

**THE PROCUREMENT POLICY
OF
COMMUNITY INITIATIVE FOR PARTNERSHIP AND
DEVELOPMENT (CIPAD)**



**ENDORSED BY:
BOARD OF DIRECTORS,
AT AWEIL HEAD OFFICE,
NBeG State, SOUTH SUDAN,
AMENDED 2020**

Table of Contents

- ABBREVIATIONS 3**
- 1. INTRODUCTION AND OVERVIEW 4**
 - 1.1. Community Initiative for Partnership and Development (CIPAD)4**
 - 1.2. Vision, Mission, and Goal.....5**
 - 1.3. Objectives5**
 - 1.4. Values6**
 - 1.5. Organizational Structure.....7**
 - 1.5.1. Staffing.....7
 - 1.5.2. Offices.....9
 - 1.6. Purpose of this Manual.....10**
 - 1.7. Changes to this Manual10**
- 2. PROCUREMENT POLICY11**
 - 2.1. Code of Ethics11**
 - 2.2. Purchasing Policies and Procedures12**
 - 2.2.1. Purchase Request and Payments.....13
 - 2.2.2. Purchasing Thresholds and Solicitation Methods.....14
 - 2.2.3. Procurement Documentation.....16
 - 2.3. Procurement Methods.....18**
 - 2.3.1. Open Bidding Process18
 - 2.3.2. Restricted Bidding Process20
 - 2.3.3. Procurement by Request for Quotation (RFQ) and/or Shopping21
 - 2.3.4. Single Sourcing/Direct Procurement22
 - 2.3.5. Master Supplier List23
 - 2.3.6. Contract/Agreement23
 - 2.3.7. Purchase Order (PO)24
 - 2.3.8. Procurement Payments24
 - 2.3.9. Procurement Lead-times25
 - 2.3.10. Procurement Delays26
 - 2.4. Procurement of Consultants27**
 - 2.4.1. General27
 - 2.4.2. Consultants Selection Methods.....28
 - 2.4.3. Consultancy Procurement Thresholds33
 - 2.4.4. Evaluation of Technical Proposals.....33
 - 2.4.5. Notification to Consultants.....34
 - 2.4.6. Consultant Conflict of Interest.....34
 - 2.4.7. Handling Complaints35
 - 2.4.8. Contract, Payment Provisions and Taxes.....35

ABBREVIATIONS

AFO	Administration and Finance Officer
ED	Executive Director
CPO	Cash Payment Order
EC	Evaluation Committee
CIPAD	Community Initiative for Partnership and Development (CIPAD)
FOM	Finance and Operations Manager
FIFO	First-In First-Out
FBS	Fixed Budget Selection
GRN	Goods Received Note
HR	Human Resource
IGO	Income Generation Officer
IC	Individual Consultants
ITC	Instruction to Consultants
LCS	Least-Cost Selection
LOI	Letter of Invitation/Intent
M&IE	Meals and Incidental Expenses
PC	Project Coordinator
PM	Programme Manager
PmO	Programme Officers
PO	Purchase Order
PV	Payment Voucher
QBS	Quality-Based Selection
QB	QuickBooks
QCBS	Quality and Cost Based Selection
RFP	Request for Proposal
RFQ	Request for Quotation
SSS	Single-Source Selection
TOR	Term of Reference
USD	United States Dollar

1. INTRODUCTION AND OVERVIEW

1.1. Community Initiative for Partnership and Development (CIPAD)

Community Initiative for Partnership and Development (CIPAD) came into existence as a result of the motivation and personal initiative of its founding members who wholeheartedly seek to enhance the socio-economic status of the impoverished communities especially women, youth, children and elderly. Living in war affected South Sudan particularly Northern Bahr El Ghazal State, the founding members were not stranger to hardships faced by the underprivileged communities.

Having strategies to overcome economic and social challenges that impoverished communities are facing, the founding members registered CIPAD at Northern Bahr El Ghazal state level with Relief and Rehabilitation Commission (RRC) and Ministry of Social Development from 2010 to 2016 supporting communities with different capacities depending on funding from partners and well-wishers.

In the year 2017, the founding members of the organization decided to register the organization at national level with Relief and Rehabilitation Commission (RRC) obtaining registration number 902 as National Organization mandated to operate across the country as humanitarian and development organization.

The key areas of interventions include human rights; sustainable food security and livelihood; women & youth economic empowerment; peacebuilding; justice; education; health & nutrition; WASH; and people with disabilities participation and inclusion.

Our efforts have developed lasting relationship with government at all levels, nongovernmental organizations, United Nations agencies and corporate organizations as also with the communities, individuals and groups with whom we have worked.

We have come a long way following a small beginning in 2012, and have implemented a wide variety of projects related to child rights for change; food security & livelihood; women & youth economic empowerment; peacebuilding; community security & community policing; gender base violence; access to justice; reproductive child health care; trauma healing and psychosocial supports; HIV/Aids awareness; COVID 19 awareness; quality education; boreholes rehabilitation and capacity building of water user committees in different Bomas and Payams in the five counties of Northern Bahr El Ghazal State. While implementing different developmental projects, our thrust has always been on working through people's participation and constructive engagement of government institutions and community leaders for project ownership and sustainability.

At CIPAD, we have always believed in the capacities and capabilities of the communities, and have always strived to channel their hidden energies for the betterment of society at large. Our efforts have always been directed towards creating an environment that is conducive of enhancing opportunities to local people to think and act positively.

We have endeavored to develop skills and competencies of the local communities with a view to enabling them to operate and maintain the assets created through the implementation of the projects on sustainable basis.

This philosophy of ours has led us to the adoption of a holistic and participatory approach to rural and urban development. We believe in inclusive approach, covering all the sections of the society, particularly the impoverished people in the Bomas, Payams, Counties and States in the Republic of South Sudan. We

work with existing village level fora (and creating new ones wherever necessary) through Participatory Rural Appraisal (PRA) approaches, principles and techniques.

1.2. Vision, Mission, and Goal

Vision

CIPAD envisions a society that is fair, resilient, developed, and self-reliant, prioritizing the well-being of its citizens.

Mission

To shape policies, and drive actions that advance relief and sustainable development by promoting partnerships, implementing and empowering community-led initiatives with focus on achieving fairness, resilience, peaceful coexistence, self-reliance, and enhancing of well-being in the society.

Goal

To contribute to enhanced peace and socio-economic development of impoverished communities especially women, children, disable groups and elderly.

1.3. Objectives

1. To work for community development, to cooperate in sustainable development by local participation through integrated program.
2. To Improve community safety & Security through community security & community policing program in collaboration with the security providers
3. To enhance wellbeing of the people of the State & counties by operating result oriented program for poverty alleviation and development at the grassroots.
4. To develop mutual relation and brotherhood fillings in community.
5. To carryout water, sanitation and hygiene program to our local populations
6. To cooperate in managing water supply schemes in its working area.
7. To cooperate in road repair and maintenance with the coordination with local agency.
8. To lunch the awareness program in the field of education, health, WASH, peace building, civic education, human rights, gender and children issues.
9. To lunch appropriate program in developing community of women, children, old age, helpless and disable.
10. To work for creative youth activities and sports development.
11. To implement social protections program
12. To lunch awareness program against anti-social activities like girls trafficking, drug abusing, betting, vulgarity.

CIPAD is a national organization working for community development and empowerment through capacity building in order to provide essential knowledge that will lead to awareness, which will further lead to self-development, empowerment and action.

In furthering of the above objectives, CIPAD shall continue to:

- a) Mobilize local resources from community, members, governments, organizations and banking institutions. This shall be in form of contributions, donations and income generating activities.

