



ACET African Center
for Economic
Transformation

acetforafrica.org

Procurement Policy and Procedures



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1. Introduction



ACET, in its usage of donor funds is expected to comply and be guided by the core principles of procurement. Clients, donors and other stakeholders expect the highest level of responsibility in ACET's usage of funds. Indeed, ACET's services must be delivered with a high level of professionalism that justifies ACET's involvement and adds value to all stakeholders. The procurement function supports organizations in the achievement of value for money with integrity towards the delivery of stated needs and targets. In the case of ACET, a considerable number of the activities are donor funded and as such, ACET is committed to ensuring the judicious use of these resources as well as its own generated funds. While a variety of routes may be adopted in procuring organizational needs, the core procurement principles of transparency, fairness, value for money, integrity, efficiency, being fit for purpose, and timely delivery of the procurement, will be the guiding principles that drive the procurement function for ACET. While recognizing the respective procurement policies and regulations of various donors, this document seeks to set out the overarching procurement policy and procedures guiding ACET procurement.

1.1 Aim

The procurement policy and procedures document is to ensure the core procurement principles of transparency, fairness, value for money, integrity, efficiency, fairness, being fit for purpose, and timely delivery of procurement are duly adhered to in ACET's procurement function and also ensure ACET is not exposed to liabilities, adverse risks of external audit disqualification, or unfavourable attention from donors or the governments with whom the organization works.

1.2 Application

This procurement policy and procedures apply to the processes of acquisition of consultancy services, goods, and works for ACET. For the avoidance of doubt, this shall apply to the recruitment of consultants who are not considered as ACET staff. These may include short-term or part-time positions linked with time-bound projects with specific outputs/deliverables. It also extends to cover the procedures in asset disposal where applicable.

1.3 Alternative Procurement Arrangements

At the request of the client and/or donor, ACET may agree to alternative recommended procurement rules or regulations. This is subject to approval by ACET's management. In instances where the adoption of a particular procurement policy and procedure forms part of a signed agreement between ACET and an external partner, the referenced procurement policy and procedures in the agreement shall apply.

1.4 Ethical Considerations

All procurement activities are expected to conform to the highest ethical standards. Procurement personnel or persons involved in any part of the procurement process are never to use their authority and/or involvement for personal gain.

All Procurement Personnel are responsible for the propriety and compliance of actions taken by them in relation to procurement, and may be held responsible and liable in accordance with these procurement procedures. Staff non-compliance will be addressed by the Staff Handbook while independent contractors, suppliers, and consultants will be dealt with per the terms of their contracts.

A member of staff involved in a particular procurement process whose role(s) may give undue advantage to a profit-making business or has social or family ties or any other concern in a business or person – including a concern in which s/he holds a financial interest, directly or indirectly – shall either:

- Disclose that interest in writing, and formally excuse him/herself from any involvement in the matter which might give rise to a conflict of interest situation or
- Dispose off that financial interest if need.

ACET staff involved in procurement shall treat all suppliers in a fair and equitable manner in line with the principle of fairness, integrity, and transparency in the procurement process. The following standards of conduct must be adhered to by all involved in a procurement process:

1. During the pre-solicitation phase, no one can give suppliers access to specific, privileged information on a particular acquisition before such information is approved for dissemination to said suppliers/contractors/consultants.
2. During the solicitation phase, all suppliers must receive identical information. Any clarifications to the solicitation documents must be provided at the same time, in writing, to all suppliers/ contractors/consultants.
3. Specifications or terms of reference should be linked to function and to performance as much as possible. Conformance specifications or terms of reference must only be used when necessary. They must not include conditions limiting competition (e.g. branding unless required for standardization purposes) nor be unnecessarily restrictive, as this may discourage competition.
4. Individuals having a personal or financial interest, directly or indirectly, relating to a supplier responding to a solicitation are prohibited from any involvement in the procurement process.
5. During the evaluation, the evaluation criteria specified in the solicitation documents must be applied in the same manner for each evaluated offer. Under no circumstances shall new evaluation criteria not mentioned in the solicitation documents be introduced during the evaluation process.

