RFW Prior Review by FONERWA</td>
<td>≥ 10 million RFW Prior Review by FONERWA</td>
<td>≥ 5 million RFW Prior Review by FONERWA</td>
<td>≥ 10 million RFW Prior Review by FONERWA</td>
</tr>
</tbody>
</table>

No tenders [with the exception of SSS < the threshold ??] will be launched if they have not been approved by FONERWA in the procurement plan.

<table>
<thead>
<tr>
<th>&lt; 10 million RWF &amp; ≥ 10 million RFW</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Civil Society Organizations use internal procurement manual whereby for tenders &lt;10 million they use RFQ and tenders &gt;10 Million they advertise.</td>
</tr>
<tr>
<td>• The successful bidder is awarded the tender</td>
</tr>
</tbody>
</table>

Prior review by FONERWA
1. If prequalification is part of the process, the invitation and the REOI documents will be approved by FONERWA before publication.

The evaluation report of the EOIs must be submitted, together with the EOIs.

2. If publication is required, the draft publication will be submitted to FONERWA before publishing.

3. Before launching the tender, the PE will submit the bidding documents to FONERWA for approval.

4. Once the bids/proposals have been received and the evaluation process has been finished, the PE will send the BER, together with the bids/proposals received as well as the proposed contract to FONERWA for an Advice of No Objection (ANO).

5. If contract negotiations need to take place, the BER will be sent before inviting the winning bidder for negotiation.

The minutes of contract negotiations will be sent to FONERWA, together with the proposed contract.

**Post Review by FONERWA**

FONERWA will execute post review on all tender procedures below the threshold for prior review.

The review will be done to verify whether the correct procedures have been followed and the right decisions have been made.

If FONERWA finds that there have been important deviations, the tender may be considered as misprocurement and FONERWA will deduct the value of the contract from the allocated funds.

The PE may always call on FONERWA for assistance in case of doubt and to avoid misprocurement.

**13. Fraud, corruption and conflict of interest**

The PE and its staff must abstain from any action which could be interpreted as bribery or act of corruption.

PE staff and bidders shall not:

- collude with other businesses and organizations with the intention of depriving a procuring entity of the benefits of free and open competition;
- enter into business arrangements that might prevent the effective operation of fair competition;
- engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;
- misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of the Procuring Entity.
- Staff involved in the procurement process should arrange their private affairs in a manner that will prevent real, apparent or potential conflicts of interest from arising. Actual or potential
conflict of interest occurs when the staff member is in a position to influence a decision that may result in a personal gain or gain for a relative or friend.

If FONERWA concludes that fraud, corruption or conflict of interest occurred during a tender process, it will declare misprocurement for that tender and may even cancel the whole subsidy, apart from possible legal actions.

14. Checklists for the different procurement methods

See Annex C

15. ANNEXES

1. Procurement Plan
2. Request for Expressions of Interest
3. Specific Procurement Notice
4. Bid Opening Report
5. Bid Evaluation Report after Request for Quotations
8. Bid Evaluation report after NCB – Consultancy Services
9. Request for Quotations for Goods
10. Request for Quotations for Non-Consulting Services
11. Request for Quotations for Very Small Works
12. National Competitive Bidding for Goods
13. National Competitive Bidding for Small Works
14. National Competitive Bidding for Consulting Services
15.
16.
B. Internal procedures for [the PE]

This part of the procurement manual will be adapted in function of the internal organization of the procuring entity.

1. Organization

1.1 Organigram

1.2 Responsibilities

1. Procurement Plan

[The PE will insert here the procedure(s) for the preparation and approval of the internal plan, timelines and responsibilities]

2. Preparation and approval of Bidding Documents

[The PE will insert here the procedure(s) for the preparation and approval of the bidding documents, timelines and responsibilities]

3. Constitution of Bid Opening- and Bid Evaluation Committees

[The PE will insert here the procedure(s) for the appointment of the BOC and BEC and timelines]

4. Reception of Goods

[The PE will insert here the procedure(s) for the appointment of the BOC and BEC and timelines]

5. Contract management of Service – and Works Contracts

[The PE will insert here the responsibilities for contract management]

6. Procedures for payment of Invoices

[The PE will insert here the detailed procedures and responsibilities for payment of invoices]

7. ...
8. ...
C. Checklists for different procurement methods

These checklists need to be adapted by the PE according to their own internal rules and organisation.
## 1. Procurement Planning

<table>
<thead>
<tr>
<th>#</th>
<th>Process step</th>
<th>Description</th>
<th>Responsible</th>
<th>Approval by</th>
<th>Comments</th>
<th>Form / Template</th>
<th>Filing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Identification of needs</td>
<td>- Requirements for the next 12 months are identified before 1&quot;Jan.</td>
<td>User units through their Head of Department</td>
<td>Head of Department (HoD)</td>
<td>Required details: Type of G, W, S required. Quantity. Expected deadline for delivery. Estimated cost according to FONERWA approved budget</td>
<td>T1: Template for unit procurement plan.</td>
<td>-User Unit-HoD-Proc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Updated every 3 months.</td>
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<td>- Data updated continuously.</td>
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<tr>
<td>2.</td>
<td>Consolidation of needs</td>
<td>Requirements of the different user units are consolidated (grouped).</td>
<td>XXX</td>
<td>XXX</td>
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<td></td>
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<tr>
<td>3.</td>
<td></td>
<td>Procurement cost estimated / updated</td>
<td>Proc. unit (Possibly assisted by User)</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td></td>
<td>Verification of total estimated cost with available budget.</td>
<td>Proc. Unit</td>
<td>Finance Mgr.</td>
<td>If total cost exceeds the budget, user departments need to reduce their requirements: Start again at 1.1 The alternative is to ask FONERWA for reprogramming and/or reallocation of funds, when there are identified savings.</td>
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<tr>
<td>5.</td>
<td></td>
<td>Choice of procurement strategy</td>
<td>Proc. unit</td>
<td></td>
<td>Decide on: Procurement method (RFQ, RFP, NCB, Rate Contract, with or without pre-qualification, …) Deadline for delivery Deadlines for different steps of the procurement process.</td>
<td>T2: template for consolidated Procurement Plan</td>
<td>Proc. unit</td>
</tr>
<tr>
<td>#</td>
<td>Process step</td>
<td>Description</td>
<td>Responsible</td>
<td>Approval by</td>
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<td>Form / Template</td>
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<tr>
<td>6</td>
<td>Internal approval of Procurement Plan</td>
<td>Obtain the required approvals</td>
<td>- Proc. unit</td>
<td>1. PE Mgr.</td>
<td></td>
<td>T2: template for Consolidated Procurement Plan</td>
<td>PE Mgr Proc.</td>
</tr>
<tr>
<td>8</td>
<td>Distribute copies of the approved Procurement Plan</td>
<td>Distribute a copy of the approved PP to all stakeholders.</td>
<td>- Proc. unit</td>
<td>-</td>
<td></td>
<td></td>
<td>Proc. unit</td>
</tr>
<tr>
<td>9</td>
<td>Publication of PP (GPN)??</td>
<td>Publication of the PP = General Procurement Notice (GPN)</td>
<td>- Proc. unit</td>
<td>-</td>
<td>The GPN will be published: 1. On xxxx  2.</td>
<td>T4: Template for publication of GPN</td>
<td>Proc. unit</td>
</tr>
</tbody>
</table>
| 10 | Register reactions on GPN for future use. | When companies react / show interest in any planned procurement, those companies will be personally notified the moment the procurement is launched i.e. when the SPN is published. | - Proc. unit     | -           | A file folder will be created in which all procurements included in the PP are presented.  
- All reactions regarding a specific procurement process will be listed.  
- The reaction (letter or e-mail) of the company will be filed in the same folder. | T5: Template for registration of reactions on GPN       | Proc. unit   |
2. **Direct Contracting (Single Source Selection - SSS)**

In “Direct Contracting”, the procuring entity selects a vendor amongst a number of known vendors able to supply the product, works or services.

In general, Direct Contracting is allowed only for procurement with an estimated value of less than XXXX RWF and will be used to procure off-the-shelf goods of low value, small works or small non-consultancy services.

