



THE AFRICAN CAPACITY
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE



ADMINISTRATIVE POLICIES AND
PROCEDURES MANUAL

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PREFACE

This Policies and Procedures Manual is the property of the African Capacity Building Foundation (ACBF) and for the exclusive use of management and staff.

It is the responsibility of each user to keep this manual secure and distribution to external parties should be approved. Management is responsible for establishing and maintaining an accounting and internal control structure that will enhance the effectiveness of the design and operation of the procedures described herein.

This manual provides a detailed analysis of:

- I. Procurement procedures,
- II. Travel policy and procedures.
- III. General management of fixed assets,
- IV. Management of office supplies, and
- V. Management of motor vehicles,

Acronyms

ACBF	African Capacity Building Foundation
CSD	Corporate Services Department
ADP	Asset Disposal Panel
HOD	Head of Department
MAP	Management Action Plan
CIF	Cost, Insurance, and Freight
CIP	Carriage and Insurance Paid (place of destination)
CPT	Carriage Paid To (named place of destination)
DDP	Delivered Duty Paid
EXW	Ex services, Ex factory, or Off the Shelf
FCA	Free Carrier (named place)
ICB	International Competitive Bidding
LIB	Limited International Bidding
NCB	National Competitive Bidding
NGO	Non-governmental organization
RFP	Request for Proposals
RCB	Regional Competitive Bidding
SA	Special Account
SBDs	Standard Bidding Documents
UN	United Nations
UNDB	United Nations Development Business

1 ADMINISTRATIVE MANUAL (OVERVIEW)

1.1 Introduction

1.1.1 The procedures manual has been designed to assist the users in interpreting, processing and accounting for transactions as they relate to the ACBF.

1.2 Purpose

1.2.1 The purpose of the manual is to provide new and existing personnel with a reference that will:

1.2.1.1 Define policies and procedures operating in the procurement and management of fixed assets and office consumables;

1.2.1.2 Define ACBF travel policy;

1.2.1.3 Define the accounting and internal control policies and procedures affecting ACBF vehicles;

1.2.1.4 Assist in the development of an understanding between operations in the various departments in order to ensure orderly and efficient deployment of ACBF resources;

1.2.1.5 Improve management, monitoring and control over the use of ACBF assets, and enhance accountability to key stakeholders.

1.2.1.6 Provide comprehensive and concise explanations of specific procedures and identify the personnel responsible for their performance;

1.2.1.7 Facilitate the review and change of procedures as and when required and the communication of these modifications to the staff concerned.

1.2.1.8 Provide a basis for training the staff.

1.2.2 All ACBF personnel are required to familiarize themselves with the Administrative Manual, and comply with all its contents at all times.

1.2.3 All Departmental Heads are empowered and responsible for effective implementation of the procedures in their respective areas of operation. This includes availing the manual to staff for reference and communication.

1.2.4 It is emphasized that the responsibility for ensuring compliance with this procedures manual and the prompt compilation and submission of information required rests with the management and staff of the organization. Ultimate responsibility for compliance rests with the CSD.

1.2.5 The manual seeks to safeguard organizational resources and ensure that they are utilized in achieving the core objectives of the ACBF.

1.2.6 The Finance Department is responsible for setting up of an adequate and reliable financial system, and enforcing compliance with it.

- 1.2.7 Accounting and internal controls that support the Administrative function should be set up in the various departments to ensure the following:
- 1.2.8 All transactions are properly authorized according with the delegation matrix of the Foundation,
 - 1.2.8.1 All transactions and events are recorded and none have been omitted,
 - 1.2.8.2 All transactions and events that have been recorded have occurred and pertain to ACBF,
 - 1.2.8.3 Amounts and other data relating to recorded transactions and events have been recorded appropriately,
 - 1.2.8.4 All transactions and events have been recorded on a timely basis and in the correct accounting period,
 - 1.2.8.5 All transactions and events have been recorded in the proper accounts,
 - 1.2.8.6 Access to assets is controlled and
 - 1.2.8.7 Assets are safeguarded
 - 1.2.8.8 Assets disposal is clearly defined.

