

# CENTRE FOR ENVIRONMENT AND MIGRATION ASSISTANCE (CEMA)



## PROCUREMENT POLICY

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## 1. Introduction

The Procurement Policy of the Centre for Environment and Migration Assistance (CEMA) outlines the procedures and principles that govern the acquisition of goods, services, and works needed to fulfill the organization's mission and objectives. As a non-governmental organization (NGO) operating in Uganda, CEMA is committed to maintaining a procurement process that upholds the highest standards of ethics, professionalism, and transparency.

The policy serves as a framework to guide CEMA's procurement practices in a consistent, accountable, and equitable manner, ensuring the following key outcomes:

- **Efficiency and Cost-effectiveness:** CEMA aims to procure the best value for money while ensuring that goods and services are delivered on time, within budget, and in accordance with project needs and specifications.
- **Fairness and Competition:** CEMA strives to provide equal opportunities for all potential suppliers, service providers, and contractors through a transparent and competitive procurement process that allows for unbiased selection based on merit and compliance with predefined criteria.
- **Compliance with Laws and Regulations:** CEMA is committed to complying with Uganda's national procurement laws, international standards, and the specific requirements of donors, ensuring that all procurement activities are legally sound and ethically conducted.
- **Accountability and Transparency:** CEMA ensures that procurement activities are documented and monitored throughout the process, from initiation to contract execution, fostering accountability to internal stakeholders, donors, and beneficiaries. This also ensures the transparency of procurement decisions, which can be audited and reviewed.
- **Donor Compliance:** CEMA recognizes the importance of adhering to donor-specific procurement guidelines and regulations. This policy outlines how procurement activities should be managed in line with donor expectations, ensuring that all procurement meets the financial and operational requirements of donor-funded projects.
- **Sustainability and Social Responsibility:** In line with its mission, CEMA seeks to procure goods and services that not only meet technical specifications but also promote social

and environmental sustainability. This includes prioritizing local suppliers and contractors and encouraging practices that contribute to the well-being of communities and the environment.

Through this policy, CEMA strives to maintain the highest standards in all procurement activities, which are crucial to the successful delivery of its projects and the achievement of its organizational goals. The policy reflects CEMA's commitment to ethical procurement practices that benefit both the organization and the wider community, while supporting efficient use of resources.

This document sets forth the guiding principles, procedures, and roles involved in procurement activities within CEMA, providing a structured approach to meeting organizational needs in a responsible and accountable manner.

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## **2. Purpose**

The purpose of this Procurement Policy is to establish a clear, structured, and transparent framework for the procurement activities at the Centre for Environment and Migration Assistance (CEMA). By adhering to this policy, CEMA aims to:

### **2.1 Ensure Transparency, Fairness, and Competitiveness**

- **Transparency:** All procurement activities at CEMA must be carried out in an open and transparent manner. Procurement decisions, including tendering processes, supplier selection, and contract awards, must be documented and made available for internal and external scrutiny. This ensures that no conflicts of interest or undue influence affect the procurement process.
- **Fairness:** The policy ensures that all suppliers, service providers, and contractors are given an equal opportunity to compete for contracts. The selection process must be based on predetermined and transparent criteria, ensuring that no party is unfairly excluded or advantaged.

- **Competitiveness:** CEMA encourages competitive bidding and market engagement. By obtaining multiple offers for the required goods and services, CEMA ensures that it receives the best value for money while considering both quality and cost. Competitive processes contribute to efficiency and cost-effectiveness in meeting organizational needs.

## **2.2 Promote Efficiency, Economy, and Effectiveness**

- **Efficiency:** CEMA's procurement process must ensure that resources are used effectively, minimizing delays and administrative costs. The procurement cycle, from the identification of needs to contract completion, should be streamlined to meet project timelines and operational goals.
- **Economy:** The policy aims to procure goods and services at the best possible price without compromising quality. CEMA strives to maximize the value derived from its financial resources, ensuring that expenditures are within budgetary constraints and cost-effective for both the organization and its donors.
- **Effectiveness:** CEMA seeks to procure goods and services that directly contribute to the success of its programs and projects. The focus is on acquiring the necessary resources to meet project objectives and organizational goals while achieving optimal outcomes for the communities served.

## **2.3 Foster Good Governance, Integrity, and Accountability**

- **Good Governance:** This policy supports the principles of good governance by ensuring that CEMA's procurement process is consistent, ethical, and free from corruption. Governance structures within CEMA, including those responsible for oversight, must ensure compliance with the policy and assess procurement activities regularly.
- **Integrity:** The procurement process must be conducted with the highest level of integrity. All individuals involved in procurement activities are expected to act honestly, with professionalism, and in alignment with CEMA's ethical standards.
- **Accountability:** CEMA holds all staff involved in procurement accountable for their actions and decisions. Clear roles and responsibilities are defined, and appropriate

oversight mechanisms, including auditing, are in place to ensure that procurement activities are conducted in accordance with the policy and legal requirements.

## **2.4 Ensure Compliance with Ugandan Procurement Laws, Donor Regulations, and Organizational Objectives**

- **Compliance with Ugandan Laws:** CEMA is committed to adhering to the procurement laws and regulations of Uganda, including the Public Procurement and Disposal of Public Assets Act (PPDA), and other relevant legislation. This ensures that CEMA's procurement practices align with national standards and legal requirements.
- **Donor Regulations Compliance:** CEMA recognizes the importance of complying with donor regulations and requirements related to procurement. This includes following the specific procurement guidelines outlined by donors in grant agreements, contracts, and funding arrangements. Compliance with donor requirements ensures that CEMA's projects are funded appropriately and that resources are utilized in accordance with donor expectations.
- **Alignment with Organizational Objectives:** The procurement process at CEMA must align with the organization's mission, strategic goals, and specific program objectives. This policy ensures that procurement supports CEMA's broader goals of environmental sustainability, migration assistance, and community development by focusing on acquiring goods and services that contribute directly to these objectives.

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## **3. Scope**

This Procurement Policy applies comprehensively to all procurement activities undertaken by the Centre for Environment and Migration Assistance (CEMA), regardless of funding source, procurement size, or the department initiating the procurement. It provides a unified framework for managing procurement operations across all programs and projects to ensure consistency, accountability, and compliance.

### **3.1 Coverage of Procurement Activities**

This policy governs all procurement actions undertaken by CEMA, including but not limited to:

- **Procurement of Goods and Services:**
  - This includes the acquisition of supplies, office equipment, ICT equipment, stationery, vehicles, consulting services, utilities, and any other materials or services required for day-to-day operations and project implementation.
  - Both routine operational needs and program-specific requirements are covered under this category.
- **Procurement of Works and Construction Services:**
  - Includes the hiring of contractors for construction, rehabilitation, and maintenance of physical infrastructure (e.g., boreholes, community centers, offices, sanitation facilities) that support CEMA's environmental, humanitarian, and development goals.
  - Encompasses engineering design services, project management services, and related works.
- **Donor-Funded Procurement:**
  - The policy applies to all procurements conducted under projects financed wholly or partly by donor funds, regardless of whether the procurement follows CEMA's internal procedures or specific donor procurement rules.
  - Where donor regulations are more stringent or differ from internal procedures, CEMA will comply with the applicable donor guidelines to ensure contractual compliance, eligibility of costs, and accountability to funding partners.

