Procurement Manual

Approved by the Board of Directors on January 2013
Table of Contents

TABLES OF CONTENTS ........................................................................................................... 2
1. INTRODUCTION ............................................................................................................. 4
2. GENERAL INFORMATION................................................................................................. 4
   2.1 Purpose of the manual ............................................................................................... 4
   2.2 General principles ..................................................................................................... 4
   2.3 Ethical standards ....................................................................................................... 5
   2.4 Conflict of interest ..................................................................................................... 5
   2.5 Anti-corruption ......................................................................................................... 5
   2.6 Anti-money laundering ............................................................................................. 5
   2.7 Declaration of impartiality and confidentiality ......................................................... 6
   2.8 Essential elements during project proposal preparation ........................................... 6
3. PROCUREMENT PROCESS ............................................................................................. 7
   3.1 The process for entire procurement flow .................................................................... 7
   3.2 Procurement committee ......................................................................................... 8
   3.3 Preparation of procurement plan .............................................................................. 8
      3.3.1 One – Items to be procured .............................................................................. 9
      3.3.2 Two – Grouping of lots/tenders ...................................................................... 9
      3.3.3 Three – Market survey .................................................................................. 9
      3.3.4 Four – Time frame ....................................................................................... 9
      3.3.5 Five – Final procurement plan ....................................................................... 9
4 HOW TO SOURCE THE MARKET FOR SUPPLIERS, SERVICES PROVIDER/CONSULTANT AND CONTRACTOR ......................................................................................................................... 10
   4.1 Searching for potential suppliers, service provider/consultant, contractor .................. 10
   4.2 TIC General advertisement .................................................................................... 10
   4.3 Expression of interest (pre-qualification of suppliers) .............................................. 10
   4.4 Invitation to bid ....................................................................................................... 11
5. TECHNICAL SPECIFICATIONS AND TERMS OF REFERANCE ......................................................... 11
   5.1 Technical specifications (purchaser’s requirement) .................................................. 11
   5.2 Terms of reference (ToR) ...................................................................................... 12
6. PROCUREMENT METHOD ............................................................................................... 12
   6.1 Classification of procurement method ....................................................................... 14
      6.1.1 Sole source for goods (Up to USD 7,000) ....................................................... 14
      6.1.2 Sole source for services/consultant (Up to USD 8,000) ................................. 14
      6.1.3 Sole source for works (Up to USD 13,000) .................................................... 15
      6.1.4 Sealed quotation/proposal procedure for Goods (USD 7,001-100,000) ............ 16
      6.1.5 Sealed quotation procedure for services/consultant (USD 8,001-100,000) ...... 17
6.1.6 Sealed quotation/proposal procedure for works (USD 13,001-250,000) .................................................. 19
6.1.7 Open tendering for goods (above USD 100,000); service/consultant (above $100,000); works (Above USD 250,000) .................................................................................. 20

7. GROUNDS FOR DISQUALIFICATION FOR ALL METHODS ........................................................................... 22

8. REQUIREMENTS FROM DONORS .............................................................................................................. 23

9. SOLE SOURCE JUSTIFICATION (WITHIN TIC PROCUREMENT) ................................................................. 23

10. FILING OF PROCUREMENT DOCUMENTS .................................................................................................. 23

10.1 General procurement file ............................................................................................................................ 23

10.1.1 Application and budget ............................................................................................................................ 23

10.1.2 Filing of sole source .................................................................................................................................. 23

10.1.3 Filing of sealed quotation/proposal procedure ....................................................................................... 24

10.1.4 Filing of open tendering .......................................................................................................................... 24

11. PROCUREMENT MONITORING ..................................................................................................................... 25

11.1 Internal monitoring ......................................................................................................................................... 25

11.2 Monitoring of contracts .................................................................................................................................. 25

12. ANNEXES ......................................................................................................................................................... 26

13. ABBREVIATIONS ............................................................................................................................................. 27
1. INTRODUCTION
Transparency International Cambodia's (TIC) procurement manual sets out the policies, principles and standards for the procurement management of goods, services, and work. The procurement manual applies to all of TIC's operations, whether implemented by TIC staff or implemented by TIC's partners, in the case their policies do not meet international standards of procurement.

The manual shall be updated regularly as and when required, based on the practical experiences from the stakeholders involved.

2. GENERAL INFORMATION

2.1 The purpose of the manual
The purpose of this manual is to:

- Provide comprehensive information on procurement management to TIC's staff.
- Facilitate TIC and TIC's partners in managing procurement activities and drafting procurement documents.
- Prepare for proposal writing in terms of procurement planning.

2.2 General principles
TIC staff and partners shall always guarantee equal treatment of suppliers and high standards of integrity, transparency, price, performance and quality.

The following are the key principles which are commonly required by the donors:

- *Transparency, Fairness and Integrity*
  Transparency, fairness and integrity are central to TIC's mission, values and the operations of TIC's daily business. These principles ensure TIC's accountability of budget expenditure, and that funds are being managed honestly and openly.

- *Equal Opportunity*
  To ensure that the suppliers/contractors are provided with equal opportunity to provide their services.

- *Economy and Efficiency* (value for money)
  Goods, services, and work shall be purchased at a reasonable price. It is best that the procurement planning process of TIC/ Partners is of satisfactory status.

- *Effectiveness*
  The goods, services and works will fulfill project objectives.

  TIC or partner staff should be alerted to individual or organizational conflicts of interest and/or non-competitive practices among suppliers. No procurement of goods, services or works of any kind will be conducted if the supplier is a member of any of TIC's or partner employee's immediate family or has any previous connections with TIC or partner employees.

  **TIC and other stakeholders shall always respect these principles for all kinds of procurement.**
2.3 Ethical standards

TIC’s procurement team and supplier/vendor representatives should adhere to strict standards to ensure ethical conduct in business practices are complied with. All relationships shall be professional and managed to ensure a transparent and competitive procurement process is delivered. In addition, procurement activities must be conducted to prevent personal or organizational conflicts of interest.

All TIC staff involved in procurement activities must comply with the procurement laws and regulations. All TIC staff should be aware of the standard policies and procedures relating to conflicts of interest, confidentiality and the acceptance of gifts and gratuities. TIC staff must maintain the highest ethical standards and level of accountability through adhering to ethical methods of doing business.