1.3 Scope

- 1.3.1 The manual is specifically intended for the documentation of the Foundation's policies, procedures and operational matters and will be updated periodically as and when necessary.

A. Amendments

The procedure for processing amendments will be:

- a. The person suggesting the change (the initiator) will discuss the suggestions with the Departmental Head.
- b. If the change is considered reasonable or desirable, the Departmental Head will give instructions to the initiator to set down in writing the details of and the reasons for the change proposed.
- c. The Departmental Head will forward the proposed change to management for approval.
- d. The proposed change may be adopted, amended or rejected in accordance with the comments of the parties involved.
- e. Where proposed amendments to policy are significant, they should be submitted to the Executive Board for approval.
- f. When the amendment has been approved the following steps shall take place:

- i. Amendments are reviewed every year and as when necessary
- ii. Maintain a record of all superseded procedures from management for future reference.

1.4 Retention of source and supporting documents

- 1.4.1 All source and supporting documentation prepared and/or received in terms of this manual shall be retained as required by the relevant ACBF procedures Other books and documents may be achieved for ten(10) years and thereafter disposed unless required for the purpose of litigation in which case they should be retained until the case has been finally settled.

**GENERAL PROCUREMENT
GUIDELINES**

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2 GENERAL PROCUREMENT POLICIES AND PROCEDURES

2.1 Introduction

This section of the Administrative Policies and Procedures Manual sets out the procurement procedures of goods, services and consulting services by ACBF.

2.2 Procurement guidelines for ACBF

2.2.1 The guidelines set out below shall be applied for all procurement of office supplies, assets and services by ACBF.

2.2.2 It is ACBF policy to procure goods and services that are necessary for the efficient discharge of the Foundation's mandate. Those involved in the procurement process should ensure that the entire procurement process is transparent and competitive.

2.2.3 In all instances, procurement decisions should take into consideration adequate quantities, reasonable prices and timely delivery to guarantee the best possible value to ACBF.

2.3 Purpose

2.3.1 The purpose of these Guidelines is to assist ACBF staff and its affiliates in conducting the procurement function effectively.

2.3.2 These guidelines shall also govern any procurement of goods and services (including consulting services) required in fulfilling ACBF mission and goals.

2.4 General Considerations

2.4.1 All procurement by ACBF shall be subjected to the following considerations:

2.4.1.1 The need for economy and efficiency in the implementation of the project, including the procurement of goods and services involved;

2.4.1.2 ACBF's interest in giving all eligible bidders the same information and equal opportunity to compete in providing goods and services financed by ACBF;

2.4.1.3 The importance of transparency in the procurement process.

Open competition is the basis for efficient public procurement. Officials responsible for procurement on behalf of ACBF shall therefore select the most appropriate method for the specific procurement. In most cases, competitive procurement procedures, properly administered are considered to be the most appropriate method. Section 3 of these Guidelines describes the procedures for Competitive Procurement Procedures.

2.4.1.4 Where Competitive Procurement is not the most appropriate method of procurement, other methods of procurement may be considered. Section 6

describes these other methods of procurement and the circumstances under which their application would be more appropriate. The role of a properly documented Procurement Plan is set out in paragraph 2.9 of this Procedures Manual.

2.5 Eligibility

- 2.5.1 To foster competition, all bidders or firms from all countries are permitted to offer goods, non-consulting services and consultant services to ACBF. Any conditions for participation shall be limited to those that are essential to ensure the firm's capability to supply goods and services of an appropriate quality.
- 2.5.2 The ACBF Procurement Specialist should carry out due diligence on the technical and financial qualifications of bidders to be assured of their capabilities in relation to the specific contract.
- 2.5.3 As exceptions to the foregoing:
- a) Firms of a country or goods manufactured in a country may be excluded if,
 - b) as a matter of law or official regulation, the country hosting an ACBF office prohibits commercial relations with that other country, provided that ACBF is satisfied that such exclusion does not preclude effective competition for the supply of goods or services required, or,
 - c) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the host country prohibits any import of goods from, or payments to, a particular country, person, or entity. Where the host country prohibits payments to a particular firm or for particular goods by such an act of compliance, such a firm may be excluded.
 - d) A firm which has been engaged by ACBF to provide consulting services for the preparation or implementation of a project shall be disqualified from subsequently providing goods and services resulting from or directly related to the firm's consulting services for such preparation or implementation. In addition, Consultants (including their personnel and sub-consultants) that have a business or family relationship with any member of ACBF who are directly or indirectly involved in any part of: (i) the preparation of the TOR of the contract, (ii) the selection process for such contract, or (iii) supervision of such contract may not be awarded a consultant services contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the ACBF throughout the selection process and the execution of the consultant services contract.