### 2 DIRECT CONTRACTING: Only for values < RWF XXXX.

<table>
<thead>
<tr>
<th>#</th>
<th>Process step</th>
<th>Description</th>
<th>Responsible</th>
<th>Approval by</th>
<th>Comments</th>
<th>Form / Template</th>
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</thead>
<tbody>
<tr>
<td>A. Preparation</td>
<td></td>
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</tr>
</tbody>
</table>
| 1. | Purchase Request from user unit to Proc. Unit. | - User Unit  
- (Proc. unit monitors Proc. Plan) | 1. Purchase request  
2. Technical Specifications (TS)  
3. Quantities  
4. Deadline for delivery | T5, 7, 8: Purchase Request | User Unit  
Proc. unit |
| 2. | Check procurement plan | Is the procurement foreseen in the approved procurement plan? | - Proc. unit | If the procurement is not foreseen in the PP: ask ANO from FONERWA |  |  |
| 3. | Check available budget | Is there still sufficient budget for the procurement? | - Proc. unit  
Finance | If there is no remaining budget, contact FONERWA |  |  |
| 4. | Assign a unique tender reference number and register the tender. | - Finance Unit (FU) | FU will keep the FMS updated throughout the procurement cycle. | FU  
Proc. unit |  |  |
| 5. | Review and preparation of final TS or ToR | - Proc. unit  
User Unit | Proc. Mgr.  
User unit signs for approval of the final TS or ToR |  | Proc. unit  
User |
| 6. | Request pro-forma invoice from selected vendor, from the approved Vendor database. ???? | - Proc. Unit |  | T56: Request for Pro-Forma invoice | Proc. Unit |
| 7. | Update cost estimate and obtain approval from FU if estimate has increased. | - Finance unit  
- Proc. Unit | Project Mgr.(if estimate increased) | T57: Template for request of available budget. | Proc. unit  
FU |
<table>
<thead>
<tr>
<th>#</th>
<th>Process step</th>
<th>Description</th>
<th>Responsible</th>
<th>Approval by</th>
<th>Comments</th>
<th>Form / Template</th>
<th>Filing</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Update Procurement monitoring tool</td>
<td>- Proc.Unit</td>
<td>-</td>
<td>-</td>
<td></td>
<td>T37: Template for Procurement monitoring.</td>
<td>Proc.Unit</td>
</tr>
<tr>
<td>10</td>
<td>Execute procurement</td>
<td>- Proc.unit</td>
<td></td>
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</tbody>
</table>
| 11 | Receipt of G, W or S and verification of compliance. | - Proc.unit | - User - Technical Unit if Required. | Verification of compliance will be done:  
  - By comparing the G, W or S delivered with the TS or ToR.  
  - By checking whether the G or W are new, in good condition and not damaged.  
  - By checking whether the S have been executed correctly.  
  - By testing their functionality if applicable. | T12: Certificate of delivery and compliance. | Proc.unit |
| 12 | Payment | 1. The PU requests the FU to pay the supplier.  
   2. The FU pays the supplier and sends a notification of payment to the PU. | - Proc.unit - FU | | T15: Request for payment to FU.  
   T14: Notification of payment from FU to PU | FU Proc.unit |
| 13 | Update FMS | - FU | | | | FU |
| 14 | Enter items in stock register (N/A for Services and Works) | - Proc.unit | Stores | | T15: Stores receipt voucher | Proc.unit |
| 15 | Notify user of availability (or finalization in case of Works or Services) | - Proc.unit | | | T16: Notification of availability of G, W, S. | Proc.unit |
| 16 | User collects items from stores (signs for | - User unit | | | TXX: Stores issue voucher | |
## 2 DIRECT CONTRACTING: Only for values < RWF XXXX.

<table>
<thead>
<tr>
<th>#</th>
<th>Process step</th>
<th>Description</th>
<th>Responsible</th>
<th>Approval by</th>
<th>Comments</th>
<th>Form / Template</th>
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<tbody>
<tr>
<td></td>
<td>completion of works or services)</td>
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<tr>
<td>17.</td>
<td>Closure of procurement file</td>
<td>Check whether PP has been updated.</td>
<td>- Proc.unit</td>
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<td></td>
<td></td>
<td>Evaluate the process</td>
<td>- Proc.unit</td>
<td>- User Unit</td>
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</table>

3. **Sole Source Selection (SoSS)**

### 3 SOLE SOURCE CONTRACTING

<table>
<thead>
<tr>
<th>#</th>
<th>Process step</th>
<th>Description</th>
<th>Responsible</th>
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<th>Comments</th>
<th>Form / Template</th>
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<tbody>
<tr>
<td>A.</td>
<td>Preparation</td>
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</tr>
<tr>
<td>1.</td>
<td>Purchase Request from user unit to Proc.Unit</td>
<td>- User Unit</td>
<td>- (Proc. unit monitors Proc. Plan)</td>
<td></td>
<td>1. Purchase request</td>
<td>T6, 7, 8: Purchase Request</td>
<td>User Unit Proc. unit</td>
</tr>
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<td>2. Technical Specifications (TS)</td>
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<td>3. Quantities</td>
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<td></td>
<td>4. Deadline for delivery</td>
<td></td>
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</tr>
<tr>
<td>2.</td>
<td>Check procurement plan</td>
<td>Is the procurement foreseen as a SoSS in the approved procurement plan?</td>
<td>- Proc. unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Check available budget</td>
<td>Is there still sufficient budget for the procurement?</td>
<td>- Proc. unit</td>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- If the procurement is not foreseen or not as an SoSS in the PP: **ask ANO from FONERWA**
- If there is no remaining budget, **contact FONERWA**
### 3 SOLE SOURCE CONTRACTING

<table>
<thead>
<tr>
<th>#</th>
<th>Process step</th>
<th>Description</th>
<th>Responsible</th>
<th>Approval by</th>
<th>Comments</th>
<th>Form / Template</th>
<th>Filing</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Assign a unique tender reference number and register the tender.</td>
<td>- Finance Unit (FU)</td>
<td>FU</td>
<td>FU</td>
<td>FU will keep the FMS updated throughout the procurement cycle.</td>
<td>Numbering system: See specific procedure # X</td>
<td>FU Proc. unit</td>
</tr>
<tr>
<td>5.</td>
<td>Review and preparation of final TS or ToR</td>
<td>- Proc. unit&lt;br&gt;- User Unit</td>
<td>Proc. Mgr.</td>
<td>FU</td>
<td>User unit signs for approval of the final TS or ToR.</td>
<td></td>
<td>Proc. Unit</td>
</tr>
<tr>
<td>6.</td>
<td>Request pro-forma invoice from the only known available vendor.</td>
<td>- Proc. Unit</td>
<td>FU</td>
<td>Proc. Unit</td>
<td>T₅₀: Request for Pro-Forma invoice</td>
<td></td>
<td>Proc. Unit</td>
</tr>
<tr>
<td>7.</td>
<td>Update cost estimate and obtain approval from FU if estimate has increased.</td>
<td>- Finance unit&lt;br&gt;- Proc. Unit</td>
<td>Project Mgr.(if estimate increased)</td>
<td>Proc. Unit</td>
<td>T₅: Template for request of available budget.</td>
<td></td>
<td>Proc. Unit</td>
</tr>
</tbody>
</table>

#### B. Procurement

| 10. | Execute procurement                                                          | - Proc.unit                                                                 | FU                | Proc. Unit    |                                                                          |                             |              |
| 11. | Receipt of G, W or S and verification of compliance.                          | - Proc.unit<br>- User<br>- Technical Unit if Required.                      | FU                | Proc. unit    | Verification of compliance will be done :<br>- By comparing the G, W or S delivered with the TS or ToR.<br>- By checking whether the G or W are new, in good condition and not damaged.<br>- By checking whether the S have been executed correctly.<br>- By testing their functionality if applicable. | T₁₂: Certificate of delivery and compliance. | Proc.unit    |
| 12. | Payment                                                                      | 3. The PU requests the FU to pay the supplier.                              | - Proc.unit<br>- FU | FU            | T₁₃: Request for payment to FU.                                         |                             | FU Proc. unit|
|     |                                                                                | 4. The FU pays the supplier and sends a                                   | FU                |               | T₁₄: Notification of payment from FU to FU                              |                             |              |

- **Form / Template**: T₅₀, T₅₁, T₅₂, T₅₃, T₅₄, T₅₅, T₅₆, T₅₇, T₁₂, T₁₃, T₁₄
### 3 SOLE SOURCE CONTRACTING

<table>
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<th>Comments</th>
<th>Form / Template</th>
<th>Filing</th>
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</thead>
<tbody>
<tr>
<td>13.</td>
<td>Update FMS</td>
<td>notification of payment to the PU.</td>
<td>- FU</td>
<td>-</td>
<td></td>
<td></td>
<td>FU</td>
</tr>
<tr>
<td>14.</td>
<td>Enter items in stock register (N/A for Services and Works)</td>
<td>- Proc.unit</td>
<td>Stores</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Notify user of availability (or finalization in case of Works or Services)</td>
<td>- Proc.unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>User collects items from stores (signs for completion of works or services)</td>
<td>- User unit</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Closure of procurement file</td>
<td>Check whether PP has been updated.</td>
<td>- Proc.unit</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
| | | Evaluate the process | - Proc.unit  
- User Unit | | | | |
| | | | | | | | |
| | | | | | | | |

- **Form / Template**
  - T15: Stores receipt voucher
  - T16: Notification of availability of G, W, S.
  - TXX: Stores issue voucher
### National and International Request for Quotations (RFQ)

#### National and International Shopping for G, W and NCS.

Estimated values < ??????

