



PROCUREMENT MANAGEMENT MANUAL

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1. INTRODUCTION

Transparency International Cambodia's (TI Cambodia) 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 TI Cambodia's operations, whether implemented by TI Cambodia staff or implemented by TI Cambodia's partners, in the case their policies do not meet international standards of procurement.

2. GENERAL INFORMATION

2.1 Purpose of the manual

The purpose of this manual is to:

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

2.2 General principles

TI Cambodia staff and partners shall always ensure 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 TI Cambodia's mission, values and the operations of TI Cambodia's daily business. These principles ensure TI Cambodia'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 TI Cambodia/ Partners is of satisfactory status.

- **Effectiveness**

The goods, services and works will fulfill project objectives.

TI Cambodia or partner staff should be alerted to individual or organisational 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 TI Cambodia's or partner employee's immediate family or has any previous connections with TI Cambodia or partner employees.

TI Cambodia and other stakeholders shall always respect these principles for all kinds of procurement.

2.3 Ethical standards

TI Cambodia'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 organisational conflicts of interest.

All TI Cambodia staff involved in procurement activities must comply with the procurement policy and procedures. They shall be aware of the standard policies and procedures relating to conflicts of interest, confidentiality and the acceptance of gifts and gratuities. They must maintain the highest ethical standards and level of accountability when working with TI Cambodia.

2.4 Conflict of interest

According to Transparency International, Conflicts of Interest is referred to "situation where an individual or the entity for which they work, whether a government, business, media outlet or civil society organisation, is confronted with choosing between the duties and demands of their positions, and their own private interests.

One of the situations where the conflicts of interest can occur is related to the procurement. TI Cambodia staff must scrupulously avoid any conflict in this matter. Any such conflicts of interest, real or apparent, he/she must fully disclose to his/her line manager. No one shall participate in the selection, award, or administration of a contract if a real or apparent conflict of interest is involved.

Please refer to TI Cambodia's Conflicts of Interest Policy for further detailed information.

2.5 Anti-corruption

TI Cambodia shall be free from corruption. It is absolutely imperative that 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" can be defined as dishonestly obtaining an advantage, avoiding an obligation or causing a loss to TI Cambodia during procurement process.

According to TI Cambodia's anti-corruption policy, the concerned person who is found to commit corruption/conflicts of interest shall be immediately dismissed.

Please refer to TI Cambodia's Anti-Corruption Policy for further detailed information.

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.

TI Cambodia is committed to combatting money laundering throughout its programme implementation. All the funds received from the donors shall be kept at TI Cambodia's bank account. The funds are only

used for programme related expenditures with a clear record of expenditure being kept by TI Cambodia and the bank. This shall be verified through the monthly bank reconciliations. When opening any new, future TI Cambodia bank accounts, TI Cambodia will always comply with the bank's requirements.

TI Cambodia closely monitors its programme 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.

TI Cambodia'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 TI Cambodia.

The statement of the Declaration of Impartiality & Confidentiality is read 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/TI Cambodia procurement procedures described in the TI Cambodia 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 in advance is a crucial part of preparing for proposals. Project staff must determine which goods, services and work 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 TI Cambodia 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.)

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 TI Cambodia.



3.2 Procurement committee

Any person listed in the below table can be invited to join as the procurement committee members at the beginning of the project/year. Those include, but not limited to, all managers of the units and Procurement Responsible Person.

N	Composition of Procurement Committee	Section/Unit	Remarks
1.	Procurement Responsible Person	HR/Admin	Compulsory
2.	HR & Admin Manager	HR/Admin	Optional

3.	IT Officer	IT	Optional
4.	Finance Manager	Finance	Optional
5.	Director of Operations	Operations	Optional
6.	Programme Manager/programme officer	Programme	Optional
7.	Director of Programmes	Programme	Optional
8.	Other relevant staff	Others	Optional

The main purpose of the committee is:

- a) To ensure that procurement planning is done and included in the project cycle and that responsible 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 Procurement Responsible Person 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. Thus the procurement and payment staff is not the same people.
- f) Ensure that the procurement fulfills donor requirements (procurement procedures/rule of origin and nationality, etc).
- g) To ensure that the procurement manual is adhered to by all employees and relevant partners, and is reviewed and adjusted as needed.

