



GIRLS EDUCATION RESPONSE INITIATIVE

PROCUREMENT MANNUAL POLICY

INCORPERATED: 15/ APRIL 2024

Chapter 1: Introduction

1.1 purpose, application and structure

1.1.1 purpose

The procurement manual details GERI procurement instructions, procedure and provide further guidance for carrying out procurement activities for or on behalf of GERI effectively and efficiently in compliance with the Executive Director principles, GERI Financial Regulations and Rules, and other applicable GERI Governance instructions.

GERI procurement officials and other personnel involved in procurement processes shall be responsible for observing the provisions contained in this manual in according with the principled performance approach.

1.1.2 Applicability

The instructions procedures and processes detailed in this procurement manual apply to any procurement activity undertaken for or on behalf of GERI and its partners.

Subject to adherence by GERI to general procurement principles, the Executive Director may agree to apply the regulations, rules policies and procedures on procurement of any partner or such other entities as the Executive Director may decide (Financial Regulations Number).

1.1.3 procurement manual structure

this manual is divided into ten (10) chapters and one annex and follow the structure – with minor deviations – of the standardized table of contents for GERI procurement manuals, as endorsed by the Board of Governance (BoG) Management (HLCM) procurement Network, with the purpose of harmonizing procurement practices and increasing collaboration among GERI entities.

The manual has three overall sections:

- Chapter 1 to 3 cover respectively: introduction; organization of procurement; and supplier registration and management;
- Chapter 4 to 13 cover the ten key steps of the procurement process, from procurement strategy and planning to contract management, as depicted by Figure 1 below;
- Chapters 14 cover cooperation topics, and Chapter 15 transverse topic such as the GERI National and Regional policies compact, sustainable procurement and risk management.

Each chapter concludes with a section that references relevant policies, process include in the corporate PQMS (process and quality management system), guidance material and templates.

Procurement process steps and distribution in the procurement manual

Pre- Purchasing	1 Strategy & Planning 2 Requirement definition 3. Sourcing 4. Solicitation 5. Management of Submission 6. Evaluation Review & Award	Chapter 2
Post- Purchasing	7. Contract finalization and Issuance 9. Logistics 10. Contract management	

Update and maintenance

This procurement manual will be update regularly to ensure that it remains relevant to GERI activities and requirements and up to date with best practices in public procurement.

Comments or suggestions for improvement should be directed to the procurement Group(PG) at GERI HQ via email at procurement@geriss.org

Governance Framework

The GERI Governance Framework is comprised of the following Governance instruments by order of priority:

- Boards of Governance instruments applicable to GERI's
- Executive Director Principles
- Executive Office Directive and instructions
- Operational Directive and instructions
- Guidance and informational documents

The key Governance instruments that apply to procurement are:

- EOD on Financial and Rules;
- OD on procurement Framework;

- OI on procurement procedures;
- OI on vendor sanctions
- OI procedures for acceptance and Management of pro Bono Goods or services.

The GERI procurement manual is issue by the Executive Director, Procurement Group, under the OI on procurement procedures. In case of inconsistencies between any instruments of the Governance framework, the instruments with priority in the hierarchy above shall prevail. In case of any inconsistencies between any Governance instruments at the same level in hierarchy, the conflict shall be resolved by the relevant delegates that have issued such instruments, in consultation with senior Leadership Team. Any conflict between the GERI and procurement manual and any Governance instruments shall be referred to the Director, PG who will resolve in discussion with the delegates who issued the applicable Governance instruments, in consultation with the Director of implementation practices and standards as necessary. The authority to interpret or provide exceptions for any procurement practices matters contained in this manual is vested with the Director, PG policy interpretation will be posted on the GERI intranet, that will be available for the consultation of procurement practitioners and other GERI personnel. GERI personnel who disagree with Director interpretation may refer the issue to the GERI Executive Chief procurement Officer.

Procurement principles

Under the Executive Director principles, GERI services to use the resources that we receive from our partners in the most efficient, effective and transparent and accountable manner. This forms the foundation for the guiding principle of public procurement, which are based on the concepts of stewardship. The term stewardship generally refers to the careful and responsible management of something entrusted to one's care, public sector organizations are the stewards of public funds, which have been provided by trusted people to fulfill specific purposes, provision of essential social services, humanitarian relief, peace -building, and peace keeping, rehabilitation and development of economies, etc.

GERI is firmly committed to sustainable development and will focus, within procurement and all other areas of its mandate, on sustainability in its contributions to the results of partner.

There is a special demand on the entrusted organization in terms of achieving values for money, ethics, sustainability, efficiency as well as transparency and accountability. these expectation form the basis of public procurement principles. GERI, in its management of public funds, is expected to comply with public procurement principles and its services must be delivered with a high level of care and professionalism to ensure that the best total value is provided to the partner.

GERI Financial Regulations and principles for undertaking all procurement activities.

- I. Best value for money
- II. Fairness, integrity and transparency
- III. Effective competition
- IV. The best interest of GERI and its partners

By applying this principles in the procurement process, GERI ensures effective and purposeful implementation of its activities, including its commitment to the promotion of sustainable development, by avoiding wastage of resources, in producing the most appropriate solutions at all times, addressing the needs of organization and its partners.

1.4.1 Best value for money

GERI financial Regulations define best value for money as the trade – off between price and performance that provides the greatest overall benefit under the specific selected criteria. The purpose of procurement policy is to obtain the best value for money and to do this it is important to consider, among other factors, the optimum combination of the total cost of ownership (acquisition cost, cost of maintenance and running costs, disposal costs) of a purchase and its fitness for purpose(quality and ability to meet the contracting requirements).

In order to obtain this best value for money, the procurement official must

1. Keep the procurement process simple, good planning and clear specifications and minimize financial risk,(through background checks on capacity of technical and financial of bidders).
2. Ensure impartial and comprehensive evaluation offers in a timely manner,
3. Maximize competition
4. Ensure selection of the contractor whose offer has the highest degree of realism and whose performance is expected to best meet the specified requirements at the lowest overall expense to the organization.
5. Ensure, whenever possible, social and environmental benefits are optimized and adverse impacts are minimized.
6. Careful establishes the evaluation criteria in order to select the offer with the highest expectation to meet partners needs (in according with evaluation parameters set forth in the tender documents).

