Caribbean Community
Climate Change Centre

PROCUREMENT MANUAL

Module 2: Internal Operating Procedures for Procurement

of the

CARIBBEAN COMMUNITY CLIMATE CHANGE CENTRE

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MODULE 2: INTERNAL OPERATING PROCEDURES FOR PROCUREMENT

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Table 1: Appendix List

List of Abbreviations

ADD	Addendum
BDB	Bidder Database
CA	Contract Amendment
CAC	Contract Approval Committee
CBOs	Community-based Organisations
CPP	Community Participation in Procurement
EC	Evaluation Committee
ED	Executive Director
ER	Evaluation Report
EOIs	Expressions of interest
HR	Human Resource
ITB	Invitation To Bid
MoP	Method of Procurement (MoP)
MOS	Method of Selection
NGO	Non-Governmental Organizations
NoA	Notification of Award
PDMU	Programme Development and Management Unit
PM	Project Manager
PO	Procurement Officer
PP	Project Purchase
PPP	Project Procurement Plans
PTS	Project Technical Specialist
RFP	Request for Proposal
RFQ	Request for Quotations
REOI	Request for Expression of Interest
SPD/SBD	Standard Procurement Document /Standard Bidding Document
VfM	Value for money
VPM	Vendor Performance Management

Table 2: List of Abbreviations

1. PROCUREMENT GOVERNANCE

The Programme Development and Management Unit (PDMU) has the overall responsibility for the Centre's Project Procurement and the oversight of Project Procurement made by the Centre's Partners. The organizational structure for the Centre's Procurement is designed for efficiency and effectiveness and to ensure the appropriate segregation of duties. The thresholds governing the procurement of Consulting Services, Goods and Non-Consulting Services and Works define the levels of approvals and management in the organizational structure. The management of Grant Awards is covered by Module 6: Grant Award and Management.

1.1 Basic Principles for Procurement

Open Solicitation is a Method of Procurement (MoP) where the process of obtaining bids and proposals is not restricted to a limited number of bidders, i.e., the procurement opportunity should be advertised and open to all eligible and qualified bidders.

Open Solicitation is the Centre's default approach where all interested and qualified Bidders may submit Expressions of Interest (EOIs), Bids, and Proposals. However, this approach has time and cost implications to the Centre and the supply community, therefore it is used mainly for Project Procurement greater than US$300,000 for Consulting Services, US$300,000 for Goods and US$ 500,000 for Works respectively.

Limited Solicitation is a MoP where a limited number of bidders who meet certain minimum qualification and selection criteria are invited to submit a bid or proposals. This method of procurement is utilized under the following conditions (i) low procurement thresholds, (ii) where there are only a limited number of Bidders, or (iii) a shortlist of Bidders has been developed from a Pre-Bid Qualification exercise, consultation of the Centre Database, or based on a recommendation by the project partners supported by a justification. In instances of Project Procurement less than US$300,000 for Consulting Services, US$300,000 for Goods and US$ 500,000 for Works respectively, when there is difficulty in identifying a shortlist of bidders, open solicitation should be utilized.

1.2 Methods of Procurement (MoP)

The Methods of Procurement (MoP) are determined by the estimated budget for the Project Purchase (PP). Approved standard procurement documents (SPD) are to be used for all PPs issued by the Centre. Any derogation from the standard clauses for procurement documents must be submitted in writing for approval by the Contract Authority Committee.

Specific and detailed procurement procedures are contained in Module 3: Consulting Services, Module 4: Goods and Module 5: Works.

Table 3 below depicts the methods of solicitation and associated thresholds/price levels for Consulting Services, Goods and Non-Consulting Services and Works.

Method of Procurement	Price Levels	Scope of Competition[1]	Goods[2] and Non-Consulting [3]Services	Works [4]	Consulting Services
			In US DOLLARS		
Direct Selection	1	**Single Source** Written solicitation to one Bidder for a written Bid. Reasonableness of price to be assessed. Where reasonableness of the price can not be determined a comparison quote may be sought or limited bidding utilised	< $7,500	< $7,500	< $7,500
	2	**Sole Source** Written solicitation to the only bidder that can supply the good or service.	>$7,500. Standard Procurement document templates are dependent on the estimate value of the contract.		
Limited Bidding National/Regional	3	**National/Regional** Written solicitation to a minimum of 3 Bidders. One compliant offer is sufficient to award.[5]	>$7,500 - $100,000	>$7,500 - $150,000	>$7,500 - $100,000
Regional/National Competitive Bidding	4	**National/Regional** Published or direct national/regional invitation. [6]	>$100,000 - $300,000	>$150,000 -$500,000	>$100,000 - <$300,000
International Competitive Bidding	5	**Open- International** A publicised invitation (Open to all Bidders)	>$300,000	>$500,000	>$300,000

[1] In cases where a short-list cannot be defined, an Expression on Interest may be utilized for the short-listing of companies (pre-qualification) or a Request for Bids/Proposals without pre-qualification can be published on the Centre webpage and other relevant media.
[2] Goods: These contracts will include Supply of Goods and potential Ancillary Services.
[3] Services such as land surveying, audit, graphic design, training, conference management, web design & maintenance, and other ancillary services. Non consulting services can be included in procurement for works, goods and consulting services.
[4] Works: Construction Works, Design and Build, Refurbishment Works
[5] See 1.4.3 for instances where limited bidding is not possible or unsuccessful..
[6] If minimum of 3 bidders cannot be identified, an REOI can be used to identify a minimum of 3-5 qualified firms or open solicitation is utilized where the procurement notice and SPD are advertised. If three quotations are not received, this must be recorded in the Evaluation Report.

Table 3:Thresholds for Procurement

1.3 Direct Selection

While competition is recognized to deliver best Value for Money (VfM), there are two situations where Competitive Bids would not be appropriate and direct contracting/selection will be undertaken:

Single source procurement: This refers to purchases from one selected supplier, even though there are other suppliers that provide similar products or services. This is utilized for small value purchases. In instances where a determination on the VfM is not possible, a comparison quote can be sourced. A determination of VfM is made by comparing similar PP made by the Centre within the last 6 months.

Sole source procurement: This refers to purchases where there is only one supplier or service provider that provides the required product/service. Usually these are unique products or services that can only be sourced through one supplier/manufacturer/service provider.