However, the number of members for the committee for each procurement will be varied based on the values/item of that particular procurement. The number and members of the committee shall be proposed by the Procurement Responsible Person and approved by the Executive Director/Director of Operations/Director of Programmes as stated in the Level of Authority in Finance Management Manual) 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).

The role and tasks of the procurement committee members are further described under each procurement method section

3.3 Preparation of procurement plan

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

The procurement plan shall be followed by the format using the Annex GE 2-2. The annual procurement plan for each programme/unit shall be drafted by respective programme/unit staff with the support from the Procurement Responsible Person. Then the consolidation of annual procurement plan for the whole TI Cambodia shall be made by the Procurement Responsible Person with the support from HR and Administration Manager in close collaboration with the procurement committee members 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 Items to be procured

We need to identify items to be procured (goods, services and works). In order to have better

estimation of budget, specification or ToR shall be determined which also include other cost which might incur such as insurance, warehouse, transportation and any other possible cost.

3.3.2 Grouping of lots/tenders

The procurement in lots is highly recommended by TI Cambodia/donors. It has many advantages such as cheaper and less time consuming. In the mean time we need to have 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 Market survey

Conducting market survey is very important. TI Cambodia'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 easier to access.

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

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

3.3.4 Time frame

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

The following is the recommended timeframe estimation of each procurement method.

Procurement method	Timeframe estimation
Quotation/proposal procedure	5-14 days
Sealed quote/proposal procedure	21-59 days
Open tendering	60-90 days

3.3.5 Final procurement plan

Once we have available information from step 1-4, TI Cambodia 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, if required by donors.

4. HOW TO SOURCE THE MARKET FOR SUPPLIERS, SERVICE PROVIDER/CONSULTANT AND CONTRACTOR

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

This may 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 foreign embassy or its representative office as they will most likely have some useful local Internet addresses.
- **Embassy/its representative office:** Contact the local embassy or its representative office for a list of local suppliers as they also want to promote their local suppliers/businesses.
- **References from other local based organisations/companies:** Talk to other organisations and other local/international companies based in Cambodia and learn more about where they are purchasing their goods, services and works.
- **Yellow page/phone books:** Look at the local yellow page or phone books to see relevant suppliers
- **Trade fairs/exhibitions:** Look at the relevant trade fairs. Search on the internet for relevant trade fairs/exhibitions.

4.2 TI Cambodia's 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 TI Cambodia business opportunities offered in TI Cambodia for the whole programme phase. Irrespective of the procurement method, a general advertisement should be made locally at the beginning of a programme. Advertising will also help the Procurement Committee in sourcing the market for local suppliers.

TI Cambodia 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., in which information 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/service providers/consultants)

It is recommended, and if it is applicable, that at the beginning of the year or a project period the Procurement Committee/ Procurement Responsible Person 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. It may be used with seal quotation/proposal procedure method.

4.4 Invitation to bid

At TI Cambodia, this is used when we would like to invite the supplier, consultant, contractor, firms to submit their bids to TI Cambodia. We use "Invitation to Bid" when the threshold amount is in the open tendering method. Therefore it shall be used with Open Tendering method.

5. TECHNICAL SPECIFICATIONS AND TERMS OF REFERENCE

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 programme.

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 for goods, service or work. Those characteristics should, but not limited to, include:

- Quality levels
- Environmental performance
- Design for all requirements
- Procurement method
- 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 TI Cambodia 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 usage and place of usage 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

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

6.1 Goods:

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

6.2 Services:

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

6.3 Works:

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

6.4 Hybrid:

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.