1.4.2 Fairness, Integrity, and Transparency

To achieve best value for money, the procurement process must protect the organization from proscribed practices, for examples, fraud, corruption, collusion and other unethical practices, and be conducted on the basis of clear and appropriate regulations, rules, and procedures that are applied consistently to all potential vendors.

Fairness must be maintained by the organization and its personnel during the procurement process. This means among other thing that we must offer equal opportunities to all bidders by; for example sharing the same information with all bidders at the same time and general communicating the same contents on a specific procurement in the contexts of public procurement, a fair process is free from favoritism, self-interest or preference in judgment.

Integrity enshrined in the Chapter of United Nation embraces all aspects of behavior of a member of UN personnel, including such qualities as honesty, truthfulness, impartiality and incorruptibility. Integrity is when an individual exhibits probity means an individual has strong moral principles and honesty and decency as character traits. A

person of integrity has a sense of honesty and truthfulness that is apparent in their professional and personal conduct.

Transparency literal mean that something is visible and evident to everyone and that nothing is hidden. By being transparent during the procurement process, we can demonstrate at any time to all stakeholders, internal and external, that fairness has been applied.

Effective competition

By fostering effective competition among suppliers, GERI applies the principles of fairness, integrity and transparency to achieve best value for money.

Effective competition is achieved under the following conditions;

- Sufficient number of independent prospective contractors
- Prospective contractors that act independently of each other
- Competition for the same business opportunity under the same conditions
- Response to the procurement opportunity by a sufficient by a sufficient number of offers

Financial Rule for GERI procurement contracts shall be awarded on the basis of effective competition unless exceptions to the use of formal methods of solicitation pursuant to Rule are justified to that end the competitive process shall include.

- I. Procurement planning for identifying appropriate procurement strategy and methodology
- II. Market the research for identifying the potential suppliers and applicable assessing the readiness of the market in terms of sustainability
- III. Competition on as wide a geographic basis as is practicable and suited to market circumstances every effort must be made to ensure competition and not to place restrictions on vendors eligibility unless explicit mentioned in the legal agreement with the partner.
- IV. Consideration of prudent commercial practices.

1.4.4 Best interest of GERI and its Partners

This principle is driven from the mandate of GERI which is defined in the Executive Director principles as to partner with governments, the United Nations systems agencies, funds and programmes, the international and Regional financial institutions. Intergovernmental organizations, as well as non – governmental organizations, the private sectors and more generally, the civil society, to assist implementing their mandate and achieve their objectives.

1.4.5 Potential conflict among the principles

While these principles provide a common framework for GERI procurement, individual principles may conflict in some situations to achieve the correct balance, judgment, and professional and management experience must be applied.

1.5.1 Ethical standards

At GERI we defined ethics as upholding the highest standards of efficiency, competence, and integrity we make sure our actions always align with the overall mission of GERI we are accountable for everything we do and don't do, whistle serving in our roles at GERI ethical standards also apply to all our actions. Including how we conduct the procurement activities and engage with the third parties more generally.

1.5.1.4 General standards of conduct

The standards of conduct for all GERI personnel are set out in the OD on human resources, Ethics and culture and apply to the procurement process.

The stipulated that all GERI personnel regardless of their contractual modality (staff, retainer, intern, volunteer, etc.). Shall adhere to highest standard of efficiency, competency and integrity. GERI personnel shall refrain from any action that might reflect adversely on their position as personnel of GERI's.

1.5.1.1 Ethics Versus Rules

Ethical conduct is an ongoing process of self-regulations and reflection at every stage of the procurement process, it is not possible to specify everything that GERI personnel need to know regarding what is allowed and what is prohibited; law is governed by rules, whereas ethical principles guide our behavior and understanding of what is right and what is wrong, and in the context of GERI according to the values of Boards of Governance (BoG).

Therefore, GERI personnel must take time to learn the rules and the reason to why they exist, so they can follow the spirit of rules and not just the words. This is in line with the concept of principled performance, one of the objectives of GERI Governance, Risk and Compliance Framework.

For example,

- This would prevent GERI personnel from canceling an RFP after seeing the technical offers and then re-issuing the RFP with revised evaluation criteria that might favour a particular proposal.
- Even if he/she has no financial interest in a particular bidder, a GERI personnel evaluation team member may feel unable to participate in the evaluation process in an objective manner. In such case he/she should reuse him/herself from the process.
- Personnel shall not falsely create any document as part of procurement process and in particular shall not change the content of a bid evaluation report without having the report signed again by the evaluation team members.

1.5.1.2 Impartiality

GERI personnel shall adhere to the principle of impartiality. Impartiality means we are loyal to the objectives and purpose of the GERI and implies tolerance and restraint. We do not represent government or other entities. Nor are we proponents of their policies.

1.5.1.3 Independence

GERI personnel shall remain independent of any authority outside the GERI and must not seek or accept instructions from any government or from any authority external to GERI other than Secretary or any person to whom the Secretary has delegated authority to make decisions on matters affecting GERI (such as without limitation, the GERI department for safety and security).

1.5.1.4 Accountability

The Executive Director principle state that all GERI personnel shall uphold the highest standard of efficiency competence, and integrity, and shall be held accountable for their acts and omissions while serving with the organization. GERI shall have zero tolerance regarding any instances of misconduct.

1.5.1.5 Reporting wrongdoing and protection against Retaliation

Upholding the highest ethical standard also means speaking up when you see something which is not right. It is only when we are made aware of problem that we can take steps to fix it. Wrongdoing and misconduct can cause harms to individuals and the communities in which we work, lead to economic loss and damage the reputation of GERI and the wider GERI system.

1.5.1.2 Ethics in dealing with suppliers

GERI shall treat all suppliers in a fair and equitable manner in line with the principle of fairness, integrity, and transparency in the procurement process. This is our part of independent and impartiality obligations. GERI personnel must stop assisting third party when dealing with GERI where this might lead to actual or perceived preferential treatment.