- b) Advocate for large communities in furthering of its objectives for communal interests.
- c) Promote and carryout or assist in promoting and carrying out rural development research, surveys, assessments and investigations on the matter of community concern and publish the useful results thereof for public consumptions and intervention.
- d) To promote rural development, work through singular or join workshops, exhibitions, meetings, awareness campaigns, lectures, seminars and training courses.
- e) Collect and disseminate information on all matters affecting the said objects 1-18 above and exchange such information with other bodies having similar objects whether in South Sudan or overseas.
- f) Undertake, execute, manage or assist any communal work which may lawfully be undertaken, managed or assisted by the organization.
- g) Purchase, take on lease or in exchange, hire or otherwise acquire any property and any rights and privileges necessary for the promotion of the said objects and construct, maintain and alter any buildings or erections necessary for the work of the organization.
- h) Within laws of publications, to write and print or otherwise reproduced and circulated such workshop documents, papers, books, periodicals, pamphlets or other documents or films or recorded tapes (whether audio or visual or both) as shall further the said objectives.
- i) In accordance with **section 20 (i) of the South Sudan Non-Governmental Organizations (NGOs) ACT 2016**, the organization shall within its financial capacity, employ and pay any person or persons to supervise, organize, and carryout the work of the organization and make all reasonable and necessary provision for the payment of pensions and superannuating to or on behalf of employees and their dependents as maybe determine by the employment contracts between the organization and such a person or persons
- j) Establish where necessary field offices within the Republic of South Sudan or country offices in other countries of the world
- k) Make policies and regulations like finance policy manual, human resource policy manual, assets management policy manual, frauds policy, security policy, code of conducts and strategic plan to guide the work of the organization.

1.4. Values

- Human rights and dignity
- Partnership beyond boundaries
- Mutual Respect
- Honesty, Integrity and Ethics
- Diversity, Inclusivity, Transparency and Accountability
- Gender sensitivity
- Cost efficiency
- Solidarity
- Safeguarding
- Trustfulness and legality

1.5. Organizational Structure

1.5.1. Staffing

Below are summaries of main CIPAD staff only. Organisation Chart is presented in [Figure 1](#).

Executive Director (ED): is responsible for the overall management of Community Initiative for Partnership and Development (CIPAD) Programmes and Operations and operates under the Board. The ED serves as the principal CIPAD representative liaising with donors and partner organizations on project related technical, policy, and financial issues. The ED is ultimately responsible for the generation, commitment and disbursement of all project funds and provide technical and administrative leadership to the overall achievement of the goals and objectives of the organization. The ED is ultimately responsible for the management of all CIPAD resources.

Programme Manager (PM): Operates under and closely with the ED and is responsible to oversee and coordinate CIPAD capacity building, advocacy and service delivery programme activities and provide technical and programmatic leadership to the overall achievement of the goals and objectives of the programmes. With the ED, the PM leads the development, implementation, and monitoring of the organization strategy and work plans and communicates results and achievements to the community and other stakeholders.

Finance and Operations Manager (FOM): Operates under and closely with the ED and is responsible for developing and maintaining the financial systems of the organization, managing financial and other organizational resources, and managing other organizational operations including, human resources, procurement of equipment and materials, and tracking inventory and managing fixed assets. The FOM will assist the ED in ensuring that financial controls and systems comply with acceptable accounting practices and meet donors and CIPAD standards. The FOM ensures that programme activities adhere to the financial and operations policies and procedures of the organization and donors. The FOM works closely with the PM and the technical team to ensure smooth implementation of programmatic activities. The Human Resource (HR) Manager in this document refers to the FOM.

Programme Officers (PO) and Project Coordinators (PC)/Project Managers: Operate under and closely with the PM and are responsible to coordinate capacity building, advocacy and service delivery programme activities. With the PM, the PO develops, implements, and monitors project activities and work plans. In the absence of the PM, the senior PO acts as the Programme Manager. The Project Coordinators (PC) / Project Managers operate under and closely with the Programme Officer (PO) and/or the Programme Manager (PM) and are responsible to implement capacity building, advocacy and service delivery programme activities at the community level.

Logistics and Procurements Officer (LPO): Operates under and closely with the FOM and is responsible for the management of and supervision of support staffs (drivers, store keepers, logistics & procurements assistants), procurement, logistics and managing vehicles as well as motorbikes.

Administration and Finance Officer (AFO)/Accountant: Operate under and closely with FOM. Accountants assist the FOM and maintain the field accounting system, reviewing and processing purchase orders and expenditures, reviewing employee timesheets, and distributing checks, and executing payments with the cashier. The Finance Officer will take over in the absence of the FOM. The AFO also can work as the cashier. AFO is also responsible for the management of and supervision of support staff (Security Guards, Cooks, Cleaners, Cashiers, and Assistants).

Human Resource Officer (HRO): Operate under and closely with FOM and is responsible for human resource planning, recruitment & selection, performance management, learning & development, industrial relations, job analysis & design, maintaining work culture, processing payrolls, maintaining employees' records, compensations & benefits, labor law compliance, and staff motivation. HRO is also responsible for the management of and supervision of support staff like human resources assistants and related staff.

Cashier: Operate under and closely with Finance Officer/Accountant and manage petty cash and executes payments. The cashier can be given various other responsibilities and serve as office assistance, store keeper... etc.

The above Admin & Finance, Logistics and Procurements positions are responsible for the smooth flow of finance, administration and logistic implementation of the CIPAD projects.

It is important that the duties of accounting/financial personnel be properly segregated. No staff member should be assigned duties that could lead to a situation where the person could carry out and conceal illegal acts or violations of rules. To accomplish a proper segregation of duties, different individuals should perform the following functions:

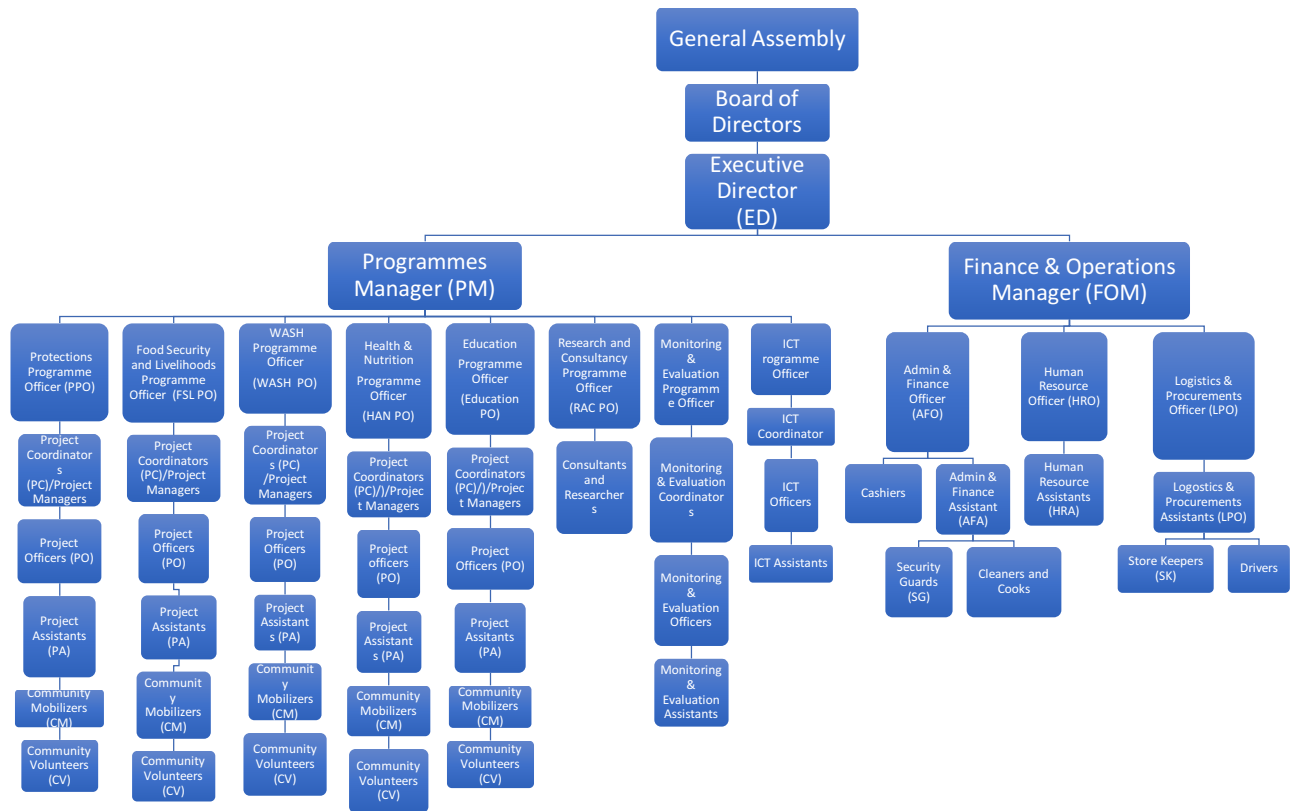
- Authorize transactions (ED and FOM),
- Record transactions (Admin & Finance Officer, Accountants, Cashier)
- Maintain custody of the assets that result from a transaction (LPO, Store Keeper)
- Compare assets with the related amounts recorded in the accounting records (Auditor)