6.5 Exclusion from the procurement:

Expenses that happen every month or repeatedly. TI Cambodia considers the following to be excluded from the procurement:

- Procurement of fuel (best to have a yearly contract with a selected 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 selected supplier)
- Bathroom/kitchen supplies (best to have a yearly contract with a selected supplier)
- Office maintenance
- Job announcement
- Office building rental
- Translator/interpreter (best to have a yearly contract with translator/Interpreter or firm)
- Accommodation/transportation (booked by individual traveller)

- Any other operational or activity cost up to \$500. However attempt to break down the cost in order to have a direct purchase is not allowable.
- Auditing fee (from the second year and within the programme phase)

Please note that this can be a direct negotiation and purchase after the purchase request is approved. A direct negotiation and purchase shall be made by the Procurement Responsible Person. If there is a need to purchase in the province where the Responsible Person is not, other relevant staffs responsible for the programme are authorised to perform the task. Since this is a direct purchase, close negotiation with the supplier/service providers shall be made in order to ensure the current market price is obtained. No purchase order is required.

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

Quotation/proposal procedure		
USD 501 to USD 7,000	Goods	Elaborated in section 6.6.1
USD 501 to USD 8,000	Services/consultant	Elaborated in section 6.6.2
USD 501to USD 13,000	Works	Elaborated in section 6.6.3

Sealed Quotation/Proposal Procedure		
USD 7,001 – 100,000	Goods	Elaborated in section 6.6.4
USD 8,001 – 100,000	Services/consultant	Elaborated in section 6.6.5
USD 13,001 – 250, 000	Works	Elaborated in section 6.6.6

Open Tendering		
Above USD 100,000	Goods	Elaborated in section 6.6.7
Above USD100,000	Services/consultant	Elaborated in section 6.6.7
Above USD 250, 000	Works	Elaborated in section 6.6.7

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
- Avoid delays and higher costs in project implementation.

6.6 Classification of procurement method

6.6.1 Quotation/proposal procedure for goods (USD 501 to USD 7,000)

TI Cambodia's procurement committee shall ensure that three written quotation requests are sent to the suppliers. Verbal quotations can also be requested in rare cases and based on specific circumstances. If verbal quotations shall be asked for, significant information shall be notified in TI Cambodia's Verbal Quote/Proposal Form. This information shall include the name of the supplier and the contact details, the description of goods, the price, etc. The form must be attached to the procurement documents.

Note for next procurement:

The purchase order can also be made to the same supplier without going through the quotation/proposal process, provided that:

- *The period from the last purchase does not exceed 3 months;*
- *The price variance is within 15% of the unit cost for the service (in this case close and direct*

- negotiation with service provider/consultant is necessary);*
- No procurement committee member meeting is needed; and
- Prior approval from TI Cambodia's authorised person is obtained.

Step:

1. Request of purchase is initiated by the relevant staff either in the programme, operations or other sections of TI Cambodia, and approved by TI Cambodia authorised person.
2. The Procurement Responsible Person, upon receipt of the request, proposes the relevant procurement committee and seeks for the approval from the ED/Director of Operations/Director of Programmes. (Apply for the amount from USD 501 up)
3. The Procurement Responsible Person with close collaboration/support from the procurement team seeks for quotations/proposals.
4. Upon receipt of quotations/proposal, the meeting on quotations/proposal evaluation is called for.
5. The meeting minutes is produced and signed by the procurement manager. (Apply for the amount from USD 1,000 only)
6. Procurement Responsible Person issues a purchase order (PO) (apply for the amount from USD 501). One copy of PO shall be given to supplier/vendor. Another copy is retained at TI Cambodia.
7. Procurement Responsible Person in close collaboration with the procurement committee inspects the goods received.