1.5.3 Conflict of interest

Conflict of interest may occur when our personnel interest with the performance of our official duties or call into question our integrity, independent, and impartiality.

GERI personnel involved in procurement activities must be aware of the following;

- 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 affiliation while in the serves of GERI.
- A conflict of interest also includes the use of knowledge gain from the official functions for private gain or to prejudice the position of someone not favoured by GERI personnel.
- After full disclosure to those concerned, it may be determined that despite the conflict, GERI interest remains best served by the participation of individual.

1.5.3.1 Gifts and hospitality

GERI personnel are prohibited from accepting gifts, honors, decorations, favors, or any form of non- GERI remuneration or benefits in the course of their official duties. Such

benefit created obligations, which in turn create conflict of interest, especially in the context of procurement.

CHAPTER 2: ORGANIZATION OF PROCUREMENT

Overview of the procurement process

Definition of procurement

Procurement is define in FRR as the acquisition of property, and/ or equipment, goods, works or services through purchase, hire lease, rental or exchange from any source other than GERI organization system.

In particular, per the OI GERI work contracts, work refers to all activities associated with the construction, reconstruction, demolition, repair or renovation of infrastructure, or activities such as site preparation, excavation, erection, building, installation of equipment or materials, decoration and finishing, as well as service incidental to construction such as exploratory drilling, mapping satellite photography, seismic investigations, and services provided under a consultant services contract for work including design, construction supervision, and other technical services such as geotechnical investigation, topographical survey, specialized structural analysis, and feasibility studies etc.

For the case of this manual, and unless specifically mentioned, the term procurement only refers to the commercial activities contracted from the vendors and does not include the following which are subject to other NGOs Governance systems.

- Selection and administration of individual contractors; the individual contract agreement (ICA) is a GERI legal instrument used to engage the services of individuals who are not staff. Refer to the individual contractor agreement policies and procedures, which are managed by the people and change group (PCG).
- Pro bono goods and services, pro bono goods or services refer to goods or services that are provided at no cost to GERI by an entity.
- Grant agreement sign with grantees, normally through a grant support agreement grant support is define in GERI FRR as a project activity which is out the framework of the procurement activities, and is taken by way of grants. Credit or Loan carryout through the implementing partner, a grantee will also be non-governmental, community based, or grass roots organization, and may also include other entities.
- Inter-agency agreements, involving transfer or receipt of funds to or from GERI implementation of the activities.
- Partnerships in order to fulfill its mandate, GERI enters into agreements with legally-established entities both to engage in its activities as well as to deliver them. A partner may be a funding source for a GERI project or activities, a receipt of GERI project/activity assistance, or an entity that collaborates with HERI towards future or ongoing activities/projects.

Project manager/ Requisitioned

A project manager also referred to as requisitioner in some section of this manual) is the person that initiates a purchase requisition, i.e. a request for goods, works or services. They have primary responsibility for managing project resources and achieving project results.

Responsibility of the project manager in procurement process.

- Preparing the procurement plan of the project, ensuring that proposed expenditures are in according with the purpose of the project.
- Leading contract management duties, including suppliers performance evaluation contract management duties may include further duties if acting the employer representative within the GERI contract for work
- Drafting the requirement definitions
- Evaluating the submission received by suppliers, if appointed to the evaluation team
- Accepting goods services delivery by the suppliers and creating purchase order receipts in GERI.

Delegation of authority

As per FRR and OD on the procurement framework, the PA shall be designated by the ECPO or Director, PG upon delegation of authority from the ECPO. The DOA is delegated to individuals, not to functions and it is assigned for specific GERI projects or business unit.

Levels of delegated authority;

Activities	Level 1	Level 2	Level 3	Level 4
	US\$-SSP	US\$-SSP	US\$-SSP	US\$-SSP
Approved short lists, RFIs, requests for EOI, pre-qualification and solution documents, including amendment thereof	Unlimited	Unlimited	Unlimited	Unlimited
Award contracts further to the use of formal methods of solicitation Award contract further to pre- selection	100,000	300,000	500,000	1000,000
Award call-off orders against LTAs Awards call- off orders amendments against LTAs	100,000	300,000	500,000	1000,000
Awards contracts through an exception to the use of formal methods of solicitation, other than pre-selection	100,000	300,000	500,000	1000,000
Award contracts amendments, not including call-off orders against LTAs nor the situation within the pre-award contingency indicated	75,000	75,000	1000,000	1000,000
Approve variation and claims for works contracts or amendments for goods and services within the pre-awarded contingency				
Sign award contracts, awarded LTAs, awarded call-	Unlimited	Unlimited	Unlimited	Unlimited

off orders, and awarded amendments				
Sign contracts pursuant to no objection mechanism from international financial institutions (world Bank, UN organizations)	Unlimited	Unlimited	Unlimited	Unlimited
Approve retroactive or post- facto cases	None	None/100,00	500,000	500,000

All values displayed are up to, but not including, the amounts indicated for each level and exclusive of taxes and duties.

Cumulative amounts

For a contract or series of contracts, including amendments thereof, awarded to the same vendor for the same project or purpose in the last 12 months, including amendments and variations or awarded claims for works contracts, purchase order, or results from a single solicitation process.

Procurement reviewers

Procurement review are designated by the Director (PG) to undertake the following duties.

- I. Pre- clearance of the following documents prior to the approval of the PA request for information (RFI), request for expression of interest (EOI), invitations for pre-qualification, shortlist, and solicitation documents.
- II. Pre- clearance submission for review and awards (contracts and property)
- III. Provide advice to the head of business unit on procurement procedures and appointment of individuals for receiving an offers, bid opening and evaluating team composition.
- IV. Ensure that action pre- clearance uphold the GERI procurement principles and highest standards of integrity, including that appropriate vendor profile check have been carried out prior to award.

Segregation of duties

Segregation of duties is an internal control mechanism used to assure that to no single individual or organizational unit is given responsibility for more than one related function.