2.4 Conflict of interest

TIC staff must scrupulously avoid any conflict between their own individual interests and the interests of TIC (a “conflict of interest”). Conflict of interests can arise through a variety of situations where impartiality and objectivity of a procurement transaction of any person is compromised for reasons involving family, emotional life, political or national affiliation, economic interest or any other shared interest with another person. Such a conflict could arise when either the employee, a member of his or her immediate family, and/or his or her partner has a financial or any other interest in the company sourced for business. Any such conflict of interest, real or apparent, must be fully disclosed by the employee to his/her line manager. No employee shall participate in the selection, award, or administration of a contract if a real or apparent conflict of interest is involved.

2.5 Anti-corruption

TIC and our partners are free from corruption. It is absolutely imperative that the tenders, suppliers, contractors and consultants we source from are also free from corrupt practice.

“Corrupt practice” means offering, giving, receiving, or soliciting anything of value to influence the action of a public official or physically or verbally threaten a person, property or business in connection with the procurement process or contract in order to obtain or retain business; or any other improper misconduct to unethically obtain business.

“Fraudulent practice” means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of TIC or our partner. This can include collusive practices among tenders (prior to or after submission of tenders) designed to establish prices at non-competitive, market price and to deprive TIC and our partners of the benefits of free and open competition.

Where partners, tenders, contractors, suppliers, or individuals have undergone judicial process or official enquiry by an independent review and have been found to have engaged in corrupt or fraudulent practices, TIC will terminate the employment contract immediately if they are TIC staff, and cancel any funds financed to the implementing partners, contractors, suppliers and consultants. TIC may take further action if needed.

2.6 Anti-money laundering

Money laundering is the funneling of cash or other funds generated from illegal activities through legitimate financial institutions and businesses to conceal the source of the funds. Money laundering is a global activity that, like the illegal activities underlying it, seldom respects local, national or international borders.

Money laundering allows the corrupt to legitimize the illegal. When dirty money is laundered, corruption prevails and governance standards are undermined.

TIC is committed to combatting money laundering throughout its program implementation. All the funds received from the donors shall be kept at TIC’s bank account. The funds are only used for program related expenditures with a clear record of expenditure being kept by TIC and the bank. This shall be
verified through the monthly bank reconciliations. When opening any new, future TIC bank accounts, TIC will always comply with the bank’s requirements.

TIC closely monitors its program expenditure with other stakeholders including tenders, contractors, suppliers, or individuals. Payments are only made when all the required policies and procedures have been met, and all the required supporting documents have been provided. Payments are audited by external, independent auditors on an annual basis.

TIC’s management and staff shall all be aware of and follow the Prakas on Anti-Money Laundering and Combating the Financing of Terrorism issued by the National Bank of Cambodia on 30 May 2008.

2.7 Declaration of impartiality and confidentiality
The statement of the Declaration of Impartiality and Confidentiality shall be used and signed by all the procurement committee members, and will be attached as the first annex of all procurement procedures of TIC.

The statement from the Declaration of Impartiality & Confidentiality is as follows:

"I, the undersigned, hereby declare that I agree to participate in the Procurement Committee and in the evaluation of quotations or tenders under the above-mentioned project. By making this declaration, I confirm that I have familiarized myself with the information available to date concerning the donor/TIC procurement procedures described in the TIC Procurement Manual. I further declare that I shall execute my responsibilities honestly and fairly.

I am independent of all parties which stand to gain from the outcome of a quotation/tender evaluation process. To the best of my knowledge and belief, there are no facts or circumstances, past or present, or that could arise in the foreseeable future, which might call into question my independence in the eyes of any party; and, should it become apparent during the course of an evaluation process that such a relationship exists or has been established, I will immediately cease to participate in the Procurement Committee.

I agree to hold in trust and confidence of any information or documents ("confidential information") disclosed to me or discovered by me or prepared by me in the course of or as a result of the quotation or tender selection procedure and agree that it shall be used only for this purpose, and shall not be disclosed to any third party."

2.8 Essential elements during project proposal preparation
Planning future procurement procedures in advance is a crucial part of preparing for proposals. Project staff must determine which goods, works, and services are required to carry out the project, when they must be delivered, what standards are needed and which procurement method shall be followed for each contract.

The following steps are recommended for procurement planning during the proposal preparation stage:

- For each project activity, clearly identify the required goods, services and work required
- For hybrid contracts (mix of goods, services and/or works), determine which component has the higher value in order to determine the procurement procedure. For hybrid contracts you should also take into consideration which type of contract, i.e. works, service or goods contract, will best meet your requirements.
- Investigate and map availability and prices for the required goods and availability of required consultants and contractors.
- Search whether the goods are available at competitive prices
- Investigate local import rules and regulations for the required goods, and take into account the time required to obtain the necessary licenses and procedures of approval.
• Is TIC or implementing partner office tax exempted? And will it be possible to obtain tax/VAT refund from the local authorities?
• Understand the procurement methods presented in this manual and consider the time required to implement the procurement.
• Prepare a procurement plan.
• Determine the applicable procurement procedures which best support the objective of obtaining value for money, whilst taking into account the current market price, the nature of the goods required, and constraints present at any time. The Procurement Committee are responsible for being aware of stricter procurement procedures if they are stipulated by the donor.
• Carefully consider the logistics, for example, can all the goods be delivered in one go to the project site, is the security of the goods ensured once they have been delivered or is it necessary to arrange warehouse facilities with guards. If this is the case, the costs for these arrangements need to be included in the budget.
• Identify capacity building needs and include them as expenditure costs in the project proposal (for example, consulting services from a procurement expert, an accountant or a bookkeeper for a certain number of days per year, training expenses for the procurement and financial management staff etc.)

TIP!
Lack of procurement planning can result in serious delays in project implementation. A procurement plan is a key element of activity planning or a project cycle and should be prepared during the application phase.

3. PROCUREMENT PROCESS

3.1 The process for entire procurement flow
The following shows the entire process for procurement flow within TIC.

Establishing a procurement committee

Group items or services to be procured into lots

Prepare a procurement plan

Post a general advertisement announcing business opportunities

Draft technical specifications and/or a TOR

Proceed with the procurement method to make a purchase (goods/services/ works)

Implement activities

Update the procurement plan and identify needs for the next period
3.2 Procurement committee

The number of members for the committee will be varied based on the values of that particular procurement. The number and members of the committee shall be proposed by the Director of Operations and approved by the Executive Director before any procurement activities are initiated. The minimum number of members in the committee is three (3) and the maximum number of members is five (5).