► 1. Introduction

6. Personnel shall not solicit or accept, directly or indirectly, any promise of future employment from anyone who has sought or is seeking to obtain ACET's business.
7. Personnel shall not disclose proprietary and source selection information, directly or indirectly, to any person other than a person authorized to receive such information.

A conflict of interest occurs, when a personnel's private interests, such as outside professional relationships or personal financial assets, interfere or appear to interfere with the proper performance of his/her professional functions or obligations. Within the procurement environment, a conflict of interest may arise in connection with such private interests as personal investments and assets, political or other outside activities and affiliations while in the service of ACET employment after separation from ACET service or the receipt of a gift that may place the procurement personnel or staff in a position of obligation.

A conflict of interest also includes the use of ACET's assets, including human, financial and material assets, or the use of ACET's office or knowledge gained from official functions for private gain or to prejudice the position of someone the procurement personnel/staff does not favour. A conflict of interest may also arise in situations where the personnel is seen to benefit, directly or indirectly, or allow a third party, including family, friends or someone they favour, to benefit from the personnel's decisions.

1.5 Fraud

ACET adopts the following definitions of terms associated with fraud by the World Bank and forbids its staff from indulging in such in the execution of procurement activities. For the purposes of this provision, the terms are set forth as follows:

1. **Corrupt practice** is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party.
2. **Fraudulent practice** is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
3. **Collusive practice** is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party.
4. **Coercive practice** is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
5. **Obstructive practice** is deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation.

All ACET staff involved in procurement are forbidden from implicating themselves in such acts as so defined above.



2. Procurement Structure

The authority of procurement in ACET's operations shall be managed through the clear and transparent lines of answerability and a clear description of the roles and responsibilities of parties involved in the process. All procurement activities will have to pass through the procurement officer who will seek for clearance to proceed from the Chief Operating Officer or as may be applicable with regards to the defined thresholds as set out in schedule 1. Procurement requests shall always have to be initiated by the user department. The requests will need at least two signatures; both the signatures of the requester and at least one other person, preferably a line manager, to whom the requester is answerable to. For the avoidance of doubt, the qualified line managers to approve procurement requests include those at the level or acting at the level of unit heads and above including other budget holders. This shall be in conformity with the procurement thresholds set out in schedule 1.

2.1 Procurement Planning

The assessment of needs, specification or drafting of terms of reference and estimation of cost, though complex, are the first steps in the procurement process that are necessary in the forecasting of a specific procurement activity. It may require several adjustments to keep it updated. The benefits of procurement planning usually outweigh the disadvantages. Procurement planning is defined as the process of assessing and projecting the procurement needs of the organization, programme or project in order to determine its procurement strategy. Developing a strategic approach to procurement through appropriate and timely procurement planning is a key element for successful implementation.

To this end, the procurement officer together with the finance team and with the inputs of implementation units/departments shall prepare a procurement plan to support approved activities annually. This is needed whether the procurement will be conducted in line with donors preferred procurement guidelines or ACET's.

The procurement plan, including its updates, shall include:

- a. A brief description of the activities/contracts.
- b. The selection methods to be applied.
- c. Source of funding
- d. Cost estimates.
- e. Time schedules.
- f. Any other relevant procurement information.

For emergency situations, the procurement plan may be completed during the implementation stage.

► 2. Procurement Structure

A user department/unit shall submit its planned procurement activities for the year, not later than one month to the end of the financial year of the year preceding the intended procurement year. The procurement plan shall be reviewed every quarter. A user department shall not under any circumstance break bulk (i.e. purchasing needed goods and services in chunks to avoid taking a particular procurement route that demands increased scrutiny) for any reason.



3. Methods of Procurement

The methods of procurement shall include the following:

1. Open Competition
2. Limited / Restricted Method
3. Direct Selection
4. Request for Quotations

3.1 Open Competition

The application of this method shall provide all eligible prospective firms or individual consultants or suppliers with timely and adequate advertisement of procurement requests and an equal opportunity to provide their bids. This is applicable to the thresholds stated in schedule (1). In an instance where an alternative route may be adopted, subject to the approval of the Chief Operating Officer, there shall include in the record required, a statement of the grounds and circumstances under which the decision was premised to justify the use of that method. In an instance where there is the need to solicit expression of interests (EOI) before the bidding documents are sent out to shortlisted qualified bidders, the Expression of Interests shall comply with the procedures stated herein. For the avoidance of doubt, Expression of Interests shall be solicited in the instance of Procurement of Services. The two-stage tendering procedure (ie, soliciting for EOIs and subsequently inviting shortlisted bidders to bid formally) may be optional in the procurement of goods and works.

