

Global Procurement Manual



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1 Introduction

1.1 Objective

The Development Fund's (DF) Global Procurement Manual is designed to ensure that procurement is performed in a way that secures value for money and combats risks of corruption.

The choice of supplier will be based on the following key principles:

- (1) Fair competition
- (2) Equal treatment and non-discrimination
- (3) Transparency
- (4) Objectivity

This manual's contents have been brought together with the aim that compliance with the contents will ensure that DF satisfies donors' requirements. If any regulations contradict a specific donor's requirements, the latter will always supersede the content of this manual.

1.2 Scope

The Global Procurement Manual contains minimum requirements that apply to DF in Oslo and Country Offices. Annexes contain approved principles and procedures at each Country Office, capturing the distinct qualities of, and risks inherent to, each individual country context.

Partner organisations are welcome to adopt and adapt contents of this manual for its own procurement policy and operational procedures. The principles of fair competition, equal treatment and non-discrimination, transparency and objectivity are practiced through by specific requirements such as thresholds for different routines when procuring goods and services.

DFs Code of Ethics and Concerns and Complaints Raising Policy are applicable, such that staff observing breaches are encouraged to raise their concerns.

2 Procurement Thresholds

The manual requires procedures in proportion to the size of the procurement. This practice of hierarchical risk management measures is consistent with generally applied procurement guidelines and requirements.

The following monetary amounts for thresholds shall apply at DF Oslo and for procurement for global purposes. The thresholds are influenced by thresholds included in the prevalent grant agreement between DF and the main donor, Norad. Individual Country Offices are encouraged to set lower limits for the specific levels below to ensure ineffective risk management relevant to the context. The amounts specified are excluding Value Added Tax (VAT) or equivalent.

Lower limits will apply if required by donor requirements.

2.1 Level I: Contracts with a value of less than NOK 100 000 (or equivalent)

For procurements with a value of less than NOK 100 000, any procurement procedure that is seen fit based on the nature of the purchase, may be used. Procurement within this threshold may be completed on the basis of

one quote. As a main principle, the procurement shall be done to attain good value for money. No documentation of the process, beyond the quote, is considered necessary, but is encouraged.

2.2 Level II: Contracts with a value between NOK 100 000 and NOK 500 000 (or equivalent)

For contracts with a value between NOK 100 000 under NOK 500 000, DF shall maintain a written record with documentation of all assessments and decisions during all steps of the procurement process from the planning stage until the signing of the contract. Upon request, DF should deliver its written record to whom it may concern and grant access to all relevant information and documentation related to the procurement procedure and practices applied.

2.3 Level III: Contracts with a value between NOK 500 000 and NOK 1 000 000 (or equivalent)

For contracts with a value between NOK 500 000 under NOK 1 000 000, competitive quotations from 2 or more suppliers shall be gathered. Country Offices may decide to require a minimum of 3 or more quotations. Quotations may be in the form of proforma invoices, written proposals or in other forms that ensure compliance with the key principles stated above.

A written record with documentation of all assessments and decisions during all steps of the procurement process from the planning stage until the signing of the contract shall be maintained. Upon request, DF should deliver its written record to whom it may concern and grant access to all relevant information and documentation related to the procurement procedure and practices applied.

2.4 Level IV: Contracts with a value exceeding NOK 1 000 000 (or equivalent)

Contracts above NOK 1 000 000 shall be awarded by means of one of the following procurement procedures:

- i) **Open tender procedure:** In open tender procedures, any interested tenderer may submit a tender in response to a call for competition. The tender shall be accompanied by the information for qualitative selection as requested by the partner.
- ii) **Restricted procedure:** In restricted procedures, any tenderer may submit a request to participate in response to a call for competition by providing the information for qualitative selection as requested. Only those tenderers invited to do so following its assessment of the information provided, may submit a tender. DF may limit the number of suitable candidates to be invited to participate in the procedure.
- iii) **Competitive procedure with negotiation:** In competitive procedures with negotiation, any tenderer may submit a request to participate or a tender in response to a call for competition by providing the information for qualitative selection as requested. Tenderers may submit an initial tender, which shall be the basis for subsequent negotiations. The minimum requirements and the award criteria shall not be subject to negotiations.

Where an open tender procedure is not launched, the choice of tenderers that are invited to submit an offer shall be justified and documented in writing. More information for tenders is described further below.

3 Procedure requiring tender

Invitation to Bid (ITB)

An ITB is basically an upgraded version of a request for quotation, adapted to higher thresholds and therefore more detailed.

The tender package is the key element of the tender procedure. It contains all the information potential bidders need for the elaboration of their bids. To avoid any wasting of time during the procurement process, the Procurement Committee shall ensure that all documents prepared by procurement focal point included the following:

Eligibility requirements	<ul style="list-style-type: none"> • Deadline for submission • Instructions for submission • Bid guarantees if any • Proof of company registration requirements • Proof of tax/ VAT requirements • Copies of ID documents • Bidding language • Ethical declaration and acceptance of general terms • Validity of bid • Currency of bid
Qualification requirements	<ul style="list-style-type: none"> • Criteria of selection and related weighting • Proof of past performance/ professional references • Company profile/ CVs of key staff if necessary • Audited accounts/ financial statements
Technical requirements	<ul style="list-style-type: none"> • Specifications and/ or samples of offered products • Proof of quality assurances (ISO/ etc.) • Lead times
Financial requirements	<ul style="list-style-type: none"> • Tax status of the bid • Terms of payment • Terms of delivery (INCOTERMS/ delivery charges/ etc.)

Publication and communication

A key requirement of open tenders is that the tender is announced as widely as possible. When launching tenders the following requirements should be met insofar as it is possible:

- A short description of the tender must be included together with the submission instructions, deadlines and how to obtain the tender package
- Check donor requirements to ensure that donor visibility requirements are complied with
- National tenders should also use websites used by the NGO community in the country.
- International tenders must use mediums such as reliefweb.int, similar regional/ global public platforms, and the DF's website
- Proof of all announcements and notifications should be kept in originals for audit purposes
- No direct fees of any kind should be levied for access to tender documents

Regarding Communications with bidders, the responsible department can define the preferred option. In any case, communication should be in writing and should be the same for all bidders to ensure transparency.