<table>
<thead>
<tr>
<th>N</th>
<th>Composition of Committee</th>
<th>Procurement</th>
<th>Section/Unit</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>HR &amp;Admin Officer</td>
<td>HR/Admin</td>
<td>Compulsory</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>HR &amp;Admin Manager</td>
<td>HR/Admin</td>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Senior IT Officer</td>
<td>IT</td>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Finance Manager</td>
<td>Finance</td>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Director of Operations</td>
<td>Operations</td>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Program Manager/program officer</td>
<td>Program</td>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Director of Program</td>
<td>Program</td>
<td>Optional</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Other relevant staff</td>
<td>Others</td>
<td>Optional</td>
<td></td>
</tr>
</tbody>
</table>

The main purpose of the committee is:

a) To ensure that procurement planning is done and included in the project cycle and that key project staff understand how the timeframe for procurement will affect the project. Additionally, the committee will ensure that all procurement requirements are planned for at the beginning of the project, i.e. to receive the right goods at the right time, ensure best value for money.

b) To make sure that procurement activities are initiated on time.

c) To make sure that all internal and external experts required for the project are consulted early in the project phase and are committed to providing the input/information/specifications needed for the procurement activities, and to ensure that procurement, budget and activity plans correspond with each other.

d) The HR/Admin Officer is the designated procurement officer, who is responsible for dealing with quotations, correspondents with suppliers, writing procurement evaluation reports, issuing a purchase order and filing etc.

e) To ensure that all procurement is carried out objectively in a fair and transparent manner and to prevent corruption and fraud. This means that procurement and payment staff are not the same people.

f) Ensure that the procurement fulfills donor requirements (procurement procedures/rule of origin and nationality).

g) To ensure that the procurement manual is adhered to by all employees and relevant partners, and is reviewed and adjusted as needed.

The role and tasks of the procurement committee members is further described under each procurement method.

3.3 Preparation of procurement plan

Sound and efficient procurement planning is crucial for the successful outcome of the project.

The procurement plan should follow the format presented in Annex GE 2-2. The procurement plan is prepared by the Procurement Officer in close cooperation with the procurement committee members and additional TIC staff involved in the process. The plan should cover what items (goods, services and works) should be procured, when, how and who is responsible for the procurement and so on...
3.3.1 One – Items to be procured

We need to identify items to be procured (goods, services, works). In order to have better estimation of budget, specification or ToR shall be determined which also include other cost which might incurs such as insurance, warehouse, transportation and any other possible cost.

3.3.2 Two – Grouping of lots/tenders

The procurement in lots is highly recommended by TIC/donor. It has many advantages such as cheaper and less time consuming. In the mean time we need to be careful planning, and space to store goods we purchase. Procurement in lots means we can purchase similar items from one supplier/contractor.

Examples of grouping in lots are:

- Computer, printer, LCD projector... (1 lot)
- Chair, desk, bookshelf.... (1 lot)
- Consultant on baseline survey, M&E, strategic plan.... (1 lot)

3.3.3 Three – Market survey

Conducting market survey is very important. TIC’s procurement members need to conduct the market survey of the resources needed at the local place as always possible as it is cheaper and easy to access.

The survey shall cover all items (goods, services and works) which also include some other related cost such as customs clearance, import tax, transportation, maintenance etc.

In the meantime, TIC’s procurement team shall also check the reputation and legal aspect of supplier/consultant/firm.

3.3.4 Four – Time frame

Time frame for the procurement is very important. TIC’s procurement team need to estimate enough time for the whole duration of each procurement contract. This should include the time from initial request for procurement (purchase) till the supplier’s delivery time to the TIC’s site. Under estimate of the time shall result our poor planning, and can result in the delay of the project activities.

The following is the timeframe estimation of each procurement method.

<table>
<thead>
<tr>
<th>Procurement method</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sole source</td>
<td>5-14 days</td>
</tr>
<tr>
<td>Sealed quote/proposal procedure</td>
<td>21-59 days</td>
</tr>
<tr>
<td>Open tendering</td>
<td>60-90 days</td>
</tr>
</tbody>
</table>

3.3.5 Five – Final procurement plan

Once we have available information from step 1-4, TIC procurement committee fill in the procurement plan using the annex GE 2.2 as a sample format.

A procurement plan shall always be prepared and included in a proposal.
4. HOW TO SOURCE THE MARKET FOR SUPPLIERS SERVICES PROVIDER/CONSULTANT AND CONTRACTOR

4.1 Searching for potential suppliers, service provider/consultant, contractor

This can be done through many ways as mentioned below:

• Advertisement
  A general advertisement can be made in the local newspaper. A note on a board in front of
  the office and/or at the local market or other public places can be made. (See annex GEN 1-
  2 sample of general advertisement)

• Internet
  Local suppliers can also be found through the Internet - and other national portals. Contact
  the embassy or representative; they will most likely have some useful local Internet
  addresses.

• Embassy/representative
  Contact the local embassy or representative for a list of local suppliers as they want to
  promote their local suppliers/business.

• References from other local based organisations/companies
  Talk to other organisations and other local/international companies based in country and
  learn more about where they are buying their goods, services and works.

• Yellow page/phone book
  Look at the local yellow page or phone book.

• Trade fairs/exhibitions
  Look at the relevant trade fairs. Search on the internet for relevant trade fairs/exhibition.

4.2 TIC General advertisement

At the beginning of a programme or a programme period, the Procurement Committee should post a
general advertisement (if applicable) to inform various suppliers, consultant, and contractors about
TIC business opportunities offered in TIC for the whole program phase. Irrespective of the
procurement method a general advertisement should be made locally at the beginning of a program.
Advertising will also help the Procurement Committee in sourcing the market for local suppliers.

We can have the advantages from the general advertisement as follow:

• Inform everyone about the business opportunities available.
• Promote transparency and accountability
• Generate competition to obtain the best prices for goods, services or works
• Provide suppliers/consultants/contractors with potential business opportunity

Advertisement should be made in the relevant media such as newspapers, TIC website/Facebook,
etc., which can be spread to suppliers, consultants, and contractors.

See annex GE 2 for a general advertisement sample.

4.3 Expression of interest (pre-qualification of suppliers)

It is recommended that at the beginning of the year or a project period the Procurement
Committee/procurement officer advertises an Expression of Interest and invites suppliers of relevant
products to be pre-qualified and registered in the supplier database so we can contact them when we
would like to ask them to send the sealed quotation request/proposal request. Hence it may be used
with seal quotation/proposal procedure method.
4.4 Invitation to bid
At TIC, this is used when we would like to invite the supplier, consultant, contractor, firms to submit the bids to TIC. We use "invitation to bid" when the threshold amount is in the open tendering method. Hence it shall be used with open tendering method.