Minimum Required Staff: in times of restricted resources the minimum required staff members for CIPAD are:

- The Executive Director (ED)
- The Finance and Operations Manager (FOM)
- The Cashier/Accountant/Admin and Finance Officer

Other staff members listed in this document will be appointed as necessary.

Figure 1: See below the Organizational Chart of CIPAD



1.5.2. Offices

The Head Office of CIPAD is Aweil, Northern Bahr El Ghazal State, South Sudan. CIPAD will work in multiple States of South Sudan to achieve its mission depending on operational capacity attained. There three field offices in Gokmachar, Aweil North County and Nyamlell in Aweil West County, and Wanyjok in Aweil East County. We have Coordination office in Juba, South Sudan.

1.6. Purpose of this Manual

This Manual is to be used by **ALL** staff of projects implemented by CIPAD. It is intended to be a guideline for all projects financial and administrative policies and procedures. This manual must be viewed in conjunction with the Human Resource (HR) Manual as well as CIPAD's other financial and administrative manuals and resources.

This Finance and Operations Manual addresses questions staff may have about the CIPAD programmes and projects in regard to its office procedures, travel policies and procedures, financial procedures, information technology policies and procedures, and procurement policies and procedures. It serves as a reference document for employees of their rights, responsibilities and obligations and is a guide for supervisors and directors in the administration of the various policies and procedures.

CIPAD reserves the right to make changes and updates to this manual as outlined in this chapter. As policies are added or changed, staff will be notified by official memoranda from the ED. These memoranda will then become part of the official CIPAD Finance and Operations Manual. Please read the manual, understand its contents and always refer to it for reference. If you have any questions or suggestions regarding this manual, please see the Executive Director, Finance and Operations Manager or Human Resources Officer of CIPAD.

1.7. Changes to this Manual

This document is subject to change and revision as and when the circumstances require it. If there is an item or a section in this manual that requires an update, the procedures outlined below should be followed to ensure that all employees receive and record the change. Once a year, if multiple changes have been made, a complete revised version will be produced and distributed. It is the responsibility of each employee to read, understand, and adhere to any policy changes that are made. Employees will be notified of a change via memo as outlined below.

Minor changes to an amount, name, or item:

1. Send a memo to all employees noting the change.
2. Each employee should insert the memo in his/her manual directly after this procedures page to deemed track of who initiated the change and when.
3. The employee should locate and cross out the outdated item in his/her manual, writing in the change.

Major section changes

1. Send a memo to all employees noting the change and attach the revised section with the current date.
2. Each employee should insert the memo in his/her manual following this procedures page.
3. Each employee should insert the revised version in front of the original section, simply crossing out the pages that are no longer current.

The Executive Director of CIPAD must authorize all changes to the manual.

2. PROCUREMENT POLICY

This section provides guidance and instructions to manage and perform procurement activities, from small office supplies to project related items.

All purchasing is conducted in either United States Dollars or South Sudanese Pounds and other currencies in accordance with donor requirements and government regulations. All project expenses must be paid in local currency and international currency where applicable.

2.1. Code of Ethics

The guidelines below should be adhered to by all staff involved in the procurement of goods and services for CIPAD:

1. No employee should attempt to realize personal gain from any procurement process;
2. No employee should participate directly or indirectly in any procurement process if the employee or any member of the immediate family has a financial interest pertaining to a purchase, or if the employee or any member of the immediate family is affiliated with a business or organization through which a purchase is being conducted;
3. No employee should solicit, demand, offer, accept or agree to accept gratuities and/or gifts from/to another person in connection with any decision, approval, disapproval, and/or recommendation in regard to a procurement specification, procedure or contract;
4. No employee may offer or accept payment, gratuity or offer of employment made by or on behalf of a potential or current vendor to influence a purchase or contract;
5. No employee may use confidential information for actual or anticipated gain for the employee or any other person;

6. No employee should influence any other employee to breach these guidelines.
7. No individual associated with CIPAD may:
 - a) Give any vendor advance procurement information, contracting information or price estimates;
 - b) Sign letters of intent to purchase;
 - c) Tell vendors or bidders about their competitors' bids or proposals; or
 - d) Make statements regarding a contract, bid, project or proposal that may be construed as a commitment by CIPAD.
8. In any condition, the winning vendor **MUST** be notified by a written letter in favour of the demanded item to be purchased. All communications with vendors/bidders must be in written.
9. Any ethics or fraud concern or violation must be reported directly to the Executive Director (ED) or the Board Chair.

2.2. Purchasing Policies and Procedures

1. Purchase of expendable item (office supplies, etc.) and is managed by Procurement and Logistics Team.
2. Purchase of non-expendable items (fixed assets like furniture, computers, project related items etc.) is completed by ED and FOM.
3. CIPAD utilizes a procurement committee for all transactions over USD401 or equivalent in local currency. This committee must include **at least 3 people** in order to evaluate bids:
 - Technical staff who initiated the item to be purchased
 - Administration Team
 - Finance team
4. Bid (tendering) must be announced or advertised on public noticeboards for procurements USD12,0001 or more. For this level of procurement, a technical committee (depends the nature of the program and the item to be purchased) shall be appointed to perform the technical evaluation of the bid.
5. Prior approval from the Board must be secured for purchases \$20,001 or more. The Board should be advised of all planned procurements over this amount.
6. Each year hotels, garages, and vehicle rental suppliers are thoroughly assessed, and quotations are collected to select the most appropriate suppliers that are capable and efficient to provide timely, less costly and quality services to CIPAD.

7. One-year contract agreement shall be signed for winning service vendors and this shall be revised each year. The administration team is responsible to address these issues each year.
8. If an item or a service is only supplied by a vendor or the vendor is the sole supplier of the item in the country or location, it **MUST** be documented in written and then should be approved by the ED. The same procedure should apply when searching for halls and refreshments for meetings, workshops and trainings that are organized at Payams, Counties, States and national levels, where **ONLY** one supplier is available in those areas.
9. **It is worth noting that approval to acceptance or rejection of any procurement is at the discretion of the ED.**

2.2.1. Purchase Request and Payments

1. All purchases from vendors or any commitment of funds require the initial approval of a **Purchase Request Form**. The form should clearly state:
 - What is being requested with specifications as detailed as possible,
 - When it is required,
 - Relevance to the approved work plan, and
 - Estimated cost,
 - Quantity
2. It must be completed in such a manner as to provide sufficient information to administration and/or finance staff for them to purchase the specified goods or services.
3. Depending on the type of request, supporting documentation may be needed such as budgets, partner approvals, partner agreements, informational emails/correspondence.
4. Both the requestor and the designated approver must sign the Request.
5. Below is the timeline for the submission of the Purchase Request Form:
 - Small purchases: 1 day
 - Airline tickets: 2 calendar days
 - Services: 3 calendar days
 - Equipment: 7 calendar days
6. All original documentation and receipts for each specific procurement action shall be attached to the payment voucher.