- 2.5.3.1 Government-owned enterprises in the host country may participate only if they can establish that they are:
- i. Legally and financially autonomous,
 - ii. Operating under commercial law,
 - iii. Not dependent agencies of the ACBF.

2.6 Joint Ventures

- 2.6.1 Any firm may bid independently or in joint venture confirming joint and several liabilities, either with domestic firms and/or with foreign firms, but ACBF does not accept conditions of bidding which require mandatory joint ventures or other forms of mandatory association between firms

2.7 Misprocurement

- 2.7.1 ACBF does not finance expenditures for goods and works which have not been procured in accordance with the agreed provisions in these guidelines and as further elaborated in the approved Procurement Plan. In such cases, the Executive Secretary will declare misprocurement, and it is the policy of ACBF to surcharge any ACBF official who causes such misprocurement and this shall be dealt with in accordance with ACBF's disciplinary procedures.
- 2.7.2 Even once the contract is awarded after obtaining the necessary approvals in accordance with the authority limits provided in these guidelines, the Executive Secretary may still declare misprocurement if it is concluded that the approval was issued on the basis of incomplete, inaccurate, or misleading information furnished by the responsible officers.

2.8 Fraud and Corruption

- 2.8.1 It is ACBF's policy to require that ACBF staff involved in the procurement process in any way, as well as bidders, suppliers, contractors and ACBF subcontractors observe the highest standard of ethics during the procurement and execution of such contracts. In pursuance of this policy, ACBF defines for the purposes of this provision, the terms set forth below as follows:
- e) "corrupt practice" is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
 - f) "fraudulent practice" is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;

- g) “collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
- h) “coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
- i) “obstructive practice” is deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede an investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or, acts intended to materially impede the exercise of ACBF’s inspection and audit rights.

2.8.2 ACBF will:

- a) reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question;
- b) sanction a firm or an individual, including declaring ineligible, either indefinitely or for a stated period of time, to be awarded a contract if it at any time determines that the firm has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for, or in executing, a ACBF-financed contract; and
- c) have the right to require that in bidding documents and in contracts financed by ACBF, a provision be included requiring bidders, suppliers and contractors to permit ACBF to inspect their accounts and records and other documents relating to the bid submission and contract performance.

2.9 Procurement Plan

2.9.1 As much as possible, all purchases of goods and services should be planned and properly budgeted for. It is important that any major purchases are anticipated well in advance to ensure that adequate time is given for planning and purchasing strategies.

2.9.2 As part of the preparation of procurement plan, the Procurement Specialist shall prepare an Annual Procurement Plan in line with ACBF procurement procedures setting forth:

- a) the particular contracts for the goods and services required;
- b) the period when the goods or services are required
- c) the procurement methods proposed
- d) Cost estimates of the goods or services to be procured