Segregation of duties measures are enforced by the system

- Personnel that create purchase order, cannot approve them
- Personnel that approve purchase orders, cannot approve finance vouchers
- Personnel that create or modify suppliers cannot approve them the right the right to approve new suppliers in the system is separated from the procurement function and performed by the GERI Boards of Governance.
- Any justify combination of roles must be approved by the Director of Head of support of the business unit.

Accountability

All GERI personnel are accountable to the ED for the regularity of actions undertaken by them in the course of official duties. GERI personnel who take any action that is contrary to the FRR, or to other relevant Governance instruments, may be held personally responsible and financial liable for the consequences of such action.

Supplier Registration and Management

A supplier or vendor is an entity that potentially or actually provides goods or other products (including intellectual property), services and/ or work to the organization.

3.4.5 Vendor review committee (VRC)

The aim of the committee is to make a recommendation to the Director, regarding possible sanctions against vendors that have been found to have engaged or attempted to engage in prescribe practices, as set forth in the OI vendor sanctions and the procurement manual, section 1.5.4.2, ii making recommendation to Director to in request to fully suspend vendor further to the provisions in the OI procurements procedures, and procurement manual.

3. 4.1 Full suspension

A suspension under 3.3€ above shall have the following effects:

- The vendor shall be suspended from doing business with GERI and if applicable, shall be removed from GERI databases
- Eligibility is considered at the time of contract award. Therefore, a vendor who has been suspended under section 3.3 is ineligible for any new GERI contract award for a duration of suspension, including in respect of a tender processes with a closing date which preceded the decision to suspend the vendor

3.4.2 Interim suspension

When it is deem necessary to protect the interest of GERI based on the information available to the vendor request committee (VRC), the IPS, upon request from the chairperson of the VRC may decide, at any time during the proceeding, that a vendor shall be subject to interim suspension for the duration of vendor review proceeding.

CHAPTER 3: Procurement Strategy, Planning and Requirements Definition

4.3.2 Procurement strategy, planning requirement definition

Procurement strategy

Developing a strategy approach to procurement is a key points for successful acquisition of projects or operations, it requires an understanding of the nature of the requirements, the capacity of the contractors, the complexity of the operation environment, the risk involved and the available capacity of GERI resources.

4.3.3 Requirements definition for goods and services

The requirement for goods and services are specified below.

- Technical specifications
- Terms of reference (TOR)
- Statement of work (SOW)

Technical specifications are mainly use for the procurement of goods, but may also apply to straightforward, quantifiable services. Specification is the description of the technical requirement for a material or product.

Specification under GERI procurement manual are divided into three needs:

1. Functional specifications, defining what the goods or services are require to do
2. Performance specifications, defining the output of the goods/services
3. Conformance specifications, defining the physical characteristics and dimensions of goods.

4.3.3.1 Terms of reference (TOR)

A TOR a description of the scope of work for services generally indicating the work to be performed, a level of quality and effort, the timeline and the deliverables.

TOR shall include the following details:

1. Background for requesting the service
2. Expected and clearly define output from the service
3. Activities required to reach this service
4. Social and environmental requirements
5. Objective of the service and overall impact

4.3.3.2 statement of work (SOW)

The SOW is a requirements specification for work assignments outlining the specific services and/ or goods a contractor is expected to perform, generally indicating the type. Level and quality of service, as well as the time schedule.

4.3.3.3 Standardization

Standardization is acceptable when identical goods, equipment, technology or works have recently been purchased from a supplier or contractor, and it is determined that a quality of additional supplier must be procured. Or compatibility with existing goods, equipment, technology or works is required.

CHAPTER 4: Sourcing

5.1 Sourcing of vendors

Sourcing is the process of identifying suitable suppliers that could provide required goods, services or works for GERI the sourcing process also provide valuable information about products and specifications and used to determine the appropriate solicitation method and type of competition.

5.2 Market research

Market research is the process of collecting and analyzing information about industry sector capabilities and overall market suppliers. It assists in identifying goods, services, works and supplier, help in the development of the technical specification TOR, SOW, design document, employee requirement for works and build and TORs for consultant service for works.

5.2.1 External sources

These are valuable source of information in searching for potential suppliers:

- Beneficiaries, governments end users, clients, funding sources
- Business seminars, suppliers catalogue, professional journals, trade publications
- Annual statistical reports on GERI procurement manual.

5.2.2 Internal sources

This shall also be an important key element in searching for potential suppliers:

- Communities of practice and other mailing lists
- Spend analysis dashboards will be publish at GERI website
- Existing GERI long-terms agreements i.e. blanket purchase agreement, and pre-qualified list of suppliers
- Consultation with other colleague.

5.2.3 Request for expression of interest (EOI)

A request for EOI is an advertisement to identify suppliers that wish to participate in a solicitation. Suppliers are requested to express interest before a specific deadline by submitting detail information demonstrating experience and qualifications in provision of the relevant goods/service, works, the information provided by the interest suppliers is assessed and suppliers are considered for inclusion on short lists of companies that are invited to submit details offer/proposals.

5.2.4 pre- qualification of vendors

pre- qualification is a formal method of assessing suppliers against predetermined criteria and only suppliers who meet the establish criteria are invited to tender. Pre-qualification shall no less than calendar ten (10) days unless a written justification is provided by the PA for shorter periods and shall and has been include in the procurement file. Invitation for pre- qualification must Adventist on GERI intranet and social media.

CHAPTER 5: Solicitation

6.1 Solicitation

Solicitation is a generic term for a request for suppliers to offers a bid, quotation or proposal. The method used to communicate a procurement requirement and request an offer from potential vendors is referred to as the solicitation process and may be in the form of shopping.

Request for quotation, invitation for bid, and request for proposal etc.

6.2 Solicitation methods

There are four solicitation methods to solicit an offer from a suppliers and this includes request for quotation (RFQ) invitation to bid (ITB), request for proposal (RFP),

Selection of solicitation method and contract for works.