5. TECHNICAL SPECIFICATIONS AND TERMS OF REFERANCE
Thorough preparation of the Technical Specifications for goods and works or Terms of Reference for services is extremely important for the ultimate success of the program.

Greater effort during project preparation will save time and money in the later stages of the program cycle and will ensure that resources will not be wasted.

When preparing the Technical Specifications or Terms of Reference it is helpful to consult all parties involved in the proposed project. This should improve both the quality of the project as well as the commitment of the project staff and beneficiaries.

Technical specifications and Terms of Reference define the characteristics required of a goods, service or work. Those characteristics for goods and works should include:

- Quality levels
- Environmental performance
- Design for all requirements
- Levels and procedures of conformity assessment
- Fitness for use

5.1 Technical specifications (purchaser's requirement)
Precise and clear specifications are prerequisite for suppliers to respond realistically and competitively to the requirements of the purchaser without qualifying or conditioning their offers.

Care must be taken in drafting technical specifications to ensure that they are not restrictive to a specific brand. In specifications for standards for materials, equipment, workmanship and other goods, international standards should be used as much as possible. Where e.g. a national standard is referred to, the specifications should state that other standards with quality equal to the standard mentioned will also be acceptable.

Example: Specifications
When preparing technical specifications the use and place of use shall be taken into consideration.
E.g. vehicle - the type of tires required for the terrain; is a tow bar required?; no. of spare wheels; are spare parts and service available locally? Type of engine - should be simple to repair (some engines can only be adjusted by a computer), etc.

Note:
Poorly drafted specifications may result in re-tenders which will delay implementation – or worse, risk of receiving inadequate/incorrect equipment and waste resources.

GO-3 & GO-4 contains a sample of technical requirement used in a tender. This format can be used as skeleton when preparing the tender/PR.
For works contracts – use an engineer or staff member with technical background and experience in the field to draft the technical specifications. If an external engineer shall supervise the work, the technical specifications must be drawn in cooperation with him/her.

5.2 Terms of reference (ToR)

In particular, the budget for the standard service contract incorporates a fixed provision for all as well as actual requirements of the Terms of Reference and must be carefully estimated.

The following general structure of Terms of Reference for services has been drawn up in accordance with the principles of project cycle management. The aim is to ensure that all issues are covered systematically and that key factors related to clarity of objectives and sustainability are thoroughly examined.

ToR should be incorporated from the following points:

- Background information
- Contract purpose and expected results
- Assumptions and risks
- Scope of the services - activities
- Timing, logistics and facilities
- Key experts and other personnel
- Sub-contracting (if any)
- Reporting

The PR and the tender dossier for services contain a skeleton Terms of Reference which indicates the minimum details to be provided within each of these section headings. The ToR shall be adjusted to the specific task.

6. PROCUREMENT METHOD

TIC categorizes the procurement into 3 main areas which are Goods, Services and Works.

Goods: is defined as tangible property received from the purchase. It also covers operational renting/leasing (example vehicle, LCD, microphone, etc.).

Services: is defined as non-tangible property received from the purchase/contract. It also covers various consultancy works.

Works: is referred to the construction of infrastructure, building including purchasing of materials/equipment and hiring of labors.

Hybrid: is a combined contract. If there is a combined contract covering goods, services and/or civil works – the procurement method shall be determined by the part which represents the highest value.

E.g. a contract covering goods and work shall be considered a goods' contract whenever the value of the goods exceeds the value of the works included in the contract and vice versa.
Exclusion from the procurement
Expenses that happen every month or repeatedly. TIC considers the following to be excluded from the procurement:

- Procurement of fuel (best to have the contract with a preferred supplier)
- Service and maintenance of vehicles or motorbikes including its spare parts (best to have the contract with a preferred garage)
- Office supplies (best to have a yearly contract with a preferred supplier)
- Bathroom/kitchen supplies
- Office maintenance
- Rent of office building
- Accommodation/transportation (booked by individual traveller)
- Operational lease such vehicle, LCD, microphone, etc., which cost less than $100 per day per item
- Auditing fee (from the second year)

The below table shows the summary of each method for each procurement sources.

<table>
<thead>
<tr>
<th>Sole Source</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to USD 7,000</td>
<td>Goods</td>
<td>Elaborated in section 6.1.1</td>
</tr>
<tr>
<td>Up to USD 8,000</td>
<td>Services/consultant</td>
<td>Elaborated in section 6.1.2</td>
</tr>
<tr>
<td>Up to USD13, 000</td>
<td>Works</td>
<td>Elaborated in section 6.1.3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sealed Quotation/Proposal Procedure</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>USD 7,001 – 100,000</td>
<td>Goods</td>
<td>Elaborated in section 6.1.4</td>
</tr>
<tr>
<td>USD 8,001 – 100,000</td>
<td>Services/consultant</td>
<td>Elaborated in section 6.1.5</td>
</tr>
<tr>
<td>USD 13,001 – 250, 000</td>
<td>Works</td>
<td>Elaborated in section 6.1.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Open Tendering</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Above USD 100,000</td>
<td>Goods</td>
<td>Elaborated in section 6.1.7</td>
</tr>
<tr>
<td>Above USD100,000</td>
<td>Services/consultant</td>
<td>Elaborated in section 6.1.7</td>
</tr>
<tr>
<td>Above USD 250, 000</td>
<td>Works</td>
<td>Elaborated in section 6.1.7</td>
</tr>
</tbody>
</table>

A clear understanding of procurement methods is necessary to:

- Procure goods, services and works for project activities within a time-period
- Get the right resources, at the right time and at the right price
- Pay for goods, services and works
- Avoid delays and higher costs in project implementation.
6.1 Classification of procurement method

6.1.1 Sole source for goods (Up to USD 7,000)

- TIC procurement committee can have a direct negotiation of the terms and conditions with one supplier/vendor in case we can prove that the price/fee of the goods matches with the current market price. Otherwise, 3 quotations from the suppliers/vendors are required either by a written or non-written request as this is less restriction.