- e) the related Bank review procedures.
- 2.9.3 The Procurement Specialist shall submit the Procurement Plan to the Chief Operations Officer (C.O.O) and the Executive Secretary (ES) for approval after liaising with all departmental heads.
- 2.9.4 All departments shall prepare their Procurement Plans in liaison with the Procurement Specialist who shall coordinate the process. The individual Procurement Plans shall be combined to form a Corporate Procurement Plan that the Procurement Specialist shall submit to the Executive Secretary (ES) and the Chief Operations Officer (C.O.O) for approval. **All procurements to be undertaken by ACBF shall be based on the approved Procurement Plan.**
- Where specific procurements are not appearing on the approved Procurement Plan, every effort shall be made by the responsible department to bring such procurements to the attention of the Procurement Specialist who shall act swiftly to include such procurements in the Corporate Procurement Plan. This revision shall be sent with justifications to the Executive Secretary for approval.
- 2.9.5 The Procurement Plan shall be implemented by the ACBF Procurement Desk that shall have the responsibility of ensuring timely procurement and liaison with the user departments. At no time shall the procurement process be delegated to non procurement functions. This is meant to ensure consistency in application of procurement principles and accountability.
- 2.9.6 The Procurement Specialist shall update the Procurement Plan annually or as needed throughout the duration of the project. The Procurement Desk shall implement the Procurement Plan in the manner in which it has been approved.

2.10 Authorization and approved delegation matrix

- 2.10.1 The procurement of goods and services is delegated to an appropriate level of authorization depending on the magnitude of the expenditure as outlined below:
- 2.10.2 The Executive Board shall approve all purchases or procurement actions above USD500,000.00. The Finance Committee, which is a sub-committee of the Executive Board, shall carry out a review based on the internal approval and recommendations of the Tender Panel.
- 2.10.3 All procurement actions and purchases equal to or below USD500,000.00 shall be approved by the Executive Secretary (ES). However he/she may delegate such authority as follows:
- a) All purchases exceeding USD100,000.00 but equal to or below USD500,000.00, other than routine purchases through pre-qualified suppliers, shall be handled by a Tenders Panel (TP) that shall be appointed by the Executive Secretary (ES). As and when necessary, the Tender Panel may appoint a Technical Evaluation Committee (TEC) to carry out an independent and professional review of the bids received.
 - b) All purchases exceeding USD30,000.00 but equal to or below USD100,000.00 shall be approved by the ES based on recommendations of a Technical Evaluation Committee

(TEC) of at least three (3) members that should include the Procurement Specialist and a Technical Specialist. The EC shall be appointed by the Manager of Corporate Services Department.

- c) All purchases exceeding USD5,000.00 but equal to or below USD30,000.00 shall be approved by the Manager for Corporate Services Department (CSD), based on recommendations of a TEC of at least three (3) members that should include the Procurement Specialist and a technical specialist. The EC shall be appointed by the Manager for Corporate Services Department.
- d) All purchases equal to or below USD5,000.00 shall be approved by the Administration Officer based on recommendations of the Procurement Specialist or Assistant. A technical specialist may be called upon to assist in making recommendations if the goods being procured are of a technical nature. To enhance transparency, quotations for goods and services procured in accordance with this section, should be delivered in sealed envelopes and be opened and recorded in the presence of at least two people.
- e) As part of the reporting process, the ES shall update the Executive Board of any purchases above USD250,000.00 undertaken within the period of reporting.

Table 1: Authorisation thresholds

Expenditure class	Expenditure level	Approving authority	Minimum requirements
1	greater than USD 500 000.00	Executive Board (may be delegated to Finance Committee)	International Competitive Bidding (ICB)
2	USD100,000.00 - USD 500 000.00	Executive Secretary assisted by the Tender Panel (minimum 5 members including Procurement and Technical specialists)	National Competitive Bidding (NCB)/ICB
3	USD30,000.00 - USD100,000.00	Executive Secretary assisted by the Evaluation Committee (minimum 3 members including Procurement and Technical specialists)	NCB / ICB
4	USD5,000.00 - USD30,000.00	Manager Corporate Service Department (CSD) assisted by the Evaluation Committee (minimum 2 members including Procurement and Technical specialists)	Shopping
5	0 - USD5,000.00	Administration Officer	Shopping

Note: 1) The need for a minimum 3 quotations may be waived for expenditure below USD500.00.

2.10.4 Tenders Panel.

The CSD shall provide required administrative support and generally facilitate the work of the Tender Panel which is mandated to perform the following functions:

- a) Consider and process procurement requests for the supply of goods and services with a value of USD100,000.00 and above.
- b) Handle the selection through competitive bidding, of service providers as may be required from time to time.