Of selection criteria, “life cycle cost” rather than a simple “one off price” is advisable to ensure value for money over a longer period. The announcement or invitation should state that DF will not be obliged to choose the cheapest supplier or equipment, but will consider pertinent costs over a longer time period.

3.1 Principles behind tendering procedure

Procurements that require application of the tendering procedure will be required to respect basic principles consistent with key principles for all procurements:

- (1) **Competition:** The procedures applied, and the award of contracts shall be based on fair competition.
- (2) **Equal treatment and non-discrimination:** Participation in tender procedures shall be open on equal terms to all natural and legal persons. During the entire procurement and the award of contracts, candidates/tenderers or groups of candidates/tenderers shall not be discriminated against.
- (3) **Transparency and ex-ante publicity:** As a general rule, tender procedures shall be based on prior publication. Where an open tender procedure is not launched, the choice of tenderers that are invited to submit an offer shall be justified.
- (4) **Objective criteria:** The offers received shall be evaluated against objective criteria, which enable measuring the quality of the offers while taking price into account (the offer with the lowest price shall be awarded the highest score for the price criterion). The criteria shall be set out beforehand and shall be relevant to the contract in question.
- (5) **Notoriety:** Sufficient and appropriate records and documentation with regard to the procedure, its evaluation and award shall be kept.

3.2 Tendering procedures

For procurement of a threshold value in accordance with those set out above, contracts must be awarded following a tender procedure to the most economically advantageous tender, meaning the tender assessed to provide the best quality at the lowest price.

The following steps will be necessary to be followed:

- ii) The tender documents shall be drafted in accordance with best international practice. The models published in the Practical Guide on the EuropeAid (EU) website may be voluntarily used.
- iii) The universal design and the potential environmental impact of any planned procurements shall be taken into account.
- iv) All invitations to submit tenders shall state that offers will be rejected if any illegal or corrupt practices have taken place in connection with the award. All contracts concluded under the Project shall state that the contract will be terminated if illegal or corrupt practices have taken place in connection with the contract award or execution.
- v) The time-limits for receipt of tenders and requests to participate must be sufficient to allow interested parties a reasonable and appropriate period to prepare and submit their tenders.
- vi) to the tenderer obtaining the best score based on price and quality), or, as appropriate, to the tenderer offering the lowest price. In doing so, the supplier shall avoid any conflict of interests

3.3 Eligible tenderers

- i) Tenderers must provide information on their legal form and ownership structure.

- ii) Tenderers shall be excluded from participation in a procurement procedure if:
 - (1) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations. However, tenderers in this situation may be eligible to participate insofar as DF is able to purchase supplies on particularly advantageous terms from either a supplier which is definitively winding up its business activities, or the receivers or liquidators of a bankruptcy, through an arrangement with creditors, or through a similar procedure under national law;
 - (2) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a final judgment;
 - (3) they have been guilty of grave professional misconduct; proven by any means which DF can justify;
 - (4) they have not fulfilled obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country in which they are established, or with those of the country of the DF office or those of the country where the contract is to be performed;
 - (5) they or persons having powers of representation, decision-making or control over them have been convicted for fraud, corruption, involvement in a criminal organisation or money laundering by a final judgment;
 - (6) they make use of child labour or forced labour and/or practise discrimination, and/or do not respect the right to freedom of association and the right to organise and engage in collective bargaining pursuant to the core conventions of the International Labour Organization (ILO).
- iii) Tenderers shall confirm in writing that they are not in any of the situations listed above. Even if such confirmation is given by a tenderer, DF shall have the right to investigate any of the situations listed above if it has reasonable grounds to doubt the contents of such confirmation.
- iv) Contracts shall not be awarded to tenderers which, during the procurement procedure:
 - (1) are subject to a conflict of interests;
 - (2) are guilty of misrepresentation in supplying the information required by DF as a condition of participation in the tender procedure, or fail to supply this information.

4 Tender evaluation and process completion

4.1 Procurement and Bid Committee

The Procurement Committee's main role is to secure that identification of the real need for goods or services is done in an objective and systematic manner. To secure sufficient objectivity, the Procurement Committee will include staff members who are in a position to challenge the requirements objectively in order to secure better value for money for what is "need to have", not "nice to have". The Procurement Committee may naturally appoint a procurement focal point to take administrative responsibility for the process.

The Bid Committee shall be established for procurements above NOK 500 000, but may be established for procurements of lower amounts if considered appropriate or required by the donor. The composition of the Procurement and Bid Committees may or may not be the same.

The following guidelines should be followed (Minimum requirement, but the specific positions/roles can be adjusted according to what is relevant in the DF Office). Example:

Between NOK 500 000 and NOK 1 000 000	<ul style="list-style-type: none"> • 1 from Finance and Administration • 1 from Program (budget holder) • 1 focal point (administrative responsible) 	All present at Bid Opening Meet to review all bids and evaluation Meet to take decisions Sign Bid Analysis
Above NOK 1 000 000	<ul style="list-style-type: none"> • 1 from Finance and Administration • 1 from Program (Requester) • 1 focal point (administrative responsible) <p><i>Possible</i></p> <ul style="list-style-type: none"> • 1 from Management (Authorized Budget Holder) <p>Management shall be charged with approving the recommendations of the Bid Committee, and therefore it may not be appropriate that Management are included in the committee.</p>	All present at Bid Opening Individual review of Bids is possible due to greater complexity. Meet to review all bids and evaluation. Meet to take decisions Sign Bid Analysis

Such requirements could seem time consuming and difficult to achieve in all cases. Work done in preparation of this meeting is essential to limit the time spent reviewing every details of each bids. To ensure a proper time management, some basic rules should be followed:

- Membership of the bid committee should pay attention to the authorisation table with the members reflecting suitable seniority relative to the value of the purchase.
- Committee members must be reasonably familiar with the requirements of the bid and should be in a position to contribute to the process in a meaningful way
- The Bid Committee must be characterized by impartiality, confidentiality, and transparency. Note that by signing the bid analysis form, the bid analysis committee members automatically endorse the DF Code of Ethics and therefore self-declare non conflict of interest concerning the procurement cycle in which they have been involved.