### **3.2 Applicable Individuals and Roles**

This policy applies to all staff, board members, consultants, volunteers, and third-party agents who are involved, directly or indirectly, in procurement-related decisions or actions. Specifically:

- **Procurement Officers and Assistants:**

- Responsible for planning, sourcing, bidding, negotiating, and contract management in line with policy procedures.
- **Project Managers and Program Staff:**
  - Responsible for initiating procurement requests, developing specifications, participating in evaluation committees, and ensuring timely delivery of project-related goods and services.
- **Finance and Administration Staff:**
  - Ensure that procurements are financially approved, budgeted, and compliant with financial controls and donor requirements.
- **Executive Director and Senior Management:**
  - Provide strategic oversight, ensure policy enforcement, approve high-value procurements, and handle exceptions or escalated procurement issues.
- **Tender Committees or Evaluation Panels:**
  - Temporary or standing committees appointed to evaluate bids, quotations, or proposals and recommend supplier selections.
- **All CEMA Employees Involved in Procurement Activities:**
  - Are required to adhere to the standards of integrity, transparency, and accountability as stipulated in this policy. All staff are obligated to declare conflicts of interest, avoid favoritism, and report any irregularities in procurement processes.

### **3.3 Exemptions and Special Cases**

While this policy covers nearly all procurement scenarios, certain emergency procurements or unique donor-driven exceptions may follow a fast-tracked or modified process, as long as:

- There is appropriate justification documented.
- Approvals are obtained from the Executive Director or the Board.
- The principles of transparency and value-for-money are still upheld.

In such cases, procurement decisions must still be documented and reviewed post-facto to ensure alignment with overall procurement controls.



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## **4. Procurement Principles**

CEMA is committed to conducting all procurement activities in accordance with the highest standards of ethical conduct, good governance, and sound financial management. The following core principles underpin every procurement process, regardless of the value or nature of the goods, services, or works being procured:

### **4.1 Transparency**

- All procurement processes shall be open and transparent, ensuring that procurement information (e.g., advertisements, evaluation criteria, supplier selection) is accessible to relevant stakeholders.
- Clear documentation and audit trails shall be maintained at all stages of the procurement process, including requisitions, quotations, bid evaluations, contracts, and payment records.
- Procurement records will be securely stored and readily available for internal review, donor audits, and regulatory inspections.

### **4.2 Fairness and Non-discrimination**

- CEMA shall ensure equal treatment for all bidders and suppliers. No supplier shall receive preferential treatment based on personal relationships, political influence, or any other unjustified basis.
- All potential vendors shall be evaluated based on objective, pre-established criteria such as price, technical capacity, experience, and compliance with terms and conditions.
- The procurement process shall ensure inclusivity, encouraging participation by local businesses, women-owned enterprises, and other underrepresented groups where possible.

### **4.3 Value for Money**

- Procurement decisions will seek to obtain goods, works, or services that provide the best combination of cost, quality, efficiency, and effectiveness.
- The “lowest price” will not be the sole determining factor; instead, the principle of total cost of ownership and long-term value shall be considered.
- CEMA shall avoid unnecessary purchases and shall always seek to maximize the utility of resources, including promoting sustainability and cost-effectiveness.

#### **4.4 Accountability**

- Every staff member involved in procurement has a responsibility to ensure that decisions are justifiable, well-documented, and in compliance with this policy.
- Procurement decisions will be subject to internal controls and oversight mechanisms, including approval thresholds, tender committees, and periodic audits.
- Financial and operational accountability is reinforced by requiring that procurement expenditures be aligned with approved budgets and project plans.

#### **4.5 Ethics and Integrity**

- All individuals involved in the procurement process must demonstrate the highest standards of professional integrity, honesty, and impartiality.
- Employees must avoid actual or perceived conflicts of interest. Any conflict must be declared in writing, and such individuals shall recuse themselves from related decisions.
- Corrupt, fraudulent, collusive, or coercive practices are strictly prohibited. CEMA maintains a zero-tolerance approach to bribery, favoritism, or misrepresentation in procurement.
- A whistleblower mechanism shall be available for staff or suppliers to report any suspected unethical behavior or procurement irregularities.

#### **4.6 Environmental and Social Responsibility**

- Where feasible, CEMA will promote green procurement by sourcing environmentally friendly products and engaging suppliers who practice sustainability.

- Suppliers and contractors engaged by CEMA are expected to adhere to fair labor standards, including the avoidance of child labor, fair wages, and safe working conditions.
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## **5. Procurement Procedures**

CEMA's procurement activities will be conducted using methods that correspond to the value, urgency, and complexity of the items or services being procured. The selection of the procurement method must comply with CEMA's internal thresholds, donor requirements, and national laws. The following are the primary procurement methods approved by CEMA:

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### **5.1 Open Tendering (Competitive Bidding)**

#### **Description:**

Open tendering is the preferred method for high-value or complex procurements, promoting maximum competition and transparency. It is suitable for the procurement of goods, works, or services where specifications are clear and multiple vendors are likely to be available.

#### **Process:**

1. **Tender Notice:** A public tender advertisement shall be issued in newspapers, the CEMA website, or other appropriate platforms, detailing the nature of the procurement, eligibility criteria, submission deadlines, and evaluation methodology.
2. **Bid Submission:** Bidders submit sealed bids before the stipulated deadline. Late submissions are automatically disqualified.
3. **Bid Opening:** All bids are opened at the same time in the presence of a procurement committee and, if applicable, representatives of the bidders.
4. **Evaluation:** An independent evaluation committee will assess bids using pre-defined technical and financial criteria.

5. **Award:** The contract is awarded to the bidder offering the best value (not necessarily the lowest price), and the outcome is formally documented.
6. **Contracting:** A formal written agreement is signed with the selected vendor, specifying deliverables, timelines, payment terms, and conditions.

## 5.2 Request for Proposals (RFP)

### Description:

Used when procuring services that require technical expertise or innovative solutions, such as consultancy, research, or capacity-building services. Evaluation is based on both technical and financial merit.

### Process:

1. **RFP Development:** A detailed Request for Proposals is prepared, including terms of reference (ToR), evaluation criteria, and proposal submission guidelines.
2. **Invitation:** The RFP is sent to a shortlist of qualified firms or individuals and/or posted publicly.
3. **Proposal Submission:** Interested candidates submit both technical and financial proposals in separate envelopes or formats.
4. **Evaluation:** The evaluation committee scores technical proposals first; only those meeting the minimum technical threshold proceed to financial evaluation.
5. **Selection and Negotiation:** The best-ranked bidder is selected, and negotiations may be conducted to fine-tune deliverables, timelines, or budget.
6. **Contract Award:** A contract is signed, and implementation begins.

## 5.3 Request for Quotations (RFQ)

### Description:

RFQ is appropriate for low-value, routine, or urgent procurements where the product or service specifications are well-defined, and competitive pricing is the main consideration.

### Process:

1. **Quotation Solicitation:** At least three written quotations are solicited from qualified suppliers (unless not feasible).
2. **Comparison and Evaluation:** Quotations are compared based on price, quality, delivery time, warranty, and compliance with specifications.
3. **Award and Documentation:** The supplier offering the best value is selected, and a purchase order or simple contract is issued.
4. **Record-Keeping:** Copies of all quotations and the basis for selection are retained for accountability.

#### **5.4 Direct Procurement (Single Source Procurement)**

##### **Description:**

Used under exceptional circumstances, such as when the goods/services are only available from a single supplier, in case of emergencies, or when prior competitive processes have failed.

##### **Acceptable Scenarios Include:**

- Emergency response (e.g., disaster relief or health emergencies).
- Proprietary items or sole source availability.
- Continuity of service (e.g., extension of a current provider's contract for technical consistency).