- c) The Tender's Panel shall maintain an active database of suppliers of goods and services in frequent demand by ACBF to be updated annually and shall submit its reports to the Executive Secretary (E.S) for consideration and decision. Following the approval, Corporate Services Department shall take further action regarding the procurement of the particular goods or services in accordance with the provisions in ACBF Administrative Policies and Procedures Manual.
- d) The tenders Panel shall be responsible for verification of procurement plan.
- e) The Tenders Panel shall be responsible for Assessments of Evaluation Recommendations for all purchases costing above US100,000.00.
- f) The Tenders Panel should include the following officials:
 - g) One Manager other than the Manager for CSD(Chair)
 - h) One Program/ Disbursement Officer
 - i) An officer from Finance Department
 - j) Manager for Corporate Services Department
 - k) An officer from Legal Department
 - l) Senior IT Officer
 - m) Procurement Specialist (Secretary with non-voting powers); and
 - n) Administration Services Assistant (Non Voting)
- o) Membership of the Tender Panel shall be reviewed every two (2) years.
- p) Co-opted members including those outside ACBF may be appointed from time to time depending on the complexity and technical aspects of the particular procurement action.

2.11 Responsibilities of user and procurement departments

2.11.1 For the procurement function to adequately fulfil its mandate, the roles of the requesting and procuring departments should be clearly defined.

- a) The requesting department is responsible for submitting a correct and accurate requisition form. The following information should be indicated in the form:

Table 2: Requisitions matrix

Key details to be completed on requisition form

Source:	Individual and department initiating request
Date:	Date when request for goods and services is submitted
Item(s):	Details and specification of items requested
Quantity:	Number of units of items required
Codes:	Project codes and budget line item (account code)
Budget	Compliance with departmental budgetary constraints
Required on:	Date when delivery is desired , and
Approvals:	Signatures of individual requesting purchase and Person(s) with approval authority

- b) The responsibility of the Procurement Desk

The Selection of suppliers should be a done at the procurement desk.

Procurement Desk shall review all approved requisitions for goods and services. The requisition should be returned to the requesting department promptly for correction if it has not been properly approved or any key details are missing.

- Review of the requisition form should focus on:

Table 3: Procurement checklist

Key details to be reviewed on approved requisition form

Suppliers:	Number of suppliers who can supply the goods or services
Quantity:	Quantity should match what is required
Consistency:	Requisition should be consistent with actual needs
Completeness of information:	All details should be available
Conformity to ACBF standards:	ACBF standards on procurement should not be compromised
Urgency:	Requisitions tagged " Urgent" should be reviewed for reasonableness

- 2.11.2 Special attention should also be paid to the following:
- a) Suppliers' quotations should be invited only after reviewing the approved purchase requisitions.
 - b) Procurement Officials must comply with ACBF policy of only accepting written quotations.
 - c) The basis upon which a supplier was selected should be adequately documented on a prescribed form.
 - d) A minimum of three (3) quotations should be obtained for all procurements exceeding USD500.00, provided justification is fully documented:
 - i. Sole sourcing: where the number of suitable suppliers is limited and/or there is a standing contract.
 - ii. Emergency purchases: which constrain procurement staff's ability to comply with ACBF policies. Emergency purchases should be kept to a minimum.
 - iii. Any other justifiable situation that may arise.

2.12 The responsibility of the receiving department

- 2.12.1 In order to safeguard ABCF resources, there should be adequate control over the receiving of any goods and services procured.
- 2.12.2 ACBF official responsible for receiving goods and services should perform the following tasks:
- a) Verify quantity for accuracy and completeness against orders and supplier invoices.
 - b) Acknowledge and raise a computer generated Goods Received Note (GRN).
 - c) Obtain a copy of the supplier's invoice and review it for accuracy and completeness.
 - d) Ensure that goods received are placed in a secure location.