Procedure

The following procedure must be adhered to:

1. There shall be an advertisement which shall be widely circulated through mediums that command considerably significant patronage.
2. The advertisement must clearly state the need(s), instruction to be adhered to for submission of bids, and deadline for the submission.
3. There shall be a fair and transparent treatment of all prospective bidders.
4. There shall be ample time provided to enable interested parties express their interest in partaking in the bidding process (minimum 10 working days)
5. Pre-bid meetings may be organized as and when necessary to clearly explain the needs to prospective bidders. This must be recorded and documented.

3.2 Limited/Restricted Method

This method shall be adopted in accordance with the thresholds set out in schedule 1. However, for reasons of economy and efficiency and subject to the approval of the Chief Operating Officer, the limited method may be adopted if the time and cost required to examine and evaluate many tenders are disproportionate to the value of the goods, works or services to be procured.

Procedure

1. Shortlist of a minimum of three (3) bidders shall be prepared with a short writeup justifying their selection.
2. Registration and other statutory documents as applicable shall be made available on request by the procurement officer. This may be waived for firms that have previously worked with ACET within six (6) months at the time of the procurement.
3. There shall be a fair and transparent treatment of all prospective bidders.
4. There shall be ample time provided to enable interested parties to express their interest in partaking in the bidding process.
5. Pre-bid meetings may be organized as and when necessary to clearly explain the needs to prospective bidders. This must be recorded and documented.

3.3 Direct Selection

Conditions under which a direct selection method shall be adopted include:

- a. The amount involved in the procurement is within the threshold as set out in schedule 1.
- b. Where goods, works or services are only available from a particular supplier or contractor, or if a particular supplier or contractor has exclusive rights in respect of the goods, works or services, and no reasonable alternative or substitute exists.
- c. Where there is an urgent need for the goods or services and engaging in tender proceedings or any other method of procurement is impractical due to unforeseeable circumstances giving rise to an urgency.
- d. Where additional supplies need to be procured from a particular supplier or consultant for the sake of standardisation
- e. Where there is a need for compatibility with existing goods, equipment, technology, or services, considering the effectiveness of the original procurement in meeting the need.
- f. Where there is the justification of continuation of the delivery of service which in relation to the initial contract is not very substantial and the justification of continuation of the initial vendor makes sense.

Except as set out in the threshold provided in schedule 1, all direct selection procurement requests are subject to provision of a justification and subsequent approval by the Chief Operating Officer or as may be set out in the threshold.

Procedure

1. A quotation shall be requested from a single supplier/consultant/contractor.
2. In the case of a consultant rendering a service, a financial offer without a technical proposal may be requested.
3. Justification for the selected supplier/consultant shall be provided by the requester/user department for approval.
4. Registration and other statutory documents as applicable shall be made available on request by the procurement officer. This may be waived for firms/individuals that have previously worked with ACET within six (6) months at the time of the procurement.
5. There shall be ample time provided to enable the quotations to be submitted.
6. Upon approval of the justification, negotiations can be initiated in anticipation of the full preparation of the bidding documents.

3.4 Request for Quotations

This method shall be used:

- a. Where there are readily available goods or technical services that are not specially produced or provided to the particular specifications.
- b. For goods where there is an established market if the estimated value of the procurement contract is less than the amount as set out Schedule 1.

Procedure

1. This will not require the issue of standard bidding documentations.
2. A minimum of three (3) quotations shall be solicited from different suppliers/consultants.
3. Each supplier/consultant shall only give one price quotation that cannot be changed.
4. No negotiations shall take place with respect to a quotation submitted by the supplier or consultant, prior to evaluation of bids.
5. The submitted bids shall be evaluated for price and the lowest evaluated bidder shall be recommended for award.