##### **Process:**

1. **Justification:** A written justification is prepared and must detail the reasons for bypassing competitive procedures.
2. **Approval:** Direct procurement must receive written approval from the Executive Director or designated authority depending on the monetary threshold.
3. **Contracting:** Terms and conditions are negotiated and agreed upon with the supplier before contract signature.
4. **Documentation:** All supporting documents (justification, quotations, approvals, etc.) must be filed and available for audit.

## **5.5 Procurement Thresholds and Approvals**

Procurement methods will be selected based on the value of the procurement, as outlined in CEMA's internal financial and procurement thresholds. These thresholds shall be periodically reviewed and approved by the Board of Directors. All procurements must be authorized at the appropriate level before implementation.

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## **6. Procurement Planning**

Procurement planning is a critical component of effective procurement management at CEMA. It ensures that all procurement activities are well-organized, timely, cost-effective, and aligned with the organization's strategic and operational goals. An annual procurement plan will be developed to serve as a guiding tool for procurement throughout the financial year.

### **6.1 Purpose of the Procurement Plan**

The procurement plan aims to:

- Identify all goods, services, and works required for both organizational operations and project implementation.
- Ensure that procurement activities are budgeted for and supported by available funding.
- Facilitate timely acquisition of inputs to avoid delays in project delivery or operational disruption.
- Enable better coordination between procurement, finance, and program departments.

### **6.2 Procurement Planning Process**

#### **1. Needs Assessment:**

- Each department or project team will submit its anticipated procurement needs based on work plans and objectives for the year.

- The needs will include detailed specifications, estimated costs, quantity, required timelines, and justification.

**2. Budget Alignment:**

- The procurement unit, in collaboration with the finance department, will verify that proposed procurement items are included in the approved budget and supported by available funds.
- If a funding gap is identified, adjustments will be made in consultation with the relevant teams.

**3. Consolidation and Prioritization:**

- All departmental needs will be consolidated into a master procurement plan.
- Items will be prioritized based on urgency, funding availability, and strategic importance.

**4. Scheduling and Timelines:**

- Each procurement activity will be assigned a projected timeline, including expected dates for tendering, evaluation, contract award, and delivery.
- Timelines will be realistic and allow for procurement lead time, approvals, and possible contingencies.

**5. Approval and Dissemination:**

- The final procurement plan will be reviewed and approved by senior management or the Procurement Committee.
- Once approved, it will be shared with all relevant departments and periodically reviewed for progress.

### **6.3 Updates and Revisions**

- The procurement plan will be treated as a living document and reviewed at least quarterly or whenever:
  - There is a change in project funding or donor requirements.
  - New procurement needs arise due to changes in programming or emergencies.
  - Delays or challenges in ongoing procurement activities require schedule adjustments.

- All revisions will be documented, justified, and approved by the appropriate authority.

#### **6.4 Linkage to Donor and Legal Compliance**

- The procurement plan will incorporate donor-specific procurement conditions and thresholds where applicable.
  - It will also ensure adherence to Ugandan procurement laws, especially in cases involving co-financing or joint implementation with public institutions.
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### **7. Procurement Roles and Responsibilities**

To ensure transparency, efficiency, and accountability in the procurement process, CEMA will assign and clearly define roles and responsibilities across departments and individuals involved in procurement activities. This structured approach ensures checks and balances and enables effective coordination throughout the procurement lifecycle.

#### **7.1 Procurement Committee**

The Procurement Committee plays a central role in oversight and governance of major procurement activities. Its key responsibilities include:

- Reviewing and approving procurement plans submitted by departments or project teams.
- Overseeing high-value and complex procurement processes, particularly those requiring open tendering or requests for proposals.
- Evaluating bids and proposals based on predetermined criteria and selecting the most responsive and responsible bidders.
- Ensuring compliance with procurement procedures, ethical standards, and donor regulations.
- Recommending contract awards for final approval by the Executive Director or the Board of Directors, depending on the value threshold.



- Reviewing complaints or disputes related to procurement and making decisions on corrective actions.

The Procurement Committee shall be composed of cross-functional representatives, including members from program, finance, and operations, and shall meet regularly or as needed based on the procurement schedule.

## **7.2 Procurement Officer**

The Procurement Officer is the focal point for day-to-day procurement operations. The officer's responsibilities include:

- Preparing and issuing procurement notices, bid documents, and requests for quotations/proposals.
- Managing procurement records and maintaining a procurement register/log.
- Coordinating supplier selection, bid opening, and technical/financial evaluation processes.
- Ensuring that procurement procedures are followed according to CEMA policy and donor or legal requirements.
- Conducting market research and maintaining an up-to-date list of prequalified suppliers and vendors.
- Liaising with the Finance Department to confirm budget availability before initiating procurement.
- Supporting the Procurement Committee with documentation, clarifications, and logistical arrangements.

## **7.3 Project Managers or Program Officers**

Project Managers and Program Officers play a key role in identifying and initiating procurement needs that are directly linked to project activities. Their responsibilities include:

- Defining technical specifications and requirements for goods, works, or services.

- Preparing detailed terms of reference (TORs), scope of work, or bills of quantities (BOQs) as required.
- Submitting procurement requisitions with proper justification and timelines.
- Participating in technical evaluations of bids and ensuring that selected items or services meet project needs.
- Monitoring the performance of suppliers and service providers to ensure timely and satisfactory delivery.

#### **7.4 Finance Department**

The Finance Department ensures financial oversight and compliance throughout the procurement process. Its responsibilities include:

- Verifying that all procurement activities are within the approved organizational or project budget.
- Reviewing procurement requests to ensure financial feasibility and flagging any inconsistencies.
- Ensuring availability of funds prior to contract commitments or purchase orders being issued.
- Processing payments to vendors and maintaining accurate financial records of all procurement transactions.
- Coordinating with auditors to provide access to procurement records during financial reviews or audits.

#### **7.5 Executive Director**

The Executive Director has the ultimate responsibility for ensuring that CEMA's procurement policy is implemented effectively. The Executive Director:

- Approves procurement plans, major procurements, and contracts above specified thresholds.
- Provides leadership in ensuring ethical standards and good governance in procurement.

- May delegate specific approval powers to senior staff members or the Procurement Committee based on internal authorization limits.

## **7.6 All Staff**

All CEMA staff involved in procurement, directly or indirectly, are expected to:

- Adhere to the Procurement Policy and uphold principles of fairness, transparency, and accountability.
  - Declare any actual or potential conflict of interest in procurement matters.
  - Report any irregularities or suspected malpractice in the procurement process to management or through CEMA's whistleblower mechanism.
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## **8. Supplier Selection and Evaluation**

The Centre for Environment and Migration Assistance (CEMA) is committed to a fair, competitive, and transparent supplier selection process that ensures value for money while maintaining high standards of quality, integrity, and accountability.

### **8.1 Selection Criteria**

Suppliers, contractors, and service providers will be selected based on a comprehensive evaluation against the following criteria:

- **Technical Capability:**  
Suppliers must demonstrate the capacity to meet the technical requirements specified in the procurement documents. This includes the availability of equipment, tools, qualified personnel, and compliance with relevant technical standards.
- **Financial Stability:**  
CEMA will assess the financial health of potential suppliers to ensure they can deliver the goods or services without risk of failure due to financial constraints. This may involve a review of financial statements, bank references, or credit ratings.

- **Experience and Reputation:**

Past performance is a critical indicator. Suppliers should have proven experience in delivering similar goods or services, ideally within the humanitarian, environmental, or non-profit sectors. Positive references, client testimonials, and evidence of successful contract execution will be considered.