The following are some situations where Direct Selection may be applicable:

Reason	Explanation
1. Low-value PPs	PPs of up to Price Level 1 may be purchased without competition to ensure transaction costs are commensurate with the Price Level. Prices and other terms are to be checked as reasonable.
2. No competition	This may be due to supply by an officially recognised monopoly; prices fixed by government legislation/regulation; PP involves a proprietary service or product; highly Specialised Consulting Services.
3. Standardisation	The project is required to select PPs to match existing equipment or meet PA requirements for standardisation
4. Addition of similar or complementary services/goods/works to ongoing Contracts or recent contracts	i. Where Bids for identical PPs were recently obtained competitively (e.g., within six months) and prices and conditions are unchanged and remain competitive, the Centre can utilise the same/existing contractor. ii. An existing/recent contract can be extended for services, good or works of a similar nature since no advantage could be gained from further competition e.g. where for technical reason (equipment compatibility,) changing the contractor is not feasible. iii. Provisions for such an extension should be included in the bidding documents and the monetary value of such an extension shall not exceed 50% of the original contract price. A cost extension exceeding 50% of the original contract price must be approved by the Contract Authority Committee.
5. Recent failure	Under the following instances where the procurment process has been unsuccessful due to: (i) failure to obtain competitively responsive bids/proposals, (ii) the technically compliant bids, highest scoring proposal exceeds the available budget. (iii) two failed attempts and the determination that a third attempt will fail to provide satisfactory results.

	and it can be proven that the process was satisfactorily advertised/short-listed companies confirmed participation and that the bidding documents contained no restrictive measures, direct contracting through a negotiated process may be undertaken.
6. Emergency	PPs are urgently required, and any delay will have serious consequences. Therefore, there is not time to follow the required competitive process.
7. Collaborative Purchase and Community Participation	Community Participation in Procurement (CPP): Communities, Community Based Organisations (CBOs) or Non-Governmental Organisations (NGOs) local to the Centre's projects can be considered for participation in the supply of appropriate PPs. VfM can be achieved, including the objectives for project sustainability, or other economic or social objectives. Some possible PPs to be considered are Goods (e.g. local supply of gravel) and Works and General/Non Services (e.g. labour). The Bid solicitation process (Direct Selection), negotiations, Contract award would follow the same policies and procedures outlined in this Procurement Manual as for commercial purchases.
8. Established Collaborate Partnerships	Where collaborative partnerships exist between the Centre and an organization established through an MOU or letter of Agreement. That organization shall undertake the specific tasks in support of the project.

Table 4: Conditions for Direct Selection

1.4 Governance of Procurement Activities by Price Level

1.4.1 Price Level 1: Direct Selection: <US$7,500

For contract Price Levels 1: Single source, the PPs will be directly managed by the Project Manager in consultation with the Procurement Unit. The procurement procedures will be guided by the Centre's Policies and Procedures and identified in the Procurement Plan.

FUNCTION	RESPONSIBILITIES
Project Manager (PM)	• Preparation of Simplified Terms of Reference, Technical Specifications, Bill of Quantities/Scope of work. • Consults with the Procurement Clerk on any deviations from the standard procurement procedure for Direct Selection – Single Source • Recommends award of PO • Preparation and submission signed Purchase Order Requisition to Procurement
Procurement Clerk	• Solicits written quotation and/or guides the country representative on the format required for the submission of quotation. Where a single supplier cannot be determined and/or reasonableness of the quote cannot be determined against a previous purchase, a comparison quote may be sourced. • Issues Purchase Order.
Finance Department	• Confirmation of Funds through the signature to the purchase order requisition.
Head of PDMU	• Approves awards of Contract Price Levels 1 via signature to the purchase order requisition.

Table 5: Governance for Price Level 1

See Appendix 1f Guidance Notes for Single Source Purchases for more information.

1.4.2 Price Level 2: Direct Selection: value >7,500

For contract Price Levels 2: Sole source, the project purchases will be directly manged by the Procurement Unit based on information provided by the PM. The procurement procedures will be guided by the Centre's Policies and Procedures and identified in the Procurement Plan. In all cases regardless of the value of the contract, the PM must submit a full justification for the basis for the sole sourcing of the PP. The standard template for justification of direct contracting (Appendix 1a: Standard Forms) will be utilized.

For all PPs below US$7,500 the governance procedure will be as outlined in 1.4.1.

For all PPs above US$7,500 the governance procedure will be as follows:

FUNCTION	RESPONSIBILITIES
Project Manager	• Submission of *Justification for Direct Contracting* based on Terms of Reference, Technical Specifications or Bill of Quantities and indicates the Award & Evaluation Criteria • Preparation and submission of Contract Requisition form to procurement along with supporting documentation. • Consults with the procurement officer on any deviations from the standard procurement procedure for Direct Selection – Sole Source • Recommendation of Evaluation Committee membership • Co-chair with Procurement Officer - Evaluation/Negotiation Meetings • Recommends award of contract.
Finance Department	• Confirmation of Funds through the signature to the Contract Requisition form
Head of PDMU	• Approves Contract Requisition Form
Procurement Officer	• Preparation of SPD • Management of Evaluation Process and Preparation of Evaluation Report • Co-chair with PM - Evaluation/Negotiation Meetings • Preparation of contracting documents for signature
CAC	• Approves award of contract above international threshold
Legal Services	• Undertakes legal review of the draft contract
Executive Director	• Signing Authority for the Contract for all PPs above US$7,500

Table 6: Governance for Price Level 2

1.4.3 Price Level 3: Limited Bidding

Price Levels	Scope of Competition[7]	Goods and Non-consulting Services	Works	Consulting Services
3	**Limited– National/Regional** Written solicitation to a minimum of 3 Bidders. One compliant offer is sufficient to award.	>$7,500 - $100,000	>$7,500 - $150,000	>$7,500 - $100,000

Limited Bidding, with national and regional scope. The project purchases will be managed by the Procurement Unit in consultation with the Project Manager. The procurement procedures will be guided by the Centre's Policies and Procedures, SPD and identified in the Project Procurement Plan. SPD for request for Quotations (Goods and Non-Consulting Services), Request for Expression of Interest (Services) and Invitation to Bid (Works) shall be used.

If 3 bidders cannot be identified, an REOI can be used to identify a minimum of 3 qualified firms or open solicitation is utilized where the procurement notice and SPD are advertised. One compliant offer is sufficient to award.

In the case where limited bidding is unsuccessful, that is, no responses or no technically compliant responses are received, the Centre will advertise the procurement notice on the Centre website and regionally.

FUNCTION	RESPONSIBILITIES
Project Manager	• Preparation of Requisition form accompanied by Technical Specifications, or Bill of Quantities and Award & Evaluation Criteria. • Submits the names of the Evaluation Committee/or single expert in the case of specialised tenders to procurement. • Co-chair with Procurement -Evaluation Committee • Recommendation of award of contract via signature to Evaluation Report
Finance Department	• Confirmation of Funds though the signature to the Contract Requisition
Head of PDMU	• Approves Contract Requisition Form
Procurement Officer	• Preparation of SPD • Recording secretary of the Review Committee. • Preparation of the Evaluation Report • Preparation of the contract for the successful firm • Issues Notification of Award on behalf of the Executive Director • Co-ordinates Vendor Performance Management assessments

[7] In cases where a short-list cannot be defined, an Expression on Interest may be utilized for the short-listing of companies (pre-qualification) or a Request for Bids/Proposals without pre-qualification can be published on the Centre webpage and other relevant media.