4. Tendering Procedure

4.1 Procurement Request

Procurement request is expected to originate from the user unit/department. The general process is as follows:

1. Complete procurement request form to be signed by at least two persons, the requester and a superior (two eye principle).
2. Provide detailed information on the specification of the goods to be procured
3. In the case of consultancy, detailed terms of reference shall be attached.
4. Include all signed justifications as may be applicable in the case of limited/direct selection.
5. Procurement requests shall be submitted to the procurement officer for processing.

4.2 Description of Services/Specification of Goods

Requests for consultancy contracts shall include a well detailed terms of reference (TORs) clearly stating the required activities to be performed with their corresponding deliverables and expected performance outputs. The basic outline may include the following:

1. Background
2. Objective(s) of the Assignment
3. Scope of Services, Tasks (Components)
4. Expected Deliverables
5. Team Composition & Qualification Requirements for the Key Experts
6. Reporting Requirements
7. Time Schedule for Deliverables
8. Client's Input and Counterpart Personnel (if applicable)

Specifications should be linked to function and to performance as much as possible. Specifications for goods must, as much as possible, be brand neutral. They must not include conditions limiting competition (e.g. branding unless required for standardization purposes) nor be unnecessarily restrictive, as this may discourage competition. Subject to the approval of management, brand specific specifications may be solicited.

4.3 Bidding Documents

Bidding documents shall be provided to suppliers or consultants in accordance with the procedures and requirements specified in the invitation to tender.

The invitation documents shall include:

1. Instructions for preparing tenders.
2. The criteria and procedures for the evaluation of the offers of suppliers or consultants.
3. The requirements on additional documentary evidence or other information that is to be submitted by suppliers or consultants to demonstrate their qualifications.
4. The terms of reference/specifications.
5. In the case of consultancy requests that would require the submission of both technical and financial offers, the bidding document shall clearly state the weightings for both financial and technical offers – Technical 70%, Financial 30%, or as may be determined by the request).
6. The minimum score required shall be clearly stated in the bidding documents.

4.4 Modifications or clarifications of Bidding Documents

A bidder may request for clarifications on the bidding documents within a reasonable time before the deadline for the submission of bids. The bidding documents can be modified before the submission date, in which case this must be communicated to all bidders.

4.5 Communication

Communication with regards to procurement should be in writing in a form that is capable of being filed for future reference and audit purposes. In the case of electronic communication, all communication should be via official emails and in the instance of verbal communication, follow-up documentable communication should be processed and filed accordingly.

4.6 Submission of Bids/Bid Opening

Bids are expected to be received before the closing period stated in the requests sent out for solicitation of bids. After the closing date for submission of bids, the procurement officer shall liaise with the user units to organize a bid opening. This should not be more than 5days after the request for bid. The invitation should state the specific place for submission. Additionally, the specific date and time set as the deadline for the submission of tenders must be clearly communicated. Bidders shall be given ample time to prepare their bids. However, on agreement with the user department, the procurement officer can give an extension to the deadline of submission prior to the deadline, on the grounds of giving sufficient time for the bidders to clarify or modify their bids as may be directed from ACET. The receipt of bids should be carried out in such a manner that would not expose submitted bids to manipulation. Bids should not be tempered with at any time of the process, be it electronically or manually, before the opening of the bids as agreed on by the procurement officer and the user department.

4.7 Opening of Bids for Consultancy Under Competitive/Limited Methods of Procurement

The opening of bids under any of these methods shall be as follows:

1. The technical bid shall be opened first.
2. The technical bid shall be evaluated against the criteria and marks set out in the bidding documents.
3. A minimum of two competent evaluators shall do independent evaluation of bids.
4. The average score of both assessors shall form the score for a particular consultant.
5. The consultants who do not achieve the minimum qualification score determined in the bidding documents shall be disqualified.
6. The disqualified bidders shall be duly notified, and their financial offers returned to them unopened.
7. The financial scores of the qualified consultants shall be opened at a determined day and time and evaluated.
8. The lowest evaluated Financial Proposal (F_m) is given the maximum financial score (S_f) of 100.
9. The formula for determining the financial scores (S_f) of all other Proposals is calculated as following: $S_f = 100 \times F_m/F$, in which " S_f " is the financial score, " F_m " is the lowest price, and " F " the price of the proposal under consideration.
10. Proposals are to be ranked according to their combined technical (S_t) and financial (S_f) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; $T + P = 1$) as following: $S = S_t \times T\% + S_f \times P\%$.
11. The consultant with the highest combined score shall be recommended for award.