- **Price and Value for Money:**

While cost is an important factor, CEMA will prioritize best value for money rather than simply choosing the lowest bid. This means considering the total cost of ownership, including quality, durability, delivery time, and after-sales support.

- **Compliance with Ethical and Legal Standards:**

Suppliers must comply with Ugandan laws, donor procurement requirements, and CEMA's ethical standards, including non-discrimination, labor laws, and environmental responsibility.

## **8.2 Prequalification of Suppliers**

Where appropriate, CEMA will maintain a prequalified list of suppliers and service providers. Prequalification will be based on the above selection criteria and will:

- Streamline the procurement process for frequently procured items.
- Ensure readiness and efficiency in emergencies or time-sensitive projects.
- Be reviewed and updated periodically to reflect supplier performance and changing market conditions.

## **8.3 Bid Evaluation Process**

All bids, whether solicited through tenders, RFPs, or RFQs, will be evaluated by a designated Evaluation Committee using a pre-established evaluation grid that may include both technical and financial scoring. The evaluation process will be:

- **Objective and Consistent:** All proposals will be scored based on the same criteria.
- **Documented:** All steps in the evaluation process will be recorded and securely stored.

- **Confidential:** Information provided by bidders will be kept confidential and only shared with authorized personnel.

#### **8.4 Feedback and Notification**

CEMA is committed to transparency and will inform all bidders of the outcome of the procurement process. Unsuccessful bidders will be provided with written feedback upon request, outlining the main reasons for non-selection. This feedback is intended to promote fair competition and help suppliers improve in future bids.

#### **8.5 Performance Monitoring and Evaluation**

After contract award, CEMA will monitor supplier performance throughout the duration of the contract. This includes:

- Timely delivery of goods/services.
- Adherence to specifications and contract terms.
- Responsiveness to issues or complaints.
- Professionalism and communication.

Performance evaluations will be documented and used to inform future procurement decisions. Suppliers who consistently underperform may be removed from the list of approved vendors and barred from future tenders.

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### **9. Contract Management**

Effective contract management is essential to ensure that suppliers, contractors, and service providers deliver goods, works, or services as agreed, and that organizational resources are used efficiently and transparently. The Centre for Environment and Migration Assistance (CEMA) is committed to establishing clear, enforceable contracts and monitoring them to ensure compliance and quality.

#### **9.1 Contract Preparation and Signing**

Once a supplier is selected through the appropriate procurement method, a formal written contract will be prepared and signed by authorized representatives of both CEMA and the supplier. The contract will serve as a legally binding document outlining the responsibilities, rights, and obligations of each party.

Each contract will include the following key components:

- **Scope of Work/Deliverables:**

A detailed description of the goods, services, or works to be delivered, including specifications, quantities, standards, and any applicable terms of reference.

- **Payment Terms:**

Clear terms outlining the total contract value, the payment schedule (e.g., advance, milestone, final payment), applicable taxes, and conditions under which payments will be made (e.g., submission of invoices, delivery notes, performance reports).

- **Delivery Terms and Timelines:**

Specified dates or periods for delivery or completion of services/works. Delivery conditions such as location, packaging, and documentation required at the time of delivery will also be outlined.

- **Contract Duration:**

The effective date, duration of the contract, and provisions for extension or renewal (if applicable).

- **Warranties and After-Sales Support:**

Where applicable, contracts will include warranty periods, maintenance provisions, and after-sales support terms.

- **Dispute Resolution Mechanism:**

Procedures for addressing disputes or breaches of contract. This may include a staged approach beginning with negotiation, followed by mediation, arbitration, or litigation as necessary. CEMA will seek to resolve disputes amicably and in accordance with Ugandan law.

- **Termination Clauses:**

Conditions under which the contract may be terminated by either party, including for non-performance, breach of contract, or force majeure.

- **Confidentiality and Intellectual Property (if applicable):**

Clauses to protect confidential information and address ownership of intellectual property developed under the contract.

## **9.2 Contract Monitoring and Performance Management**

CEMA's Procurement Officer, in collaboration with the relevant project manager or technical lead, will monitor the implementation of all contracts to ensure that:

- Deliverables are provided on time and in accordance with specifications.
- Payment is made only upon satisfactory delivery and verification of goods/services.
- Any deviations from the contract are identified early and managed appropriately.

Monitoring tools may include delivery inspection reports, service completion reports, contractor performance evaluations, and regular communication with suppliers.

## **9.3 Amendments and Variations**

Any changes to the contract terms (scope, price, timelines) must be justified, documented, and agreed upon by both parties through a formal contract amendment. Unauthorized changes to contract terms are prohibited.

## **9.4 Contract Closure**

At the end of the contract, a formal closure process will be conducted, including:

- Confirmation that all goods/services have been received and are satisfactory.
- Final payments and settlements.
- Documentation of lessons learned and performance evaluations.
- Archiving of contract documents for audit and record-keeping purposes.

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## **10. Procurement Ethics**

CEMA is committed to upholding the highest standards of integrity, professionalism, and accountability in all procurement activities. Ethical conduct is fundamental to ensuring public trust, donor confidence, and the responsible use of organizational and project resources. This section outlines the ethical principles that guide procurement processes at CEMA.

### **10.1 Conflict of Interest**

- All staff involved in procurement must act impartially and avoid situations where personal interests conflict, or appear to conflict, with the interests of CEMA.
- A conflict of interest may arise when an employee or a close relative has a financial interest, ownership stake, or other personal relationship with a bidder, supplier, or service provider.
- Any potential or actual conflict of interest must be immediately disclosed in writing to the Executive Director or Procurement Committee. Staff with such conflicts will be excused from participating in the procurement decision.
- Failure to disclose a conflict of interest may result in disciplinary action, including termination.

### **10.2 Bribery, Corruption, and Undue Influence**

- CEMA has zero tolerance for bribery, corruption, or any unethical conduct in the procurement process.
- No CEMA staff member shall solicit, accept, or offer any gift, payment, favor, or other advantage that could be perceived as influencing procurement decisions.
- Suppliers, contractors, and bidders found to have engaged in bribery or other corrupt practices will be disqualified from the procurement process and may be blacklisted from future engagement with CEMA.
- CEMA encourages all staff and partners to report suspected corruption or unethical behavior through confidential reporting channels. Whistleblowers will be protected in accordance with the organization's Whistleblower Protection Policy.

### **10.3 Confidentiality**



- All procurement information, including bids, quotations, evaluation scores, and internal discussions, must be treated as confidential.
- Staff must not disclose procurement documents or privileged information to unauthorized persons or entities, including potential suppliers or service providers, before, during, or after the procurement process.
- Breaches of confidentiality will be treated as a serious violation of CEMA's policies and may lead to disciplinary action.

#### **10.4 Fair Competition and Equal Opportunity**

- CEMA is committed to promoting fair competition and providing equal opportunity to all qualified suppliers and service providers.
- Discrimination based on nationality, ethnicity, political affiliation, gender, or other unrelated factors is strictly prohibited.
- All bidders must be treated equally and evaluated solely on the basis of their technical and financial proposals in accordance with the stated criteria.

#### **10.5 Ethical Training and Awareness**

- All staff involved in procurement will receive periodic training on procurement ethics, including identifying and mitigating conflicts of interest, preventing fraud, and promoting transparency.
- CEMA will integrate ethics awareness into its procurement processes and documentation to ensure a consistent understanding and application of ethical standards.