7. Copies of the procurement actions are also stored in the office of the Admin and Logistics Director.

2.2.2. Purchasing Thresholds and Solicitation Methods

Below are procurement thresholds with the associated solicitation procedures and approvals.

Table 3: Purchasing Threshold and Solicitation Methods

THRESHOLD	procedure& SOLICITATION METHOD	APPROVAL
1. USD1-400	<ol style="list-style-type: none"> 1. Purchaser obtains purchase request approval; 2. Price survey by phone or physical market visits of two suppliers for determining the supplier 3. Document: only receipt shall be taken from the supplier 4. Procure. 	Finance/ Administration/Programme
THRESHOLD	PROEDURE & SOLICITATION METHOD	APPROVAL
2. USD401-1500	<ol style="list-style-type: none"> 1. Purchaser obtains purchase request approval; 2. Obtain at least 2 written quotations on vendor letterhead if possible; 3. Review quotations through quote analysis; 4. Select vendor and document reasons for selection in memo to the file; Award Purchase Order (PO) or contract 5. or develop and review service agreements; and procure. <p>Attach all documentation to payment voucher in form of a memo.</p>	ED/ Programme Manager/FOM
3. USD1501-5000	<ol style="list-style-type: none"> 1. Purchaser obtains purchase request approval; 2. Obtain at least 3 written quotations on vendor letterhead if possible; 	

	<ol style="list-style-type: none"> 3. Review quotations through quote analysis; 4. Select vendor and document reasons for selection in memo to the file; 5. Award PO or contract or develop and review service agreements; 6. Attach all documentation to payment voucher. 	ED
4. USD5001-12,000	<ol style="list-style-type: none"> 1. Purchaser obtains purchase request approval; 2. Obtain at least 3 written quotations And more on vendor letterhead; 3. Review quotations through quote analysis; 4. Select vendor and document reasons for selection in memo to the file; Award PO or contract or develop and 5. review service agreements; Attach all documentation to payment 6. voucher in form of a memo. 	ED
5. USD12,001-20,000	<ol style="list-style-type: none"> 1. Purchaser obtains purchase request approval; 2. Obtain at least 3 or more written quotations on vender letterhead if possible; 3. Review quotations through quote analysis; 4. Select vendor and document reasons for selection in memo to the file; 5. Award PO or contract or develop and review service agreements; 6. Attach all documentation to payment voucher in form of a memo 	ED
THRESHOLD	PROEDURE & SOLICITATION METHOD	APPROVAL
USD20,001 and above		Board chairperson

	<ol style="list-style-type: none"> 1. Announce or advertise tender on public notice board or news paper 2. Purchaser obtains purchase request approval; 3. Obtain at least 3 written quotations on vendor letterhead; 4. Review quotations through quote analysis; 	
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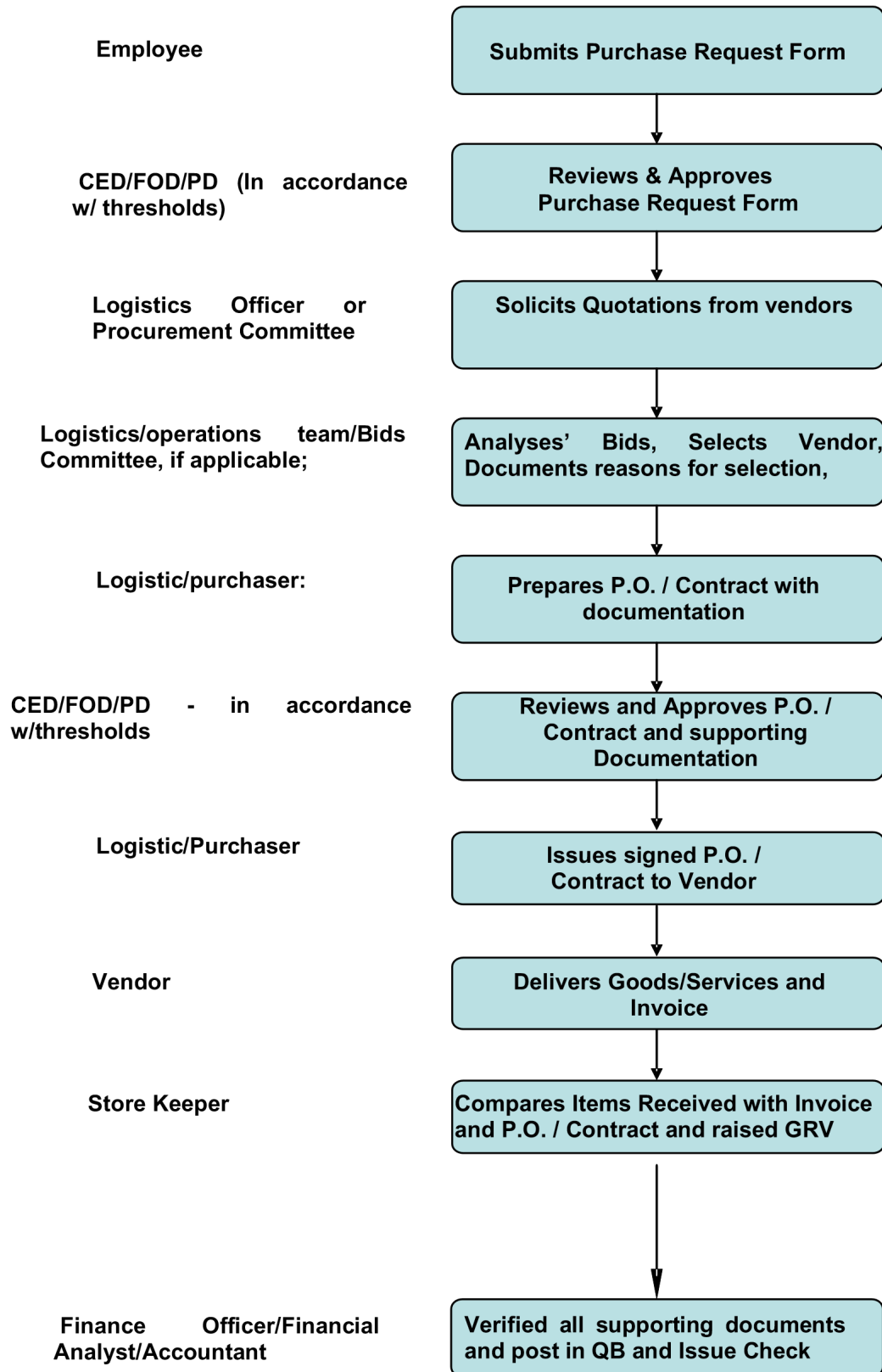
2.2.3. Procurement Documentation

In order to standardize procurement procedures, documentation for purchases should be ‘standalone’ and clearly explains purchase details and procedures without any oral explanation.

The following documentation should be included with any purchasing/procurement files.