Annexes attached

GE 1	Declaration of impartiality and confidentiality
GO 11	Quotation request (QR)-optional
G0 14	Purchase order (PO) for the amount from \$501

6.6.2 Quotation/proposal procedure for services/consultant (From \$501 to USD 8,000)

TI Cambodia's procurement committee shall ensure that three written proposal requests are sent to the service provider/consultant. However verbal proposals can also be requested in rare cases and under specific circumstances. If verbal proposals shall be asked for, significant information shall be notified in TI Cambodia's Verbal Quote/Proposal Form such as the name of the supplier and his/her contact details, the description of the service, the price, etc. using TI Cambodia's procurement template. This form must be attached to the procurement documents.

Note for next procurement: If the service provider's ToRs are the same, a contract/agreement can also be made to the same service provider/consultant without going through another proposal process, provided that:

- The period from the last service does not exceed 3 months;
- The price variance is within 15% of the unit cost (in this case close and direct negotiation with service provider/consultant is necessary);
- No procurement committee member meeting is needed; and
- Approval from TI Cambodia's authorised person is obtained.

Step:

1. Request of service is initiated by the relevant staff either from the programme, operations or other sections of TI Cambodia, and approved by TI Cambodia authorised person.
2. The Procurement Responsible Person, upon receipt of the request, proposes the relevant

- procurement committee, and seeks for the approval from the ED/Director of Operations/Director of Programmes. (Apply for the amount from USD 501 up)
3. The procurement manager or his/her assigned team member drafts the Term of Reference (ToR)
 4. The Procurement Responsible Person with close collaboration/support 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. (apply for the amount from USD 1,000)
 7. Procurement Responsible Person issues a service contract (apply for the amount from USD 501) One copy of service contract shall be given to service provider/consultant. Another copy is retained at TI Cambodia office
 8. Procurement Responsible Person in close collaboration with the procurement team monitors the whole contract process.

Annexes attached

GE 1	Declaration of impartiality and confidentiality
GO 11	Proposal request (PR) –optional
SE 6	Service contract (Apply for the amount from USD 501 up)

6.6.3 Quotation/proposal procedure for works (From \$501 to USD 13,000)

TI Cambodia's procurement committee shall ensure that three written quotation requests are sent to the suppliers. Verbal quotations can also be requested in rare cases and based on specific circumstances. If verbal quotations shall be asked for, significant information shall be notified in TI Cambodia's Verbal Quote/Proposal Form. This information shall include the name of the supplier and the contact details, the description of goods, the price, etc. The form must be attached to the procurement documents.

Note for next procurement:

The purchase order can also be made to the same supplier without going through the quotation/proposal process, provided that:

- The period from the last purchase does not exceed 3 months;
- The price variance is within 15% of the unit cost for the service (in this case close and direct negotiation with service provider/consultant is necessary);
- No procurement committee member meeting is needed; and
- Prior approval from TI Cambodia's authorised person is obtained.

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 programme, operations or other sections of TI Cambodia, and approved by TI Cambodia authorised person.
2. The Procurement Responsible Person, upon receipt of the request, proposes the relevant procurement committee, and seeks the approval from the ED. (Apply for the amount from USD 501 up)
4. The procurement manager or his/her assigned staff drafts the Work Specification
5. The Procurement Responsible Person 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 (Apply for the amount from USD 1,000 up)
8. Procurement Responsible Person issues a work contract. One copy of service contract shall

be given to a contractor. Another copy is retained at TI Cambodia office.

9. The Procurement Responsible Person in close collaboration with the procurement committee monitor/inspect the work contract.

Annexes attached

GE 1	Declaration of impartiality and confidentiality
GO 11	Proposal request (PR) –optional
SE 6	Work contract (Apply for the amount from USD 501 up)

6.6.4 Sealed quotation/proposal procedure for Goods (USD 7,001-100,000)

- TI Cambodia procurement committee shall make sure that minimum 3 written quotations (sealed) are required from various suppliers/vendors. This method is more formal and strict than a Quotation/Proposal method, but less formal and strict than Open Tendering method.