4.8 Rejection of Bids/Proposals

Bids/proposals may be rejected before submission at any time prior to acceptance under the following guidelines:

- a. If the reasons were stated in the tender documents or in the proposals or quotations.
- b. The reason must be communicated to the affected bidders.
- c. Notice of the rejection shall be given to participating bidders within 5 days should there be a discontinuation of the procurement process. Received bids will be returned to the affected bidders unopened.

4.9 Evaluation of Bids

The bids that have been received shall be evaluated after the opening of the bids. The user department shall set-up an ad-hoc evaluation panel of at least 2 persons of adequate technical competency to review the offers opened and make the necessary recommendations as may be applicable for the best offer to be accepted.

- a. No criterion shall be used except those stated in the invitation documents, and in the case of goods, the required basic specifications stated in the invitation.
- b. The successful bidder shall be the tender with the lowest evaluated tender price; and the lowest evaluated tender determined on the basis of criteria set-out in the invitation documents which shall be:
 - Objective and quantifiable;
 - Given relative weight in the evaluation procedure or expressed in monetary terms where practicable if so stipulated in the invitation documents.
- c. The lowest evaluated tender shall consider the tender price and the quality of the technical offer, and in the case of goods, the quality of the specifications as well as the time of delivery.

4.10 Non-Disclosure of Tender Evaluation Details

Information relating to the examination, clarification, evaluation and comparison of tenders shall not be disclosed to suppliers or contractors or to any other person not involved officially in the examination, evaluation or comparison of tenders or in the decision on which tender should be accepted.

4.11 Negotiations

Negotiations are permitted if the lowest evaluated responsive tender exceeds the budget or quotation is above the fees as set out in schedule 2. For a quotation that is above the budget by a substantial margin, the cause shall be investigated, and a retendering may be considered.

The negotiations shall be carried out in a very transparent manner by at least 2 persons. The proceedings shall be recorded, and the outcome documented. The permission of the Chief Operating Officer must be sought in instances where there will be the need to go above consultancy fees set out in schedule 2.

4.12 Consultancy fees

For consultancy assignments, consultants shall be engaged based on pre-determined consultancy fees as set out in schedule 2. Approval shall be sought in the event where there is the need to offer a higher fee to a consultant outside the scope of the schedule.

4.13 Qualification of Consultants/Suppliers

Prospective bidders must:

1. Be legally registered or in the case of individual consultants, prove qualification eligibility and must have the legal capacity to engage in a contract.
2. Possess the technical experience for the object of procurement as well as financial capability.
3. Have fulfilled all their tax obligations and other statutory requirements including payment of social security.

Any requirements stated in the bidding documentation shall apply equally to all bidders.

The bids shall be evaluated in accordance with set criteria stated in the bidding documents.



5. Asset Disposal

An inventory register of all furniture, vehicles, and other equipment procured shall be compiled, maintained, and updated from time to time. In instances where the adoption of a particular asset disposal procedure forms part of a signed agreement between ACET and an external partner, the referenced asset disposal procedure shall apply.

All furniture, vehicles, and other equipment procured shall be given an inventory number and same entered into the inventory register.

Departments with unserviceable, obsolete or surplus stores, plant and equipment shall report on the items and subject to a technical report on them, recommend the best method of disposal. This report shall be submitted to the Chief Operating Officer for approval.

Disposal of obsolete and surplus items shall be carried out by:

- a. Transfer to other units that might need such.
- b. Sale by auction.
- c. Dumping, destruction or burying where appropriate.

In event of the disposal of vehicles, a technical report shall be obtained from a qualified mechanical garage on the status of the vehicle. The auction shall be conducted based on the assessment report.

All assets disposed shall be removed from the inventory register.



6. Contract Management

All contracts emanating from the procurement process shall be duly managed by the procurement officer together with the user departments. The objective of contract management is to make sure parties to a contract fulfill their obligations under the contract in an efficient and effective manner as much as possible, delivering the business and operational outputs required from the contract and providing value for money. It also ensures the rights of the parties as set out in the contract are protected and ensures required performance when circumstances change.