	• Manages the Bidders' Appeal process
Legal Services	• Undertakes legal review of the draft contract
Executive Director	• Signing Authority for the Contract

Table 7: Governance for Price Level 3

1.4.4 Price Level 4 & 5: Competitive Bidding

Price Levels	Scope of Competition[8]	Goods and Non-consulting Services	Works	Consulting Services
4	**Limited National/Regional** Invitation to Tender issued to a minimum of 3-5 bidders	>$100,000 - $300,000 Invitation to Bid	>$150,000 - $500,000 Invitation to Bid	>$100,000 - <$300,000 Request for Proposal
5	**Open- International** A publicised invitation (Open to all Bidders)	>$300,000 Invitation to Bid	>$500,000 Invitation to Bid	>$300,000 Request for Proposal

The Centre's governance bodies are summarized in the following table for Contract Price Levels 4 and 5. The procurement procedures will be guided by the Centre's Policies and Procedures, the SPD and identified in the Project Procurement Plan.

FUNCTION	RESPONSIBILITIES
Project Manager	• Preparation of Contract Requisition form accompanied by Terms of References, Selection, Award & Evaluation Criteria. • Submits the names of the Evaluation Committee to procurement • Where an expression of interest has been launched to determine a short-list of companies to be invited to tender, the PM will provide the names of the committee members to procurement. • Co-Chair - Evaluation Committee, Negotiation Meetings • Recommendation of award of contract via signature to Evaluation Report
Head of PDMU	• Approves Contract Requisition Form
Procurement Officer	• Preparation of SPD • Co-Chair – Evaluation Committee, Negotiation Meetings • Preparation of the Evaluation Report • Preparation of the contract for the successful firm/individual consultant • Issues Notification of Award on behalf of the Executive Director

[8] In cases where a short-list cannot be defined, an Expression on Interest may be utilized for the short-listing of companies (pre-qualification) or a Request for Bids/Proposals without pre-qualification can be published on the Centre webpage and other relevant media.

	• Co-ordinates Vendor Performance Management assessments • Provides CAC secretariat support (for international tenders) • Manages the Bidders' Appeal process
Finance Department	• Confirmation of Funds though the signature to the Goods and Services Requisition
Legal Services	• Undertakes legal review of the draft contract
Executive Director	• Signing Authority for the Contract
CAC	• Approves short-listing reports for international tenders • Approved Evaluation report for international tenders • Approves negotiation parameters for international tenders

Table 8: Governance for Price Level 4 & 5

1.4.5 Procurement Committees

The following committees are to be constituted in support of the procurement process.

Evaluation Committee (EC) **Chair/recording Secretary: Procurement Officer** **Co-chair: PM** **Voting Members (Min 3, Max 5)** **Observers:**	• Undertakes the formal opening of the bids where required. • Evaluates Bids against the SPD • Develops negotiation plans if required. • Selects Bidder in accordance with award criteria. • Submits Evaluation Report [ER] to the Contract Approval Committee for International Tenders • Assesses Contract Amendments.

Contract Approval Committee (CAC) –
 	
Members: Deputy ED, Project Manager, Financial Administrator, Legal Advisor, Head of PDMU.
Support: Procurement Unit
	• Approves negotiation plans for any contracts for International tenders
	• Approves shortlists on Bidders resulting from RFEOIs for International tenders
	• Approves the ER and Contracts awards for International Tenders
	• Ensures the selection process:
	  ○ complied with the Procurement Plan and Standard Bidding Documents
	  ○ is in compliance with the published award criteria
	• Approves Contract Amendments for contracts awarded after International Tenders
	• Recommends approval of proposed modifications to the Policy and Procurement Modules
	• Approves the procurement selection and award criteria for International tenders
	• Approves any increase in contract value of over 50% of the original contract amount.
	• Approves direct selection over international thresholds.

Table 9: Procurement Committees

2. PROCUREMENT PLANNING

Approved Project Procurement Plans (PPP) are the foundation of the Centre Procurement Process. The development of PPPs supports the project budgeting and scheduling activity at the project formulation stage and establish for approval by the Centre and project stakeholders the optimal overall project Procurement strategy for Purchases before the performance of any significant Procurement actions.

Procurement Planning is first conceived in project formulation and an initial, indicative procurement forms part of the project proposal.

2.4 Procurement Planning Roles and Responsibilities:

- Project Manager: Initiates the PPP
- Procurement Officer: co-ordination with PM, commercial research, selection of MOP, ensures compliance with Procurement Procedures and preparation of PPPs.
- Project Technical Specialist (PTS): for complex PPs, will assist with the definition of the technical scope of PPs.
- Financial Administrator: Review the PPP to ensure consistency with the developing budget/cash flow for PPs.
- Contract Approval Committee (CAC): approving the procurement selection and award criteria for International tenders outlined in the PPP.
- Partner institutions: review/approval, where required.

2.5 Components of Procurement Planning

The standard information to be contained in procurement plans relate to:

- Definition of the type and scope of the contract indicating whether the purchase is a consulting service, non-consulting service, supply or work;
- Method of Procurement (MOP) is guided by the Price Levels. The guide links the value and risk with an appropriate level of formality for solicitation, i.e. the higher the Price Level, the more formal the MOP and the benefit of a higher level of competition.
- Sustainability Requirements. During the definition stage, environmental, economic and social implications and opportunities for the PPs are to be considered.
- Procurement Timelines. The development of the PP and the project schedule are to be closely interrelated. The PP delivery schedule will also include the time required to complete the purchase (e.g., solicit Bids, evaluate, negotiate, etc., as required).
- Pricing Mechanisms for contracting determining whether the contract should be a lump sum, unit rate, cost reimbursable performance based or hybrid**.**
- Procurement Risk Analysis and Management conditions that identify the risks, impacts and measures to eliminate or reduce the risks to an acceptable level.
- Sourcing and Market Research provides information such as availability of bidders, most appropriate MOS etc. and can be undertaken using both internal and external sources

(centre database, past procurement procedures, project stakeholders etc.) and advertising the centres through prior information notices, webinars etc.

- Other considerations such as Community Participation and Collaborative Purchases involve associating with regional partners existing procurement arrangements, combining purchases across centre projects**.**

The PPP should include a staffing plan, including a full budget for salaries, related costs [e.g. travel]. Any staffing challenges or bottlenecks should be highlighted and addressed, where appropriate, in the PPP risk analysis.

2.6 Approval and Publication of the PPP

The PPP will be approved by the Head of the PDMU. Once approved a summary PPP will be developed for publication on the Centre's e-Portal together with the details of the Centre's contacts for more information. The published information will be limited to a brief description of the PP, the Contract Price Level, the planned Method of Procurement, the schedule for Bid Solicitation, evaluation and award and the required delivery date for the PP.