4.2 Bid Analysis

4.2.1 Analysis

A bid analysis is required for all purchases and is the principal document for evaluating and documenting the assessment behind the decision to award a procurement to a supplier. The document effectively brings together all the elements that need to be considered when evaluating received bids and making sure that all compliance requirements have been met. Rating scales as described further in this chapter are recommended.

A bid analysis is recommended to contain the following:

- Tracking references and project information
- Detailed financial evaluation of each bid (or proposal)
- Tax/ VAT details of the purchase

- Validity of the bids and payment terms
- Indication of past dealings with RF
- Details of weight of selected criteria (see 3.5.2. below)
- Documentation of selection (Note to file/ Minutes of bid committee meeting)
- Minimum number of approached bidders met (otherwise waiver must be approved)
- Confirmation of that there is no conflict of interest

The bid analysis document is an internal document and all information pertaining to offers/proposals must be treated as confidential and must not be disclosed under any circumstances to other bidders or to officials not directly concerned with the evaluation process.

4.2.2 Criteria

Defining criteria at the start of the procurement process before opening for submission of bids (or proposals) is a key step to ensure an objective procurement process.

The following are recommended bid or proposal selection criteria:

- Formal requirements; financial status, credit strength, tax compliance and supplier registration documentation
- Price and payment:
 - total cost to be compared (may be hourly rate or total for delivery, as most appropriate)
 - life cycle cost, which would typically include medium to long term costs such as repairs, spare parts or periodic subscriptions
 - payment conditions/requirements
- Quality of goods or Qualifications of proposed consultants; this would feed into the life cycle cost estimation
- Technical requirements and previous experience to indicate the ability to meet specifications and standards:
 - Quality of required goods and/or services
 - Compliance/eligibility Checks
 - Vendor performance – duly documented DF experience with that supplier
 - Adequate distribution/warehousing facilities and resources
 - Availability of proposed consultants or delivery products to meet required deadlines
 - Spare parts or reserve consultants in case of lack of availability
 - Warranty, copyright restrictions, insurance and bonding provisions
 - Security risk management pertaining to the procurement of goods or services
 - Compatibility with existing products

Selection criteria will be consistent with criteria under “Invitation to Bid” and need not be limited to the above. Weighting of the different criteria will vary from procurement to procurement and shall be decided by the depending on the project and context.

4.2.3 Rating Scales

Rating scales should be decided and not changed during the rating process. DF recommends the use a Basic 0 to 5 rating scale (from unacceptable to excellent):

Rating	Definition	Score
Excellent	Exceeds the requirement. Exceptional demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods and/or services. Response identifies factors that will offer potential added value, with supporting evidence.	5
Good	Satisfies the requirement with minor additional benefits. Above average demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the services. Response identifies factors that will offer potential added value, with supporting evidence.	4
Acceptable	Satisfies the requirement of DF needs. Demonstration by the supplier of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the services, with supporting evidence.	3
Minor reservation	Satisfies the requirement with minor reservations. Some minor reservations of the supplier's relevant ability, understanding, experience, skills, resource and quality measures required to provide the services, with little or no supporting evidence.	2
Serious Reservation	Satisfies the requirement with major reservations. Considerable reservations of the supplier's relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with little or no supporting evidence.	1
Unacceptable	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the supplier has the ability, understanding, experience, skills, resource and quality measures required to provide the services, with little or no supporting evidence.	0

4.2.4 Decision – conclusion of process

The bid analysis shall conclude with a statement that the correct process has been followed and that the selection of supplier meets all compliance requirements.

The Bid Committee shall submit the signed bid analysis to the Management Team at the DF office. The Management Team shall either approve the recommendation by the Bid Committee, request further steps to continue towards a proper completion of process, or reject the process and decide on an alternative way further.

4.2.5 Order confirmation/Contract

All purchases above NOK 10 000 must have written order confirmations or contracts approved in line with the authorization table and must be signed by the awarded supplier. The order confirmation outlines all the terms and conditions that both DF and the supplier are legally bound to. In that this is the principal document that will be used to arbitrate any subsequent dispute it is imperative that it is clear to both parties and agreed to by both parties before any order is confirmed.

4.2.6 Feedback to suppliers

All suppliers who provide bids to DF (for Tenders > NOK 1 000 000) should receive feedback on their bids, whether successful or not.

Feedback related to eligibility should be sent as soon as the bid opening session has concluded which bidders are ineligible. Feedback to the remaining bidders should happen as soon as the winning bidder has been contracted.

Feedback should be in writing and should be endorsed by the bid committee to avoid any disputes from dissatisfied suppliers in the future. If DF do not want to do business with a supplier e.g. due to previous experiences or the supplier not meeting RF's ethical standards the supplier should be informed about this. (In some context security risk related to this should always be considered and the security adviser should be consulted).

5 Frequent DF Procurements

DF Oslo and Country Offices will seek to establish a list of pre-qualified suppliers for recurring expenditure in order to secure best quality over time and reduce administration time. The following are examples.

5.1 Travels

Plane tickets

The employees book their own trips via the DF office's approved travel agency. The project number to be charged is provided upon booking. Each region/ program has specific project numbers. DF has a policy to use the cheapest available tickets.

Travel expenses

All travel expense claims are submitted electronically in accordance with the DF office's approved system, including the purpose and project number of the travel. Travel expenses and plane tickets are labelled with the same travel-project number.

5.2 Office supplies of low individual cost

Typical examples of costs that are not significant individually but may be significant when accumulated over time:

- Office stationery
- Consumables such as tea, coffee and sugar
- Electronic equipment of low individual value, such as light bulbs and laptop cables

Through a process of pre-qualification in line with the principles in this manual, DF would be able to pre-define both suppliers and prices for the main purchases. Two – three suppliers may be pre-qualified for each component to ensure DF does not come into a disadvantageous situation by locking itself to one supplier.