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### **11. Procurement Monitoring and Evaluation**

CEMA recognizes that continuous monitoring and evaluation (M&E) of procurement activities is essential for ensuring compliance, improving efficiency, and achieving value for money. Procurement M&E enables the organization to assess performance, identify gaps or risks, and enhance transparency and accountability across procurement processes.

### 11.1 Objectives of Procurement Monitoring and Evaluation

The primary objectives of procurement M&E at CEMA are to:

- Ensure adherence to the organization's procurement policy and procedures.
- Assess whether goods, services, and works are delivered in accordance with contract specifications, timelines, and budgets.
- Monitor supplier performance and contract management effectiveness.
- Identify operational and systemic challenges in procurement and recommend corrective actions.
- Promote learning and continuous improvement in procurement practices.

### 11.2 Monitoring Mechanisms

To effectively monitor procurement activities, CEMA will:

- **Maintain a Procurement Tracker:** A centralized system (manual or electronic) to track all procurements, from initiation to completion, including timelines, financial status, and contract execution.
- **Conduct Periodic Reviews:** Regular internal reviews of procurement transactions will be carried out by the Procurement Officer or designated M&E personnel to ensure compliance with policy requirements.
- **Supplier Performance Reviews:** Periodic assessments of suppliers' performance will be conducted based on delivery timelines, quality of goods or services, responsiveness, and adherence to contractual obligations.
- **Contract Compliance Checks:** Random or scheduled audits of active contracts will be undertaken to verify delivery against agreed terms.

### 11.3 Evaluation Activities

Procurement evaluations will be conducted to assess the overall effectiveness and impact of procurement processes. Evaluation activities include:

- **Post-Procurement Reviews:** Conducted at the conclusion of major procurements or donor-funded projects to assess what went well, challenges faced, and lessons learned.
- **Annual Procurement Evaluation:** A yearly assessment to analyze trends, efficiency, and policy compliance across procurement activities. Findings may inform policy revisions or procedural adjustments.

#### 11.4 Roles and Responsibilities in M&E

- **Procurement Officer:** Responsible for maintaining accurate records, generating procurement reports, and flagging compliance issues.
- **Procurement Committee:** Reviews findings from monitoring activities and takes corrective action when required.
- **Executive Director/Management:** Ensures that appropriate monitoring systems are in place and supports the implementation of recommendations from procurement evaluations.
- **Internal Auditor (if available):** Conducts independent reviews of procurement processes and controls.

#### 11.5 Reporting and Learning

- **Procurement Reports:** Summary reports on procurement performance, challenges, and improvements will be submitted to senior management and, where applicable, to donors.
- **Lessons Learned Workshops:** CEMA will hold internal sessions to share key lessons from procurement evaluations and promote best practices across teams.

#### 11.6 Continuous Improvement

CEMA will use findings from procurement M&E to:

- Strengthen procurement planning and execution.
- Improve supplier selection and management.
- Update procurement guidelines and training materials.

- Enhance overall organizational performance and accountability.
- 

## 12. Policy Review and Updates

CEMA recognizes the importance of keeping its Procurement Policy up to date to reflect changes in legal frameworks, donor requirements, organizational priorities, and emerging best practices. Regular review and updating of this policy is essential for maintaining procurement effectiveness, transparency, and legal compliance.

### 12.1 Review Frequency

- This Procurement Policy will be **reviewed annually** or more frequently if necessary, particularly in response to:
  - Amendments in Ugandan procurement laws and regulations.
  - New or updated donor procurement requirements.
  - Significant changes in CEMA's operational context, scale, or scope of activities.
  - Recommendations from audits, internal reviews, or evaluations.

### 12.2 Review Process

- The review process shall be coordinated by the **Procurement Officer** in collaboration with relevant departments such as Finance, Programmes, and Monitoring & Evaluation.
- The Procurement Officer shall collect feedback from staff involved in procurement activities, document implementation challenges, and suggest proposed revisions.
- A draft of proposed updates shall be presented to **Senior Management** for input and endorsement before submission to the **Board of Directors**.

### 12.3 Approval of Amendments

- Any amendments or substantial updates to the Procurement Policy must be approved by the **CEMA Board of Directors**.

- Once approved, the revised policy will be:
  - Circulated to all relevant staff.
  - Uploaded to internal organizational systems or shared platforms.
  - Integrated into orientation sessions and procurement trainings for both new and existing staff.

#### 12.4 Communication and Training

- Upon each update, CEMA will organize a **briefing or training session** to ensure that all staff members involved in procurement understand the changes and their implications.
- Suppliers and service providers may also be informed of relevant updates where appropriate, especially those affecting eligibility, evaluation criteria, or contract terms.

#### 12.5 Documentation

- All versions of the Procurement Policy will be **archived**, and a version control table will be maintained, including:
  - Date of revision
  - Nature of changes
  - Approval authority
  - Distribution and implementation status

By instituting a structured review and update process, CEMA aims to maintain a robust and adaptive procurement system that upholds integrity, efficiency, and compliance across all its activities.

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### 13. Annexes

- **Annex 1: Procurement Plan Template**

The Procurement Plan is a key document that outlines the procurement needs for the upcoming period, including timelines, estimated costs, and key responsibilities. This plan serves as a guide to ensure that all procurement activities are properly planned, executed, and aligned with CEMA’s operational goals.

## 1. Procurement Plan Overview

The Procurement Plan should clearly outline the procurement objectives and strategies for the financial year or project period. It should be aligned with CEMA's overall budget and ensure that procurement needs are anticipated and fulfilled efficiently.

### Procurement Plan Template

#	Procurement Category	Description of Goods/Services/Works	Estimated Cost (UGX )	Procurement Method	Supplier/Service Provider (if known)	Delivery Date	Responsible Department/Officer	Budget Line/Project Code	Remarks/Notes
1	<b>Goods</b>	Office supplies (e.g., paper, pens)	2,000,000	Request for Quotations (RFQ)	XYZ Supplies Ltd.	15th June 2025	Admin and Finance	Admin Budget	Routine procurement
2	<b>Services</b>	Consulting services for project evaluation	10,000,000	Request for Proposals (RFP)	ABC Consulting Ltd.	30th June 2025	Programme Management	Programme 2025	Evaluation for donor reporting
3	<b>Works</b>	Renovation of office space	20,000,000	Open Tendering	TBD	15th August 2025	Operations and Administration	Office Renovation Fund	Aligns with office

									expansi on
4	<b>Goods</b>	Computers and IT equipment	8,000,000	Request for Quotations (RFQ)	TechWorld Ltd.	1st July 2025	IT Department	IT Equipment Fund	Essential for new staff onboarding
5	<b>Services</b>	Transport services for fieldwork	5,000,000	Request for Quotations (RFQ)	Transport Co. Ltd.	30th July 2025	Field Operations	Field Budget	Field operations for program delivery
6	<b>Consultancy</b>	Capacity building workshop facilitation	3,500,000	Request for Proposals (RFP)	Knowledge Partners	10th September 2025	HR and Training Department	Training and Development	Annual capacity building

## 2. Procurement Categories

The following categories should be considered when planning procurement for CEMA projects and operations:

- **Goods:** Tangible products such as office supplies, IT equipment, vehicles, and materials.
- **Services:** Intangible services such as consultancy, training, maintenance, and repairs.
- **Works:** Physical construction and infrastructure development (e.g., office renovations, building works, etc.).