2.7 Monitoring the PPP

Regular monitoring and updating by the Centre of the PP are required during project execution, to reflect:

- Measuring actual performance vs planned
- Changes to PPP based on the development of new information, e.g. market changes
- Additions/deletions of PPs

2.8 Amendments to the PPP

A comprehensive review of the PPP must be undertaken bi-annually. This process will be led by the Programme Managers in consultation with Procurement and subject to approval as for the original PPP. The updated version will be published on the Centre's website. As needed, in response to changing circumstances, Project Managers should update the Procurement Plan and inform Procurement Unit of any changes.

3. PROCUREMENT PROCESS FLOWS

3.1 Organisation of Procurement

The Centre's Procurement Process Flows can be broken down into three stages, namely Pre-award, Award and Post Award.

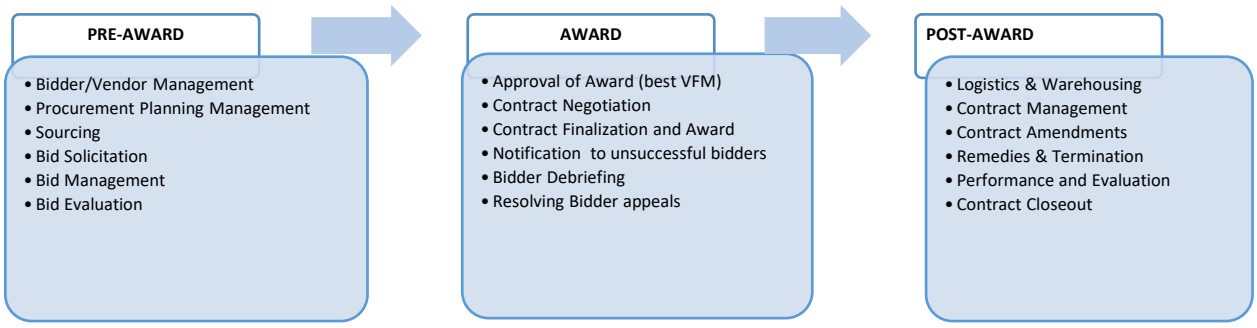

Diagram 1: Stages of Procurement

3.2 Pre-Award Stage

3.2.1 Procurement Initiation

In order to initiate any **procurement activity or amendment to existing contracts**, the Project Manager (PM) must submit a Requisition form approved by the Finance Department and authorized by the Head of the PDMU and supported by the necessary approved Terms of Reference, Technical Specifications, Bill of Quantities, Award/Evaluation Criteria, Justification for sole sourcing, justification for contract amendment (with necessary updated contract annexes) to Procurement.

If the purchase is not reflected in the approved Procurement Plan (new purchase or new method of procurement), the Procurement Plan must be updated, and the necessary approval sought prior to procurement initiation.

(I) Contract Requisition Form – for purchases more than US$7,500

For goods, services and works (contract initiation or contract amendment) a Requisition Form & Explanatory note (for contract amendments) must be completed and signed by the relevant officers. This completed and signed Form is to be submitted to the Procurement Unit along with the approved Terms of Reference, Technical Specifications, Bill of Quantities, Award/Evaluation Criteria, Justification for sole sourcing, justification for contract amendment (with necessary updated contract annexes and/or updated requisition forms)

(II) Purchase Order Requisition Form - for purchases less than US$7,500

For purchases of goods/services/works under US$7,500 (single source) leading to a Purchase Order:

(a) PMs will provide Procurement Unit with the necessary technical specification/ToR/Scope of Work. Where possible, the PMs in consultation with the country focal point should also indicate the Vendor to be contacted and an estimate of the value of the purchase.

(b) The Procurement Clerk will solicit the quotation, financial proposal with supporting documentation from the bidder as required.

(c) In cases where the procurement is outside of Belize, the PMs and Country Focal Point may assist the Procurement Unit with the solicitation of the quote. In instances where a determination for VfM cannot be made a comparison quote, may be sourced.

(d) Once the quotation has been reviewed by the Procurement Unit, the PM and any other officer (for example for specialist equipment such as computers etc.) or representative of the Country Focal Point will assess the bid for reasonableness of price or conformance with the ToR/Scope of Work.

(e) The PM will prepare a PO requisition form supported by the award memo and the vendor quotation(s), supplier information form, business registration certificate, warranty conditions, delivery conditions and banking information and submitted to Finance and the Head of PDMU (for project purchases) or Executive Director (for purchases using Centre resources) for signature.

(f) The signed form is submitted to the Procurement Clerk who will prepare the Purchase Order, submit a copy to the vendor to initiate the purchase.

The templates to be followed are contained in Appendix 1b: Standard Forms.

(III) For purchases related to travel such as airline tickets and Daily Subsistence allowance and other associated costs (excess luggage, insurance etc.) for staff paid through projects, a travel requisition will be completed by the Procurement Clerk and a Purchase Order issued. For travel, hotel and associated purchases where the Centre Corporate Credit card will be utilized, the PO will indicate the use of the Centre Corporate Credit Card.

3.2.2 Bid Solicitation:

Price levels 1: PP under US$7,500 is managed by the Procurement Clerk.

Price level 2: PP greater than US$7,500 is managed by the Procurement Officer in consultation with the Project Manager.

Price level 3,4 & 5: Based on the approved MOP in the Procurement Plan, the Procurement officer undertakes a technical review to ensure the documentation submitted is complete and organized presenting minimum content required for bidders to prepare an appropriate response. The PO prepares the solicitation documents using the Centre Standard Bidding Documents. Any required changes or adjustment to technical specifications or terms of reference will be discussed with the PM.

For the method of procurement details: see the relevant modules for the detailed procedures on procurement.

TIME TO BID			
Method of Solicitation	Categories of PPs	Minimum time (Calendar Days) allowed for Bids	
		National/Regional	International
Low Value <US$7,500	All	5-10	5-10
RFQ/REOI	All	10-21	N/A
ITB	Goods	21-30	30 -45
ITB	Works	21-30	30 - 45
REOI leading to a short list	Consulting Services	7	14
RFP with short-listing	Consulting Services	21	21
RFP without short-listing	Consulting Services	30	30 - 45
Direct Selection	All	As required	As required

Table 10: Minimum Time to Bid for Procurement

The above are the minimum times. Where PPs are Specialised or Strategic requiring time for Bidders to conduct preliminary design work or gather information from sub-suppliers/contractors, the submission time can be extended.

Where a Pre-Qualification resulted in a shortlist of Bidders, the time to Bid can be the minimum. Bidders would have had prior information on the opportunity and therefore a reduced window for submission can be given.

3.2.3 Management of the Bidding Process

The bidding process will be managed by the Procurement Unit for all price levels.

The PO will chair the following meeting with the PM providing technical input where required. Beneficiary representatives will be invited as technical specialists where required.