<table>
<thead>
<tr>
<th>#</th>
<th>Process step</th>
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<tr>
<td></td>
<td><strong>A. Preparation</strong></td>
<td></td>
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</tr>
</tbody>
</table>
| 1. | Purchase Request from user unit to PU. | - User Unit  
2. Technical Specifications (TS)  
3. Quantities  
4. Deadline for delivery | T6, 7, 8: Purchase Request | User Unit/PU | |
| 2. | Check procurement plan | Is the procurement foreseen in the approved procurement plan? | User Unit/PU | If the procurement is not foreseen in the PP: ask ANO from FONERWA | | | |
| 3. | Check available budget | Is there still sufficient budget for the procurement? | User Unit/Finance | If there is no remaining budget, contact FONERWA | | | |
| 4. | Assign a unique tender reference number and register the tender. | - Finance Unit (FU) | Finance Unit (FU) | FU will keep the FMS updated throughout the procurement cycle. | Numbering system: See specific procedure # X | Finance Unit (FU) | |
| 5. | Preparation of final tender documents | - Review and preparation of final TS / ToR.  
- Evaluation criteria  
- Preparation of RFQ | User Unit/Technical Expert | User unit signs for approval of the final TS or ToR and RFQ. | T16, 17, 18: Template for RFQ for G, W, S.  
T19: Template for approval of RFQ including TS/ToR | User Unit | |
| 6. | Update cost estimate (after market survey if | - Finance unit  
- PU | Finance Unit/PU | User unit signs for approval of the final TS or ToR and RFQ. | T9: Template for request of | Finance Unit/PU | |

**Form / Template**
- T6, 7, 8: Purchase Request
- Numbering system: See specific procedure # X
- T16, 17, 18: Template for RFQ for G, W, S.
- T19: Template for approval of RFQ including TS/ToR
- T9: Template for request of
### National and International Shopping for G, W and NCS.

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>7</td>
<td>Select vendors</td>
<td>Select minimum 4 vendors (preferably 5 or more)</td>
<td>- PU</td>
<td></td>
<td>See specific procedure # X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Obtain approval from Mgmt. to launch the RFQ</td>
<td></td>
<td>- PU</td>
<td>Mgmt.</td>
<td></td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td>9</td>
<td>Obtain approval from FONERWA if required.</td>
<td></td>
<td>- PU</td>
<td>FA</td>
<td>T11: Template for request of approval for purchase from FONERWA.</td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td>10</td>
<td>Send RFQ to selected vendors</td>
<td></td>
<td>- PU</td>
<td></td>
<td>- May be done by e-mail (with confirmation of receipt), regular mail or courier. - The shortlist of vendors will not be communicated.</td>
<td>T21: Template cover letter to send RFQ to selected vendors</td>
<td>PU</td>
</tr>
<tr>
<td>11</td>
<td>Constitute Bid Opening Committee and notify members of upcoming Bid Opening</td>
<td></td>
<td>- PU</td>
<td>- Mgmt</td>
<td>- May be done by e-mail or internal mail. - Members of Bid Opening Committee: see Committees 4</td>
<td>T22: Notification of appointment to Bid Opening Committee.</td>
<td>PU</td>
</tr>
<tr>
<td>12</td>
<td>Constitute Bid Evaluation Committee and</td>
<td></td>
<td>- PU</td>
<td>Mgmt</td>
<td>- May be done by e-mail or internal mail.</td>
<td>T23: Notification of appointment to Bid</td>
<td>PU</td>
</tr>
<tr>
<td>#</td>
<td>Process step</td>
<td>Description</td>
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<td>Approval by</td>
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</tr>
<tr>
<td>13</td>
<td>Prepare Bid Opening Report (BOR) template</td>
<td>Using the Standard template for BOR, the template for this specific tender will be prepared.</td>
<td>- PU</td>
<td>- Members of Bid Evaluation Committee: see <em>Committees 3</em></td>
<td>- Adapt the standard template for the use of this specific tender.</td>
<td>T24: Template for Bid Opening Report (BoR)</td>
<td>PU</td>
</tr>
<tr>
<td>14</td>
<td>Handle requests for clarifications if any</td>
<td></td>
<td>- PU</td>
<td>- PU</td>
<td>- Write a reply on the request. - Send question(s) as well as answer(s) to all selected bidders. - Extend bid submission deadline if required.</td>
<td>T26: Template for reply to request for clarifications</td>
<td>PU</td>
</tr>
<tr>
<td>15</td>
<td>Prepare Bid Evaluation Report (BER) template</td>
<td>Using the Standard template for BER, the template for this specific tender will be prepared.</td>
<td>- PU</td>
<td>- PU</td>
<td>- Adapt the standard template for the use of this specific tender.</td>
<td>T25: Template for Bid Evaluation Report for RFQ</td>
<td>PU</td>
</tr>
</tbody>
</table>

### B. Bid Submission and Evaluation

<table>
<thead>
<tr>
<th>#</th>
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<th>Form / Template</th>
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</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Bid submission</td>
<td>Quotations are submitted in sealed envelopes in the Bid Box⁹</td>
<td>- Vendors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Bid Opening</td>
<td>Immediately after the deadline for bid submission.</td>
<td>- BOC</td>
<td></td>
<td>- BOR is filled out as quotations are being opened.</td>
<td>T24: Template for Bid Opening Report (BOR) prepared in step 3.14</td>
<td>PU</td>
</tr>
</tbody>
</table>

⁹ Assuming the number represents a specific aspect or step in the process.
<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>18.</td>
<td>Secure quotations</td>
<td>Bid evaluation will preferably start immediately after bid opening. If that is not possible, the quotations will be stored in a secure (behind lock) place.</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>Send copy of BOR to all bidders who submitted a quotation, on time.</td>
<td></td>
<td>- PU</td>
<td></td>
<td>This may be done by e-mail (with confirmation of receipt), regular mail or courier.</td>
<td>T27: Template for sending copy of BOR to bidders.</td>
<td>PU</td>
</tr>
<tr>
<td>21.</td>
<td>Request for clarifications, if any.</td>
<td>The BEC may request clarifications, in writing, from the bidders if that is necessary to execute proper evaluation.</td>
<td>Chairperson of BEC</td>
<td></td>
<td></td>
<td>T28: Template for request for clarifications.</td>
<td>BEC</td>
</tr>
<tr>
<td>22.</td>
<td>Obtain internal approval on BER</td>
<td></td>
<td>Chairperson of BEC</td>
<td>1. All members of BEC</td>
<td></td>
<td>T29: Template for request of approval on BER.</td>
<td>BEC</td>
</tr>
<tr>
<td>23.</td>
<td>Obtain approval on BER from</td>
<td></td>
<td>- PU</td>
<td>- Mgmt</td>
<td>FONERWA</td>
<td>T30: Template for request of approval on BER.</td>
<td>PU</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Estimated values &lt; ??????</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Process step</td>
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<td>Approval by</td>
<td>Comments</td>
<td>Form / Template</td>
<td>Filing</td>
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</tbody>
</table>
|   | FONERWA if required.                             |                                                                              |              |             | - Copy of Requests for clarifications  
- Copy of Quotations  
- Draft contract / purchase order | BER from FONERWA.             |         |
| 24.| Request extension of validity period if applicable. | If the contract cannot be signed / Purchase Order not be issued before the end of the validity period: ask for an extension of the bid validity period. | - PU          |             |                                                                                                   | T₃₁: Template for request for extension of bid validity period. | PSM Unit       |
| 25.| Finalize contract / purchase order (P.O.)        |                                                                              | - PSM Unit   | PMU Mgr.    | -                                                                                                  | T₃₂: Template for Contract for small values after RFQ.  
T₃₃: Template for Purchase Order | PU                |
|   | C. Procurement                                   |                                                                              |              |             |                                                                                                   |                   |        |
| 26.| Send P.O. or Signed contract                    | If a contract is used, the vendor will be invited to sign the contract.  
If a P.O. is used, the P.O. will be sent to the vendor. | - PU          |             | -                                                                                                  |                   | PU     |
<p>| 27.| Notify all bidders                               | Once the contract is signed / P.O. issued, all other bidders will be notified they did not win the tender. | - PU          |             | - A short justification will be stated in the letter (e.g. not the lowest evaluated quotation, major technical deviations from the TS, …) |                   | PU     |</p>
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>28.</td>
<td>Update Procurement monitoring tool</td>
<td>- PU</td>
<td>-</td>
<td>-</td>
<td></td>
<td>T37: Template for Procurement monitoring.</td>
<td>PU</td>
</tr>
<tr>
<td>29.</td>
<td>Handle complaints if any</td>
<td>- PU</td>
<td>-</td>
<td></td>
<td>See specific procedure # X</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### D. Execution and Follow-Up

| 30. | Receipt of G, W or S and verification of compliance. | - PU - User - Compliance Officer - Technical Unit if Required. - PU | - User | Verification of compliance will be done: • By comparing the G, W or S delivered with the TS or ToR. • By checking whether the G or W are new, in good condition /not damaged. • By checking whether the S have been executed correctly. • By testing their functionality if applicable. | T12: Certificate of delivery and compliance. | PU |
| 31. | Payment according to the conditions stipulated in the P.O. or contract. | 1. The PU requests the FU to pay the supplier. 2. The FU pays the supplier and sends a notification of payment to the PU. | - PU - FU | | T13: Request for payment to FU. T14: Notification of payment from FU to PU | FU PU |
| 32. | Update FMS | - FU | | | | FU |
| 33. | Enter items in stock register (N/A for Services and Works) | - PU | Stores | | T15: Stores receipt voucher | PU |
4 National and International Shopping for G, W and NCS. Estimated values < ????