Step:

1. Request of purchase is initiated by the relevant staff either in the program, operations or other sections of TIC, and approved by TIC authorized person.
2. The Director of Operations, upon receipt of the request, proposes the relevant procurement committee and seeks the approval from the ED.
3. The Procurement Officer with close collaboration from the procurement team seeks for quotation(s).
4. Upon receipt of quotations, the meeting on quotations evaluation is called for.
5. The meeting minutes is produced and signed by the procurement manager if the amount is over $500.
6. Procurement officer issue a purchase order (PO) if the amount is over $500. One copy of PO shall be given to supplier/vendor.
7. Procurement officer inspects the goods received.

Annexes attached

<table>
<thead>
<tr>
<th>GE 1</th>
<th>Declaration of impartiality and confidentiality</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO 11</td>
<td>Quotation request (QR)-optional</td>
</tr>
<tr>
<td>G0 14</td>
<td>Purchase order (PO) for the amount over $500</td>
</tr>
</tbody>
</table>

6.1.2 Sole source for services/consultant (Up to USD 8,000)

- TIC procurement committee can have a direct negotiation of the terms and conditions with one service provider/consultant on the condition that the procurement committee is certain that a service provider/consultant can best perform the assigned tasks from TIC. Otherwise, 3 proposals from the suppliers/vendors are required either by a written or non-written request as this is less restriction.

Step:

1. Request of service is initiated by the relevant staff either from the program, operations or other sections of TIC, and approved by TIC authorized person.
2. The Director of Operations, upon receipt of the request, proposes the relevant procurement committee, and seeks for the approval from the ED.
3. The procurement manager or his/her assigned staff drafts the Term of Reference (ToR)

4. The Procurement Officer with close collaboration from the procurement team seeks for proposal(s).

5. Upon receipt of proposal(s), the meeting on proposal(s) evaluation is called for.

6. The meeting minutes is produced and signed by the procurement manager if the amount is over $500

7. Procurement officer issues a service contract. One copy of service contract shall be given to service provider/consultant.

8. Procurement committee monitors the whole contract process.

Annexes attached

<table>
<thead>
<tr>
<th>GE 1</th>
<th>Declaration of impartiality and confidentiality</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO 11</td>
<td>Proposal request (PR) – optional</td>
</tr>
<tr>
<td>SE 6</td>
<td>Service contract</td>
</tr>
</tbody>
</table>

6.1.3 Sole source for works (Up to USD 13,000)

- TIC procurement committee can have a direct negotiation of the terms and condition with one contractor on the condition that the procurement committee is certain that a contractor can best perform the assigned work from TIC. Otherwise, 3 proposals from contractors are required either by a written or non-written request as this is less restriction.

Step:

1. The procurement manager or his/her assigned staff drafts the Work Specification

2. Request of work is initiated by the relevant staff either from the program, operations or other sections of TIC, and approved by TIC authorized person.

3. The Director of Operations, upon receipt of the request, proposes the relevant procurement committee, and seeks the approval from the ED

4. The procurement manager or his/her assigned staff drafts the Work Specification

5. The Procurement Officer with close collaboration from the procurement team seeks for proposal(s).

6. Upon receipt of proposal(s), the meeting on proposal(s) evaluation is called for.

7. The meeting minutes is produced and signed by the procurement manager if the amount is over $500.

8. Procurement officer issues a work contract. One copy of service contract shall be given to a contractor.

9. The procurement committee monitors/inspect the work contract.

Annexes attached

<table>
<thead>
<tr>
<th>GE 1</th>
<th>Declaration of impartiality and confidentiality</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO 11</td>
<td>Proposal request (PR) – optional</td>
</tr>
<tr>
<td>SE 6</td>
<td>Work contract</td>
</tr>
</tbody>
</table>
6.1.4 Sealed quotation/proposal procedure for Goods (USD 7,001-100,000)

- TIC procurement committee shall make sure that minimum 3 written quotations are required from various suppliers/vendors. This method is more formal and strict than a Single Source method, but less formal and strict than Open Tendering method.

Step:

1. Request of purchase is initiated by the relevant staff either from the program, operations or other sections of TIC, and approved by TIC authorized person.
2. The Director of Operations, upon receipt of the request, proposes the relevant procurement committee, and seeks the approval from the ED.
3. The procurement manager or his/her assigned staff drafts the Goods Specification
4. The Procurement Officer with close collaboration from the procurement team selects the available suppliers/vendors (5-6) for sending the QR to.
5. The Procurement Officer with close collaboration from the procurement team prepares Quotation Request (QR), and sends to the available selected suppliers/vendors at the period (within 2 days)
6. The sealed QR should be received by the Procurement Officer. When received, the sealed QR should be stamped with the received date and name. The receiver should keep them secured and sealed until the selection committee meets and open them.
7. Upon receipt of 5-6 quotations, the meeting on quotations evaluation is called for.
8. The meeting minutes is produced including the evaluation grid, and signed by the procurement manager.
9. Procurement officer issues a Purchase Order (PO). One copy of PO shall be given to a supplier/vendor.
10. The Procurement Officer notifies the unsuccessful suppliers/vendors.
11. The award notice of the successful supplier/vendor shall be placed at TIC’s website (if applicable).
12. Procurement officer inspects the goods received.

Annexes attached

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>GE 1</td>
<td>Declaration of impartiality and confidentiality</td>
</tr>
<tr>
<td>GO 2</td>
<td>Supplier/vendor form</td>
</tr>
<tr>
<td>GO 3</td>
<td>Quotation request (QR)—mandatory</td>
</tr>
<tr>
<td>GO 10-1</td>
<td>Evaluation grid</td>
</tr>
<tr>
<td>GO 14</td>
<td>Purchase order</td>
</tr>
<tr>
<td>GO 13</td>
<td>Notification letter to unsuccessful suppliers/vendors</td>
</tr>
</tbody>
</table>
Please note the following:

- Follow up with suppliers/vendors soon after the delivery of the QR and explain them that it is very crucial to submit the Quotation before the deadline.
- In the supplier/vendors summary list, note down the exact date of receipt of QR as the QR received after the deadline is not considered.
- There is no any negotiation on price, but may be on the items within the quotation (i.e., reducing the items in the QR) if TIC procurement team finds the price is more than the available budget. In this case information on the change to the QR shall be given to all the suppliers/vendor at the same time.
- All the process must be fair and transparent. No disclosure of information from one supplier/vendor to another before and after procurement process.
- The award of the contract shall be given to the lowest price and/or best value. This means that although the price is the factor in the selection of a vendor, it is not the only factor. Consideration must also be given to (but is not limited to) vendor integrity, reputation, record of past performance, warranty including after sales services, financial and/or technical resources, and the ability to deliver the proposed procurement on time.