- Where a pre-bid conference/information session/site visit is part of the procurement procedure
- Evaluation Meetings
- Negotiation Meetings

All clarifications sought by bidders must be answered in the format and by the deadline specified in the bidding documents. The PM is responsible for providing all non-administrative responses to bidders queries.

At any time before the deadline for submission of Bids, the Centre may modify the Solicitation Document due to the:

- Centre's reasons (e.g. increase in quantities, extend the Bid closing date)
- Responses to Bidder queries
- Minutes from a Bidders' conference

Addenda to Solicitation Documents and clarifications issues should be made in good time, before the deadline for submission of Bids for Bidders to address changes in their Bids. When the level of clarification and addenda issued, requires an extension to the deadline for submission, the PO

in consultation with the PM will make arrangement for the extension of the submission deadline. The PO will be responsible for arranging for the publication of Clarifications, Addenda and/or responses to bidders. For limited solicitation, the information shall be sent at the same time to all active Bidders.

3.2.4 Cancellation of the solicitation process

The Centre reserves the right to cancel a solicitation without recourse at any time during the solicitation and evaluation process and before Contract award. The PO will manage and issue the necessary notifications for bid cancellation. In the event where cancellation occurs after bid submission, the PO must return original guarantees to the bidders.

The Procurement Unit will manage the receipt and secure Bids delivered in accordance with the delivery methods, date and time specified in the Solicitation Documents. For the instructions related to the receipt of the bids – consult the specific module.

Bids will be received either in hard copy or via the Centre e-bid electronic box. (See Appendix 3a for E-Procurement Guidelines).

3.2.5 Evaluation of Bids

Evaluation of Bids should commence as soon as possible after Bid receipt. Completion of evaluations should be within the Validity period of the Bid.

3.2.6 The Evaluation Committee.

Bids are opened and evaluated by an Evaluation Committee, selected from among suitably qualified Centre employees and/or suitably qualified officials from Project Partners. The Committee will comprise a non-voting chairperson/secretary and an odd number of voting members (max 5[9]) and non-voting observers. The voting members must possess the technical and administrative capacities necessary to provide an informed opinion on the bids. The Evaluation Committee members are expected to attend all meetings with respect to the evaluation of bids submitted. Any absences are recorded and explained in the Evaluation Report. All voting members of the Evaluation Committee have equal voting rights.

All Evaluation Committee members must sign a Declaration of Impartiality and Confidentiality (Appendix 1c:). Any Evaluation Committee member or observer who has an actual or potential conflict of interest with any bidder must declare it and immediately withdraw from the Evaluation Committee.

Apart from the Bid opening session, the proceedings of the Evaluation Committee are confidential. While the procurement procedure is under way, all contacts between the Centre and Bidders must satisfy conditions ensuring transparency and equal treatment; and shall not lead to amendment of

[9] The Committee must comprise a Centre Employee, a representative of the Beneficiary. Independent External Technical Specialists can be included as evaluators on the Evaluation Committee where justified by the technical, specialist nature of the Procurement.

the conditions of the contract or the terms of the original Bid. No information about the examination, clarification, evaluation or decisions about the contract award can be disclosed before the signature of the contract(s). Any attempt by a bidder to influence the process in any way (whether by initiating contact with members of the Evaluation Committee or otherwise) may result in the immediate exclusion of that bid from further consideration.

3.2.6.1 Responsibilities of the Evaluation Committee members

The Chair is responsible for coordinating the evaluation process in accordance with the procedures in the practical guide and for ensuring its impartiality and transparency. The voting members of the evaluation committee have collective responsibility for decisions taken by the committee. The PO will serve as the Chair of the EC as well as the recording secretary and is responsible for:

i. Circulating the necessary documentation required for the Evaluation Process
ii. Explaining to the EC members the process to be followed during the Evaluation Process
iii. Circulating and collecting the Declarations of Impartiality and Confidentiality
iv. Preparation of meeting minutes
v. Compiling the Evaluation Report and its supporting annexes.
vi. Preparing request for clarification from tenderers during the evaluation process

The voting members of the Evaluation Committee are responsible for:

i. Examination and Evaluation of Bid Submission
ii. Recommendations for contract award
iii. Have a collective responsibility for decisions taken by the Committee.

Observers shall be approved by the Head of the PDMU and will not influence or direct the decisions of the Committee. They shall only intervene in the debates at the request of the evaluators or the chairperson.

The ER shall be approved by the Project Manager, Head of the PDMU, Assistant ED or ED as necessary.

For contracts awarded at the international threshold, the CAC will recommend the award of contract. See specific modules for Standard Forms for standard templates for Short-listing and Evaluation Report. Appendix 4 contains the Terms of Reference for the Evaluation Committee.

3.2.6.2 Rejection of Bids

Bids submitted in Hard Copy should not be rejected in the following situations:

- If they are submitted in fewer than the number of copies required.
- If they are submitted in the correct format and provide the requisite information, but the document is organised incorrectly,

- If they have not been signed or contain a scanned signature (the signature can be requested later but if it is not obtained or if the original document provided later is not exactly the same as the one received earlier, the tender must be rejected).
- If a tender guarantee is required, the tender must always contain an original of the tender guarantee. If only a copy of the tender guarantee is provided, the offer must be rejected.
- Bidders who have not submitted all the documentary evidence required by the SPD such as Power of attorney. The necessary supporting documentation may be requested from the tenderer giving a reasonable time limit.
- The tender was sent in a single envelope rather than the two envelopes required, provided the envelope is sealed (the confidentiality of the tender has been preserved);
- For any other situation not reflected in this module, the case must be presented to the Head of the PDMU for a decision.

Tenders or Proposals submitted through the E-BID Portal

- Scanned documents are acceptable. However, the successful candidate will be required to provide original hard copy documents on request.
- Any bids submitted by email due to a technical failure of the e-bid portal will only be accepted if email prior to the deadline for submission.