Contract	Type of requirement	Contract value	Solicitation method	Solicitation document
Minor work construction contract	Basic & routine work contractors with low capacity	US\$30,000	RFQ	RFQ for minor works
		US\$30,000	ITB	construction C ITB for Minor works contract
Short form construction contract	Relevant basic and routine works	USD\$200,000- US\$500,000	ITB	ITB short form construction contract
			RFP	RFP for short form construction contract
Measured price construction contract	Complex works to be paid on a measured price	>US\$2000,000	ITB	ITB measure price construction contract
			RFP	RFP for measure price construction contract
	Complex works to be paid on lump sum basis	>US\$2000,000	ITB	ITB Lump sum construction contract
			RFP	RFP for Lump sum construction contract
Contract for consultant services for works	Engage consultants for design services, works supervision services, and /or other technical services such as feasibility studies, geotechnical investigation,	>US\$20,000	RFQ	RFQ for consultant services for works
		>US\$20,000	RFP	RFP for consultant services for works
		>US\$20,000	ITB	ITB for consultant services for works
Design & Build	Any value	Contracting both design	RFP	RFP for Design Build construction contract

construction contract		and build services		
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6.3 Components of solicitation documents

GERI solicitation are written documents consisting of the following components

- Letter of invitation;
- Particulars and instruction to bidders;
- Evaluations criteria;
- Schedule of requirements;
- Returnable bidding forms/schedule;

6.4 Letter of invitation

The solicitation document must include at the first page a letter invite the suppliers to submit offers and include reference to the specific procurement activity title and reference number , and list of sections in the document and supporting documents issued.

6.5 particulars and instruction to bidder

the instruction to bidder sections include that explain to bidders the provision under which the solicitation process is undertaken into consideration and must not be u group.

The below table provide guidance on relevant articles within the particular and instruction to bidder sections

a) Scope of bid	Short description of procurement activity must include all information necessary to prepare a responsive and meaningful offer and could include the context of the procurement activity and the intended purpose of the procurement activity
b) Contact person for clarifications	Name and contact detail of the GERI procurement personnel in charge of the solicitation process. Can alternatively include the details of a generic email address from the procurement unit or the mechanism by which clarification is handled on e-sourcing system in case if tender is done with e-sourcing
c) Amendments	The solicitation document must clearly stipulate that any additional information, clarification, correction of errors or modifications of bidding documents will be distributed and detailed in a written notification to bidders prior to the deadline for receipt in order to enable bidders to take appropriate actions.
d) Clarification or pre-bid meeting and the	The solicitation documents must communicate to the vendors any information about the location, date and time of pre-bid conference or site visits that will be conducted for the tender.in

inspection	additional mandatory or optional attendance, physically or electronically via Skype
e) Bid validity period	Suppliers must be require to keep their offers valid for a specific number of days from the bid submission deadline, especially for a period of 60 days for formal solicitation methods or 30 days for informal.
f) Partial bid or lots	Information about either or not partial offers, often segregated in the solicitation documents into lots, shall be accepted, and whether spilt orders will be placed must be included in the solicitation documents
g) Alternative bid/offers	An alternative offer is an offer that does not comply with the exact requirements of the tenders, or which may represent an improvement on the original offer by exceeding the minimum performance parameters of the request.
h) Bid currency (ies)	The instructions shall indicate in what currency the prices of the offers must be quoted, unless a specific bidding currency has been specified in the project agreement with the client.
i) Duties and taxes	Article II, section 7, of the convention on the privileges and immunities provides, GERI is a subsidiary organ, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs restrictions, duties and charges of a similar nature in respect of articles imported for its official use.
j) Bid/ proposal security	In general the purpose bid/proposal security is to discourage frivolous and irresponsible offers that have an adverse impact on procurement process in terms of additional cost for re-tendering and evaluation, and possible delays in implementation.
k) Language of bids	The solicitation documents as well as the offers from bidders must be prepared in English/Arabic. The language will be selected by GERI's which should indicate in the solicitation document if offers are acceptable in more than one language.
l) Deadline for submission tender period	The date, time and place for submission must be clearly stated, together with the location, date and time for the opening of offers (if public) While a deadline for submission should allow a vendor a sufficient number of days to prepare and submit an offer.
m) Bid/proposal submission	In line with GERI article, on procurement manual bidders must all read and understanding the contents and instruction governing the preparation and submission of offers, the instructions must include the lists of documents required to form a complete offer, as well as notices to suppliers that non-compliant offers may be rejected.
n) Opening of bids	Information about whether public bid will be held, and if so, details for the same (date, time, and place) for details refer to chapter7 management of the submissions

o) Contract award date	Estimated date when GERI is expected to award the contract
p) Performance security	The performance of the securities can be requested by GERI from the selected vendor in order to mitigate the risk of supplier non-performance and breach of contractual obligations such as delivery of all equipment, services rendered, and works complete as per contract.
q) Advance payment security	There shall be a guarantee for advance payment can be requested by GERI's from the suppliers when the suppliers requests an advance payment to cover its mobilization costs strictly for contract works or services.
r) Payment terms	The payment terms are usually 30 days upon receipt of invoice as well as receipt and acceptance of goods or services, or upon required shipping document, depending on incoterms applied.
s) Liquidated damages/ Delay damages	If required GERI may inform on the solicitation document, that it will be deduct from the contract price, as liquidated damages(for goods and services) or delay damages for works. A sum equivalent to 0.1% - 1.3% for each day delay until actual delivery or performance up to a maximum deduction normal 10%.
t) Right to value quantities at a time of award	It must be stated either in particulars or schedule of requirements sections of the solicitation document that GERI reserve the right to increase or decrease the quantity of goods or service original specific in the schedule of requirements, and provide this does not exceed a specific % normal 20% without any charge from the bidders in the unit price or conditions.
u) Other	Request for sample; Formal and eligibility criteria, Qualification criteria, Technical criteria, Financial criteria.

CHAPTER 5: Awards

Award and finalization

Award is in according with GERI FRR, the authorization given by authorized personnel to form a commitment, in the context of GERI procurement, this may refer to decision that authorizes establishment of a contract with a selected supplier. Contract shall be award with in the validity of period.