6.1.5 Sealed quotation procedure for services/consultant (USD 8,001-100,000)

- TIC procurement committee, when selecting services provider/consultants, should be focusing on the quality of the services. The concept of quality in this context covers the entirety of factors subject to the evaluation of the technical proposal. This includes the qualification of the services provider/consultant, the methodology use.
- The procedure for selecting the services provider/consultant for their services must be competitive and transparent to ensure that assignments can be efficiently executed in the cost – effective way with high standards of performance, while providing the necessary degree of accountability.
- TIC procurement committee shall make sure that minimum 3 written proposals are required from individual or Consultant Company. This method is more formal and strict than a Single Source method, but less formal and strict than Open Tendering method.

Step:

1. Request of service is initiated by the relevant staff either from the program, operations or other sections of TIC, and approved by TIC authorized person.
2. The Director of Operations, upon receipt of the request, proposes the relevant procurement committee, and seeks the approval from the ED.
3. The procurement manager or his/her assigned staff drafts the Term of Reference (ToR)
4. The Procurement Officer with close collaboration from the procurement team selects the available suppliers/vendors (5-6) for sending the PR to.
5. The Procurement Officer with close collaboration from the procurement team prepares Proposal Request (QR), and sends to the available selected suppliers/vendors at the period (within 2 days).
6. The sealed QR should be received by the Procurement Officer. When received, the sealed PR should be stamped with the received date and name. The receiver shall keep them secured and sealed until the selection committee meets and open them.
7. Upon receipt of 5-6 proposals, the meeting on proposal evaluation is called for. All the
proposals shall be opened at the same times by the procurement committee members
8. Interview with the service provider/consultant (if needed) during or after the evaluation.
9. The meeting minutes is produced including the evaluation grid, and signed by the procurement manager
10. Procurement officer issues a service contract. One copy of service contract shall be given to service provider/consultant.
11. The Procurement Officer notifies the unsuccessful service provider/consultant
12. The award notice of the successful service provider/consultant shall be placed at TIC’s website (if applicable)
13. Procurement committee monitoring the whole contract process.

Annexes attached

<table>
<thead>
<tr>
<th>GE 1</th>
<th>Declaration of impartiality and confidentiality</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE 1</td>
<td>List of candidates and register of receipt of proposal</td>
</tr>
<tr>
<td>SE 2</td>
<td>Proposal request (PR) including contract</td>
</tr>
<tr>
<td>SE 4</td>
<td>Evaluation grid – consultancy firms</td>
</tr>
<tr>
<td>SE 7</td>
<td>Letter to unsuccessful candidates</td>
</tr>
<tr>
<td>GE 3</td>
<td>Contract award notice (if applicable)</td>
</tr>
</tbody>
</table>

Please note the following:

- Follow up with service provider/consultant soon after the delivery of the PR and explain them that it is very crucial to submit the Proposals before the deadline.
- In the service provider/consultant summary list, note down the exact date of receipt of PR as the PR received after the deadline is not considered.
- There is no any negotiation on price, but may be on the services within the proposal (i.e., reducing the services in the PR) if TIC procurement team finds the fee is more than the available budget. In this case information on the change to the PR shall be given to all the service provider/consultant at the same time.
- All the process must be fair and transparent.
- Service provider/consultant shall deliver the signed PR to TIC’s office either by hard copy or electronic mail.
- The type of the contract shall be based on the Total Package Price or Time Based Fee (detailed elaboration in the PR).
- The evaluation criteria/award of the contract shall be based on the combined technical and financial scores using weights of:
  1. Technical Proposal (80%)
  2. Fee Proposal (20%)
    (Detailed Elaboration in the PR)
6.1.6 Sealed quotation/proposal procedure for works (USD 13,001-250,000)

- If a local engineer with relevant construction experience should be hired as to ensure the quality of the construction work, it should be done prior to the start of the procurement procedure, so he/she can be involved in the preparation of the works contract and the technical specifications, and he/she can participate in the procedure for the procurement of the works.

- TIC procurement committee shall make sure that minimum 3 written proposals are required from Individual Contractor or Contracting Company. This method is more formal and strict than a Single Source method, but less formal and strict than Open Tendering method.

Process

1. Request of work is initiated by the relevant staff either from the program, operations or other sections of TIC, and approved by TIC authorized person.

2. The Director of Operations, upon receipt of the request, proposes the relevant procurement committee, and seeks the approval from the ED.

3. The procurement manager or his/her assigned staffs draft the Work Specification.

4. The Procurement Officer with close collaboration from the procurement team selects the available individual contractor/contracting company (5-6) for sending the PR to.

5. The Procurement Officer with close collaboration from the procurement team prepares Proposal Request (PR), and sends to the available selected individual contractor/contracting company at the period (within 2 days).

6. The sealed PR should be received by the Procurement Officer. When received, the sealed PR should be stamped with the received date and name. The receiver shall keep them secured and sealed until the selection committee meets and open them.

7. Upon receipt of 5-6 proposals, the meeting on proposal evaluation is called for. All the proposals shall be opened at the same times by the procurement committee members.

8. Interview with the individual contractor/contracting company (if needed) during or after the evaluation.

9. The meeting minutes is produced including the evaluation grid, and signed by the procurement manager.

10. Procurement officer issues a work contract. One copy of work contract shall be given to individual contractor/contracting company.

11. The Procurement Officer notifies the unsuccessful individual contractor/contracting company.

12. The award notice of the successful individual contractor/contracting company shall be placed at TIC’s website (if applicable).

13. Procurement committee monitors the whole work contract process.

Annexes attached

| GE 1 | Declaration of impartiality and confidentiality |
| WO 1 | List of contractors |
Please note the following:

- Follow up with individual contractor/contracting company soon after the delivery of the PR and explain them that it is very crucial to submit the Proposals before the deadline.

- In the individual contractor/contracting company summary list, note down the exact date of receipt of PR as the PR received after the deadline is not considered.

- There is no any negotiation on price, but may be on the work within the proposal (i.e., reducing the work in the PR) if TIC procurement team finds the fee is more than the available budget. In this case information on the change to the PR shall be given to all the individual contractors/contracting companies at the same time.

- All the process must be fair and transparent.

- Individual contractor/contracting company shall deliver the signed PR to TIC’s office either by hard copy or electronic mail.