<table>
<thead>
<tr>
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<th>Process step</th>
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<tr>
<td>34.</td>
<td>Notify user of availability (or finalization in case of Works or Services)</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td>T16: Notification of availability of G, W, S.</td>
<td>PU</td>
</tr>
<tr>
<td>35.</td>
<td>User collects items from stores (signs for completion of works or services)</td>
<td>- User unit</td>
<td></td>
<td></td>
<td></td>
<td>T16: Stores issue voucher</td>
<td></td>
</tr>
<tr>
<td>36.</td>
<td>Closure of procurement file</td>
<td>Check whether PP has been updated.</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>37.</td>
<td>Evaluation of the Procurement Process</td>
<td>Evaluate the process</td>
<td>- PU</td>
<td>- Quality</td>
<td>- Quality</td>
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<td>PU</td>
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<td></td>
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<td></td>
<td></td>
<td>- Timeliness</td>
<td>- Timeliness</td>
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<td></td>
<td>- Internal procedures</td>
<td>- Internal procedures</td>
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<td></td>
<td></td>
<td>- Vendor evaluation.</td>
<td>- Vendor evaluation.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Other lessons learned.</td>
<td>- Other lessons learned.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. National Competitive Bidding (NCB) For G, W and NCS

5. National Competitive Bidding (NCB) For G, W and NCS

4 NATIONAL COMPETITIVE BIDDING FOR G, W AND NC Estimated value < XXXXX (G, S) and < XXXX for works.

<table>
<thead>
<tr>
<th>#</th>
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<tr>
<td>A. Preparation</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>1.</td>
<td>Purchase Request from user unit to PU.</td>
<td>- User Unit</td>
<td></td>
<td></td>
<td>1. Purchase request</td>
<td>T6, 7, 8: Purchase Request</td>
<td>User Unit</td>
</tr>
</tbody>
</table>
### NATIONAL COMPETITIVE BIDDING FOR G, W AND NC

<table>
<thead>
<tr>
<th>#</th>
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</thead>
<tbody>
<tr>
<td>2.</td>
<td>Check procurement plan</td>
<td>Is the procurement foresee in the approved procurement plan?</td>
<td>- PU</td>
<td></td>
<td>If the procurement is not foresee in the PP: see specific procedure # 3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Check available budget</td>
<td>Is there still sufficient budget for the procurement?</td>
<td>- PU</td>
<td>Finance</td>
<td>If there is no remaining budget, contact FONERWA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Assign a unique tender reference number and register the tender.</td>
<td></td>
<td>- Finance Unit (FU)</td>
<td></td>
<td>FU will keep the FMS updated throughout the procurement cycle.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Preparation of final tender documents</td>
<td>Review and preparation of final TS / ToR.</td>
<td>- PU</td>
<td>- Mgmt.</td>
<td>User unit signs for approval of the final TS or ToR and Bidding Documents.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Evaluation criteria</td>
<td>- User unit/technical Expert</td>
<td></td>
<td>T36, 37, 38: Standards BDs for NCB for G, W, NC.</td>
<td></td>
<td></td>
</tr>
<tr>
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<td></td>
<td>Preparation of NCB document.</td>
<td></td>
<td></td>
<td>T19?: Template for approval of bidding documents.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Prepare SPN</td>
<td></td>
<td>- PU</td>
<td></td>
<td>The draft SPN will be attached when asking for approvals (See below)</td>
<td>T40: SPN for NCB</td>
<td></td>
</tr>
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</table>
### NATIONAL COMPETITIVE BIDDING FOR G, W AND NC

Estimated value < XXXX (G, S) and < XXXX for works.

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<th>Comments</th>
<th>Form / Template</th>
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</thead>
<tbody>
<tr>
<td>7</td>
<td>Obtain approval from FONERWA on SPN if applicable.</td>
<td></td>
<td>- PU</td>
<td>(FONERWA)</td>
<td>The PU unit will initiate the request for approval.</td>
<td>T11: Request for approval for purchase and BDs from FONERWA</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Obtain approval to launch the tender.</td>
<td></td>
<td>- Mgmt</td>
<td></td>
<td></td>
<td>T39: Request for (internal) approval to procure and Bidding Documents for NCB</td>
<td>PU</td>
</tr>
<tr>
<td>9</td>
<td>IF (substantial) changes have been made to the BDs after internal approval, obtain approval from FONERWA again if applicable.</td>
<td></td>
<td>- Mgmt</td>
<td>FONERWA</td>
<td>Substantial changes may be: changes in TS, evaluation criteria, execution time, lead time for submission of bids, …</td>
<td>T11</td>
<td>PU</td>
</tr>
</tbody>
</table>
| 10 | Publish SPN                                                                  |                                                                              | - PU        |             | 1. Notice Board  
2. Website  
3. ???                                                                     | T40                                                                 | PU     |
<p>| 11 | Notify companies who reacted on the GPN for this class of G, W or NCS.       | For efficiency and effectiveness, a one-off General Procurement Notice will be issued covering all the planned Procurement Components in each | - PU        |             |                                                                          | T41                                                                 |        |</p>
<table>
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</thead>
<tbody>
<tr>
<td>12.</td>
<td>Send Bidding Documents to the companies that request for it.</td>
<td>Financial year. The companies that have been shortlisted will be contacted to participate in the bidding process</td>
<td>- PU</td>
<td></td>
<td>- Bidding documents will be made available in protected PDF format and may be sent, free of charge, by e-mail with confirmation of receipt. - Pages to be filled out by the bidders should be sent in (partially) protected Word or Excel format in annex. - Hard copies may be made available at request. In that case the reproduction cost and possible cost for sending by mail can be charged.</td>
<td>T42</td>
<td>PU</td>
</tr>
<tr>
<td>13.</td>
<td>Register all companies that requested the</td>
<td></td>
<td>- PU</td>
<td></td>
<td>See step 1.11</td>
<td>T43</td>
<td>PU</td>
</tr>
<tr>
<td>#</td>
<td>Process step</td>
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</tr>
<tr>
<td>14.</td>
<td>Handle requests for clarifications if any.</td>
<td>- PU</td>
<td>- User unit (Technical Expert)</td>
<td></td>
<td>- Write a reply on the request. - Send question(s) as well as answer(s) to all selected bidders. - Extend bid submission deadline if required.</td>
<td>T26: Template for reply to request for clarifications.</td>
<td>PU</td>
</tr>
<tr>
<td>15.</td>
<td>Conduct pre-bid meeting if foreseen</td>
<td>- PU</td>
<td>- User unit (Technical Expert)</td>
<td></td>
<td>- Send question(s) as well as answer(s) to all selected bidders. - Extend bid submission deadline if required.</td>
<td>PU</td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Prepare minutes of pre-bid meeting and send it to all pre-qualified bidders who requested for the bidding documents.</td>
<td>- PU</td>
<td></td>
<td></td>
<td>- Send question(s) as well as answer(s) to all selected bidders. - Extend bid submission deadline if required.</td>
<td>PU</td>
<td></td>
</tr>
</tbody>
</table>