6 Consultancy assignments

Consultancy procurement is the responsibility of the department which has decided the need for the consultant. Support and advice on the procurement process may be sought from the Finance and Administration department.

What is a consultant?

A consultant is an expert, or more than one consultant in a team of experts, who is contracted by DF for their specialized skills or knowledge, which they provide to DF for a defined period of time or on a specific project with a specific output.

Consultants may be engaged because of competence or capacity needs; they may provide expertise or support that DF lacks or it cannot fulfil using its current staff.

Examples of tasks which consultants may be used for:

- Project Evaluation
- Organisational Reviews
- Specific research needs
- Specialist technical input
- Work with web pages and other promotional projects
- Resources for filling personnel gaps
- Policy Paper development
- Field assessments
- Project drafting
- Training/facilitation
- Translation
- Legal advice
- Tax and customs advice
- Areas needing specific expertise not plausible to recruit staff for

What needs to be done when engaging a consultant?

As consultants work independently from DF, they are liable for their own personal and/or corporate tax, VAT to local authorities, social security payments, health insurance, sick pay etc. When engaging a consultant, it is important to ensure that both parties understand this.

It is important for DF to be able to show that the consultant or consultants are not member(s) of staff. This is done by:

6.1.1.1 Formal documentation

Consultants should be registered in their country of origin as a limited liability company or as a sole trader/self-employed. When required or requested, consultants should be able to provide proof of registration to DF. A sole trader, not registered as a company, may submit taxation or other documentation to demonstrate that he/she complied with self-employment regulation in his/her country of origin.

6.1.1.2 Ensuring that the work they do fits the definition of a consultant

Even though a consultancy contract has been signed, in many countries the authorities may regard a person as being an employee if that person is working as a member of staff rather than a consultant.

To ensure that the relationship DF has with the person remains that of a client/consultant rather than employer/employee, it is important to ensure the following:

- The consultant is paid based on production of invoices;
- The person is registered as a limited company/self-employed or declares being compliant with regulations on self-employment in his/her country of origin;
- The contract is for a defined period with defined deliverables;
- The consultant uses their own equipment.

Exceptions to normal required procedure

The use of consultants has increased for the past years all over DF operations. Contracting a consultant is now a procurement process with procedures to be applied according to procurement thresholds. However, in some specific situations, procedures could be waived to cope with DF operations critical needs.

“DF institutional Knowledge”: It is recognized that Institutional knowledge can be a significant criterion to be used when evaluating bids, it could also be used to justify a waiver to competitive process in some situations. Former DF experience (national or international) in a specific context or specific specialty will be recognized and valued. However, the DF experience must be substantial, recent, and directly related to the subject matter of the consultancy. In addition, the selection of a former DF employee must not be motivated by any considerations of favouritism, and the requester must declare any personal connections to the consultant.

7 Waivers and Note to file

Waivers

A waiver is a formal authorization to deviate from a required compliance requirement and can only be approved by the Head of Finance and Administration at DF Oslo.

Exceptions to the competitive bidding procedures laid out in this document can be approved only in the following cases by the Head of Finance and Administration at DF Oslo:

- The proposed contract relates to procurement from a sole source of supply or services (e.g. sole authorised vendor/supplier of parts/services for a specific type of vehicle). In this case, it is required to document the efforts made to approach other suppliers (this can be a brief narrative report explaining what measures have been taken).
- Where the procedures would not be in the interest of DF (e.g. where a contract is already in place and changing contractors would be detrimental to the functioning of an existing project)
- Where a limited number of local suppliers are available but due to the local economic situation it is more beneficial in terms of local development to avoid seeking bids from elsewhere.

Note to file

A Note to File should be used to provide more detail/ clarity to explain to people that are not directly involved in each process where the process followed may not be immediately obvious.

A Note to File is only a means of providing more detail to better explain a decision/ process/ document. It should not be used as a means of authorizing a deviation from a mandatory requirement of the handbook.

8 Contracts

8.1.1 Contract Essentials

Some aspects of the contract must always be included:

- DF and Supplier name, address, contract manager, and contact information must be included
- The right for DF to cancel the contract if the supplier does not meet the contract conditions
- Total price, payment terms and schedule
- Description of the goods/service
- Delivery date and/or timetable
- Contracts must be signed by both parties, and a copy kept by each party.
- Signatures must be originals on each page in the contract
- Date of the contract
- Declaration of Commitment to DF's Values (format in Annex 1)

8.1.2 Framework Contracts

8.1.2.1 *Framework agreement tendering*

Framework agreements should only be established as a result of a competitive process according to procurement thresholds over the estimated value of the chosen period to ensure that the resulting contract is representative of the market and that the conditions of award are rigorous.

Framework agreements are frequently misunderstood by bidders and specific effort to explain how they work is essential to avoiding misunderstandings and problems during the tendering process. The following rules should be applied when tendering framework agreements:

- Tenders for framework agreements must be announced and evaluated with an expected quantity of the goods/ services that will typically be ordered during a given period. If possible, the estimate should cover the entire period of the contract validity however, it is also acceptable to stipulate the quantity that will be used per year of the agreement (whatever the period is it must be specified in the tender documents).
- Estimations need to be as accurate as possible where the objective is to have no more than a 20% variance from the quantities estimated compared to what is purchased. If large variances are detected during the agreement, then the framework agreement should be re-tendered.
- Bidders should be clear that the resulting contract will be signed based on the unit rate (i.e. no quantities, subtotals or totals will be specified in the contract). This should ensure that there are no misunderstandings when it comes to contract signature which might result in the supplier attempting to deliver the estimated quantities
- Bidders should be clear that framework agreements do not represent a purchase commitment or interpreted as an exclusivity agreement. The mechanism for confirmation of “call-off” purchase orders should be specified in the tender document to reinforce the distinction

Annex 1 Declaration of Commitment from Suppliers

Name of supplier of goods or services	
Estimated value of goods or services to the Development Fund per year	
Considerations for commitment	
Have you read and understood the Development Fund's Code of Ethics?	
Do you expect to have challenges for your firm in complying with any parts of the Development Fund's Code of Ethics?	
Has your firm carried out due diligence assessments of operations, for example assessed the company's impact on workers' and human rights in the supply chain?	
What risks of violations of workers' and human rights have been revealed in your firm in the last five years?	
What initiatives has your firm taken in the last five years to improve workers' and human rights in the dolphin choip	
What routines has your firm in place to monitor and uncover violations of workers' and human rights in the past five years and for the next five years?	
Your suppliers: Contract clauses	
Which standard clauses does your firm have for workers and human rights in your clauses for your suppliers of goods and services, if any?	
Provide examples of types of procurement that are not covered by contracts as described in the row above.	