- a) Signed Purchase Request Form
- b) Request for Quotations (including internet / newspaper postings)
- c) Quotations Received (minimum of 3 or more)
- d) Quotations/Bids Analysis (should **show** quantitative / qualitative analysis of quotations or proposals and advantage(s) of winning vendor)
- e) Memo to the document (in conjunction with bids analysis should **explain** in written form background, competitive process and justification for vendor selection)
- f) Approval from Board (for procurements US \$20,000 and above)
- g) Signed purchase order or contract of agreement
- h) Vendor’s invoice (stamped paid)
- i) Relevant correspondence collected throughout the procurement process
- j) Goods receiving note
- k) Withholding tax receipt

Figure 2: Procurement procedure



2.3. Procurement Methods

The following are the procurement methods which are used by CIPAD

- a) Open bidding
- b) Restricted bidding
- c) Request for quotations and/or Shopping
- d) Single source/ direct procurement
- e) Request for proposal, and
- f) Two stage bidding

2.3.1. Open Bidding Process

1. This is a competitive bidding process in which the bid announcement and opening is conducted at a public venue, and in the presence of all who may wish to witness the opening of the received sealed bids.
2. The Logistic team in consultation with all relevant managers, technical staff shall work on preparation of invitations for open bid for the media display.
3. There are two major procurement procedures in the open bidding process; International and national bidding procurement:

3.1. ***International Competitive Bidding:*** international procurement is a term used to describe the process of allowing firms around the world to bid on contracts for goods, services and works. When undertaking international bidding, the following have to be considered:

- a. Procurements by means of International Competitive Bidding shall be used whenever in national open bidding an effective competition cannot be obtained unless foreign firms are invited to bid or for procurements above a threshold level for national bidding to be determined by a directive issued by the government proclamation.
- b. The bid advertisement and the bidding documents shall be prepared in English.
- c. The bid advertisement shall be published in a newspaper that has wide circulation and accessible to foreign bidders and shall be posted on CIPAD website.
- d. Procurement may be made by means of international competitive bidding if the value of the contract exceeds the threshold indicated below in respect of each type of procurement: -

- For works above USD366,167
 - For goods above USD183,083
 - For services above USD91,541
- e. Bid prices offered by foreign bidders shall be quoted and bid securities required of such bidders shall be furnished in a freely convertible currency used for payment in international commercial transactions.
- f. Contracts concluded for procurements to be made by means of international competitive bidding may incorporate standard terms and conditions applicable in international commercial transactions to the extent that such terms and conditions are not in conflict with the laws of South Sudan.
- g. Unless the contract provides otherwise, disputes arising from the performance of the contract shall be adjudicated in accordance with South Sudan Laws.
- 3.2. **National Competitive Bidding (NCB):** National Competitive Bidding (NCB) is the competitive bidding procedure normally used for procurement in the country, and may be the most efficient and economical way of procuring goods, services and works which, by their nature or scope, are unlikely to attract foreign competition because the goods or works are available locally at prices below the international market, the contract values are smaller compared to the ICB, and so on.
- a. The CIPAD bids shall be displayed on local media: newspaper, radio and television based on type and value of bid at hand.
- b. Procurements made by means of NCB shall be in compliance with the following rules:
- Procurement of works above US \$20,000
 - Goods above US \$20,000
 - Other Services above US \$20,000
4. When open bidding deemed the best way to find competitive bidding irrespective of the values, bid announcements shall be displayed for reasonable time as per the South Sudan Law depending on the complexity of the procurement.
5. Goods and works and non-consultancy services when National Competitive Bid (NCB), 15 to 30 days depending on the complexity.
6. Consultancy Services when NCB, 7 to 14 days depending on the complexity.
7. Request for proposal both ICB and NCB, from 7 to 14 days depending on the complexity.

8. Bid announcements to be displayed for less than 15 working days for NCB shall be justified. In such conditions, potential suppliers from the Master suppliers' list as well as from the good experience they have with the CIPAD shall be communicated by Logistic team. List of contacted suppliers shall be attached to the bid documents.
9. Logistic team shall register bidders during submission of their offer and submits to the Finance team.
10. Bid submission box shall be prepared and placed at the Logistic area to enable bidders put their sealed offers.
11. Bid opening shall be made in the presence or absence of bidders. If the opening date is changed from the date stipulated on the announcement, the Logistic team shall call and notify bidders two days prior to the opening.
12. Bid bonds of suppliers shall be registered and handed to the main cashier for safety. Bid bonds are returned when notified by the Admin/Procurement/Logistic officer.
13. Results shall be communicated to bidders by the Admin/Procurement/Logistic Officer in writing. This has to be done after the selection process is finalized and approved by the ED.
14. Communicating result to successful or unsuccessful bidders prior to approval and official announcement results in disciplinary action to the staff communicating the result.
15. Successful bidders shall be awarded in writing and this will be followed by signing contract agreement.
16. Regret letters shall be issued to unsuccessful bidders which are followed by bid bond returns. This shall be made after acceptance is confirmed by the winner in writing.
17. Technical and financial components of the bid process including any negotiations that could be made with suppliers should be explained and documented.

2.3.2. Restricted Bidding Process

1. Restricted bidding/tendering is a procurement method that limits the request for bids or offers to a select number of suppliers, contractors or service providers. This method of procurement is also called limited Bidding or Tendering process. The selection is made from the Master Suppliers List. It can also be made by recommendations for the consultancy works.
2. Although considered a competitive procurement method, competition is limited to only firms shortlisted or invited by the procuring entity.

3. Procurements made by means of restricted bidding shall be in compliance with the following rules:
 - 3.1. If the required goods, work, and service is available only with limited suppliers, the invitation to bid shall be sent directly to the respective addresses of those suppliers.
 - 3.2. The procedure of national competitive bidding shall apply to procurements made by means of restricted bidding.
 - 3.3. The supplementary procedure set forth for this process shall apply for procurement of consultancy services by means of restricted bidding through request for proposal.

2.3.3. Procurement by Request for Quotation (RFQ) and/or Shopping

1. Procurement by RFQ and/or Shopping is a procurement method based on comparing price quotations obtained from several suppliers (in the case of goods), from several contractors (in the case of civil works), or service providers (in the case of non-consulting services) with a minimum of three, to assure competitive prices, and is an appropriate method for procuring limited quantities of readily available off-the-shelf goods or standard specification commodities of small value, or simple civil works of small value when more competitive methods are not justified on the basis of cost and efficiency.
2. The candidates/suppliers shall be selected from the master suppliers' list in compliance with the following rules to ensure fairness in the selection:
 - 2.1. Unless the interest of the CIPAD requires otherwise, the same supplier or suppliers shall not be selected repeatedly, so that other suppliers in the master suppliers list may have the opportunity of competition to sale to CIPAD.
 - 2.2. CIPAD has to establish a system to prevent possible acts of connivance in offering and accepting price in the process of procurement by request for quotation and carry out price verification regularly.
 - 2.3. Each supplier/candidate shall be allowed to quote a firm price which may not be changed. No negotiation shall be allowed between CIPAD and the candidate on the price quoted by the candidate.

2.3.4. Single Sourcing/Direct Procurement

The use of single source as a method of procurement shall be subject to the following rules:

1. When in absence of competitions for technical reasons the goods, works, consultancy or other required services can be supplied or provided only by one candidate.
2. For additional deliveries of goods by the original supplier which are intended either as parts of replacement for existing supplies, services or installations or as the extension of existing supplies, services or installation where a change of supplies would compel CIPAD to procure equipment or services not meeting requirements of interchangeability with already existing equipment or services.
3. Purchases of the same goods and services made during the last 6-months and if that same supplier can provide the items with no price change, provided the market price is in favour of CIPAD.
4. The volume of the additional requirements of goods, works or consultancy assignment may not exceed 25% of the volume of such goods, works or consultancy assignment under the initial contract.
5. If the additional requirements include inputs for which the initial contract allows price adjustment, adjustment may be made in respect of such inputs by applying the method used in calculating such adjustments in the performance of the initial contract.
6. In exceptional cases; when the ED and/or his representative deemed reasonable, in response to emergency situations and natural disasters when declared by the Ministry of Health.
7. Purchases that are restricted by copy right.
8. Fast moving office refreshment and office cleaning materials the price of which fluctuates/changes rapidly. This is subject to documented regular market price assessment.
9. Purchases for which proforma invoices cannot be acquired.
10. Goods or services necessary to solve problems encountered during travel
11. Direct procurement is made when the value of the procurement is less than Birr 5,000 and proforma collection deemed costly.
12. The procurement committee shall open and see the single proforma and write their recommendation apart from the management approval as part of the controlling system. This should not take more than a week time.