**B. Bid Opening and Evaluation**

<p>| 17.| Constitute Bid Opening Committee and notify members of upcoming Bid Opening | - PU                                                                         | Mgmt                                                                      |             | - May be done by e-mail or internal mail. - Members of Bid Opening Committee: see Chapter V. Committees # 4 | T22: Notification of appointment to Bid Opening Committee.                          | PU     |
| 18.| Constitute Bid Evaluation Committee and notify members of                   | - PU                                                                         | Mgmt                                                                      |             | - May be done by e-mail or internal mail. | T23: Notification of appointment to Bid Evaluation Committee.                   | PU     |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>19</td>
<td>Prepare Bid Opening Report (BOR) template</td>
<td>Using the Standard template for BOR, the template for this specific tender will be prepared.</td>
<td>- PU</td>
<td>- Members of Bid Evaluation Sub-Committee: see chapter V. Committees # 3</td>
<td>- Adapt the standard template for the use of this specific tender.</td>
<td>T24: Template for Bid Opening Report (BoR)</td>
<td>PU</td>
</tr>
<tr>
<td>20</td>
<td>Prepare Bid Evaluation Report (BER) template</td>
<td>Using the Standard template for BER, the template for this specific tender will be prepared.</td>
<td>- PU</td>
<td>- PU</td>
<td>- Adapt the standard template for the use of this specific tender.</td>
<td>T44: Template for Bid Evaluation Report for RFQ</td>
<td>PU</td>
</tr>
<tr>
<td>21</td>
<td>Bid submission</td>
<td>Quotations are submitted in sealed envelopes in the Bid Box</td>
<td>- Vendors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Bid Opening</td>
<td>Immediately after the deadline for bid submission.</td>
<td>- BOC</td>
<td>- Bids will be opened in public.</td>
<td>- BOR is filled out as quotations are being opened.</td>
<td>T24: Template for Bid Opening Report (BOR) prepared in step 3.14</td>
<td>PU</td>
</tr>
<tr>
<td>23</td>
<td>Secure bids</td>
<td>Bid evaluation will preferably start immediately after bid opening. If that is not possible, the bids will</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#</td>
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</tr>
<tr>
<td>24</td>
<td>Send copy of BoR to all bidders who submitted a bid.</td>
<td></td>
<td>- PU</td>
<td>- Mgmt</td>
<td></td>
<td>F₂₇: Template cover letter for sending copy of BoR to bidders.</td>
<td>PU</td>
</tr>
<tr>
<td>26</td>
<td>Request for clarifications, if any.</td>
<td>The BEC may request clarifications, in writing, from the bidders if that is necessary to execute proper evaluation.</td>
<td>Chairperson of BEC</td>
<td></td>
<td></td>
<td>F₂₈: Template request for clarifications.</td>
<td>BEC PU</td>
</tr>
<tr>
<td>27</td>
<td>Obtain internal approval on BER and recommendation for award</td>
<td></td>
<td>- Chairperson of BEC</td>
<td>1. All members of BEC. 2. Mgmt</td>
<td></td>
<td>T₂₉: Template for request of approval on BER.</td>
<td>BEC PU</td>
</tr>
<tr>
<td>28</td>
<td>Obtain approval on BER and recommendation for</td>
<td></td>
<td>- PU</td>
<td>FONERWA</td>
<td>Includes:</td>
<td>T₃₀: Template for request of approval on BER from FA. [same as T₂₉ ?]</td>
<td>PU</td>
</tr>
</tbody>
</table>

Estimated value < XXXX (G, S) and < XXXX for works.
### NATIONAL COMPETITIVE BIDDING FOR G, W AND NCS

<table>
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<tr>
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<tbody>
<tr>
<td></td>
<td>award from FONERWA&lt;sup&gt;10&lt;/sup&gt;</td>
<td>If the contract cannot be signed / Purchase Order not be issued before the end of the validity period: ask for an extension of the bid validity period.</td>
<td>- PU</td>
<td>- Draft contract / purchase order</td>
<td>-</td>
<td>T&lt;sub&gt;31&lt;/sub&gt;: Template for request for extension of bid validity period.</td>
<td>PU</td>
</tr>
<tr>
<td>29</td>
<td>Request extension of validity period if applicable.</td>
<td></td>
<td>- PU</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Notify stakeholders of date for contract negotiations&lt;sup&gt;11&lt;/sup&gt;, if any.</td>
<td></td>
<td>- PU</td>
<td>Invite: - User Unit(s), - Technical Expert(s) if required, - Winning Bidder.</td>
<td></td>
<td>T&lt;sub&gt;46&lt;/sub&gt;: Invitation for contract negotiations.</td>
<td>PU</td>
</tr>
<tr>
<td></td>
<td>Contract negotiation if required.</td>
<td></td>
<td>- PU - User Unit - Technical Expert if required.</td>
<td>For G, W and NCS, only very limited contract negotiations are allowed. There will be no For G, W and NCS, only very limited contract negotiations are allowed. There will be no</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**

<sup>10</sup> Whenever an approval is denied by any level (Tender Board, NC, FA, BPP), the BER will go back with the objection to the lowest level, i.e. the BEC, for review and pass through all other stages / levels again with additional explanation and / or correction until a No Objection is obtained.

<sup>11</sup> For Goods, in principle, there will be no negotiations at all. For Works and NCS, there will be no negotiation of (unit) prices. Any negotiation can only be done on some practical arrangements regarding the execution of the contract.

Only in exceptional cases e.g. when all bids exceed the available budget, a reduction in price can be negotiated / obtained by reducing also the quantity of supplies / works / services and as long as the total prices is not reduced substantially.
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<tbody>
<tr>
<td>32</td>
<td>Minutes of contract negotiations.</td>
<td>Make the minutes of the Contract Negotiations and have them signed by the Winning Bidder as well as the PU</td>
<td>- PU</td>
<td>1. Winning Bidder</td>
<td>negotiation of unit prices.</td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td>33</td>
<td>Finalize contract</td>
<td></td>
<td>- PU</td>
<td>PU</td>
<td></td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td>34</td>
<td>Approval of draft Contract by FONERWA</td>
<td></td>
<td>- PSM Unit</td>
<td>FA</td>
<td>Draft contract with all required annexes.</td>
<td>T₄₆: Template for request of approval for Contract from FONERWA, after NCB tender process</td>
<td>PU</td>
</tr>
<tr>
<td>35</td>
<td>Obtain performance guarantee if applicable.</td>
<td>If a performance guarantee is required according to the BDs, it should be obtained before the contract is signed.</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td>36</td>
<td>Sign contract</td>
<td></td>
<td>- PU</td>
<td>1. Winning Bidder</td>
<td></td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td>#</td>
<td>Process step</td>
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</tr>
<tr>
<td>37.</td>
<td>Notify all bidders of the result of the tender and return Bid Guarantees to all bidders, if any.</td>
<td>- PU</td>
<td>- PU</td>
<td></td>
<td>The notification will contain a short explanation why the bidders were unsuccessful.</td>
<td>T_47: Notification to all bidders of result of the tender.</td>
<td>PU</td>
</tr>
<tr>
<td>38.</td>
<td>Update Procurement monitoring tool.</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td>T_57: Template for Procurement monitoring.</td>
<td>PU</td>
</tr>
<tr>
<td>39.</td>
<td>Handle complaints if any</td>
<td>- PU</td>
<td></td>
<td></td>
<td>See detailed procedure 8</td>
<td></td>
<td>PU</td>
</tr>
</tbody>
</table>

**D. Contract Management**

| 40. | Contract Management                                                          | Contract management according to the conditions stated in the Contract.                          | - User      | - PU        |                                                                          |                                |        |
|     |                                                                             | Note: The steps below (42-49) may need to be repeated several times in the case of more complicated contracts. | - User      | - PU        |                                                                          |                                |        |

<p>| 41. | Receipt of G, W or S and verification of compliance.                         | - User                                                                                           | - User      | - User      | Verification of compliance will be done:                                  | T_12: Certificate of delivery and compliance. | PU     |
|     |                                                                             | - Compliance Officer                                                                            | - User      | - User      | - By comparing the G, W or S delivered with the TS or ToR.               |                                |        |
|     |                                                                             | - Technical Unit if Required.                                                                    | - User      | - User      | - By checking whether the G or W are new,                                |                                |        |
|     |                                                                             | - PU                                                                                             |             |             |                                                                          |                                |        |</p>
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</thead>
<tbody>
<tr>
<td>42</td>
<td>Payment according to the conditions stated in the Contract.</td>
<td>The PU requests the FU to pay the supplier.</td>
<td>- PU</td>
<td>- FU</td>
<td>-</td>
<td>T₁₃: Request for payment to FU.</td>
<td></td>
</tr>
<tr>
<td>43</td>
<td></td>
<td>The FU pays the supplier and sends a notification of payment to the PU.</td>
<td>- FU</td>
<td>-</td>
<td>-</td>
<td>T₁₄: Notification of payment from FU to PU</td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>Update FMS</td>
<td></td>
<td>- FU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Enter items in stock register (N/A for Services and Works)</td>
<td></td>
<td>- PU</td>
<td>Stores</td>
<td>T₁₅: Stores receipt voucher</td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>Notify user of availability (or finalization in case of Works or Services)</td>
<td></td>
<td>- PU</td>
<td></td>
<td>T₁₆: Notification of availability of G, W, S.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>User collects items from stores (signs for completion of works or services)</td>
<td></td>
<td>- User unit</td>
<td></td>
<td>T₁₆: Stores issue voucher</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>Return of Performance Guarantee to Contractor / Supplier, if any.</td>
<td></td>
<td>- PU</td>
<td></td>
<td>T₄₈: Release of Performance Guarantee</td>
<td></td>
<td></td>
</tr>
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</table>
4 NATIONAL COMPETITIVE BIDDING FOR G, W AND NC

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<tbody>
<tr>
<td>49</td>
<td>Closure of procurement file</td>
<td>Check whether PP has been updated.</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>Evaluation of the Procurement Process</td>
<td>Evaluate the process</td>
<td>- PU</td>
<td>- User unit</td>
<td>Quality&lt;br&gt;Timeliness&lt;br&gt;Internal procedures&lt;br&gt;Vendor evaluation.&lt;br&gt;Other lessons learned.</td>
<td>T₃₅: Procurement Cycle Evaluation</td>
<td>PU</td>
</tr>
</tbody>
</table>

6. Consultancy Services

6.1 QCBS Method

Consultancy Services.

The steps for tendering Consultancy Services are (almost) identical as for G, W and NCS except for the fact that in most cases pre-qualification will take place and that the bid opening and evaluation process may be different.