Signed by:

Date:

Name:

Position:

Company:

Annex 2 Development Fund's Country Offices

Introduction

The Global Procurement Manual of the Development Fund and its accompanying country specific annexes has been crafted to guide procurement activities within the diverse markets we engage with. Given the unique characteristics of these markets, our procurement processes are strategically designed to blend local considerations with the global procurement framework.

Our Global Footprint

Spanning across continents, the Development Fund operates in markets marked by distinct economic, legal, and cultural landscapes. This necessitates an approach to procurement that is fine tuned to address the range of challenges and opportunities presented in these regions, encompassing sourcing, supplier management and risk mitigation.

Adherence to Core Values

The cornerstone of Development Fund's procurement practices lies in our core values of integrity, innovation and sustainability. Irrespective of the operational region, Development Fund remains committed to ethical sourcing, supplier diversity, and environmental sustainability. The specific country annexes below underscore this commitment and ensures relevance across our areas of operation.

Conclusion

In closing, the Global Procurement Manual stands as a guiding beacon, harmonizing our varied operations under a shared framework while valuing the distinct qualities of each individual country office. Through our steadfast commitment to the principles delineated within this manual, we affirm that our procurement processes are not solely aligned with the global benchmarks but also nourish triumph in the markets we engage with.

This manual is more than just a document; it is a testament to our dedication to transparency, fairness, and excellence. By internalizing these principles, we enhance our capacity to make informed decisions, cultivate strong partnerships, and contribute positively to the environments in which we operate.

As we venture forward, let this manual be a source of inspiration and guidance, helping us navigate the intricate landscape of global procurement with diligence, responsibility, and a shared commitment to our mission and values.

Annex 3A Ethiopia Country Office

Navigating Local Context

Thriving within Ethiopian legal and regulatory frameworks is integral to our procurement effectiveness. The manual equips our teams with the insights necessary to stay compliant within Ethiopia's dynamic legal landscape, thereby enabling successful procurement operations within the country.

Procurement Thresholds

Tailoring the procurement thresholds to the economic realities of the Development Fund's operations within Ethiopia is a critical aspect. These thresholds guide our procurement processes and are structured as follows:

- 1) Contracts valued at less than Birr 20,000
 - Proforma invoices are not required.
 - The Logistics Officer has the authority to directly purchase items from local markets.
- 2) Contracts with a value between Birr 20,000 and Birr 2,590,000

For contracts falling within the value range of Birr 20,000 to Birr 2,590,000, the following procurement procedures shall be followed to ensure efficient and transparent procurement:

Proforma Collection:

- Procurement shall involve collecting proforma invoices from approved and recognized suppliers.
- At least three proforma invoices shall be collected for each purchase, unless it can be demonstrated that there is a sole distributor for the required item, or the item is exclusively supplied by a government organization acting as a distributor or manufacturer.

Emergency Procurement:

- In emergency situations where immediate action is necessary to prevent death, injury, or serious damage, certain procurement procedures may be bypassed.
- Emergency procurement procedures can be bypassed with the approval of the Country Director (CD).

Procedure for procurement:

- A stamped purchase requisition should be sent to the Driver-Mechanic/Logistics Officer (referred to as 'the Officer') for proforma collection. In the Officer's absence, the driver will assume this responsibility.
- The Logistics Officer then presents the collected proforma to the Administration Assistant/Cashier.
- For the purchase of goods: The Senior Finance Advisor, Senior Program Advisor, and Administration Assistant/Cashier collectively review and sign each proforma.
- For the purchase of services: the Financial and Administration Manager (FAM), Country Program Coordinator and Administration Assistant/Cashier collectively review and sign each proforma.
- The Administration Assistant/Cashier prepares an analysis of the collected proformas.
- The analysis is presented to the FAM for verification.
- The process is then authorized by the Country Director.
- A purchase order shall be issued for the purchase of goods, either in writing or over the phone, and an agreement shall be issued for the purchase of services.

Payment Processing:

- After the decision is reached, payments shall be processed based on original supporting documents.
- Payments shall be made in the supplier's name via cheque or petty cash, depending on the amount.

Delivery and Verification:

- The Officer responsible for procurement delivers the payment and verifies that the delivered items align with the specifications.
- The Officer delivers the items to the Administration Assistant/Cashier.

Goods Receiving Note (GRN) and Documentation:

- The Administration Assistant/Cashier checks the specifications of the items and prepares a Goods Receiving Note (GRN).
- The GRN is prepared in one original with two copies, with the original is provided to the deliverer, 1st copy kept alongside the purchase documents and the 2nd copy retained on pad.
- The Purchase Requisition (PR) number is cross-referenced onto the GRN.

Record-Keeping and Follow-Up:

- Comprehensive records are maintained to track orders that have been fulfilled or remain outstanding.
- Adequate follow-up is conducted for orders with extended outstanding periods.

Goods Inspection upon Receipt:

- Items received are inspected to ensure they meet the required quantity, quality, and the specifications initially requested.

3) Contracts with a value between Birr 2,590,000 and Birr 5,180,000

For contracts falling within the value range of Birr 2,590,000 and Birr 5,180,000, competitive procedures with negotiation shall be followed to ensure efficient and transparent procurement:

PROCEDURES

Emergency Procurement:

- In emergency situations where immediate action is necessary to prevent death, injury, or serious damage, certain procurement procedures may be bypassed.
- Emergency procurement procedures can be bypassed with the approval of the Country Director (CD).

Preparation of Procurement Documents:

- The procuring team shall prepare comprehensive procurement documents, including specifications, terms and conditions, evaluation criteria, and any other relevant information.