13. The authority levels for single sourcing to be strictly followed; and it is only the ED which approves single sourcing procurement. Once approved by the ED, the payment approvals will be made as per the approval levels sign posted in the delegation of authority.

2.3.5. Master Supplier List

1. The CIPAD Admin//Procurement/Logistic department is responsible for the creation and maintenance of the preferred Suppliers List all categories of items. This is the Master Supplier List.
2. This list is a comprehensive list of goods, services and works that are procured commonly by CIPAD.
3. The primary purpose of this list is to assist the procurement officials in selecting suppliers that have completed a thorough review process. Only non-regular or new requests shall be entertained from the suppliers which have not been included in the list.
4. To participate in the, CIPAD procurement, suppliers shall be registered as per the following prerequisites:
 - 4.1. Valid business license indicating the stream of business in which the supplier is engaged and Tax Identification Certificate.

2.3.6. Contract/Agreement

1. Contract agreement is a legally binding document signed between CIPAD and a supplier after selection for a particular procurement and the most common are:
 - Purchases of high value items
 - Lease Agreements
 - Construction works
 - Consultancy services
 - Other/ non-consultancy services
 - Purchases that involve partial payment before delivery. E.g. these may be printing orders, foreign purchases, maintenance orders, etc.
 - Standing contract agreements that last for six months, a year or more and that are signed for the purchase of goods and services with a selected supplier. This process helps CIPAD to get best and dependable suppliers in the market.
2. The following points shall be considered when preparing contract agreements with suppliers:

- 2.1. All types of contract/agreements of CIPAD shall be standardized in consultation with the Legal Advisor of the organization.
- 2.2. Any change in clause of a contract/agreement shall be advised to the legal advisor.
- 2.3. Contract is signed when the situation is seen to be favourable to CIPAD.
- 2.4. Background information of the CIPAD that reflects the mission, vision and values must always be inserted on contractual agreements of any kind.
- 2.5. All specifications, quantity, quality, value and duration shall be clearly stated.

2.3.7. Purchase Order (PO)

1. A purchase order (PO) is the first official offer issued by CIPAD after the supplier is selected.
2. Purchase orders shall include the following information:
 - Name and address of selected supplier
 - Date and proforma invoice number of the supplier ▪ Date of order
 - Detailed specification of items ordered
 - Quantities ordered with unit price
 - Total cost of all items
 - Applicable discounts, if any
 - Information on delivery details: taxes, freight and insurance, warranties, etc.

2.3.8. Procurement Payments

1. CIPAD can make payment for the goods, services and works purchased by check, cash and bank transfer against approval of payment vouchers and supporting documents such as purchase order, approved comparison forms (quotations and bid analysis) with attached proforma invoices, copy of signed contract agreement, if any, and proof of receipt of goods or performance of services.
2. There are also exceptions that we pay in advance before the goods and services are delivered.
 - 2.1. Advance payment shall be made in an amount not exceeding 30% of the total contract price.
 - 2.2. The amount to be paid in advance shall be stated in the instruction to bidders.
 - 2.3. Suppliers shall submit advance payment security in an amount equal to the advance payment they receive in the form of a certified cheque or unconditional bank guarantee

at their option from a reputable bank, together with their request for advance payment as per the contract.

2.3.9. Procurement Lead-times

1. Procurement lead-time is referred to as the time interval between the initiation of a procurement action and the award of a contract. This is the time required from the point when the need for an item; be it good, service or work, is recognized to when it is received.
2. This is established cut-off date for processing procurement requirements. These established dates allow adequate time to properly accomplish planned procurements and amendments and are based on receipt of a complete acquisition package which includes required approvals/clearances, a complete description of requirements, and adequate funding.
3. All procurement processes have different lead-times as indicated in the table below:

Table 4: Procurement process for Works and Goods (National Competitive Bid)

Works	Time Required in weeks	Minimum Time in Weeks
<i>Draft Bid Documents, including specs and quantities,</i>		
Time for floating Notice on National Press	1-2 wks	1
Preparation of Bid Evaluation Report	1 wk	1
Contract Award notification	0.5 wk	1
Contract negotiation	0.5 wk	1
Contract Signature	0.5wks	1
Total number of weeks		3 weeks
Goods	Time Required in weeks	Minimum Time in Weeks
<i>Draft Bid Documents, including specs and quantities,</i>		
Time for floating Notice on National Press	1 wks.	1
Preparation of Bid Evaluation Report	0.5 wks	0.5
Contract Award notification	0.5 wk	0.5
Contract negotiation	0.5 wk	0.5
Contract Signature	0.5wks	0.5

Total number of weeks		3 weeks
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NB: These lead times may vary depending on the delivery time pledged by the suppliers, urgency of the matter by the work-plan, the procurements at hand, the complexity of the procurement item, availability of the requested items in the market and other factors.

2.3.10. Procurement Delays

1. Delays in the procurement process are any constraint that prevents procurement events from taking place in accordance with the procurement plan and schedule.
2. The following are some common causes of delays in the procurement process:
 - 2.1. Failure to properly plan all procurement needs and to use the appropriate procurement method.
 - 2.2. Requesting entity fails to submit procurement requests on time consistent with the procurement plan and schedule.
 - 2.3. Technical specifications, scope of work or terms of reference prepared later than scheduled.
 - 2.4. Procuring unit receives incomplete technical specifications, scope of work or terms of reference.
 - 2.5. Technical Evaluation team not formed in time to begin the evaluation process as scheduled.
 - 2.6. Technical Evaluation team taking more time than allotted to evaluate bids or proposals.
 - 2.7. Procurement Committee not fulfilled to open bids.
 - 2.8. Lack of organization and prioritization by the operation/logistic team.
 - 2.9. Protracted or prolonged contract negotiations.
 - 2.10. Reviewing and approving authority taking more time that allotted to review and comment on documents sent for approval.
3. Avoiding Delays:
 - 3.1. Avoiding delays in the procurement process not only saves time and money, it also permits the timely award of contracts to the completion of the program/project deliverables. A delayed contract award could cause a chain reaction of delays on other dependent procurements.
4. Who is responsible for avoiding delays in the procurement process?

- 4.1. All stakeholders: The Admin/logistic team, procurement committee as well as technical evaluators, approving authority, requesting or user team, etc., involved in the bidding, evaluation and selection phase are responsible for making every effort to avoid delays in the procurement process. No single department can do this. It has to be a collaborative effort.
5. What can be done to minimize delays in the procurement process?
 - 5.1. The appropriate procurement method is assigned to the requirement because this is important for estimating the procurement lead-time.
 - 5.2. A realistic determination is made of the availability of a market to satisfy the need.
 - 5.3. An evaluation team with the proper technical skills is identified, selected and approved early enough and is available to begin the evaluation process on schedule.
 - 5.4. The need for external assistance to prepare the technical specifications, scope of work or terms of reference of the requirement has been considered.
 - 5.5. The approving authority will be available and is committed to reviewing and approving procurement documents within an agreed timeframe.