The different evaluation / selection methods for proposals of Consultancy Proposals are:

- Fixed Budget Selection (FBS)
- Least Cost Selection (LCS)
- Quality Based Selection (QBS)
- Quality and Cost Based Selection (QCBS)
- Consultants Qualifications Selection (CQS)
- In exceptional cases: SSS
Note: A lot of steps are identical to the steps in other procurement methods. They have been repeated here for ease of use and completeness though.

### 7 ALL PROCEDURES FOR CONSULTANTS EXCEPT QUALITY BASED SELECTION.

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<tr>
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<tbody>
<tr>
<td></td>
<td>A. Preparation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Purchase Request from user unit to PU.</td>
<td>Purchase Request from user unit to PU.</td>
<td>User Unit (PU)</td>
<td>1. Purchase request</td>
<td></td>
<td>T6, 7, 8: Purchase Request</td>
<td>User Unit</td>
</tr>
<tr>
<td>2.</td>
<td>Check procurement plan</td>
<td>Is the procurement foreseen in the approved procurement plan?</td>
<td>PU</td>
<td>2. Terms of Reference</td>
<td>- If the procurement is not foreseen in the PP: see specific procedure # 3.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Check available budget</td>
<td>Is there still sufficient budget for the procurement?</td>
<td>PU</td>
<td>3. Duration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Assign a unique tender reference number and register the tender. (With PQ or REOI added at the end of the number)</td>
<td>- Finance Unit (FU)</td>
<td>Finance</td>
<td>4. If there is no remaining budget. <strong>see specific procedure # 3</strong></td>
<td></td>
<td>T9: Template for request of available budget.</td>
<td>PU</td>
</tr>
<tr>
<td>5.</td>
<td>Preparation of pre-qualification documents (Called Request for)</td>
<td>- Preparation of required information. Evaluation criteria for short-listing.</td>
<td>- PU - User Unit/technical expert - User unit - Mgmt</td>
<td>5. FU will keep the FMS updated throughout the procurement cycle.</td>
<td></td>
<td>Numbering system: <strong>See specific procedure # 2</strong></td>
<td>FU</td>
</tr>
</tbody>
</table>

**Additional Notes:**
- Numbering system: See specific procedure # 2
- Standards BDs for NCB for G, W, NC.
<table>
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<tr>
<td></td>
<td>Expressions of Interest for CS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Prepare SPN</td>
<td></td>
<td>- PU</td>
<td></td>
<td>- The draft SPN will be attached when asking for approvals (See below)</td>
<td>T40: SPN for NCB</td>
<td>PU</td>
</tr>
<tr>
<td>7.</td>
<td>Obtain approval from FONERWA on pre-qualification documents and SPN.</td>
<td></td>
<td>- PU</td>
<td>FONERWA</td>
<td></td>
<td>T11: Request for approval for purchase and PQ documents from FONERWA.</td>
<td>Mgmt PU</td>
</tr>
<tr>
<td>8.</td>
<td>Obtain internal approval to launch the tender.</td>
<td></td>
<td>- PU</td>
<td>Mgmt</td>
<td></td>
<td>T39: Request for (internal) approval to procure and Pre-qualification Documents for NCB or ICB</td>
<td>PU</td>
</tr>
<tr>
<td>9.</td>
<td>IF (substantial) changes have been made to the pre-qualification documents after internal approval, obtain approval from FONERWA again.</td>
<td></td>
<td>- PU</td>
<td>FONERWA</td>
<td>- Substantial changes may be: changes in TS, evaluation criteria, execution time, lead time for submission of bids, …</td>
<td>T11</td>
<td>Mgmt PU</td>
</tr>
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<th>Form / Template</th>
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<tbody>
<tr>
<td>10</td>
<td>Preparation of tender documents</td>
<td>- PU</td>
<td>- PU</td>
<td>- User unit</td>
<td>- It is important that the preparation of tender documents is in a final stage before the SPN for PQ or REOI is published to avoid that there would be a long delay between shortlisting and sending out the Bidding Documents or RFP.</td>
<td>User PU</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Publish SPN</td>
<td>- PU</td>
<td>- PU</td>
<td>- User unit</td>
<td>1. Notice Board 2. Website - ???</td>
<td>T₄₀</td>
<td>PU</td>
</tr>
<tr>
<td>12</td>
<td>Notify companies who reacted on the GPN for this class of Services.</td>
<td>- PU</td>
<td>- PU</td>
<td>-</td>
<td></td>
<td>T₄₁</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Send Prequalification Documents to the companies that request for it.</td>
<td>- PU</td>
<td>- PU</td>
<td>-</td>
<td>- Prequalification documents will be made available in protected PDF format and may be sent, free of charge, by e-mail with confirmation of receipt. They can also be published on the website to be downloaded. - Pages to be filled out by the bidders should be sent in (partially)</td>
<td>T₄₂</td>
<td>PU</td>
</tr>
</tbody>
</table>
### ALL PROCEDURES FOR CONSULTANTS EXCEPT QUALITY BASED SELECTION.

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</thead>
<tbody>
<tr>
<td>14.</td>
<td>Constitute Bid Opening Committee and notify members of upcoming Bid Opening</td>
<td>- PU</td>
<td>Mgmt</td>
<td>-</td>
<td>May be done by e-mail or internal mail.</td>
<td>T22: Notification of appointment to Bid Opening Committee.</td>
<td>PU</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Members of Bid Opening Committee: see Chapter V. Committees # 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td>Constitute Evaluation Committee and notify members of upcoming Prequalification Evaluation.</td>
<td>- PU</td>
<td>Mgmt</td>
<td>-</td>
<td>May be done by e-mail or internal mail.</td>
<td>T23: Notification of appointment to Bid Evaluation Committee.</td>
<td>PU</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Members of Bid Evaluation Committee: see chapter V. Committees # 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Submission of prequalification documentation / Expressions of Interest</td>
<td>Documents are submitted in sealed envelopes in the Bid Box</td>
<td>- Vendors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B.</td>
<td>Opening and evaluation of pre-qualification documents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17.</td>
<td>Opening of prequalification documents</td>
<td>- BOC</td>
<td></td>
<td></td>
<td>This will not be done in public</td>
<td></td>
<td>PU</td>
</tr>
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### ALL PROCEDURES FOR CONSULTANTS EXCEPT QUALITY BASED SELECTION.

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<tbody>
<tr>
<td>19.</td>
<td>Request for clarifications, if any.</td>
<td>The BEC may request clarifications, in writing, from the bidders if that is necessary to execute proper evaluation.</td>
<td>- Chairperson of BEC</td>
<td></td>
<td></td>
<td>F₇₈: Template request for clarifications.</td>
<td></td>
</tr>
<tr>
<td>20.</td>
<td>Obtain internal approval on ER and recommendation for shortlisting.</td>
<td></td>
<td>- Chairperson of BEC</td>
<td>All members of BEC</td>
<td></td>
<td>T₂₀: Request for approval on BER.</td>
<td></td>
</tr>
<tr>
<td>21.</td>
<td>Obtain approval on Evaluation Report and proposed shortlist from FONERWA</td>
<td></td>
<td>- PU</td>
<td>FONERWA</td>
<td>Includes: Approved ER, Copy of Requests for clarifications</td>
<td>T₃₀: Template for request of approval on BER from FONERWA [same as T₂₉?]</td>
<td></td>
</tr>
<tr>
<td>22.</td>
<td>Notify result to all companies that participated.</td>
<td></td>
<td>- PU</td>
<td></td>
<td></td>
<td>T₅₂: Notification of results pre-qualification.</td>
<td></td>
</tr>
<tr>
<td>23.</td>
<td>Obtain approval from FONERWA on Final Bidding Documents / RFP.</td>
<td></td>
<td>Mgmt</td>
<td>FONERWA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24.</td>
<td>Send Bidding Documents / RFP to short-listed companies.</td>
<td></td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### C. Procurement Stage

- PU
## ALL PROCEDURES FOR CONSULTANTS EXCEPT QUALITY BASED SELECTION.

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</tr>
</thead>
<tbody>
<tr>
<td>25.</td>
<td>Handle requests for clarifications if any.</td>
<td>- PU - User unit - (Technical Expert)</td>
<td>-</td>
<td>-</td>
<td>- Write a reply on the request. - Send question(s) as well as answer(s) to all selected bidders. - Extend bid submission deadline if required.</td>
<td>T26: Template for reply to request for clarifications.</td>
<td>PU</td>
</tr>
<tr>
<td>26.</td>
<td>Conduct pre-bid meeting if foreseen</td>
<td>- PU - User unit - (Technical Expert)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27.</td>
<td>Prepare minutes of pre-bid meeting and send it to all registered bidders.</td>
<td>- PU -</td>
<td>-</td>
<td>-</td>
<td>- Send question(s) as well as answer(s) to all selected bidders. - Extend bid submission deadline if required.</td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td>28.</td>
<td>Constitute Bid Opening Committee and notify members of upcoming Bid Opening</td>
<td>- PU</td>
<td>Mgmt</td>
<td>-</td>
<td>- May be done by e-mail or internal mail. - Members of Bid Opening Committee: see Chapter V. Committees # 4</td>
<td>T22: Notification of appointment to Bid Opening Committee.</td>
<td>PU</td>
</tr>
<tr>
<td>29.</td>
<td>Constitute Bid Evaluation Committee and notify members of upcoming Bid Evaluation.</td>
<td>- PU</td>
<td>Mgmt</td>
<td>-</td>
<td>- May be done by e-mail or internal mail. - Members of Bid Evaluation Sub-Committee: see chapter V. Committees # 3</td>
<td>T23: Notification of appointment to Bid Evaluation Sub-Committee.</td>
<td>PU</td>
</tr>
</tbody>
</table>
### 7. ALL PROCEDURES FOR CONSULTANTS EXCEPT QUALITY BASED SELECTION.