Advertisement:

- The procurement opportunity shall be publicly advertised in accordance with relevant procurement regulations and guidelines.
- The advertisement shall specify the contract details, submission deadline, and where bid documents can be obtained.

Bid Submission:

- Interested bidders shall submit their bids within the specified deadline.

Bid Opening:

- The bids shall be opened in a transparent and publicly accessible manner on the specified date and time.

Bid Evaluation:

- A bid evaluation committee shall assess the submitted bids based on the predetermined evaluation criteria.
- Following the evaluation, negotiations shall be conducted with the bidders who submitted technically acceptable offers.

Negotiation Process:

- Negotiations shall be conducted transparently and in accordance with established procedures.
- The negotiation process aims to refine and improve the terms, conditions, and pricing of the bids while maintaining fairness and competitiveness.

Award of Contract:

- The contract shall be awarded to the bidder who provides the most advantageous offer following negotiations.
- The decision shall be communicated to the successful bidder in writing.

Contract Execution:

- Upon awarding the contract, the procuring entity and the successful bidder shall execute the contract according to the agreed terms and conditions.

Post-Contract Monitoring:

- The procurement process does not end with the award of the contract. Proper monitoring and oversight of contract performance shall be maintained throughout the contract period.

4) Contracts with a value exceeding Birr 5,180,000

For contracts with a value exceeding Birr 5,180,000, the procurement process shall adhere to the guidelines outlined in the global procurement manual. The global procurement manual serves as the authoritative source for procurement practices in such cases, ensuring consistency, transparency and alignment with established standards.

a. Procurement and Bid Committees

The following guidelines have been established for the procurement of goods and services at the Development Fund, Ethiopia Country Office. These guidelines ensure a structured and transparent approach to procurement processes:

Level	Procurement threshold	How it works	Responsible
Level I	Less than Birr 20,000	Direct purchase can be made for items falling below the threshold of Birr	Driver-Mechanic/Logistics Officer is responsible for managing these direct purchases. In his/her absence, driver shall assume this responsibility.

		20,000.	
Level II	Between Birr 20,000 and Birr 2,590,000	At least three proforma invoices need to be collected for each procurement.	The Senior Finance Advisor, Senior Program Advisor, and Administration Assistant/Cashier collaborate to evaluate the proforma invoices. Bid Opening: All concerned parties meet at the bid opening to review all bids and participate in the evaluation process. Decisions are made collectively, and the Bid Analysis is signed.
Level III	Between Birr 2,590,000 and Birr 5,180,000	Procurements for a value between Birr 2,590,000 and Birr 5,180,000 are awarded through competitive procedures with negotiation method	Finance and Administration Manager, Country Program Coordinator, Senior Program Advisor, and Administration Assistant/Cashier (for goods). Finance and Admin Manager, Country Program Coordinator, Senior Finance Advisor, Focal Program Advisor, and Admin Assistant/Cashier (for services). Bid Opening: All involved parties convene at the bid opening. Due to the higher complexity, individual review of bids may be conducted. A meeting is held to review all bids, assess evaluations, make decisions, and ensure signing of the Bid Analysis.
Level IV	More than Birr 5,180,000	Procurements exceeding Birr 5,180,000 are awarded through a formal bidding process	Finance and Administration Manager, Country Program Coordinator, Senior Program Advisor, and Administration Assistant/Cashier (for goods). Finance and Admin Manager, Country Program Coordinator, Senior Finance Advisor, Focal Program Advisor, and Admin Assistant/Cashier (for services). Bid Opening: All involved parties convene at the bid opening. Due to the higher complexity, individual review of bids may be conducted. A meeting is held to review all bids, assess evaluations, make decisions, and ensure signing of the Bid Analysis.

b. Criteria

At the Development Fund, Ethiopia Country Office, establishing clear and comprehensive criteria for procuring goods and services is an essential initial step in our procurement process. This practice ensures an objective and transparent approach to procurement. The criteria are categorized into two main aspects: technical and financial considerations.

These criteria, along with their respective weights, will be detailed in the bid documents. Specifically, 80% of the evaluation will be dedicated to the technical assessment, while the remaining 20% will pertain to the financial proposal.

The evaluation process, especially for purchase of services, will begin with the technical assessment. Participants who achieve a score of 60 out of 80 (equivalent to 75%) or higher will proceed to the financial evaluation stage. Those who score below 75% will not advance and their financial proposals will not be opened. In the financial evaluation, scores are assigned based on the supplier's pricing. The supplier with

the lowest price will receive the full 20% score, while others will receive scores proportionate to their pricing.

i. Technical Criteria:

Technical criteria form the core of the evaluation process, ensuring that purchased goods and services meet specific standards and requirements. The bid documents will explicitly detail the technical criteria, including a breakdown of their weightage. This transparent approach guarantees that suppliers and evaluators have a clear understanding of the evaluation process.

ii. Financial Criteria:

Financial considerations are crucial but are given a proportionately lower weight in the evaluation process. The financial proposal, although significant, is balanced against the technical aspects to ensure that the selection process prioritizes quality and appropriateness.

This allocation reflects the importance of ensuring that procured goods and services are not only cost-effective but also align with the technical specifications and requirements established by the Development Fund.

Annex 3B Somaliland Country Office

Navigating Local Context

Sound knowledge and expertise as it pertains to the Somaliland legal and regulatory frameworks is integral to ensuring procurement effectiveness. The manual equips our teams with the insights necessary to stay compliant within Somaliland's dynamic legal landscape, thereby enabling successful procurement operations within the country.