2.4. Procurement of Consultants

2.4.1. General

1. Consultancy services consist of the review and the provision of advice on particular projects or problems.
2. CIPAD procures consultancy services for a wide spectrum of activities including i.e. studies, surveys, appraisals, assessments, systems documents and manual preparations, video/audio productions, design of leaflets, photography, engineering work related services, delivering presentations, facilitation works, other judicial bodies to give evidence or otherwise submit professional opinions and so on. Out sourcing these services give sufficient time to CIPAD team to focus more on the core organizational engagements.
3. The quality of consulting services remains one of our key considerations in selecting consultants; the cost of consulting services remains a factor of selection to be used with measured prudence according to the features and complexity of the engagements.
4. Consulting services in CIPAD should satisfy the following guiding principles:
 - High quality of services,
 - Efficiency and economy,

- Competition among qualified consultants from all eligible consultants, and
 - Transparency.
5. **Property:** Contracts for consulting services usually state that all documents prepared by the consultant shall become and remain the property of CIPAD. The consultant may retain a copy of such documents and software. There should be no restriction on the use of such documents or software by CIPAD.
 6. **Information to the consultants:** Dissemination of relevant information is the cornerstone of a transparent and fair consultant selection process. Our policy requires us to ensure that all consultants have equal access to the same information so that interested consultants can make informed decisions on how to best apply their efforts. Consulting opportunities in CIPAD will be advertised as follows:
 - On the newspapers (both private and government owned)
 - On advertisers' websites including our own website
 - On the Notice Boards of CIPAD offices
 - On the appropriate notice boards and email communications;
 - Partners offices
 - Using other mass media depending on the circumstances.
 7. **Role of the Consultants:** In view of fair competition ensuring rationality in the selection process, consultants should abide by the laws of the country (both National and State laws) and by the instructions of the Request for Proposal (RFP) provided by CIPAD.

2.4.2. Consultants Selection Methods

1. The followings are various methods for the selection of consultants:
 - Quality and Cost Based Selection (QCBS)
 - Least-Cost Selection (LCS)
 - Quality-Based Selection (QBS)
 - Selection under a Fixed Budget (FBS)
 - Selection Based on Consultant's Qualifications (CQS)
 - Single-Source Selection (SSS)
 - Selection of Individual Consultants (IC)
2. The choice of the appropriate method will depend on the nature, size, and complexity of the assignment; technical and financial considerations and the like. It is therefore critical to carefully define the assignment, particularly the scope and its depth while developing the TOR and other elements of RFP.

3. For the engagement of consultants, a quotation or tender will be required depending on the value of the consideration. Requirement and specification of the consultancy service shall be approved by the ED prior to calling quotations or inviting tenders.

2.4.2.1. Quality and Cost Based Selection (QCBS)

1. QCBS uses a competitive process among short-listed firms that takes into account the quality of the proposal and the cost of the services in the selection of the successful firm. It is the method most frequently used to select consultants.
2. Cost as a factor of selection shall be used judiciously. The relative weight to be given to the quality and cost shall be determined for each case depending on the nature of the assignment.
3. The selection process shall include the following steps:
 - a. Preparation of the TOR;
 - b. Preparation of cost estimate and the budget;
 - c. Advertising;
 - d. Preparation of the short list of consultants;
 - e. Preparation and issuance of the RFP [which should include: the Letter of Invitation (LOI); Instructions to Consultants (ITC); the TOR and the proposed draft contract];
 - f. Receipt of proposals;
 - g. Evaluation of technical proposals: consideration of quality;
 - h. Public opening of financial proposals;
 - i. Evaluation of financial proposal;
 - j. Final evaluation of quality and cost; and
 - k. Negotiations and award of the contract to the selected firm.

2.4.2.2. Least-Cost Selection (LCS)

1. This method is only appropriate for selecting consultants for assignments of a standard or routine nature (audits, engineering design of noncomplex works, and so forth) where the intellectual component is minor and well-established practices and standards exist. Under this method, a “minimum” qualifying mark for the “quality” is established.
2. Short listed consultants must submit their proposals in two envelopes. The technical proposals are opened first and evaluated. Proposals scoring less than the minimum technical qualifying mark are rejected, and the financial envelopes of the rest are opened in public. Activities and items described in the technical proposals but not priced or quantified differently in the financial proposal from the technical proposal, shall be assumed to be included in the prices of other activities or items. The consultant with the lowest price is selected.

2.4.2.3. Quality-Based Selection (QBS)

1. Quality-Based Selection (QBS) is based on the evaluation of the proposal quality without any initial consideration for cost. The consultant that submitted the highest-ranked technical proposal is then invited to negotiate its financial proposal and the contract. QBS is appropriate when:
 - 1.1. The downstream impact of the assignment can be so large that the quality of the services is of overriding importance for the success of the project as a whole;
 - 1.2. The scope of work, the duration of the assignment, and the TOR require a degree of flexibility because of the novelty or complexity of the assignment, the need to select among innovative solutions, or the particular physical, environmental, social, or political circumstances;
 - 1.3. The assignment itself can be carried out in substantially different ways such that cost proposals may not be easily or necessarily comparable;
 - 1.4. The introduction of cost as a factor of selection makes competition unfair; or the need exists for an extensive and complex capacity building program.
2. QBS should be adopted for assignments such as the following:
 - a) Complex sector and multidisciplinary studies of a complex nature
 - b) Important and far-reaching strategy studies
 - c) Complex pre-feasibility and feasibility studies, or design of large and complex projects
 - d) Assignments in which consultant organizations with different cost structures are required to compete
3. In some cases, the choice between QBS and QCBS may be difficult. In situations of strong uncertainty or risk for the engagement, QBS should be adopted, because quality is the key element.
4. Only the financial proposal of the first-ranked consultant is opened; the others are returned unopened after negotiations with the winning firm are concluded.
5. Because the TOR of assignments under QBS are generally more complex and less defined than under QCBS, contract negotiations with the winning consultants may be lengthy and complicated. For large assignments, CIPAD may decide to hire an independent adviser to assist in the most critical aspects of the technical.

2.4.2.4. Selection Under a Fixed Budget (FBS)

1. This method is appropriate only when the assignment is simple and can be precisely defined and when the budget is fixed. The RFP shall indicate the available budget and

request the consultants to provide their best technical and financial proposals in separate envelopes, within the budget.

2. TOR should be particularly well prepared to make sure that the budget is sufficient for the consultants to perform the expected tasks.
3. Evaluation of all technical proposals shall be carried out first as in the QCBS method. Then the price proposals shall be opened in public and prices shall be read out aloud. Proposals that exceed the indicated budget shall be rejected.
4. The Consultant who has submitted the highest ranked technical proposal among the rest shall be selected and invited to negotiate a contract.

2.4.2.5. Selection Based on the Consultants' Qualifications (CQS)

1. This method may be used for small assignments for which the need for preparing and evaluating competitive proposals is not justified. In such cases, CIPAD shall prepare the TOR, request expressions of interest and information on the consultants' experience and competence relevant to the assignment, establish a short list, and select the firm with the most appropriate qualifications and references. The selected firm shall be asked to submit a combined technical-financial proposal and then be invited to negotiate the contract.
2. CQS may be considered for assignments such as the following:
 - Evaluation studies at critical decision points in the project cycle
 - Executive assessments of strategies and programs
 - High level, short-term, expert advice
 - Participation in project review panels
 - Other similar undertakings

2.4.2.6. Single-Source Selection (SSS)

1. Single-source selection of consultants does not provide the benefits of competition in regard to quality and cost, lacks transparency in selection, and could encourage unacceptable practices. Therefore, single-source selection shall be used only in exceptional cases.
2. Single-source selection may be appropriate only if it presents a clear advantage over competition:
 - For tasks that represent a natural continuation of previous work carried out by the firm
 - In exceptional as well as emergency cases, and for consulting services required during the period of time immediately following the emergency,
 - For very small assignments,

- When only one firm is qualified or has experience of exceptional worth for the assignment.
- When competition appears unlikely to add significant value to the choice of the consultant.