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</thead>
<tbody>
<tr>
<td>30.</td>
<td>Prepare Bid Opening Report (BOR) template</td>
<td>Using the Standard template for BOR, the template for this specific tender will be prepared.</td>
<td>- PU</td>
<td>-</td>
<td>- Adapt the standard template for the use of this specific tender.</td>
<td>T24: Template for Bid Opening Report (BoR)</td>
<td>PU</td>
</tr>
<tr>
<td>31.</td>
<td>Prepare Bid Evaluation Report (BER) template</td>
<td>Using the Standard template for BER, the template for this specific tender will be prepared.</td>
<td>-</td>
<td>-</td>
<td>- Adapt the standard template for the use of this specific tender.</td>
<td>T44: Template for Bid Evaluation Report for RFQ</td>
<td>PU</td>
</tr>
<tr>
<td>32.</td>
<td>Bid submission</td>
<td>Quotations are submitted in sealed envelopes in the Bid Box</td>
<td>- Vendors</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
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### D. Bid opening and Evaluation.

<table>
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<tr>
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<tbody>
<tr>
<td>33.</td>
<td>Bid opening of the Technical Proposals</td>
<td></td>
<td>- BOC</td>
<td>-</td>
<td>- Bids will be opened in public. - BOR is filled out as bids are being opened. - Financial Proposals will be stored in a safe place.</td>
<td>BOC</td>
<td></td>
</tr>
<tr>
<td>34.</td>
<td>Secure bids</td>
<td>Bid evaluation will preferably start immediately after bid opening. If that is not possible, the quotations will be stored in a secure (behind lock) place.</td>
<td>- BOC</td>
<td>-</td>
<td>-</td>
<td>BOC</td>
<td></td>
</tr>
<tr>
<td>35.</td>
<td>Send copy of BoR to all bidders who submitted a proposal.</td>
<td></td>
<td>- BOC</td>
<td>-</td>
<td>-</td>
<td>F27: Template cover letter for sending copy of BoR</td>
<td>BOC</td>
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</table>
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<tr>
<td>37.</td>
<td>Request for clarifications, if any.</td>
<td>The BEC may request clarifications, in writing, from the bidders if that is necessary to execute proper evaluation.</td>
<td>- Chairperson of BEC</td>
<td>-</td>
<td>F₂₈: Template request for clarifications.</td>
<td>BEC PU</td>
<td></td>
</tr>
<tr>
<td>38.</td>
<td>Obtain internal approval on technical BER</td>
<td>- Chairperson of BEC</td>
<td>1. All members of BEC</td>
<td>T₂₉: Template for request of approval on BER.</td>
<td>BEC PU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39.</td>
<td>Obtain approval on Technical BER and recommendation for award from FONERWA</td>
<td>- Mgmt</td>
<td>FONERWA</td>
<td>T₃₀: Template for request of approval on BER from FONERWA</td>
<td>PU</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40.</td>
<td>Invite qualified bidders for the financial bid opening.</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td>PU</td>
<td></td>
</tr>
<tr>
<td>41.</td>
<td>Notify non-qualified bidders, also sending back</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td>PU</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>their unopened financial proposal.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Conduct Financial Bid Opening</td>
<td></td>
<td>- BOC</td>
<td></td>
<td>- Bids will be opened in public.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- BOR is filled out as quotations are being opened.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Conduct Financial and Combined Evaluation and prepare final BER</td>
<td></td>
<td>Bid Evaluation Committee (BEC)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>Obtain internal approval on BER and recommendation for award</td>
<td></td>
<td>- Chairperson of BEC</td>
<td></td>
<td>T&lt;sub&gt;29&lt;/sub&gt;: Template for request of approval on BER.</td>
<td>BEC</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1. All members of BEC.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2. PU</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3. Mgmt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Obtain approval on BER and recommendation for award from FONERWA</td>
<td></td>
<td>- Mgmt</td>
<td>FONERWA</td>
<td>Includes: - BOR - Approved BER - Copy of Requests for clarifications - Copy of Quotations Draft contract / purchase order</td>
<td>T&lt;sub&gt;30&lt;/sub&gt;: Template for request of approval on BER from FONERWA. [same as T&lt;sub&gt;29&lt;/sub&gt;?]</td>
<td>PU</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>Invite winning bidder for contract negotiations</td>
<td></td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>Organize contract negotiations and keep minutes of negotiations.</td>
<td></td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
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</table>
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<tbody>
<tr>
<td>48</td>
<td>Prepare draft contract</td>
<td></td>
<td>- PU</td>
<td>- (Technical Experts)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>Approval of draft Contract by FONERWA</td>
<td></td>
<td>- PU</td>
<td>FONERWA</td>
<td>Draft contract with all required annexes.</td>
<td>T₄₆: Template for request of approval for Contract from FONERWA</td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>Sign contract</td>
<td></td>
<td>- PU</td>
<td>1. Winning Bidder</td>
<td>-</td>
<td></td>
<td>PU</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2. Mgmt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>Notify all bidders of the result of the tender.</td>
<td></td>
<td>- PU</td>
<td>- (Technical Experts)</td>
<td>The notification will contain a short explanation why the bidders were unsuccessful.</td>
<td>T₄₇: Notification to all bidders of result of the tender.</td>
<td>PU</td>
</tr>
<tr>
<td>52</td>
<td>Update Procurement monitoring tool.</td>
<td></td>
<td>- PU</td>
<td>-</td>
<td></td>
<td>T₅₇: Template for Procurement monitoring.</td>
<td>PU</td>
</tr>
<tr>
<td>53</td>
<td>Handle complaints if any</td>
<td></td>
<td>- PU</td>
<td>-</td>
<td></td>
<td>See detailed procedure 8</td>
<td></td>
</tr>
</tbody>
</table>

### E. Contract Management

54. Contract Management  

Contract management according to the conditions stated in the Contract.  
Note: The steps below (58 – 64) may need to be repeated several times in the case
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<tr>
<td></td>
<td></td>
<td>of more complicated contracts.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>55</td>
<td>Follow progress of the contract</td>
<td></td>
<td>- User</td>
<td>- User</td>
<td>Verification of compliance will be done:</td>
<td>T12: Certificate of</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Compliance Officer</td>
<td></td>
<td>- By comparing the S delivered with the ToR.</td>
<td>delivery and compliance.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Technical Unit</td>
<td></td>
<td>- By checking whether the S have been executed correctly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>if Required</td>
<td></td>
<td>- By checking whether the required results have been obtained.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>56</td>
<td>Payment according to the conditions stated in the Contract.</td>
<td>The PU requests the FU to pay the supplier.</td>
<td>- PU</td>
<td>Mgmt</td>
<td></td>
<td>T13: Request for</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- FU</td>
<td></td>
<td></td>
<td>payment to FU.</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>57</td>
<td></td>
<td>The FU pays the supplier and sends a notification of payment to the PU.</td>
<td>- FU</td>
<td></td>
<td></td>
<td>T14: Notification of</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>payment from FU to PU</td>
<td></td>
</tr>
<tr>
<td>58</td>
<td>Update FMS</td>
<td></td>
<td>- FU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>59</td>
<td>Closure of procurement file</td>
<td>Check whether PP has been updated.</td>
<td>- PU</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>60</td>
<td>Evaluation of the Procurement Process</td>
<td>Evaluate the process</td>
<td>- PU</td>
<td>- User unit</td>
<td>- Quality&lt;br&gt;- Timeliness&lt;br&gt;- Internal procedures&lt;br&gt;- Vendor evaluation.&lt;br&gt;- Other lessons learned.</td>
<td>T35: Procurement Cycle Evaluation.</td>
<td></td>
</tr>
</tbody>
</table>
Detailed Procedures

1. **Selection of vendors for RFQ**

1. Minimum 4 but preferably 5 (or more) vendors will be selected based on their field of specific experience for the product to be procured.
2. For the next procurement of identical or similar products (from the same class of vendors), the 2 lowest evaluated vendors from the previous procedure will be contacted again and minimum 2 (preferably more) new ones will be picked at random from the list of pre-qualified vendors.
3. New vendors added to the shortlist will be selected so that there is a rotation system amongst the list of vendors.
4. Vendors that don’t respond three times consecutively on a RFQ will be removed from the general pre-qualified vendors list.

2. **Assignment of unique tender numbers**

Tender numbers are assigned to a procurement process the moment the Finance Unit confirms that there is budget available and tender preparation can be started.