Procurement Thresholds

Tailoring the procurement thresholds to the economic realities of the Development Fund's operations within Somaliland is a critical aspect. These thresholds guide our procurement processes and are structured as follows:

- 1) Contracts/procurement valued at less than 500 USD:
 - Proforma invoices are not required.
 - The Finance Assistant has the authority to directly purchase items from local markets.
 - Purchases are verified through receipts (and goods) to the Finance Manager and/or the Country Program Coordinator.
- 2) Contracts with a value between 500 USD and 10,000 USD

For contracts falling within the value range of 500 USD to 10,000 USD the following procurement procedures shall be followed to ensure efficient and transparent procurement:

Proforma Collection:

- If the total value of the purchase is more than 500 USD, the analysis and purchase shall be authorized by the CD.
- For contracts/procurement with a value between 500 USD but under 10,000 USD, competitive quotations from 3 or more suppliers shall be gathered, unless it can be demonstrated that there is a sole distributor for the required item, or the item is exclusively supplied by a government organization acting as a distributor or manufacturer. Quotations may be in the form of proforma invoices, written proposals or in other forms that ensure compliance with the key principles stated above.
- Procurement shall involve collecting proforma invoices from approved and recognized suppliers.

Emergency procurement:

- In emergency situations where immediate action is necessary to prevent death, injury, or serious damage, certain procurement procedures may be bypassed.
- Emergency procurement procedures can be bypassed with the approval of the Country Director (CD).

Procedure for procurement:

- The DF staff requiring an item, raises Purchase/Store Requisition (PR). This shall be preceded by checking whether the item is in store or not through contact with the Finance and Administration Assistant who oversees keeping the store. If the items are in store, 'Store' shall be marked. Otherwise, 'Purchase' shall be marked. In the case of purchase, the following procedures are followed:
- The DF staff should state in detail the project, donor, description, unit of measure, specification, quantity of each item needed in the PR.
- The purchase requisition is then forwarded to the FAM and CPC or CD for verification of availability of budget.
- The purchase requisition is forwarded to Finance and Administration Assistant so that proforma is collected.

- Proforma shall be collected from approved and recognized suppliers. At least three proforma shall be collected for each purchase unless it is proved that there is a sole distributor supplying the item and a government organization as a distributor or manufacturer is trading the item needed.

Payment Processing:

- After the decision is made, payments shall be processed based on the original supporting documents. Payments shall be prepared in the name of supplier through online banking payment or cheque depending on the amount.
- The Finance and Administration Assistant checks the specifications of the items and shall prepare Goods Receiving Note (GRN).
- Adequate records need to be maintained to identify orders fulfilled and not fulfilled and adequate follow-up required on long outstanding orders.
- Separation of function is required between requisitioning and authorizing, receipt of goods or services and the recording in the books of accounts.
- The goods received should be checked as to their quantity, quality and requested description on receipt.

Delivery and Verification:

- The Finance and Administration Assistant responsible for procurement delivers the payment and verifies that the delivered items align with the specifications.
- The Officer delivers the items to the Finance and Administration Assistant.

Record-Keeping and Follow-Up:

- Comprehensive records are maintained to track orders that have been fulfilled or remain outstanding.
- Adequate follow-up is conducted for orders with extended outstanding periods.

Goods Inspection upon Receipt:

- Items received are inspected to ensure they meet the required quantity, quality, and the specifications initially requested.

3) Contracts with a value exceeding 10,000 USD

Contracts/procurement above 10,000 USD shall be awarded by means of one of the following procurement procedures:

- **Open tender procedure:** In open tender procedures, any interested tenderer may submit a tender in response to a call for competition. The tender shall be accompanied by the information for qualitative selection as requested by the partner.
- **Restricted procedure:** In restricted procedures, any tenderer may submit a request to participate in response to a call for competition by providing the information for qualitative selection as requested. Only those tenders invited to do so following its assessment of the information provided may submit a tender. DF may limit the number of suitable candidates to be invited to participate in the procedure.
- **Competitive procedure with negotiation:** In competitive procedures with negotiation, any tenderer may submit a request to participate in a tender in response to a call for competition by providing the information for qualitative selection as requested. Tenderers may submit an initial tender, which shall be the basis for subsequent negotiations. The minimum requirements and the award criteria shall not be subject to negotiations.

a. Procurement and Bid Committees

The following guidelines have been established for the procurement of goods and services at the Development Fund, Somaliland Country Office. These guidelines ensure a structured and transparent approach to procurement processes:

Procurement threshold	How it works	Responsible
Less than 500 USD	Direct purchase can be made for items falling below this threshold.	Finance and Administration Assistant is responsible for managing this collection one quote. In his/her absence, FAM will appoint to another person
Between 500 and 10,000 USD	At least three proforma invoices need to be collected for each procurement.	FAM, Country Program Coordinator, and unrelated staff shall open proforma together and sign on each proforma.
More than 10,000 USD	Procurements exceeding 10,000 USD are awarded through a formal bidding process	FAM, CPS, Program Advisors, and Finance/Administration Assistant (for goods). Bid Opening: All involved parties convene at the bid opening. Due to the higher complexity, individual review of bids may be conducted. A meeting is held to review all bids, assess evaluations, make decisions, and ensure signing of the Bid Analysis. And CD will approve

b. Criteria

At the Development Fund, Somaliland Country Office, establishing clear and comprehensive criteria for procuring goods and services is an essential initial step in our procurement process. This practice ensures an objective and transparent approach to procurement. The criteria are categorized into two main aspects: technical and financial considerations.

These criteria, along with their respective weights, will be detailed in the bid documents. Specifically, 80% of the evaluation will be dedicated to the technical assessment, while the remaining 20% will pertain to the financial proposal.

The evaluation process, especially for purchase of services, will begin with the technical assessment. Participants who achieve a score of 60 out of 80 (equivalent to 75%) or higher will proceed to the financial evaluation stage. Those who score below 75% will not advance and their financial proposals will not be opened. In the financial evaluation, scores are assigned based on the supplier's pricing. The supplier with the lowest price will receive the full 20% score, while others will receive scores proportionate to their pricing.

i. Technical Criteria:

Technical criteria form the core of the evaluation process, ensuring that purchased goods and services meet specific standards and requirements. The bid documents will explicitly detail the technical criteria, including a breakdown of their weightage. This transparent approach guarantees that suppliers and evaluators have a clear understanding of the evaluation process.

ii. Financial Criteria:

Financial considerations are crucial but are given a proportionately lower weight in the evaluation process. The financial proposal, although significant, is balanced against the technical aspects to ensure that the selection process prioritizes quality and appropriateness.