- The type of the contract shall be based on the Total Package Price (detailed elaboration in the PR).

- The evaluation criteria/award of the contract shall be based the combined technical and financial scores using weights of:
  - Technical Proposal (30%)
  - Fee Proposal (70%)
    (Detailed Elaboration in the PR)

**6.1.7 Open tendering for goods (above USD 100,000); service/consultant (above $100,000); works (Above USD 250,000)**

- Open tendering procedure is the procedure under which all interested firms are given adequate notification of contract requirements and all eligible tenderers are given an opportunity to submit the tender. The public notification of tendering opportunities shall be done through the advertisement (Invitation to Bid) in the relevant media.

- This method is more formal and strict than Seal Quote/Proposal Procedure.

**Step:**

1. Request of Goods, Service, or Work is initiated by the relevant staff either from the program, operations or other sections of TIC, and approved by TIC authorized person.
2. The Director of Operations, upon receipt of the request, proposes the relevant procurement committee, and seeks the approval from the ED.
3. The procurement manager or his/her assigned staff drafts the Goods, Service or Work Specification
4. The procurement team drafts the tender dossier which is relevant to the contract
5. The Procurement Officer with close collaboration from the procurement team sends out the
Invitation to Bid thought the relevant media.

6. The Procurement Officer shall submit the tender dossiers to the tenderers who have requested for it soon after the request.

7. The sealed bid tenders shall be received by the Procurement Officer. When received, the sealed Bid shall be stamped with the received date and name of the receiver. The receiver shall keep them secured and sealed until the selection committee meets and open them.

8. Following the receipt of tenders (bid), the procurement team opens the bid at the same time, date and place with the presence of tenderers who choose to attend.

9. The procurement team reads the name of tenderers and price of the tender in the presence of tenderers or their representative who choose to attend. The name of tenderers and price shall be read aloud, and make record.

10. Each tender shall be checked for administrative compliance based on the requirements set out in the tender, e.g. tender received before the deadline; all requested documents signed (tender form, tender guarantee...).

11. The meeting on bids evaluation is called for.

12. The meeting minutes is produced and signed by the procurement manager.

13. Procurement officer issues a purchase order or contract. One copy of purchase order or contract shall be given to a successful tenderer.

14. Procurement officer prepares the notification letter to unsuccessful tenderers.

15. Publish the contract award notice on TIC website (if applicable).

16. Inspection of goods received/monitoring the works and service contracts.

Annexes attached

<table>
<thead>
<tr>
<th>GE 1</th>
<th>Declaration of impartiality and confidentiality</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO 1</td>
<td>Procurement notice</td>
</tr>
<tr>
<td>GO 2</td>
<td>Supplier list and tender receipt form</td>
</tr>
<tr>
<td>GO 4</td>
<td>Tender dossier including contract</td>
</tr>
<tr>
<td>GO 5</td>
<td>Questions and answers</td>
</tr>
<tr>
<td>GO 6</td>
<td>Tender opening check list</td>
</tr>
<tr>
<td>GO 7</td>
<td>List of participants</td>
</tr>
<tr>
<td>GO 8</td>
<td>Tender opening form</td>
</tr>
<tr>
<td>GO 9</td>
<td>Administrative compliance grid and opening report</td>
</tr>
<tr>
<td>GO 10</td>
<td>Evaluation grid</td>
</tr>
<tr>
<td>GO 11</td>
<td>Evaluation report (optional as we use GO-10 in stead)</td>
</tr>
<tr>
<td>GO 12</td>
<td>Letter of acceptance</td>
</tr>
<tr>
<td>GO 13</td>
<td>Letter to unsuccessful suppliers</td>
</tr>
<tr>
<td>GE 3</td>
<td>Contract award notice If applicable</td>
</tr>
</tbody>
</table>
Please note the following:

Evaluation/award criteria

The evaluation of tenderers shall be conducted on the basis of the following variants which will govern the design of the tender dossier, in particular the instruction to tenders with the application of the evaluation criteria and procedure, and the contract condition.

- The Economically most advantages in consideration of the evaluation on relevant criteria such as price, operating cost, quality, functional characteristics, after sales services, maintenance.
- Quality and cost based selection which takes into account both the quality of the technical proposal and the cost of the services in a selection of a successful firm. The relative weight to be given to the quality and the cost shall be determined for each case depending on the nature of the assignment.

Qualification

Tender documents for Goods, Services/Consultant and Works states very clearly the minimum qualification requirement that have to be met by the tenderers in order to qualify the award of the contract. Such minimum requirements should cover the following aspects, as appropriate:

- Necessary professional, technical, and organizational capacity, financial resources, and other required facilities to perform a contract.
- Past experience to perform a similar contract.
- Legal capacity to enter into a contract.

Documents within the Tender Dossier

- Invitation to bid
- Instruction
- Draft contract
- Technical data form
- Tender submission form
- Tender guarantees (optional)

Rejection of all tenderers

Rejection of all tenderer shall only be done in exceptional circumstances. TIC may justify when there is a shortage of effective/capable competition, where the budget is extensively exceeded or there is a shortage of responsive tenderers.

7. **GROUNDS FOR DISQUALIFICATION FOR ALL METHODS**

A firm may be excluded from the evaluation and award of the contract in case it:

- Is bankrupted or being wound up, whose affairs are being administered by court, who has entered into arrangement with creditors, who has suspended business activities or who is subject to injunction against running business by court;
- Is the subject for proceedings for declaration of bankruptcy, for an order for compulsory winning up or administration by court, or for an arrangement with creditors or of any other similar
proceeding.

- Has been convicted of an offence concerning his/her professional conduct by a court.
- Has been found guilty of grave professional misconduct.
- Had not fulfilled obligation relating to payments of taxes or social security contribution.
- Has not registered with the relevant local government ministry.

8. **REQUIREMENTS FROM DONORS**
For each program/project proposal, it is important to check with the donor requirements for procurement. This manual represents the TIC minimum procurement procedures which shall be followed. If stricter procurement procedures are required by a donor, then the donor requirements shall followed.

If TIC cannot implement the procurement method of the donor for any reason, TIC shall have a negotiation or request for derogation. This should be made during proposal stage especially when TIC prepares a procurement plan to submit along with proposal to the donors.