## 3. Key Information to Include

The following key information must be included in the procurement plan:

1. **Procurement Category:** Specify whether the procurement relates to goods, services, or works.
2. **Description of Goods/Services/Works:** A clear and concise description of the items to be procured.
3. **Estimated Cost:** The estimated budget for the procurement, broken down by item.
4. **Procurement Method:** Indicate the procurement method to be used (e.g., Open Tendering, Request for Proposals, Request for Quotations, Direct Procurement).
5. **Supplier/Service Provider (if known):** The name of the supplier or service provider (if already identified), or an indication of the anticipated tender process.
6. **Delivery Date:** The expected date of delivery or completion for each procurement activity.
7. **Responsible Department/Officer:** The department or officer responsible for managing the procurement and ensuring the timely completion of activities.
8. **Budget Line/Project Code:** The relevant budget line or project code associated with the procurement to ensure it aligns with approved budgets.
9. **Remarks/Notes:** Any additional notes related to procurement (e.g., special instructions, specific deadlines, or donor-related requirements).

#### 4. Procurement Plan Updates and Reviews

The Procurement Plan should be reviewed and updated regularly to reflect any changes in the project scope, budget, or requirements. It should also be updated in the event of:

- Unexpected procurement needs arising during the implementation of a project.
- Changes in supplier availability or pricing.
- Revisions to the project timeline or funding.

- 
- **Annex 2: Procurement Request Form**



The **Procurement Request Form** is used to initiate the procurement process for goods, services, or works within CEMA. This form must be completed by the requesting department or individual and submitted for approval before the procurement process begins. It ensures that procurement activities are aligned with the organization's needs, budget, and procurement policy.

## Procurement Request Form Template

### Part 1: General Information

Field	Details
<b>Request Number</b>	[Unique identifier for the request]
<b>Date of Request</b>	[Date when the request is submitted]
<b>Requested by</b>	[Name of the requesting individual or department]
<b>Department/Project</b>	[Department or project name making the request]
<b>Procurement Type</b>	[Goods/Services/Works]
<b>Estimated Cost</b>	[Estimated cost of the procurement (in UGX)]
<b>Justification for Procurement</b>	[Explanation of the need for the goods/services/works, how they relate to the project or department needs, and why this request is important]

### Part 2: Detailed Procurement Information

Field	Details
<b>Description of Goods/Services/Works</b>	[A clear and detailed description of the items or services being requested]
<b>Quantity (if applicable)</b>	[Quantity of goods or services required, if applicable]
<b>Specifications</b>	[Specific technical or functional specifications of the goods or services required]
<b>Required Delivery Date</b>	[Date by which the goods/services are required]
<b>Preferred Supplier (if known)</b>	[If a supplier has already been identified, specify the name and contact information; if unknown, leave blank]

<b>Proposed Procurement Method</b>	[Select one: Open Tendering, Request for Proposals (RFP), Request for Quotations (RFQ), Direct Procurement, etc.]
<b>Justification for Procurement Method</b>	[Why this procurement method has been chosen, including any relevant factors like urgency, cost, or complexity]

### Part 3: Financial Information

Field	Details
<b>Funding Source</b>	[Specify the funding source for this procurement: e.g., internal funds, donor funding, project budget]
<b>Budget Line/Project Code</b>	[The relevant budget line or project code that this procurement will be charged against]
<b>Approval</b>	[Indicate whether the procurement request falls within the approved budget and is within financial limits]
<b>Amount (UGX)</b>	[The estimated total amount required for procurement, including taxes, delivery, and any additional costs]

### Part 4: Authorization and Approval

Field	Details
Requestor's Signature	[Signature of the person submitting the request]
Date	[Date of request submission]
Supervisor/Department Head Approval	[Signature of the supervisor or department head who approves the request]
Date	[Date of supervisor approval]
Finance Department Approval	[Signature of the finance officer confirming the availability of funds and budget alignment]
Date	[Date of finance department approval]
Procurement Officer Approval	[Signature of the procurement officer who authorizes the next steps in the procurement process]
Date	[Date of procurement officer approval]

## Procurement Request Checklist

Before submitting the form, ensure that the following documents and information are attached or included:

Item	Yes/No
Procurement Request Form completed	<input type="checkbox"/> Yes <input type="checkbox"/> No
Specifications or Terms of Reference (if applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Approval from the Budget Holder/Department Head	<input type="checkbox"/> Yes <input type="checkbox"/> No
Justification for Procurement	<input type="checkbox"/> Yes <input type="checkbox"/> No
Relevant quotations or price estimates (if applicable)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Funding Source/Project Code confirmation	<input type="checkbox"/> Yes <input type="checkbox"/> No

### Part 5: Procurement Process Flow

Upon receiving a completed Procurement Request Form, the following steps will be followed:

1. **Verification:** The procurement officer verifies that the form is complete, accurate, and complies with the procurement policy.
2. **Approval:** The request is reviewed by the supervisor/department head and the finance department to ensure it aligns with the approved budget and funding sources.
3. **Procurement Initiation:** After approval, the procurement officer will initiate the appropriate procurement process based on the requested procurement method (e.g., RFQ, RFP, tendering).
4. **Tracking:** The progress of procurement will be tracked to ensure timely and efficient delivery.
5. **Record-Keeping:** All procurement requests and approvals will be stored for future reference and audit purposes.

- **Annex 3: Supplier Evaluation Form**

The **Supplier Evaluation Form** is used to assess and evaluate potential and existing suppliers based on specific criteria that align with CEMA's procurement standards. The form ensures

that suppliers meet the organization's requirements for quality, cost, delivery, and service. This evaluation process is critical for maintaining transparency, ensuring value for money, and fostering long-term relationships with suppliers.

### Supplier Evaluation Form Template

#### Part 1: General Supplier Information

Field	Details
Supplier Name	[Name of the supplier/firm]
Contact Person	[Name of the contact person in the supplier organization]
Address	[Supplier's physical address]
Phone Number	[Supplier's contact phone number]
Email Address	[Supplier's email address]
Business Registration Number	[Supplier's registration or tax identification number, if applicable]
Years in Business	[How long the supplier has been operating]

#### Part 2: Supplier Performance Evaluation Criteria

Please rate each of the following criteria on a scale of 1-5, where:

- 1 = Poor
- 2 = Fair
- 3 = Good
- 4 = Very Good
- 5 = Excellent

Evaluation Criteria	Rating (1-5)	Comments/Justification
Quality of Goods/Services	[ ]	[Comments on quality: compliance with specifications, durability, etc.]
Price and Value for Money	[ ]	[Comments on pricing competitiveness and value offered relative to the cost]

<b>Delivery Timeliness</b>	[ ]	[Comments on supplier's ability to meet delivery deadlines and timeliness]
<b>Technical Expertise and Capacity</b>	[ ]	[Comments on the supplier's knowledge, experience, and technical ability]
<b>Financial Stability</b>	[ ]	[Comments on the supplier's financial standing, capacity to fulfill large contracts]
<b>Customer Service and Communication</b>	[ ]	[Comments on responsiveness, communication, and customer service quality]
<b>Compliance with Contractual Terms</b>	[ ]	[Comments on whether the supplier adhered to terms of previous contracts]
<b>Ethical Standards and Integrity</b>	[ ]	[Comments on supplier's adherence to ethical practices and integrity]
<b>Sustainability and Environmental Practices</b>	[ ]	[Comments on supplier's commitment to sustainability and eco-friendly practices]