Award with a contingency sum

For contract management to be facilitated the duties and in particular the handling of anticipated contract extensions, awards may be requested including a contingency sum

shall be taken into account for the purpose of award, the total amount contract values plus contingency sum to be signed with the award supplier, in the case of tender, and award with lots and the contingency sum shall be apply as per lot.

Risk Management

GERI define risk as event or circumstances that imply uncertainty about deviation from the expected objectives and outcome, or may risk when also may generate opportunities and a positive outcome.

The following GERI address risk management elements and are particularly relevance to procurement.

- ❖ EOD Organizational Principle and Governance
- ❖ EOD Financial Regulation and Rules
- ❖ EOI delegation of authority and accountability framework
- ❖ OD risk management
- ❖ OD procurement framework
- ❖ OD internal control framework
- ❖ Vendors sanctions
- ❖ Policy to address fraud and corruption

Sample risk in the procurement process and risk mitigation actions

Stage	Risk	Possible consequences	Risk mitigation actions
Planning and Strategy	Delay in procuring critical requirement for the project	Delay in project outputs & outcomes, impacting other stakeholders higher prices	Early planning of procurement process. Adoption of appropriate strategies, including usage of LTAs if appropriate
Requirements definition	Restrictive requirements definition	Limited suppliers response claims by vendors for unfairness and lack of transparency	Improved product and market understanding through research Include generic functional and performance specifications
Solicitation	Low interest in the procurement process	Delays (if need to re-tender higher prices (if perceive there is no competition)	Publish tender widely and with ample tender period conduct pre-bid meeting

Evaluation	Selecting vendors with unethical conduct in the past	Damage GERI reputation	Check all vendors against ineligibility lists Conduct background check on recommended vendor, per to award
Contract management	Failures of vendors to perform the contract	Contract dispute inadequate quality of goods, services or works delays	Refer to VRC for review
			Include adequate evaluation criteria in solicitation document Active contract management actions Regular inspections and progress reports

Letter of intent

A letter of intent (IL) is a written statement of the intention to enter into a formal agreement and is often used to allow suppliers to mobilize for contract implementation. And it is done after the contract award has been approved and before signature of the final contract can be affixed.

Material deviation

GERI must maintain fairness and transparency and ensure that offers are rejected only and whenever deviation to the requirements is material. And in some cases, the substantially compliant offer could contain non-material or minor deviations.

Contract discussion with vendors

The purpose is to clarify any remaining issues that are not defined by the requirements in the solicitation documents, or by the vendors offers, but which are essential for proper implementation of the contract(defining milestone payments against deliverables), and contract discussion should result in to clearly understanding of terms and conditions agreed by the parties and their respective responsibility under the contract.

Glossary

Accepted contract award: refer to amount stated in the contract details and recorded in the schedule of contract price, and on the estimated quantities and fixed unit rate and prices and provisional sums.

Assets: this comprises of tangible assets or resources- controlled by GERI by GERI as a results of past events, including work in progress, and from which future economic

benefits or service potential are expected to flow to GERI- that are physical in nature, have a value Executive Director and are included in the inventory, excluded cash and cash equivalents.

Advance financing: refer to authorization to incur partial expenditures pursuant to a contract to a project agreement but prior to the receipt of project funds.

Accountability: refer to the obligation to demonstrate the work has been conducted in accordance with agreed rules and standards, to reports fairly and accurately on performance results vis- a-vis mandated roles and/ or plans.

Administrative instructive: the administrative instruments used by GERI to established instructions, procedures, and business map for implementation of superior Boards of Governance, applicable to GERI organizational Directive,

Arbitration: refer to agreed method in advance by the parties to contract to resolve a dispute by submission to one or more neutral third party arbitrators for a binding judgment, arbitration is normal use to avoid litigation, i.e. court procedures.

Audit: refer to systematic examination and verification of GERI accounts and transaction records, other relevant written documents, and physical inspection of property, plant and equipment by qualified accountants.

Award: this is an authorization given by authorized personnel to establish commitments.

Bank guarantee for advance payment: these are unconditional and on demand bank guarantee from the contractor to GERI's for advance payment enabling the contractor to commence works.

Bank guarantee for performance: this is obviously obtained from the contractors to protect GERI from non-performance by the contractor of its contractual obligations. It is a promise from a bank that it will pay GERI the amount of a guarantee if the contractor fails to performance any of the terms, provision or condition of the contract.

Best value: low price is necessarily the most important criterion in the procurement of goods, and services, the concept of best value takes many factors into account to select the optimal solution to a specific need.

Best and final offer: this refers to tools that can be used during the final evaluation phase of procurement.

Best for money: the trade offer between the price and performance that provides the greatest overall benefit under the specified selection criteria.

Bid: is an offer in response to an invitation to bid or an electronic auction.

Bid security bond: a security from the supplier securing the obligations resulting from a contract award with the intention to avoid: the withdrawal or notification of an offer after a deadline for submission of such documents; failure to sign the contract or failure to provide the required security for the performance of the contract after the offer has been accepted.

Bid/ proposer/offeror: refer to an entity that submits an offer in response to a solicitation. Normally, the term bidder is used to refer to the entity responding to EOI, RFI, ITB, BFO, or an electronic auction.

Bid protest: a complaint against the method employed or decisions made by contracting authority in the administration of a process leading to (i) the award of a contract (ii) inclusion in short list following an EOI or a pre-qualification process.

Bid of lading: a carrier contract and receipt for goods it agreed to transport from one place to another and to deliver to a designated receipt (consigned).

Bid of quantities: a description and a quantitative estimate of all materials, and/ or suppliers, which will be required for a proposed construction project for production of equipment, usually custom designed. Provided to bidders for pricing purpose.

Blanket purchase agreement: is a written agreement between GERI and a supplier established for a defined period of time normally not exceeding 12 months, for clearly specified goods and services or quantifiable services.

Business unit: an operation or office that is led by respective key management personnel in GERI's, these unit typically consist of headquarters, regional offices and operation centres, project centres, and cluster.

Buyer: an individual or personnel designated by authorized official to undertake all activities necessary for procurement of goods, works, or services, in accordance with applicable regulations, rules, policies and procedures.