The structure of the numbering is as follows:

**Entity abbreviations / FONERWA / Category / Procurement Method / Year / Serial number (+ PQ).**

**Category:** G (Goods) – W (Works) – NC (Non-consultancy services – C (Consultancy Services)

**Procurement method:**
- DC: Direct Contracting
- SSS: Sole Source Selection
- NS: National Shopping (Request for Quotations)
- NCB: (Open) National Competitive Bidding
- ICB: (Open) International Competitive Bidding
- LNB: Limited National Bidding
- LIB: Limited International Bidding
- EP: Emergency Procedure – followed by the procedure used (DC, SSS, NS, …) e.g. EP-DC

**Year:** Current calendar year e.g. 2020

**Serial Number:**
- Starts with 001 on Jan. 1st of each year.
- Numbers will be independent of category or procurement method (any procurement will receive the next serial number)
- Numbers will also be dependent of the donor financing the procurement. (Each donor will have its own set of serial numbers.)
- Prequalification procedures (G, W, NC) or Requests for expressions of interest (C), will have “PQ” added after the serial number so that the prequalification stage and the tendering stage have the same serial number.

Examples:

- XXX / FONERWA / G / NS / 2019 / 022
- XXX / FONERWA / S / NCB / 2019 / 023 PQ = pre-qualification (or REOI) for tender 2019 / 023
- XXX / FONERWA / S / NCB / 2019 / 023 = request for bids or proposals for tender 2019 / 023

Cancelled tenders

Cancelled tenders will keep their serial number. In the ledger (database); a note will simply be added that they were cancelled (with reason for cancelling).

The register is kept in the Procurement Unit.

3. Procurement when the tender was not foreseen in the Procurement Plan

Procedure to be agreed with FONERWA

4. Bid Box and Bid Opening

Bid Box:
- The Bid Box is placed with the Security Unit (easily accessible place)
- It is locked with 3 locks with different keys.
- The 3 keys will be kept by:
  a) A member of the PU
  b) A representative of the finance unit
  c) The Fiscal Agent, who may opt to delegate possession of the key to either a), b), or – in agreement with the Manager of the PMU - a third party

Bid Opening:
- Bid opening is done in public by the Bid Opening Committee (which consists of at least 2 but preferably 3 people:
  a) A member of the PU
  b) A member of the user unit
  c) A member of the Admin/Programs unit

FONERWA may act as an observer during the bid-opening procedures.
5. Filing system

Each tender will have its own folder.

On the outside of the folder, the unique tender number will be clearly visible.

All documents produced from the very beginning of the tender process until closure of the tender will be filed, as a general principle, in chronological order.

The PU will have a complete set of documents. (If originals are required in other departments, the PU will keep at least a copy)

The first page of the folder will be a checklist\(^{12}\) of all documents, with indication of the date at which key documents have been produced.

Dividers will be placed to distinguish the different phases of the tender process:

1. **Preparation**
   - User request
   - Copy of the relevant section of the approved procurement plan
   - Draft documents
   - Minutes of meetings
   - ...

2. **Pre-qualification procedure**
   - Final draft of PQ documents
   - Requests for approvals and approvals
   - ...

3. **Tendering Procedure**
   - Request for approvals and approvals.
   - Final tender documents with evidence of issuance
   - Communication with bidders
   - Pre-bid meeting report (where applicable)
   - Bid submission register....

4. **Bid Opening and Evaluation**
   - (Copy of) Bid Security (if any)
   - Bid return/record sheet
   - Copies of the bids (or at least the Financial bids and a reference to a location where the detailed bids can be found)
   - BOR
   - BER
   - Requests for approvals and approvals
   - ...

5. **Contract**

\(^{12}\) (Slightly adapted) tables with steps to be executed (or part of them) from Chapter III can be used as such a checklist. Only a column with the date should be added.
6. Execution and Payments
- Follow-up and quality control
- (Copies of) Invoices
- (Copies of) Delivery/Payment Documents

7. Miscellaneous
- Complaints and complaints handling
- …

8. Project cycle evaluation.

Electronic filing
- All documents must be converted to PDF format.
- Use an electronic filing system identical to the hard-copy filing system.
  o Each tender has a folder with the unique tender number
  o Sub-folders are created for the different phases of the tender as above.
  o Access to the electronic filing system is protected via password with a mandatory, regular change of passwords. Until the procurement process is completed, only staff who has legitimate knowledge of the documentation may have electronic access to such files.

6. E-mails
- All e-mails will be sent with the request of a “read receipt”
- All e-mails will contain the request to confirm reception of the e-mail.
- All important e-mails will be converted to PDF format and filed.

7. Complaints handling

See NPPM Art. 102 – 106 and PPRG Art. 14, 21, 34, Schedule 3, 4 where the procedure for complaints handling is specified in detail.


At the end of each procurement process, the whole process will be evaluated.

The points to be considered are:
- Delays in the process steps, their reasons.
- Quality of the documents produced
- Quality, timeliness of the vendor’s supplies (G,W,S)
- Overall quality of the process and its result(s).

Mitigating measures will be taken because of the findings during the evaluation.

9. Framework contracts

Framework contracts will be used as much as possible for all recurrent needs such as stationery, food stuffs, fuel, vehicle maintenance, etc..

The procedure to be used will depend on the estimated value of the total contract and the complexity of it.

In general however, NCB or ICB will be the preferred method and depending on the number of possible interested companies, pre-qualification can be used to make a first selection and avoid the necessity of evaluating too many bids.

The steps to be followed to arrive at a contract are identical to the steps explained in Chapter III of these guidelines.

The only difference is the type of contract:

The contract will stipulate the total / maximum / minimum / estimated number or value of G, W or S to be supplied and the frequency of the supplies as well as all other conditions that would be stated in any other contract. (Those conditions will also be stated in the pre-qualification documents and / or bidding documents).

Framework contracts will be signed for a maximum duration of one year with the possibility of renewal for the same period, throughout the Project cycle, based on satisfactory performance.

As much as possible, framework contracts should be based on fixed prices for the duration of the contract.
TEMPLATES

[Numbering to be cross-checked with previous chapters in final version]

Template 1: User unit procurement plan.
Template 2: BPP template for Procurement Plan
Template 3: Distribution list for approved Procurement Plan
Template 4: Publication of the GPN
Template 5: Registration of reactions on GPN
Template 6: Purchase request for Goods
Template 7: Purchase request for Works
Template 8: Purchase request for Non-Consultancy Services
Template 9: Request of available budget.
Template 10: Approval of final TS / ToR.
Template 11: Request of approval for purchase and bidding documents from FONERWA.
Template 12: Certificate of delivery and compliance.
Template 13: Request for payment to FU
Template 14: Notification of payment from FU to PU
Template 15: Stores receipt voucher
Template 16: Stores issue voucher
Template 17: RFQ for Goods
Template 18: RFQ for Works
Template 19: Approval of RFQ including TS/ToR
Template 20: Publication of SPN for RFQ
Template 21: Cover letter to send RFQ to selected vendors.
Template 22: Notification of appointment to Bid Opening Committee.
Template 23: Notification of appointment to Bid Evaluation Sub-Committee.
Template 24: Bid Opening Report (BoR)
Template 25: Bid Evaluation Report (BER)
Template 26: Reply to request for clarifications.
Template 27: Cover letter for sending copy of BOR to bidders
Template 28: Request for clarifications from bidders by the BEC.

Template 29: Request of approval on BER

Template 30: Request of approval on BER from FONERWA (same as T29 ?)

Template 31: Request for extension of bid validity period.

Template 32: Contract for small values after RFQ.

Template 33: Purchase Order

Template 34: Publication of contract award (for RFQ only?)

Template 35: Procurement Cycle Evaluation

Template 36: Standard Bidding Documents for NCB Goods

Template 37: Standard Bidding Documents for NCB Works

Template 38: Standard Bidding Documents for NCB Non-Consultancy Services

Template 39: Request for (internal) approval to procure and Bidding Documents for NCB or ICB

Template 40: SPN for NCB

Template 41: Notification of SPN to bidders who reacted on the SPN.

Template 42: Transmission letter (or e-mail) for sending Bidding Documents

Template 43: Register of companies that requested the Bidding Documents for a particular tender.

Template 44: Bid Evaluation Report for NCB

Template 45: Standard Contract for G, W and NC (part of the NCB BDs = Templates 36, 37, 38)

Template 45: Request of approval for Contract from FONERWA, after NCB tender process

Template 46: Invitation for contract negotiations.

Template 47: Notification of bidders of the result of the tender and return of bid guarantee, if any.

Template 48: Release of Performance Guarantee.

Template 49: Purchase Order

Template 50: Request for Pro-Forma Invoice

Template 51: Evaluation report for pre-qualification and shortlisting.

Template 52: Technical Evaluation Report for Consultants

Template 53: Financial and Combined Evaluation Report for Consultants

Template 55: Ethical code for vendors.
Template 57: Procurement monitoring tool.

Template 58: Statement of “anti-corruption and absence of conflict of interest”.