### Part 3: Supplier Documentation Evaluation

Document	Yes/No	Comments
<b>Business Registration</b>	[ ] Yes [ ] No	[Comments on registration status and compliance with local business laws]
<b>Tax Compliance</b>	[ ] Yes [ ] No	[Confirmation of tax registration and up-to-date payments]
<b>Insurance</b>	[ ] Yes [ ] No	[Comments on the validity of insurance and coverage for potential liabilities]
<b>Health and Safety Compliance</b>	[ ] Yes [ ] No	[Comments on supplier's compliance with health and safety regulations]
<b>Environmental Compliance</b>	[ ] Yes [ ] No	[Comments on whether the supplier follows environmental regulations and best practices]

### Part 4: Past Performance Evaluation

Evaluation Area	Details
-----------------	---------

<b>Previous Projects Completed for CEMA</b>	[List of goods/services provided to CEMA and performance feedback from past engagements]
<b>References from Other Organizations</b>	[List of other clients or references, including feedback on the supplier's performance]
<b>Compliance with Payment Terms</b>	[Comments on whether the supplier adhered to CEMA's payment terms in previous contracts]
<b>Customer Feedback and Satisfaction</b>	[Summary of customer feedback or any known complaints about the supplier]

#### Part 5: Supplier Capacity Assessment

<b>Criteria</b>	<b>Rating (1-5)</b>	<b>Comments</b>
<b>Production/Service Delivery Capacity</b>	[ ]	[Comments on whether the supplier has sufficient capacity (e.g., personnel, machinery, or infrastructure)]
<b>Supply Chain/Logistical Capacity</b>	[ ]	[Comments on supplier's ability to deliver goods/services in a timely manner]
<b>Ability to Scale/Adapt to Demand</b>	[ ]	[Comments on the supplier's ability to handle increased order sizes or changes in demand]

#### Part 6: Supplier Final Evaluation

<b>Field</b>	<b>Details</b>
<b>Overall Supplier Performance Rating</b>	[ ] Excellent [ ] Good [ ] Fair [ ] Poor
<b>Recommendation</b>	[ ] Recommended [ ] Not Recommended [ ] Pending Further Evaluation
<b>Reason for Recommendation</b>	[Detailed reasons for recommending or not recommending the supplier for future business]

#### Part 7: Authorization and Approval

Field	Details
<b>Evaluator Name</b>	[Name of the evaluator]
<b>Position</b>	[Evaluator's position]
<b>Signature</b>	[Signature of the evaluator]
<b>Date of Evaluation</b>	[Date when evaluation was completed]
<b>Procurement Officer Approval</b>	[Name and signature of the procurement officer approving the evaluation result]
<b>Date of Approval</b>	[Date when evaluation was approved]

- **Annex 4: Tender Evaluation Report Template**

The **Tender Evaluation Report** is a comprehensive document used to assess and document the evaluation process of submitted tenders for procurement activities at CEMA. This report ensures that the procurement process is conducted fairly, transparently, and in compliance with CEMA's procurement policy and relevant regulations.

### **Tender Evaluation Report Template**

#### **Part 1: General Tender Information**

Field	Details
<b>Tender Reference Number</b>	[Tender reference or ID number]
<b>Tender Title</b>	[Title or description of the tender]
<b>Tender Opening Date</b>	[Date of tender opening]
<b>Tender Closing Date</b>	[Date of tender closing]
<b>Tender Evaluation Date</b>	[Date when the tender evaluation is conducted]
<b>Tendering Organization/Agency</b>	[Name of the organization requesting the tender]
<b>Procurement Officer Name</b>	[Name of the procurement officer conducting the evaluation]
<b>Evaluation Committee Members</b>	[List of committee members involved in the evaluation, including their roles]

## Part 2: Tender Submission Summary

Bidder Name	Bidder Contact Information	Tender Amount (UGX)	Compliance to Tender Requirements (Yes/No)
[Name of Bidder 1]	[Contact details of Bidder 1]	[Tender amount]	[ ] Yes [ ] No
[Name of Bidder 2]	[Contact details of Bidder 2]	[Tender amount]	[ ] Yes [ ] No
[Name of Bidder 3]	[Contact details of Bidder 3]	[Tender amount]	[ ] Yes [ ] No

## Part 3: Evaluation Criteria

The evaluation criteria used to assess the tenders are based on the specifications, terms, and conditions outlined in the tender documents. Each criterion is rated on a scale of 1-5 (1 = Poor, 5 = Excellent).

Evaluation Criteria	Weight (%)	Bidder 1	Bidder 2	Bidder 3	Comments
<b>Technical Compliance</b>	[ ]%	[Score]	[Score]	[Score]	[Comments on whether the bidder met the technical specifications and requirements]
<b>Price and Value for Money</b>	[ ]%	[Score]	[Score]	[Score]	[Comments on the pricing and cost-effectiveness relative to quality]
<b>Delivery Time and Timeliness</b>	[ ]%	[Score]	[Score]	[Score]	[Comments on the proposed delivery time and ability to meet deadlines]
<b>Experience and Reputation</b>	[ ]%	[Score]	[Score]	[Score]	[Comments on bidder's experience, reputation, and references]



<b>Financial Stability</b>	[ ]%	[Score]	[Score]	[Score]	[Comments on financial capacity, creditworthiness, and ability to fulfill the contract]
<b>Technical Approach and Methodology</b>	[ ]%	[Score]	[Score]	[Score]	[Comments on the proposed methodology, technical approach, and innovation]
<b>Past Performance with CEMA (if applicable)</b>	[ ]%	[Score]	[Score]	[Score]	[Comments on past performance, if applicable, and any lessons learned]

#### Part 4: Summary of Evaluation Results

<b>Bidder</b>	<b>Total Score</b>	<b>Final Ranking</b>	<b>Recommendation</b>	<b>Comments</b>
[Name of Bidder 1]	[Total Score]	[Ranking Position]	[ ] Award Contract [ ] Reject	[Final evaluation comments and recommendation]
[Name of Bidder 2]	[Total Score]	[Ranking Position]	[ ] Award Contract [ ] Reject	[Final evaluation comments and recommendation]
[Name of Bidder 3]	[Total Score]	[Ranking Position]	[ ] Award Contract [ ] Reject	[Final evaluation comments and recommendation]

#### Part 5: Evaluation Committee Decision

<b>Field</b>	<b>Details</b>
<b>Evaluation Committee Decision</b>	[Decision on the selected bidder]
<b>Reason for Selection</b>	[Justification for the selection of the winning bidder]
<b>Reason for Rejection (if applicable)</b>	[Justification for rejecting non-selected bidders]
<b>Contract Award Recommendation</b>	[Recommendation to award the contract to the selected bidder]
<b>Authorized Signatures</b>	[Signatures of the evaluation committee members]

<b>Date of Decision</b>	[Date of final decision]
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## Part 6: Tender Evaluation Committee Members' Signatures

<b>Committee Member</b>	<b>Role</b>	<b>Signature</b>	<b>Date</b>
[Member Name 1]	[Role in Evaluation Committee]	[Signature]	[Date]
[Member Name 2]	[Role in Evaluation Committee]	[Signature]	[Date]
[Member Name 3]	[Role in Evaluation Committee]	[Signature]	[Date]

## Part 7: Final Approval

<b>Field</b>	<b>Details</b>
<b>Procurement Officer Approval</b>	[Name and signature of procurement officer approving the report]
<b>Finance Department Approval</b>	[Name and signature of finance department representative approving the report]
<b>Executive Director/Management Approval</b>	[Name and signature of the Executive Director or relevant authority approving the report]
<b>Date of Final Approval</b>	[Date of final approval by management]

The **Tender Evaluation Report** serves as an official record of the evaluation process and the decision-making behind selecting a supplier or contractor. It ensures that the procurement process is conducted fairly, and all stakeholders are aligned with the final decision. This report also supports transparency and accountability in CEMA's procurement activities.