3.3 Award Stage

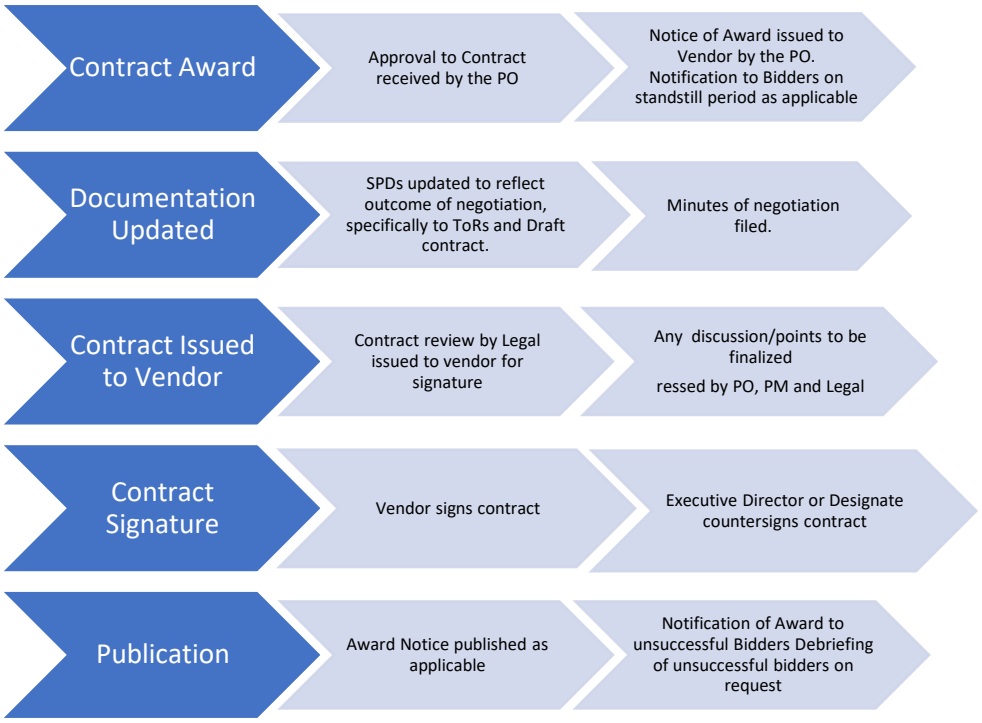

Diagram 2: Stages of Contact Award

3.3.1 Notice of Award of Contract

The Centre through the PO communicates to the successful Bidder the results of the evaluation and the Centre's intent to award a Contract through a Notification of Award (NoA). Depending on the issues to be finalised (see 3.3.3.1), the notice may reflect the award is subject to the resolution of these issues and successful negotiation. If there are no issues, then the Vendor will be given a firm award, and in some instances, the notice will be accompanied by the formal Contract or Purchase Order.

3.3.2 Contract Preparation

The Contract should be prepared in accordance with the Centre's SPDs with the terms and conditions that were included in the Bidding Documents. Where a Vendor's Bid, proposes improved definition aspects for the PP and any commercial improvements, these will be approved for inclusion by the legal services in consultation with the Procurement Unit. The draft contract will be sent to legal services for review.

The contract reference number will follow the format Contract#...../Year/Funding Source/CCCCC. The Procurement Clerk will be responsible for updating the contract information in the contract registry database.

3.3.3 Contract Finalisation

3.3.3.1 Negotiation Stage (optional)

Contract Negotiations will be arranged by the PO. The Centre will reserve the right to award contracts without a negotiation stage. Bidders may request a negotiation meeting.

The draft contract will form part of the agenda during contract negotiations. At this stage the following issues may be raised by the Centre or the Bidder

Issues	Examples
Technical	Warranties, after sale service, life cycle support maintenance, retentions
Remedies	Liquidated damages
Special terms	Type of bonds, guarantees, insurance, payment schedule.
Management	Frequency and content of reports; criteria for certain milestones.
Timeframes	Duration of Contract, key milestones, delivery dates, response times.
Performance	Cost incentives, delivery, performance and quality incentives.
Personnel	Agreeing on the selection of the Vendors' team members.
Quantity changes	Options to increase in scope/quantities/time

Table 11: Potential Issues for Contract Negotiations

Any comments from the vendor will be addressed by the PO and the Legal Advisor noting that:

- Basic terms of the Bid (e.g. price, scope) cannot be changed, nor issues already agreed at the Solicitation stage
- PO must ensure that no appearance of impropriety or conflict of interest arises, and the Centre's Procurement Code is followed
- The finalisation results must be confirmed in writing and, where accepted by the Centre, be incorporated in the final version of the Contract

The PO should review the changes proposed by the Vendor to determine that they do not conflict in principle with the Centre's original requirement and the Bid and that they are acceptable to the Centre. After internal consultation including, where required with the Centre's legal officer, the PO revises the Contract and send to the Vendor for signature.

Contracts must be awarded within the Bid validity period stated in the Solicitation Documents and was accepted by compliant Bidders. At any time during the Bid Evaluation and Contract award stages, if this cannot be completed before the expiry of the validity, an extension of the Bid validity period must be requested in writing from all Bidders.

A Bidder may refuse the request without forfeiting its Bid bond/validity declaration. Bidders agreeing to the request are not permitted to modify their Bids and will be required to extend the validity of their Bid bonds/declarations (if applicable) for the period of the extension. In this case, validity extensions must be requested as early as possible to allow Bidders enough time to produce a new valid Bid bond/validity declaration, before the expiration of the original.

3.3.3.2 Contract Guarantees.

A guarantee may be required for project purchases in excess of US$7,500. Contracts may include a requirement for performance securities/bonds/advance payment guarantee/performance guarantee based on a risk assessment of the supplier, contractor or consultant undertaken by the Procurement Unit. This risk assessment will take into account the following:

- Financial standing
- Number of years in operation
- Past performance with the Centre
- Client References
- Review of documentary evidence to verify the compliance with the Declaration on exclusion criteria as required by the SPD such as national laws related to taxes and social security payments.
- Review of documentary evidence to verify the technical competence or criteria as required by the SPD.

The guarantees may be provided in the form of a bank guarantee, a banker's draft, a certified cheque, a bond provided by an insurance and/or bonding company, an irrevocable letter of credit

or a cash deposit made with the Centre. If the guarantee is to be provided in the form of a bank guarantee, a banker's draft, a certified cheque or a bond, it shall be issued by a bank or bonding and/or insurance company approved by the Centre. The guarantee shall be denominated in the currency in which the contract is payable.

3.3.3.3 Contract Signing:

The version of the Contract reviewed by the Legal Advisor is issued by the Procurement Officer to the successful vendor. Once initialed, witnessed and signed by the vendor, the Centre's Executive Director signs both copies, retains one for the Centre's files and the other is sent to the Vendor. Where the contract is executed in hard copy, an original will be retained by the Centre.

The Procurement Unit will provide the Project Manager, Finance Unit and Beneficiary/Client with an electronic copy of the executed Contract.

3.3.4 Debriefing Bidders:

All Bidders are entitled to a debriefing, and upon written request the Centre will arrange for this debriefing in the shortest possible timeframe. The process shall be conducted in accordance with the Guidelines for the debriefing of bidders in accordance with Appendix 5.

3.3.5 Publication of Contract Award

Publication of Contract award will be done on the Centre Website as follows:

- Price Levels 3, 4 & 5: the reference number of the Solicitation, General Description of the PP, the name of the selected Vendor and the total Contract Price and total score, where applicable.
- For Price Levels 1 & 2 Direct Selection, details of the award of contract will not be published.
- Contracts to individual consultants for Consulting Services shall not be published.

The preparation of contract award notices shall be managed by the Procurement Unit and be published in June and January.