Call -off orders: this refer to orders against established long-terms agreement.

Catalogue: these are organized lists of goods, services and specifying the description, price unit measure, and other attributes. And the catalogue may be available in electronic format.

Certificate for design Review compliance: this is to confirming that a design has been reviewed and assessed for design risk in accordance with GERI design planning manual.

Client: this refer to any entity which GERI is authorized to provide goods, render services, and/or other support, as may from time to time be established by the Boards of Governance.

Closing date: The deadline for all bid/proposal submissions.

Cluster: A thematic, GERI business unit tailored to specific partner and client needs for coordinated global or multi country delivery of programmatic support.

Collaborative procurement: a procurement arrangement in which several GERI partners organizations combine their efforts to undertake procurement in cooperation or share the outcome of a procurement process.

Competitive bidding: a procurement methods in which offers from competing suppliers are invited by open advertisement and provided by the scope, specification, and terms

and conditions of the proposed contract as well as criteria by which the offer will be evaluated.

Consignment: an agreement with a supplier to stock goods at a customer's locations with the goods remaining the property of a supplier until used or sold.

Contract: contract is a written, legal binding agreement between the organization and supplier, which established the terms and conditions, including the rights and obligations of the organization and supplier.

Contingency allowance: refer to manageable and identifiable budget for necessary, unforeseen and unknown components of works within the overall general scope, but not for additional or unconnected or offside works.

Contract administration: all actions taken after the award of a contract relating to the administrative aspects of the contracts, contract amendment, contract disclosure, and records retention, maintenance of the contract file, and handling of security instruments.

Contract modification: refer to any written change in the terms of the contract modification only become effective when executed by both parties.

Contract management: refers to monitoring and management of the supplier's performance regarding the promised goods or services, as well as assuring compliance with all terms and conditions of a contract.

Currency: cash in any form when in actual use as a medium of exchanged.

Delay damages for works: Often as results of failure to comply with the time for completion, as specified in the contract, and complete the works or a section within the time for completion, the contractor shall pay delay damages to GERI's for this default.

Delegations of authority: delegation of authority is the written statement of conditions, procedures and terms that a delegate must follow in executing a delegate task.

Delivery: The transfers of title for a shipment through transfer of an original copy of all the bill of lading to the consignee.

Delivery time: The time taken to deliver goods from the date of contract to the time when the supplier makes the goods available to the buy at a greed place as per the deliver terms.

Design document: Document that provides background and detailed information for construction works. They described the scope of works and include all requirements and information to carry out the works.

Design planning manual: The GERI infrastructure project design planning manual set out guidelines, mandatory minimum standards, and performance recommendations and requirements for infrastructure design.

Disability Inclusive business: A disability inclusive business is a supplier which makes a dedicated, consistent, and measurable efforts to implement disability- inclusive practices, suppliers can show that they are disability- inclusion, recruiting and hiring

people with disabilities, offering reasonable accommodation to candidates and personnel with disabilities.

Disposal: the process of removing something from the location, typically the removal of scrap, surplus, excess, obsolete and waste items from the organization's premises.

E-procurement: this occurs when the activities of the purchasing process are conducted electronically, typically over the internet, to shorten the cycle time and low the transaction costs of the acquisition process.

Employer: An entity that signs the works contract- GERI procurement authority.

Employer representative: the person responsible for managing the contract on behalf of the employer.

Expression of interest: A response to a request for expression of interest expression interest in participating in a solicitation.

Final completion: issue to the contractor by GERI(employer) certifying that the end of a contractors obligation or responsibility to GERI or other works.

Fixed price: a contract term which indicates that the price is set at a certain amount and is not subject to change unless the purchaser requests change in specifications, deliver or terms.

Fixed price contract: A contract provision under which major (and usually uncontrollable) events may excuse a party, in whole or in part, from the performance of its contractual obligations; e.g, war, fire, or severe weather. This is a standards clause in contract of the organizations.

Financial regulation and rules: GERI financial regulations and rules effective from 1st January 2021 (organizational Directive) no 1.

Funding source: a. client that provides funds to GERI's pursuant to a project agreement between GERI's and that client.

b. where the funding source is not the client, the entity that provides funds to GERI with the written concurrence of a client pursuant to a signed project agreement between GERI's and the funding source.

General conditions of contract: the general condition of contract (something referred to us the general terms and conditions) are a set of contractual provisions which are incorporated into virtually every commercial contract that the GERI, including its funds and programmes, concludes.

Goods: this include object of all kind including raw materials, product and equipment and object in solid, liquid or gaseous forms, and electricity as well as service incidental to the supplier of goods if the value of those incidental service does not exceed that of the goods themselves.

Guarantee: A promise or a pledge, i.e. something given of existing as security such as to fulfill.

Individual contractors: this is a personnel retained by GERI's in their individual capacity to undertake specific assignment.

Instruments of agreements: the documents signed by parties and forming part of contract

Intellectual property: this refer to creation or invention of the mind, including but not limited to, copyright such as designs artwork, software, data, original text, maps) to be included in contract for the sale of goods.

Internal control: Is a process, directed by Boards of Governance, and out carryout GERI's management and other personnel, design to provide reasonable assurance regarding robust risk management and the achievement of objectives and goals, aims at increasing the effectiveness and efficiency of operations, the ability of financial reporting and compliance with applicable laws and regulations.

Inventory: This is any materials, component or product that is held for use at a later time.

Invitation to bid: A formal method of solicitation where prospective suppliers are requested to submit a bid for the provision of goods or services. Normal use when the requirement are clearly the completely specified and the basis for award is lowest costs.

Invoice: is a supplier demand for payment setting out the amount for buyer in respect of goods deliver and services rendered.

Legal obligation: An obligation that device from, a contracting through its explicit or implicit terms or legislation and other operations of law.

Letter of intent: A pre- contractual document, usually in the form of a letter and sometimes signed by both parties, used to express expectation of contract formation in the future and to ensure that certain basic agreements are clearly understood by both parties.

Liability: any obligation incurring as a results of law, rules or agreement being legally obliged and responsible.