2.4.2.7. Selection of Individual Consultants (IC)

1. Individual consultants are selected on the basis of their qualifications for the assignment. The user team should first prepare a TOR for the consultant assignment including the scope of work and/or short description of the task or job description and the criteria for selection and its estimated cost.
2. Advertisement is not required, and consultants do not need to submit proposals.
3. In some cases, CIPAD may consider the advantage of advertising in cases of:
 - Individual assignments of a long duration—say, 12 months or more
 - For shorter assignments if potential suitable candidates are unknown.
4. Consultants shall be selected through comparison of qualifications of at least three candidates among those who have expressed interest in the assignment or have been approached directly by CIPAD.
5. Individuals considered for comparison of qualifications shall meet the minimum relevant qualifications and those selected to be employed by CIPAD shall be the best qualified and shall be fully capable of carrying out the assignment.
6. Capability is judged on the basis of academic background, experience, and, as appropriate, knowledge of the local conditions, such as local language, culture, administrative system, and knowledge of government policies.

2.4.2.8. Procurement Made by Means of Request for Proposal

1. Where CIPAD opts to procure consultancy service by means of request for proposal, it shall issue invitation for expression of interest.
2. The selection of consultants to be invited to submit proposals shall be made in the following manner:
 - 2.1. By selecting those with better qualification from among consultants responding to an invitation for expression of interest issued by CIPAD;
 - 2.2. In case of the number of consultants having the competence to deliver the required service being limited, by inviting all of such consultants;

- 2.3. The number of consultants to be invited to submit proposal shall, as far as possible, be not less than three and not more than seven.
- 2.4. CIPAD shall send simultaneously to the addresses of the selected consultants, a letter of Notification to submit their proposal. If CIPAD finds it appropriate, it may send to the selected consultants the bidding document prepared for this purpose free of charge together with the letter.
- 2.5. The bidding document shall be prepared in conformity with the standard bidding document issued by CIPAD and in accordance with the procedure applicable to national competitive bidding prescribed in this directive.
- 2.6. The negotiation to be held with the selected consultant shall focus on the content of the consultancy work, the method applied to accomplish the work, the quality of the human power to be engaged by the consultant, the material to be used by the consultant in the performance of the service, the content of the report to be submitted by the consultant as it being understood that the essential requirements of the bidding document and the quality of the work to be delivered by the consultant is not negotiable.

2.4.3. Consultancy Procurement Thresholds

1. Apart from the selection methods described above, the competitive bidding procedure laid down in other sections for the procurement of goods, works and other services shall apply to the procurement of consultancy service.
2. Accordingly, consultants are selected depending on their competitive values:
 - National Competitive Bidding (NCB): US\$ 10,000 and above
 - Restricted bidding: US \$1501-10,000
 - Request for offer (RFO)/shopping: US\$701-1500
 - No competition (one consultant/contractor): US\$1-700

2.4.4. Evaluation of Technical Proposals

1. Unlike the procurement of goods and works, the technical evaluation and recommendation of consultants is carried out by a temporary technical evaluation committee representing the user team and Admin/logistic team and authorized by ED.
2. The Evaluation Committee (EC) prepares a technical evaluation report that shall record the scores given to each criterion and sub criterion, as well as explain the decisions. For each proposal, the report also should indicate technical weaknesses or deviations from the terms set out in the RFP and comment on their acceptability.

3. The technical evaluation report is submitted by the EC to the designated decision-making authority for review and approval. This decision-making authority may ask the EC to explain the report but should not request that scores to be changed. It should review the EC's evaluation of each proposal (on technical, contractual, and other aspects).
4. If the EC finds a proposal non-responsive, the decision-making authority may reject it at this stage. An example of deviation that could lead to rejection of a proposal may include the omission of a component of the services, reflecting a poor understanding of the assignment.
5. The decision-making authority must also be satisfied itself that no proposal is inconsistent with the guide line. S/he should also decide how any acceptable deviation in each proposal should be handled during negotiations, in case that proposal is ranked first.

2.4.5. Notification to Consultants

1. The EC notifies consultants whose proposals did not meet the minimum technical score specified in the RFP or were found to be no responsive, indicating that the consultants' financial proposals will be returned unopened at the end of the selection process. It also simultaneously notifies consultants whose technical proposals were above the minimum technical score and informs them of the date, time, and place set for opening the financial envelopes.
2. The opening date should be defined to allow sufficient time for consultants to make arrangements to attend the opening.
3. If consultants were initially requested to submit financial proposals under QBS, the EC notifies the consultant with the highest-ranked technical proposal and indicates the date, time, and place set for negotiating the financial proposal and the contract. If only technical proposals have been received, the EC will request the highest-ranked consultant to submit a financial proposal. (One week is considered a sufficient time period in which to receive this financial proposal.)

2.4.6. Consultant Conflict of Interest

1. A consultant conflict of interest is a situation in which consultants provide, could provide, or could be perceived as providing biased professional advice to CIPAD to obtain advantage.
2. Consulting services in CIPAD projects should satisfy the following requirements:
 - Meet high standards of quality;
 - Be impartial (that is, delivered by a consultant acting independently from any affiliation, economic or otherwise, that may lead to conflicts of interest;

- Be proposed, awarded, administered, and executed according to the highest ethical standards.
3. The Four main categories of conflict of interest that may bias the consultants' advice and lead to their disqualification:
 - 3.1. Activities by the consultants and their affiliate's that conflict with their assignment for CIPAD
 - 3.2. Consulting assignments that, by their nature, are or may be in conflict with each other
 - 3.3. Relationships between the consultants and CIPAD's staff
 - 3.4. Consultants serving different clients with conflicting interests on closely related assignments

2.4.7. Handling Complaints

1. Consultants may decide to complain to the ED about the proper application of selection methods and procedures adopted. No discussion or correspondence with a consultant should take place during the selection process, other than acknowledgment of receipt of the complaint itself.
2. If, in the judgment of the ED having considered all the evidences and circumstances, a complaint is justified, he may ask or advise the concerned officials to remedy the situation or settle the complaint directly with the complainant.
3. The ED shall not enter into discussion or correspondence with any consultant during the selection and review process, until award of the contract is notified.

2.4.8. Contract, Payment Provisions and Taxes

1. Formal contracts shall be signed for the recruitment/employment of consultants. This need be in line with CIPAD Procurement and Human Resource frame work and relevant provisions of the Policies.
2. All consultants will be paid a daily rate. This rate will be determined based on past salary or established consulting history as reflected on the Biographical Data Form (biodata), a pre- determined local consultant pay scale, and/or the specific requirements of consultancy. It is important to note when considering salary history that only the base salary (excluding any benefits) is applicable to the calculation.

3. It is the responsibility of Finance Director to verify the salary or daily rate of consultants with a previous employer before setting the compensation rate. Salary verifications should be done in writing and documented in the consultant file.
4. No local consultant daily rate may exceed US\$ 400 or its equivalent in Birr.
5. CIPAD should avoid delaying payments without due cause to ensure that the consultant does not delay its assignment for lack of funds.
6. In general, a consultant will Seek to be paid up front as much as possible to make sure that the necessary cash flow is always available to the assignment without having to resort to external financing.
7. Payment provisions, including amounts to be paid, schedule of payments, and payment procedures, shall be agreed on during negotiations.
8. Payment shall be made on an instalment and phase by phase basis in accordance with the progress of the assignment as stated in the contract agreement.
9. Clarity should be created at the early stage of negotiation to ensure that all local tax liabilities shall be for the account of the consultants unless the consultant is tax-exempt, in which case he/she is required to produce the evidence.

For registered consultants withholding tax at the applicable rate will be deducted from any payment except reimbursable and transport and accommodation expenses agreed to be covered. CIPAD is under a duty to issue pre-numbered Withholding Tax Receipt for the amount withheld or deducted from the consultant immediately at the time of making the payment.

Approved by Board on 17th of April 2020

Sign



Jacob Lual Jok,
Board Chairperson.