Step:

1. Request of purchase is initiated by the relevant staff either from the programme, operations or other sections of TI Cambodia, and approved by TI Cambodia authorised person.
2. The Procurement Responsible Person, upon receipt of the request, proposes the relevant procurement committee, and seeks for the approval from the ED/Director of Operations/Director of Programmes.
3. The procurement manager or his/her assigned staff drafts the Goods Specification
4. The Procurement Responsible Person with close collaboration from the procurement team selects the available suppliers/vendors (5-6) for sending the QR to.
5. The Procurement Responsible Person with close collaboration from the procurement team prepares Quotation Request (QR), and sends to the available selected suppliers/vendors within 2 days.
6. The sealed Quotes shall be received by the Procurement Responsible Person. When received, the sealed Quotes shall be stamped with the received date and name. The receiver shall keep them secured and sealed until the procurement 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 Responsible Person issues a Purchase Order (PO). One copy of PO shall be given to a supplier/vendor. Another copy is retained in TI Cambodia's office.
10. The Procurement Responsible Person notifies the unsuccessful suppliers/vendors.
11. The award notice of the successful supplier/vendor shall be placed at TI Cambodia's website (if applicable).
12. Procurement Responsible Person in close collaboration with the procurement team inspects the goods received.

Annexes attached

GE 1	Declaration of impartiality and confidentiality
GO 2	Supplier/vendor form
GO 3	Quotation request (QR)–mandatory
GO 10-1	Evaluation grid
GO 14	Purchase order
GO 13	Notification letter to unsuccessful suppliers/vendors

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 TI Cambodia 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.

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

- TI Cambodia 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, etc.,.
- 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.
- TI Cambodia procurement committee shall make sure that minimum 3 written proposals are required from individual or Consultancy firm. This method is more formal and strict than a **Quotation/Proposal procedure** method, but less formal and strict than Open Tendering method.

Step:

1. Request of service is initiated by the relevant staff either from the programme, operations or other sections of TI Cambodia, and approved by TI Cambodia authorised person.
2. The Procurement Responsible Person, upon receipt of the request, proposes the relevant procurement committee, and seeks for the approval from the ED/Director of Operations/Director of Programmes.
3. The procurement manager or his/her assigned staff drafts the Term of Reference (ToR)
4. The Procurement Responsible Person with close collaboration from the procurement team selects the available service proposal (5-6) for sending the PR to.
5. The Procurement Responsible Person with close collaboration from the procurement team prepares Proposal Request (PR), and sends to the available selected service providers/consultant within 2 days.
6. The sealed PR shall be received by the Procurement Responsible Person. 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 Responsible Person issues a service contract. One copy of service contract shall be given to service provider/consultant. Another copy is retained at TI Cambodia office.
11. The Procurement Responsible Person notifies the unsuccessful service provider/consultant
12. The award notice of the successful service provider/consultant shall be placed at TI Cambodia's website (if applicable)
13. Procurement Responsible Person in close collaboration with the procurement committee monitoring the whole contract process.

Annexes attached

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

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 TI Cambodia 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 TI Cambodia'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)

6.6.6 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.

- TI Cambodia 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 *Quotation/Proposal procedure* method, but less formal and strict than Open Tendering method.