Litigation: is a lawsuit, legal action, including all proceedings therein GERI's is immune from legal action in courts, disputes with contractors are resolved either by negotiation, conciliation or arbitrations.

Logistics: the process of planning and implementing and controlling the efficient, cost effective flow and storage of goods and related information from the point of origin to point of consumption for the purpose of conforming to customer requirements

Long-terms agreement: A written agreement between the organizations of the GERI's and a supplier that is established for a defined period of time for specific goods or services at a prescribed price or pricing provision and with no legal obligation to order any minimum or maximum quantity.

Market research: the process of collecting and analyzing information about capabilities within the market to satisfy the organization needs, in order to identify the suppliers, or assist in the development of specification.

Procurement reviewer: Previously procurement advisor, role as defined in organizational Directive – GERI's National structure designed by the Director, PG; mandated to represent the practice as strategic business partners for regions and/ or other practices.

Procurement plan: the work plan regulating the procurement activities.

Procurement review committee on contracts: this is a committee established for independent review of proposed contracts over certain thresholds, the review is conducted to verify that all procurement rules, policies and procedures are met, and that the organization's interest are protected.

Product: are goods, works, and services.

Project: any undertaking by GERI's on behalf of one or more of its clients in respect of which a separately identifiable project account or accounts has been established.

Project agreement: is a legal binding document, together with any written amendments thereto, agreed between GERI and the clients setting out the arrangements for services to project and the budget for such services, including the GERI management fee.

Property plant and equipment: Tangible assets, normally hold by GERI's for use in the production or suppliers of goods or services, for rental to others, or for administrative purposes.

Proposal: this is an offer in response to a request for proposal.

Purchase order: A type of contract that documents the purchase of goods and/ or services.

Quotation: is an offer in response for quotation. However, if it is in response to an enquiry, it is simple a statement of price and availability.

Request for expression of interest: this is an advertisement to identify the suppliers that wish to participate in a forthcoming solicitation.

Request for information: this is an instrument to conduct a market survey in order to contain information from the market that can be used to identify available or potential solutions for fulfilling identified needs which may information on costs and deliver time.

Request for proposal: this is a formal solicitation method where prospective suppliers are requested to submit a proposal for the provision of goods, works or services based on the specifications, statement of works, or terms of reference included in solicitation documents.

Request for quotation: this is an informal way of solicitation whereby suppliers are requested to submit a quotation for the provision of goods, works or services. Normal

used for standard, off-the self-items, the value of the procurement falls below the established threshold for formal methods of solicitation.

Requisition: is a written computerized request from an internal user/customer for the fulfillment or procurement of goods, services or works.

Requisitioner: this is the person/ personnel initiating a purchase requisition, i.e. a request for goods, works or services.

Retention: is the amount retained from each interim payment made to the contractors and held by GERI's on trust to protect GERI's against Costs, charges, expenses and damages for which the contract is liable to GERI's under or in connection with the contract, e.g. as a result of defects appearing in the works.

Schedule: describe the project specific and technical information to be incorporated prior to issuing the tender.

Sealed offer: is an offer which has been submitted in a sealed envelope to prevent its contents from being revealed or known before the deadline for the submission and opening all offers.

Security instruments: these are financial instruments that are intended to provide the GERI's security against the expenses and loses that result from the failure by the suppliers to performance its obligations.

Segregation of duties: this is an internal control mechanism use to assure that no single individual or organizational unit given responsibility for more than related functions

Service: these are works, duty of Labour performance by contractors pursuant to a contract. Rendering of services, may involve the associated provision of utilities or facilities if specified in the terms of the contract.

Sole source: Procurement terms apply when there no competitive marketplace for the requirement, i.e. the product or services needed is available only from one source/ direct contracting.

Solicitation: is a request supplier to offer a bid, for quotation or proposal.

Solicitation documents: documents issued describe procurement requests, and to invite suppliers to submit a bid, quotation or proposal.

Solicitation method: the method used to solicit offers from suppliers, ITB, RFP, RFQ and shopping are methods of solicitation.

Sourcing: the process of identifying suitable suppliers that could provide required products or services for the acquiring organization.

Specification: a description of the technical requirements for a materials, or products or services,

Standardization: the process of agreeing on the standard specification for a specific product or line of products, usually conducted to achieve economics of scale, compatibility with other products, facilitation of operations.

Statements of works: these are requirement specification for works assignments outlining that specific services a contractor is expected to perform, generally indicating the type, level and quality of services, as well as the drawing/design.

Subcontractor: a party that carries out work for a contractor as part of a larger project.

Supplier/ vendor: an entity that potentially or actually provides goods or other products including intellectual property, services or works to the organization.

Sustainable procurement: procurement sometime is called sustainable when it integrates requirements, specification and criteria that are compatible and in favor of the protection of the environment, of social progress and in support of economic development.

Takeover: is the process by which whole relevant section or part of the works are completed except for minor omissions and minor defects.

Vendor: this refers to the supplier

Transparency: a principle applying a process by which reliable, timely information about existing conditions, decisions and actions relating to the organization activities is made accessible.

Women owned business: this should at least a minimum of 51 per cent independent ownership by one or more women for long term control decision making and the day to day management/ Administration of the business operations.

Abbreviations

BAFO	Best and final offer
BOQ	Bill of quantities
BPA	Blanket purchase agreement
CPC	Contract and property committee
DNP	Defect notification period
DOA	Delegation of authority
ECO	Ethics and compliance officer
ED	Executive Director
EOI	Expression of interest
FRR	Financial regulations and rules
GCC	General conditions of contract

HQ	Head Quarters
IPAS	Internal audit and Investigation Groups
IPMG	Infrastructure and Project Management Groups
IPS	Implementations Practice and Standards
ISMF	Implementations Standard Management Framework
PC	Project Centre
PG	Procurement Group
PR	Procurement Review
RFP	Request for Proposal
RFQ	Request for Quotations
SSC	Shared Services Centre
SOW	of work
TOR	Terms of Reference
VRC	Vendor Review Committee
WOB	Women- Owned Business

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