4. POST AWARD STAGE

4.1 Contract Management

Contracts may be modified officially by means of a contract amendment or administrative order in accordance with the contract special or general conditions when the changes are substantial. The contract modification may not give rise to a substantial change of the scope or increase in contract value of over 50% of the original contract amount. The contract can only be modified during their period of execution and must be within the funding agreement period of execution. A request for contract amendment can originate from the Centre or from the Vendor. Where the change is of an administrative nature without technical, commercial or schedule impact, the PO and PM will agree on the review and approval process. Any increase in contract value of over 50% of the original contract amount must be approved by the CAC.

CONTRACT AMENDMENT (CA)				
Contract Changes [individually or in aggregate]	**Evaluation**	**CA approval**	**Preparation of the CA**	**Signing CA**
<50% of total Contract Price	PO/PM	PM	PO	ED
>50% of total Contract Price	PO/PM	CAC	PO	ED

Table 12: Contract Amendment Authorisations

(a) Contracts that contain conditions where quantities can be increased in particular for goods/supplies, on the same terms as the original purchase, will follow the above rules.

(b) All additions, amendments and variations to Contracts shall be binding only if in writing by way of addendum signed by the duly authorised representatives both of the Centre and the Parties

(c) Any alterations to the annexes/attachments under Contracts which do not impact scope, budget or term, or do not result in any increased risk to the project shall not require an addendum but may be completed in any written form agreed by the Parties and shall be signed by the duly authorised representative of both parties. Upon execution, such alteration shall be deemed an amendment to the Contract.

The PM will prepare the **Contracts Requisition Form and Explanatory note** (see Appendix 1d: Standard Forms) for all requested amendments and submit to Procurement. The PO manages the contractual aspects and in conjunction with the PM/PTS and prepares the contract amendments in accordance with Standard Templates.

Following review by the Legal Services, the PO will send two copies of the Amendment to the Vendor, requesting the Vendor to sign both and return. On receipt, the PO obtains the signature of

the ED, retains one copy and sends the other to the Vendor. The Amendment and related documentation are kept on the PP file and shared with the PM and Finance Unit.

The PO will assign each contract amendment a reference number and register the contract amendment number in the contract registry database. The root of the reference number will be the same as the original contract reference.

The contract reference number will follow the format ADD…./Contract#...../Year/Funding Source/CCCCC.

4.2 Contract completion:

All Contracts must be formally reviewed, and the Procurement file (maintained by PO) closed, once all Contract activities and obligations appear to have been completed. The review is to confirm contract completion and that no outstanding deliverables, claims, payments, retentions or warranties are overlooked.

The following contract close out actions shall be taken. Contract closeout actions: PO will issue to the relevant stakeholders in the Contract (e.g. PTS, PM, Finance, and others, as required) a checklist to be completed by each addressing the following that, as applicable:

		YES	NO
1	All PPs delivered or completed. Goods have been delivered, Works completed and handed over, General and Consulting Services performed.		
2	Remaining warranties or guarantees are transferred to the project operator		
3	There are no outstanding claims for missing or damaged items against either the Vendor or an insurance company		
4	The total Contract Price is correct, considering any Amendments and the amortisation of any advance payment		
5	All necessary payments have been made		
6	Sureties have been returned		
7	Vendor Performance Management assessment complete, and Vendor advised of the results, where applicable (refer Appendix 7)		
8	Necessary Procurement documentation is in place in the PP file		

Table 13: Contract Closeout Form

Where there are open actions, the PO will work with the project staff to resolve. When this is achieved the PO will close out the PP file including the completed checklist will be added.

5. LEGAL REMEDIES

5.1 Appeals by Bidders:

Appeals may be lodged with the Centre when:

- A Bidder claims that the Centre failed to comply with its pre-award procurement policies as detailed in the Manual; or
- A Vendor disputes the assessment under the Centre's Vendor Procurement Management (VPM)

See Appendix 6 for guidelines for both the Appellant and the Centre that ensures that Appeal is expeditiously handled and appropriately resolved.

5.2 Contracting Risk Reduction

Where a Vendor fails to perform its obligations satisfactorily under the Contract, the applicable Contract terms and conditions [as summarised in Appendix 6], should be applied by the Centre's staff.

Performance remedies: The following are examples of Contract remedies:

- **Liquidated damages** for Goods and non-consulting services: The Centre will use liquidated damages for Contracts where delays in the delivery/completion or failure to meet contractually specified performance standards, would result in extra costs or loss of other benefits to the Centre.
- **Bid and Performance securities/bonds/guarantees/declarations**: The Centre shall demand payment from the guarantee of all sums for which the guarantor is liable under the guarantee due to the vendors default under the contract, in accordance with the terms of the guarantee and up to the value thereof. The Centre shall notify the vendor the contractor stating the nature of the default in respect of which the claim is to be made.
- **Insurances**: the insurance amount of coverage is to be in line with relevant industry standards and an amount acceptable to the Centre.
- **Termination:** The Centre's SPDs will include the provisions for Contract termination against the conditions of:
    - Termination for Convenience by the Centre
    - Termination for Default (Vendor fails to perform its obligations under the Contract)
    - Termination for insolvency
    - Termination for force majeure
    - Termination by the Vendor

The coordination of the termination steps is the responsibility of the Legal Services. However, before reaching the point of termination, the Centre should explore all other options and, especially for major value Contracts, and the Legal Advisor and the Centre's Executive Director should be consulted. Similarly, consideration should be given to the Centre retaining the services of specialists (e.g. lawyer, claims engineer, etc.) to assist in the next steps.

5.3 Dispute Resolution:

The Centre's policy, and as reflected in its SPDs, provides for the following options to settle disputes:

- Make every attempt to settle a dispute amicably between itself and the Vendor.
- Proceed to Mediation proceeded by arbitration or proceed directly to arbitration.
- Proceed to adjudication.

For further details refer to Appendix 6.

6. Bidder and Vendor Management

Bidders and Vendors are key partners in the Centre's effective Procurement of PPs who support the objectives of the Centre's projects in the Caribbean. Consequently, the Centre welcomes working with Bidders and Vendors that are eligible, reliable and have the capacity and capabilities to participate in Contracts beneficial to both parties including the best VfM for the Centre. The Centre has the following systems and policies to support the Centre for Bidder and Vendor management:

6.1 Bidder Database (BDB)

The Centre's BDB supports the efficiency and transparency of the Centre's Procurement actions by:

- Identifying potential and eligible Bidders to be invited to Bid for PPs.
- Recording details of Contracts awarded to Vendors.
- Recording the Centre's Vendor Performance Management assessment on Contracts

To be considered for the award a contract for any Price Level, a Bidder/Vendor must be registered on the BDB at the time of submitting a Bid or EOI to the Centre. The Bidder Database is currently under construction by the Centre.

6.2 Mandatory Bidder Ineligibility

The following are conditions which govern the exclusion of firms or goods from the procurement process:

a) Firms of a country, or goods manufactured in a country may be excluded if:
   - As a matter of law or official regulation, the given Member Country or Project Sponsor prohibits commercial relations with that country, provided that the Centre is satisfied that such exclusion does not preclude effective competition for the supply of goods or works required, or
   - By an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Member country

or Project Sponsor prohibits any import of goods from, or payments to, a particular country, person, or entity.