Process

1. Request of work is initiated by the relevant staff either from the programme, operations or other sections of TI Cambodia, and approved by TI Cambodia authorised person.
2. The Procurement Responsible Person, upon receipt of the request, proposes the relevant procurement committee, and seeks for the approval from the ED/Director of Operations/ Director of Programme.
3. The procurement manager or his/her assigned staffs draft the Work Specification.
4. The Procurement Responsible Person with close collaboration from the procurement team selects the available individual contractor/contracting company (5-6) for sending the PR to.
5. The Procurement Responsible Person with close collaboration from the procurement team prepares Proposal Request (PR), and sends to the available selected individual contractor/contracting company within 2 days.
6. The sealed PR shall be received by the Procurement Responsible Person. 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 Responsible Person issues a work contract. One copy of work contract shall be given to individual contractor/contracting company. Another copy is retained at TI Cambodia's office.
11. The Procurement Responsible Person notifies the unsuccessful individual contractor/contracting company.
12. The award notice of the successful individual contractor/contracting company shall be placed at TI Cambodia'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
WO 2	Proposal request (PR) including contract
WO 4	Evaluation grid and report
WO 5	Letter to unsuccessful contractors
GE 3	Contract award notice (If applicable)

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 TI Cambodia 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 TI Cambodia'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)

6.6.7 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 medias.
- 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 programme, operations or other sections of TI Cambodia, and approved by TI Cambodia authorised person.
2. The Procurement Responsible Person, upon receipt of the request, proposes the relevant procurement committee, and seeks for the approval from the ED/Director of Operations/ Director of Programmes.
3. The procurement manager or his/her assigned staff drafts the Goods, Service or Work Specification/ToR
4. The procurement team drafts the tender dossier which is relevant to the contract
5. The Procurement Responsible Person with close collaboration from the procurement team sends out the Invitation to Bid through the relevant medias.
6. The Procurement Responsible Person shall submit the tender dossiers to the tenderers who have requested for it soon after their requests.
7. The sealed bid tenders shall be received by the Procurement Responsible Person. 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 Responsible Person issues a purchase order or contract. One copy of purchase order or contract shall be given to a successful tenderer.
14. Procurement Responsible Person prepares the notification letter to unsuccessful tenderers.
15. Publish the contract award notice on TI Cambodia website (if applicable).
16. The Procurement Responsible Person in close collaboration from the procurement committee inspects goods received/monitoring the works and service contracts.

Annexes attached

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

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 organisational 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. TI Cambodia 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 winding 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. REQUIRMENTS FROM DONORS

For each programme/project proposal, it is important to check with the donor requirements for procurement. This manual represents the TI Cambodia minimum procurement procedures which shall be followed. If stricter procurement procedures are required by a donor, then the donor requirements shall be followed.

If TI Cambodia 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 TI Cambodia prepares a procurement plan to submit along with proposal to the donors.

9. SOLE SOURCE JUSTIFICATION (WITHIN TI CAMBODIA PROCUREMENT)

The Sole Source procurement for Goods, Services/Consultant and Works can be used in a rare and exceptional case. Thus it has to be strongly justified based on one of the following reasons:

- 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 documents.

10. FILING OF PROCUREMENT DOCUMENTS

The procurement committee must keep procurement documents in proper order. Procurement files shall be kept for at least 7 years after the programme 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 Quotation/proposal procedure

The following points should be considered when filling:

- 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 TI Cambodia/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

The following points should be considered when filling:

- Short list of the suppliers/service provider/contractors
- Quotation/Proposal Request - proof that the procurement team has invited minimum 3 suppliers/service providers/contractors simultaneously, such as print of e-mails, fax or receipts if hand delivered
- Copy of quotes/proposals from all suppliers/service providers – 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).
- Any other necessary items

10.1.4 Filing of open tendering

Due to the amount of documentation for Open Tendering it is recommended 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).

The following points should be considered when filling:

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 TI Cambodia 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 INVENTORY

11.1 Fixed asset (tangible and intangible)

A long-term tangible and intangible property that a company owns and uses in the production of its income, and is not expected to be consumed or converted into cash any sooner than at least one year's time.

For TI Cambodia: tangible assets include office equipment and furniture, IT equipment, and vehicles; while intangible assets comprise of software licenses. They are initially recorded at cost and thereafter presented at the lower of historical cost less accumulated depreciation and their recoverable amount.