- **Annex 5: Procurement Contract Template**

This Procurement Contract Template is designed to formalize the agreement between CEMA and a supplier or contractor for the provision of goods, services, or works. It outlines the rights, obligations, and responsibilities of both parties to ensure that the procurement is executed smoothly, with clear expectations and terms.

## PROCUREMENT CONTRACT

This Procurement Contract ("Contract") is entered into as of [Date], by and between:

**Centre for Environment and Migration Assistance (CEMA)**

Address: [CEMA's Address]

Represented by: [Name, Title of CEMA’s Authorized Representative]

AND

**[Supplier's or Contractor's Name]**

Address: [Supplier’s or Contractor’s Address]

Represented by: [Name, Title of Supplier's or Contractor's Authorized Representative]

Collectively referred to as "the Parties."

**1. Purpose of the Contract**

This contract outlines the terms and conditions under which [Supplier's or Contractor's Name] agrees to provide [goods/services/works] as per the specifications provided by CEMA. The contract shall ensure that all deliverables are completed in accordance with the agreed terms and timelines.

**2. Scope of Work**

The Supplier/Contractor agrees to provide the following goods/services/works:

Description of Goods/Services/Works	Quantity	Unit Price	Total Price
[Item 1 description]	[Qty]	[Price]	[Total Price]
[Item 2 description]	[Qty]	[Price]	[Total Price]
<b>Total Contract Value</b>			[Total Value]

This includes all related activities such as delivery, installation, or any other necessary actions to complete the contract successfully.

**3. Contract Duration**

This contract will be effective from [Start Date] to [End Date], unless extended by mutual written agreement of both parties.

#### 4. Payment Terms

- **Total Contract Value:** [Total Amount in UGX or USD]
- **Payment Schedule:**
  - [Payment 1] – [Amount] upon [Milestone/Event]
  - [Payment 2] – [Amount] upon [Milestone/Event]
  - [Payment 3] – [Amount] upon final delivery/acceptance of goods/services
- Payments will be made within [X] days upon submission of an invoice and satisfactory delivery/performance as outlined in this contract.

#### 5. Delivery and Performance Schedule

- **Delivery of Goods/Services:** The Supplier/Contractor will deliver the goods/services within [number of days/weeks] from the date of signing this contract or as per the following schedule:
  - [Milestone 1] – [Date or Deadline]
  - [Milestone 2] – [Date or Deadline]
- The Supplier/Contractor shall ensure that the goods/services meet the specifications outlined in the Scope of Work.

#### 6. Quality Assurance and Inspection

The Supplier/Contractor agrees that the goods/services delivered under this contract shall:

- Meet the specifications and quality standards as outlined in the tender documents.
- Be subject to inspection by CEMA or its designated representative upon delivery and acceptance.
- Be promptly corrected or replaced if any goods or services do not conform to the agreed-upon specifications or quality standards.

#### 7. Terms and Conditions

- **Confidentiality:** Both Parties agree to keep all sensitive information, including but not limited to technical data, financial records, and personal information, confidential and not disclose it to any third party without prior written consent.
- **Force Majeure:** Neither Party shall be held liable for failure to perform under this contract due to unforeseen events such as natural disasters, acts of war, or government intervention.
- **Termination:** CEMA reserves the right to terminate the contract if the Supplier/Contractor fails to meet the agreed terms or if there is any breach of contract. In case of termination, the Supplier/Contractor will be paid for any completed work up to the point of termination.
- **Amendment:** Any amendments or modifications to this contract must be made in writing and signed by both Parties.

## 8. Dispute Resolution

In the event of a dispute arising from or in connection with this contract, the Parties agree to:

- Attempt to resolve the dispute amicably through negotiation.
- If the dispute cannot be resolved by negotiation, the matter will be referred to [arbitration/mediation] in accordance with the laws of Uganda.

## 9. Liability and Indemnity

The Supplier/Contractor agrees to indemnify and hold harmless CEMA, its employees, and agents from any claims, damages, or losses arising out of or related to the provision of goods/services under this contract, except where caused by the negligence or misconduct of CEMA.

## 10. Governing Law

This Contract shall be governed by and construed in accordance with the laws of Uganda. Any legal proceedings related to this contract will be held in the competent courts of Uganda.

## 11. Execution

By signing below, both Parties acknowledge that they have read and understood all terms and conditions of this Contract and agree to be bound by them.

### For Centre for Environment and Migration Assistance (CEMA):

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### For Supplier/Contractor:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

- **Annex 6: Conflict of Interest Declaration Form**

The **Conflict of Interest Declaration Form** is a critical document that ensures transparency and integrity in the procurement process. It requires individuals involved in procurement or decision-making processes to disclose any personal, financial, or professional interests that may compromise their objectivity or impartiality.

### CONFLICT OF INTEREST DECLARATION FORM

This form is intended to capture any potential or perceived conflicts of interest related to procurement activities at Centre for Environment and Migration Assistance (CEMA). All individuals involved in procurement, tendering, or decision-making processes are required to complete this form before engaging in any procurement activities.

#### Section A: Personal Details

Name	[Full Name of Individual]
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<b>Job Title/Position</b>	[Position held in CEMA]
<b>Department/Project</b>	[Department or Project Name]
<b>Date</b>	[Date of Declaration]

## **Section B: Declaration of Interests**

Please indicate whether you, your immediate family members, or any other individual or entity with which you are closely associated, have any financial or personal interests related to the procurement activities in which you are involved. A conflict of interest may arise if there is a potential for your judgment to be influenced by personal interests or external relationships.

- **Do you or any of your immediate family members have any financial interest in the procurement of goods, services, or works related to the project you are working on?**

☐ Yes

☐ No

**Are you or any of your immediate family members an employee, shareholder, or director of a supplier, service provider, or contractor that may be involved in any procurement process for CEMA?**

☐ Yes

☐ No

- **Do you or any of your close associates have any personal or professional relationship with a supplier, service provider, or contractor who may be considered for a contract under this procurement?**

☐ Yes

☐ No

- **Have you received or been offered any form of gift, hospitality, or favor from a supplier, service provider, or contractor that may be involved in this procurement process?**

☐ Yes

☐ No

If you answered **YES** to any of the above questions, please provide detailed information below:

**Details of the Conflict (if applicable):**

[Provide a brief description of the nature of the conflict, including any financial, professional, or personal interest that may be perceived as influencing your decision-making process.]

**Section C: Acknowledgment and Confirmation**

By signing this form, I confirm that the information provided is true and complete to the best of my knowledge. I understand that it is my responsibility to disclose any potential or actual conflict of interest and to withdraw from any decision-making process where such a conflict arises. I also agree to promptly update this form if there are any changes in my circumstances.

**Acknowledgments:**

- I acknowledge that a conflict of interest, whether actual or perceived, may disqualify me from participating in certain procurement processes or decisions.
- I confirm that I will comply with CEMA's Procurement Policy and Code of Ethics, and I will take all necessary steps to avoid situations that may give rise to a conflict of interest.

**Section D: Signatures**

<b>Employee Name (Print)</b>	<b>[Full Name]</b>
<b>Employee Signature</b>	_____
<b>Date</b>	_____

<b>Supervisor/Manager Name (Print)</b>	<b>[Full Name]</b>
<b>Supervisor/Manager Signature</b>	_____



Date	<hr/>
------	-------