- The Member country or Project Sponsor prohibits payments to a particular firm or for particular goods by such an act of compliance, that firm may be excluded.
- The firm is on the sanctions lists of any organ of the United Nations, World Bank, or Project Sponsor.

b) Individuals or firms engaged by the Centre to provide services for the preparation or implementation of a project, and any of its affiliates, shall be disqualified from subsequently providing goods and works or services resulting from or directly related to the individuals or firm's consulting services for such preparation or implementation. This provision does not apply to the various individuals or firms (consultants, contractors, or suppliers) performing the contractor's obligations under a turnkey or design and build contract. None of the parties involved in the procurement process shall have a conflict of interest.

c) Government-owned enterprises in the Member States may participate only if they can establish that they are legally and financially autonomous, operate under commercial law, and are not dependent agencies of the Centre.

d) A firm declared ineligible (suspended or sanctioned) by the Centre shall not be awarded a contract for the duration of its ineligibility as determined by the Centre.

e) The specific Financing/Project Agreement sets guidance for the participation of countries in the provision of goods and services – Nationality of Firms and Origin of Goods.

f) Bidders and Vendors must not fall into any of the following situations: are bankrupt or have been wound up, having been convicted of an offence concerning their professional conduct by a judgment of a competent authority of a member state; guilty of grave professional misconduct; not in compliance with payment of social security or taxes in accordance with the legal provisions on the country in which they are established.

6.3 Project Purchase Specific Bidder Ineligibility

The Centre's Solicitation Documents may exclude Bidders for the subject PPs for some of the following reasons:

- Bidders suspended by the Centre or any of the project stakeholders, including Partner Institutions and Member Countries, resulting from:
  - A Bid security declaration failure
  - Poor or unacceptable performance on the Centre's previous Contracts
  - Failure to comply with the Centre's Code of Conduct for Bidders and Vendors (refer to Module 1 Procurement Policy).

- Government-owned enterprises that are not legally and financially autonomous and do not operate under commercial law cannot compete against private sector Bidders. However, such enterprises can compete against each other or be awarded Contracts under the Direct Selection Method of Solicitation.
- Bidders excluded by geographic or other restrictions imposed by Partner Institutions or other funding agencies of the project.

6.4 Vendor Performance Management (VPM)

The performance of Vendors is to be evaluated by the Centre throughout the Contract Management stage, with the objectives of:

- Assisting Vendors by giving objective feedback on Contract performance.
- Using feedback from Vendors to improve the Centre's performance.
- Ensuring Vendor performance on the Centre's Contracts.
- Measuring the performance of Vendors over time.
- Using the Vendor's past performance in the Centre's future Bidder and Vendor selections

The methodology to conduct the VPM, upon Contract completion or termination, is detailed in Appendix 7.

7. Administrative Requirements

7.1 Maintenance of files:

It is necessary to ensure accurate record keeping essential to both effective management of relationships with Bidders and Vendors, and as evidence of a transparent and auditable Procurement process. Appendix 8 provides a checklist to provide consistency of PP files. Documentary records, both in print/hard or electronic/soft format, are essential for efficient and effective management of the Centre's Procurement activities as they provide evidence in support of decisions and actions taken, and provide an audit trail for verification of transparency, accountability and effectiveness. Efficient records management is essential to ensure effective storage, retrieval and use with due regard to security, integrity and confidentiality and to comply with the Centre's records retention policies.

7.2 Correspondence and communication

To ensure that the purpose and objectives of the Procurement records are appropriately recorded, all communications, decisions and instructions between the Centre and Bidders and Vendors should be exchanged or recorded in writing.

7.3 Customs entry declarations

Sales taxes and customs duties: The Centre's projects enjoy immunity from taxes and duties in most instances, therefore bidders are to be advised on the Center's processes that allow for the maximization of this immunity. For details refer to Appendix 9.

7.4 Records to be retained:

Best practice determines that each PP should have its separate file or folder or dossier/e-file where records are kept properly coded in chronological order, relating only to the matter of the PP in question. The purpose is to be able to review at any one moment the entire historical record of the PP logically and sequentially. The PO is responsible for maintaining such records during the term of the project. Once the project is complete, the PO shall consign the records to the Centre's archives where they will be held to comply with the Centre's records retention policies. Also, the original of each Contract and any Amendments are to be held by Procurement Unit in a central location of the Centre; the PO shall supply the originals to the central location. All procurment records and files are to be retained for a period of 7 years following the expiration of the funding agreement.

7.5 Performance notifications

The Centre must document all transactions between the Centre and the Vendor related to the Vendor's performance under the Contract. The documentation will include both commendations, and where a Vendor is given warnings by the PM for performance failure not related to force majeur.

7.6 Project Property Handover

Upon the completion of a projects, a handover protocol will be enacted to enabble the transfer of the assets and investments to the Centre or to the beneficiary in the menber state.

A Transfter Agreement will be completed with all the necessary information on the asset (ID number, location, value, donor,etc) (see Appendix 1e: Standard Forms)

7.7 Project property disposal

Upon the completion of its projects, the Centre may have surplus equipment and materials purchased using the Centre's funds. The Centre should seek to obtain optimum benefits from the disposal of the surplus, and the Office Administration will develop a plan to dispose of the surplus involving key stakeholders (Procurement, Finance, HR) to take the following steps:

- Establish the condition/usability of the surplus: The Centre's project staff are best positioned to conduct this assessment, where required, external specialists can be employed and should result in the categorisation of surplus (i) marketable (ii) scrap (iii) waste.
- PO shall coordinate:
  (i) Marketable – the value of the property to be determined based on the purchase cost (Contract Price), less any wear and tear. Possible disposal considerations: selling to

the on-going project operator; retain for use for future Centre projects, sell back to the original Supplier; advertise using local media, for sale either on stated price or best offer basis; donating to the local community or other non-profit organisation. All sales/donations would be based on "as is, where is".

(ii) Scrap – offer for sale to scrap dealers close to the project site. If more than one, set up a competitive Bid process.

(iii) Waste – project staff to arrange disposal in a most environmentally appropriate manner or as required by the State whichever is more stringent.

- Disposal for categories (i) and (ii) property must be fully documented to (i) record terms of sale or donation including the transfer of all risks and responsibilities from the Centre. Where a sale takes place, the usual precautions should be taken to ensure payment is received from the purchaser (consider payment before delivery/pick up). PO shall be responsible for

  (a) ensuring that the Centre's Procurement principles work in reverse ensuring transparency and fairness and

  (b) developing appropriate donation documents,

- Once a plan is developed, it should be agreed by HR/Office Administration and Finance.
- For categories (i) and (ii) once results are known, HR Administrator will seek the approval of the Executive Director for disposal.