11.1.1 Fixed asset register

As soon as the fixed assets have been purchased and delivered to TI Cambodia's office, they shall be labeled and updated in the fixed asset registration list as soon as possible. The fixed asset list shall be updated every month and submitted to TI Cambodia's authorised person for approval. In addition, fixed asset physical count/review shall be conducted at least in every 6 months by two different people (one is a person who maintains the asset; the other one is a reviewer who is different from the person who maintains the assets).

The following items are at least included in the fixed asset registration:

No., Description of item, QTY, Acquisition Date, Acquisition Price, Serial No, Brand name/Model, Supplier Name, Reference No, Owner of the item, Donor's name, Finance Voucher No, Item Location, Person using the item, Condition of Item, Useful Life of Item, Condition of Item, Useful life of Item, Warranty and Comment.

TI Cambodia maintains the registration for items which cost from US\$100 in value and with a useful life of more than twelve (12) months, and Items (not stationery) with value less than USD\$100 but with a useful life of greater than 12 months.

11.1.2 Fixed asset maintenance

Regular maintenance of fixed assets is necessary, and can help reducing risks, improving safety and prolonging the life of assets, as well as preserving their values. Those assets include building, vehicle, office equipment, etc.

11.1.3 Fixed asset insurance

Insuring the assets against theft or damage is a way to prevent the risk of asset loss. TI Cambodia shall take special care to insure the asset such as vehicles, building against fire and its content against theft, and any other assets of higher values.

The Procurement Responsible Person shall notify the insurance company immediately to include the assets following the purchase.

11.1.4 Fixed asset depreciation:

Depreciation is calculated on a straight-line basis over the useful life of each asset. On the average, the useful lives of TI Cambodia's main classes of assets are estimated as followed:

Classes of assets	Years
Office Equipment	5
Furniture and Fitting	5
IT Equipment and Software	3
Vehicles	7

11.1.5 Fixed asset disposal:

Once the fixed asset reaches its useful life, or when it no longer has any use, it should be disposed of appropriately. All asset disposals must be approved in advance by the TI Cambodia's authorised person.

Where the asset has been purchased by a current donor, TI Cambodia shall follow its requirement of asset disposal (if any). This can be a donation to a beneficiary, a partner organisation, a government office, sell the asset or simply destroy it because it no longer works.

The disposal (either scrapped or sold) shall be appropriately recorded, and its cost of maintenance is expended as incurred.

In addition, it must be supported by relevant supporting documents, and noted to fixed asset register.

If the fixed asset shall be sold, the principle of open and effective competition is to be applied. TI Cambodia provides no warranty on the assets. They are sold on an "as is, where is" basis and the receiver is responsible for removing the asset at their own risks.

For IT assets' disposal, it is necessary to ensure that all files have been backed up and removed from the hard drives. Hard disks should be reformatted rather than relying on deleting file.

12. PROCUREMENT MONITORING

12.1 Internal monitoring

For TI Cambodia'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 programme 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 programme.

12.2 Monitoring of contracts

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

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

13. AMENDMENT AND REVIEWS

The manual shall be updated every 4 years, or when required, based on the practical experiment of implementation by the involved stakeholders.

This manual was revised by the Senior Management Team with proper consultation with TI Cambodia's Staff. This revision ver. 2 shall be effective from 1 July 2020.



Pech Pisey
Executive Director

And approved by the Board of Directors in 27 June 2020,



Vong Socheata
Chair of Board of Directors

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 and work quotation request for sole source
GO 12	Letter of acceptance
GO 13	Letter of unsuccessful suppliers
GO 14	Purchase order

SERVICES Annexes

SE 1	List of candidates and register of receipt of proposal
SE 2	Proposal request
SE 3	Evaluation grid
SE4	Letter of unsuccessful candidates

WORKS Annex

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

ABBREVIATIONS

TIC	Transparency International Cambodia
RfP	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