This allocation reflects the importance of ensuring that procured goods and services are not only cost-effective but also align with the technical specifications and requirements established by the Development Fund.

Annex 3C Malawi Country Office

Navigating Local Context

Thriving within Malawi's legal and regulatory frameworks is integral to our procurement effectiveness. The manual equips our teams with the insights necessary to stay compliant within Malawi's dynamic landscape, thereby enabling successful procurement operations within the country.

Procurement Planning

A procurement plan shall be developed for goods and services required in the next implementation period (for a period of at least 3 months). The Internal Procurement Committee to prepare and maintain the procurement plan. The Country Director approves the procurement plan.

Procurement Thresholds

Procurements for DF Malawi will be based on the Annual plan or Budget and the purchases shall be made following the principles of fair competition, equal treatment, transparency and objectivity. Tailoring the procurement thresholds to the economic realities of the Development Fund's operations within Malawi is a critical aspect. These thresholds guide our procurement processes and are structured as follows:

1) Contracts valued at less than and equal to MWK 500,000:

- Proforma invoices are not required.
- The assigned DF staff has the authority to directly purchase items from local markets.
- Single sourcing of procurement is acceptable.

2) Contracts with a value between MWK 500,000 and MWK 1,000,000

For contracts falling within the value range of MWK 500,000 to MWK 1,000,000, the following procurement procedures shall be followed to ensure efficient and transparent procurement:

Proforma Collection:

- Procurement shall involve collecting proforma invoices from approved and recognized suppliers.
- At least 3 proforma invoices shall be collected for each purchase, unless it can be demonstrated that there is a sole distributor for the required item,

Emergency Procurement:

- In emergency situations where immediate action is necessary to prevent death, injury, or serious damage, certain procurement procedures may be bypassed.
- Emergency procurement procedures can be bypassed with the approval of the Country Director (CD).

Procedure for procurement:

- An approved purchase requisition should be sent to the Senior Finance and Administration Officer (referred to as 'SFAO') for budget verification of the requested item. The Purchase requisition should contain the following minimum information:
 - ✓ Name of the Project and Donor
 - ✓ Brief description of the requested item (service)/ product specification
 - ✓ Required Quantity

✓ Expected time of delivery

- If the item is not budgeted for, an approval to proceed with the procurement is obtained from the CD. If it is budgeted then, the Assistant Finance and Administration Officer (AFAO) collects the Proforma invoices.
- If a certain item is demanded within three months of processing the purchase of the same item, then it may be purchased from the same supplier without collecting additional proforma given that the supplier will provide the item for the same price.
- The SFAO then analyses the proformas.
- The analysis is presented to Finance and Administration Manager (FAM) for verification and checking.
- The process is then authorized by the Country Director
- A purchase order shall be issued for the purchase of goods and services.

Payment Processing:

- After the decision is reached, payments shall be processed based on original supporting documents.
- Payments shall be made in the supplier's name via cheque/ bank online.

Delivery and Verification:

- Items and services received are inspected and verified to ensure they meet the required quantity, quality, and the specifications initially requested.
- The AFAO and a person with capacity to ascertain technical aspects of the goods and services verifies that the delivered items/service align with the specifications.
- The AFAO then prepares a Goods Receiving Note (GRN).
- SFAO countersign the GRN.

Record-Keeping and Follow-Up:

- Comprehensive records are maintained to track orders that have been fulfilled or remain outstanding.
- Adequate follow-up is conducted for orders with extended outstanding periods.

3) Contracts with a value between MWK 1,000,000 and MWK 10,000,000

For contracts falling within this value range, the following procurement procedures shall be followed to ensure efficient and transparent procurement:

Proforma Collection:

- Procurement shall involve collecting proforma invoices from approved and recognized suppliers. At least 3
- invoices shall be collected for each purchase, unless it can be demonstrated that there is a sole distributor for the required item.

Emergency Procurement:

- In emergency situations where immediate action is necessary to prevent death, injury, or serious damage, certain procurement procedures may be bypassed.
- Emergency procurement procedures can be bypassed with the approval of the Country Director (CD).

Procedure for procurement:

- An approved purchase requisition should be sent to the Senior Finance and Administration Officer (referred to as 'SFAO') for budget verification of the requested item. The Purchase requisition should contain the following minimum information:
 - ✓ Name of the Project and Donor
 - ✓ Brief description of the requested item (service)/ product specification
 - ✓ Required Quantity
 - ✓ Expected time of delivery
- If the item is not budgeted for, an approval to proceed with the procurement is obtained from the CD. If it is budgeted then, the Assistant Finance and Administration Officer (AFAO) collects the Proforma invoices.
- If a certain item is demanded within three months of processing the purchase of the same item, then it may be purchased from the same supplier without collecting additional proforma given that the supplier will provide the item for the same price.
- The SFAO then analyses the proformas.
- The analysis is presented to the Internal Procurement Committee (IPC) for verification and decide on the supplier / service provider. The IPC must take minutes for each meeting.
- The decision made by the IPC is then reviewed and approved by the Country Director.
- A purchase order shall be issued for the purchase of goods / services.

Payment Processing:

- After CD's approval on the decision by IPC is provided, payments shall be processed based on original supporting documents.
- Payments shall be made in the supplier's name via cheque/ bank online.

Delivery and Verification:

- Items and services received are inspected and verified to ensure they meet the required quantity, quality, and the specifications initially requested.
- The AFAO and a person with capacity to ascertain technical aspects of the goods and services verifies that the delivered items/service align with the specifications.
- The AFAO then prepares a Goods Receiving Note (GRN).
- SFAO countersign the GRN.

Record-Keeping and Follow-Up:

- Comprehensive records are maintained to track orders that have been fulfilled or remain outstanding.
- Adequate follow-up is conducted for orders with extended outstanding periods.

4) Contracts with a value exceeding MWK 10,000,000

For contracts with a value exceeding MWK 10,000,000, the procurement process for bids in the category of contracts exceeding NOK100,000 as outlined in the global procurement manual shall be applied. The global procurement manual serves as an authoritative source for procurement practices in such cases, ensuring consistency, transparency, and alignment with established standards.