9. **SOLE SOURCE JUSTIFICATION (WITHIN TIC PROCUREMENT)**
The Sole Source procurement for Goods, Services/Consultant and Works which can be used in excess of the Sole Source threshold determined earlier in the procurement method may be used in a rare and exceptional case. Thus it has to be strongly justified based on one of the following:

- Urgent operations,
- Security,
- Capacity/quality/technical reasons,
- Shortfall or unavailability on the market,
- Transportation issue,
- Ground legislation in a country of operation, etc.

The justification letter shall be kept for proving with other supporting document.

10. **FILING OF PROCUREMENT DOCUMENTS**
The procurement committee must keep procurement documents in proper order. Procurement files shall be kept for at least 10 years after the program is ended.

10.1 **General procurement file**
All the procurement documents shall be made in the following structure:

10.1.1 **Application and budget**
- Procurement plan and updates
- Distribution plan (if necessary)
- Declaration of impartiality and confidentiality
- General advertisement (see annex Gen 1-2) if any
- Correspondence with donor on procurement related issues (if any)

10.1.2 **Filing of sole source:**
- Request for purchase
• Offer/proposal
• Purchase order (if one is issued)
• Invoice/receipt and other supporting documents
  (If the supplier is unable to produce a receipt then TIC/Partner may draft a receipt on behalf of
  the supplier or seller stating description, quantity and price and obtain seller’s signature
  and/or thumb impression as an unofficial receipt. See sample of such format in GEN 3-1.)
• (for Goods only) Shipping documents (if the supplies are sent by a forwarder). In case the
  local forwarder is unable to provide a waybill, you must issue a Delivery Note which
  shall be signed by the carrier –
• (for Goods only) Proof of receipt/delivery note (if Supplies are sent by a forwarder)
• All the relevant annexes

10.1.3 Filing of sealed quotation/proposal procedure
• Short list of the suppliers/consultants/contractors
• PR (Proposal Request) - proof that you have invited minimum 3 suppliers
  simultaneously, such as print of e-mails, fax or receipts if hand delivered
• Copy of proposal from all suppliers - if some suppliers/consultants have declined,
  the reason shall be noted in the file
• Evaluation grid
• Letter to unsuccessful tenderers
• Purchase order
• (for goods only) shipping documents incl. invoice, packing list, waybill/BL/AWB
• (for goods only) proof of receipt/inspection/delivery note (if collected by own vehicle a
  note shall be made in the file).

10.1.4 Filing of open tendering
Due to the amount of documentation for Open Tendering we recommend that the procurement file will
be divided into two or three (unless it is a very small procurement, which can be filled in one file).
A. The Master file will typically have the following content
• Tender dossier
• Proof of advertisement (copy from the newspaper and the other sources)
• (Documentation for pre-qualification round incl. evaluation report and short list, if
  restricted method is used)
• Record of receipt of tenders
• Minutes from tender opening
• Evaluation report
• Letter of award
• Letter to unsuccessful tenderers
• Award notice (if published on TIC website)
The tenders received and the winning tender, may be filed in the Master file if space is available. Otherwise the tenders will be filed separately.

B. The **Goods file I** will typically have the following content

- Letter of award (original).
- Contract or purchase order and the winning tender
- Copy of performance guarantee (if applicable)
- Copy of advance pre-financing guarantee (if applicable)
- Payment documents
- Correspondence

C. The **Goods file II** (only applicable for goods contracts) will typically have the following content:

- Copies of the shipping documents
- Goods received Notes
- Insurance claims (if any)
- Customs declaration
- Copy of acceptance certificate (if required)
- Additional correspondence

The files shall be adjusted to include specific documentation as required in the tender and contract conditions.

11. PROCUREMENT MONITORING

11.1 Internal monitoring

For TIC's best practice, it is very important that the procurement committee members have regular timeframe for monitoring the procurement plan. To make it more effective, this shall involve those who are in the program and finance sections as the procurement, activity and budget plans are very closely linked. For example if the activity is changed the budget is also changed and the procurement plan also needs to be adjusted.

Therefore keep an active update of the plans (activity, budget and procurement) is the key success of the program.

11.2 Monitoring of contracts

It refers to the procurement contracts between TIC and suppliers, service provider/consultant and contractor.

The execution of the contracts by the supplier/consultant/contractor shall be monitored and administered by TIC. It is, therefore, recommended that TIC procurement committee members reads carefully the contract terms and conditions and establish a plan of actions to implement during the life of the contracts.
12. ANNEXES

General Annexes
GE 1 Declaration of impartiality and confidentiality
GE 2 General public advertisement
GE 2.1 Assessment check list on procurement
GE 2.2 Procurement plan format
GE 3 Contract award notice
GE 3.1 Delivery note

Goods Annexes
GO 0 Expression of interest
GO 1 Invitation to bid
GO 2 Supplier list and tender receipt form
GO 3 Quotation request
GO 4 Tender dossier
GO 5 Questions and answers
GO 6 Tender opening check list
GO 7 List of participant
GO 8 Tender opening form
GO 9 Evaluations grid for open tendering
GO 10 Evaluation grid for sealed quotation/proposal procedure
GO 11 Goods, service ad work quotation request for sole source
GO 12 Letter of acceptance
GO 13 Letter of unsuccessful suppliers
GO 14 Purchase order

SERVICES
SE 1 List of candidates and register of receipt of proposal
SE 2 Proposal request
SE 3 Evaluation grid
SE 4 Letter of unsuccessful candidates

WORKS
WO 1 List of contractor
WO 2 Proposal request (PR)
WO 3 Evaluation grid and report
WO 4 Letter of unsuccessful contractor
13. ABBREVIATIONS

TIC  Transparency International Cambodia
RIP  Request for Purchase
PR   Proposal Request
QR   Quotation Request
BID  Invitation to Bid
EoI  Expression of Interest
ToR  Term of Reference
Ge   General Annexes
Go   Goods Annexes
Se   Services Annexes
This manual was approved on January 7, 2013 by

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Rath Sophoan</td>
<td>Chairman of Board of Directors</td>
<td></td>
</tr>
<tr>
<td>Mr. Soeung Saroeun</td>
<td>Treasurer</td>
<td></td>
</tr>
<tr>
<td>Ms. Houth Ratanak</td>
<td>Board Member</td>
<td></td>
</tr>
<tr>
<td>Venerable Thorn Vandong</td>
<td>Board Member</td>
<td></td>
</tr>
<tr>
<td>Mr. Lor Saly</td>
<td>Board Member</td>
<td></td>
</tr>
</tbody>
</table>