There are 5 potential components in the contract administration process:

1. Monitoring and control of vendor performance;
2. Financial management/payment;
3. Amendment and change management;
4. Contract completion/termination;
5. Maintenance of files.

6.1 Monitoring and control of vendor/consultant performance

The procurement officer shall ensure that the performance of contracted vendors/consultants is closely monitored. ACET staff nominated as coordinators (representatives) of contracts shall ensure that the specific deliverables are adhered to before recommendation for payment. The procurement officer shall ensure that, payments are made in accordance with the provisions set out in the contract. At the request of the procurement officer, the user department shall provide information of the overall performance of the vendor/consultant.

6.2 Financial management/payment

The payments shall be made upon request by the supplier/consultant in accordance with the terms laid out in the contract. Upon submission of the payment request:

1. The person responsible for the approval of invoices for payment shall recommend for payment or otherwise.
2. The recommendation for approval together with the output measured against specific milestones, shall be provided for processing.
3. Upon the request for final payment, a performance appraisal for the overall performance of the supplier/consultant shall be filled out and submitted to the procurement officer for filing.
4. All other issues about payment shall be fully handled by the finance unit.

6.3 Amendment and change management

There may be the need for the modification/variation of a contract to reflect a change in scope or extension of time. In such an instance, the user department shall:

1. Notify the procurement officer of the impending changes.
2. Issue a formal request on the specifics of the changes that need to be made. This shall require the concurrent approval of a superior (budget holder, Director, etc.)

Under circumstances where the change may result in a change in the approval threshold, concurrent approval shall be sought as set out in schedule 1.

6.4 Contract completion/termination

A contract shall be deemed completed if all the expected deliverables or terms under the contract are satisfactorily met. Upon completion of the contract, the person responsible for the approval of the deliverables and outputs shall:

1. Notify the procurement officer.
2. Furnish the procurement officer with the reports of the corresponding deliverables.
3. Complete the supplier/consultant appraisal form, which shall be counter signed by the supplier/consultant appraisal.

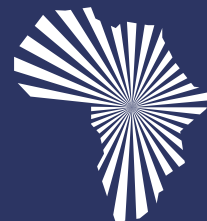
In the event where a termination may be required, the person responsible for the contract shall duly:

1. Notify the procurement office.
2. Provide a justification for the termination.
3. This justification shall require the concurrent approval of the approving office.

6.5 Maintenance of files

The procurement officer at all times shall maintain a very detailed procurement file for each procurement request. These files shall record all the processes and documentation exchanged during the procurement process, contract period, and contract closeout. They shall contain all details of payments that have been made as well as all notices issued under the contract.

Appendix - Schedules



Schedule 1 – Procurement Methods and Thresholds

Contract Value Threshold (\$)	Procurement Method	Approval
GOODS		
up to 200	Direct purchase from supplier (Direct Selection)	
Above 200 - 2000	Request for quotations from at least three (3) suppliers	Chief Operating Officer
above 2000 - 20,000	Limited/Restricted Method (through a formal bidding process) Minimum of 3 offers must be solicited	
above 20,000 - 100,000	Open competition	
above 100,000 - 200,000		Chief Operating Officer
above 200,000		Executive Vice President Executive Vice President in consultation with the Finance& Audit Committee
SERVICES		
up to 20,000	Direct selection (with justification)	Chief Operating Officer
above 20,000 - 50,000	Limited/Restricted Method (minimum of 3 offers must be solicited)	Chief Operating Officer
above 50,000 to 250,000	Open competition	Chief Operating Officer
above 250,000 to 500,000		Executive Vice President
Above 500,000.00		Executive Vice President in consultation with The Finance& Audit Committee

Contract Value Threshold (\$)	Procurement Method	Approval
WORKS		
up to 2000	Direct selection	Chief Operating Officer
above 2000 - 10,000	Request for quotations from at least three (3) contractors	
above 5,000 - 50,000	Limited/Restricted Method (<i>minimum of 3 offers must be solicited</i>)	
above 50,000 - 300,000	Open competition	Chief Operating Officer
above 300,000 - 500,000		Executive Vice President
above 500,000		Executive Vice President in consultation with The Finance& Audit Committee



Procurement Policy and Procedures



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