2.13 Segregation of duties

- 2.13.1 The procurement function should be supported by adequate segregation of duties to ensure that ACBF resources are effectively deployed. No one individual should handle the whole procurement cycle.
- 2.13.2 The system should have sufficient checks and balances to minimize risk of fraud, error or collusion with suppliers. It is recommended the following aspects are performed by separate individuals:
- a) Preparation of the "Procurement Requisition Form" (PRF).
 - b) Review and approval of the PRF.
 - c) Vendor selection and preparation of "purchase order".

2.13.3 Approval of the "purchase order" and payment to vendors.

2.14 Ethical guidelines

2.14.1 All ACBF staff and consultants involved in the procurement of goods and services on behalf of the organisation should always ensure ethical business practices are observed. They should pay particular attention to issues of conflict of interests, confidentiality, the acceptance of excessive gifts and gratuities.

2.15 Conflict of interest:

2.15.1 Staff involved in procurement should sign a "conflict of interest statement" in line with the ACBF Conflict of Interest Policy. The statement shall state that the staff member is free of interest or relationship that is potentially detrimental to the interest of ACBF; that he/she is not engaged in any business where ACBF may have financial transactions.

2.16 Confidentiality:

2.16.1 Staff should not disclose privileged ACBF and supplier information to third parties for personal gain or the benefit of such parties. This includes prohibition of passing information about one supplier's quote to another supplier.

2.16.2 After the public opening of bids, information relating to the examination, clarification, and evaluation of bids and recommendations concerning awards shall not be disclosed to bidders or other persons not officially concerned with this process until the publication of contract award.

2.17 Acceptance of gifts and gratuities:

2.17.1 Employees should protect the integrity of the procurement process by not accepting gifts from suppliers that may or appear to impose undue influence.

3 COMPETITIVE PROCUREMENT PROCEDURES

3.1 Introduction

Competitive Procurement Procedures applies to International Competitive Bidding (ICB), and National Competitive Bidding (NCB). The procedures provide all eligible prospective bidders with timely and adequate notification of requirements and an equal opportunity to bid for the required goods and services.

3.2 Type and Size of Contracts

- 3.2.1 The bidding documents shall clearly state the type of contract to be entered into and contain the proposed contract provisions appropriate thereto. The most common types of contracts provide for payments on the basis of a lump sum, unit prices, reimbursable cost plus fees, or combinations thereof.
- 3.2.2 The size and scope of individual contracts will depend on the magnitude, nature, and location of the project. For projects requiring a variety of goods and services, separate contracts generally are awarded for the supply and/or installation of different items of equipment and for the services.
- 3.2.3 For a project requiring similar but separate items of equipment or services, bids may be invited under alternative contract options that would attract the interest of both small and large firms, which could be allowed, at their option, to bid for individual contracts (slices) or for a group of similar contracts (package). All bids and combinations of bids shall be received by the same deadline and opened and evaluated simultaneously so as to determine the bid or combination of bids offering the lowest evaluated cost to ACBF.

3.3 Notification and Advertising

- 3.3.1 Timely notification of bidding opportunities (at least three weeks before closure date) is essential in competitive bidding. For purchases that use competitive procurement, ACBF shall prepare and publish a procurement notice/advert, as the case may be, in international, regional or national newspapers and on its web site, UNDB (United Nations Development Business), dgmarket (Tender and Procurement Opportunities Worldwide) websites.
- 3.3.2 The notice/advert shall contain information concerning the scope of procurement and technical specification of the items to be procured, and the name, telephone (or fax) number, and address of ACBF's office responsible for procurement.
- 3.3.3 If known, the scheduled date for availability of prequalification or bidding documents should be indicated. The related prequalification or bidding documents, as the case may be, shall not be released to the public earlier than the date of publication of the procurement notice/advert.

Invitations to prequalify or to bid, as the case may be, shall be advertised as Specific Procurement Notices in at least one newspaper of international, regional or national circulation, (or in the official gazette, or in an electronic portal with free access). Notification shall be given in sufficient time to enable prospective bidders to obtain prequalification or bidding documents and prepare and submit their responses.

3.4 Prequalification of suppliers

- 3.4.1 Prequalification can be used to create a database of preferred suppliers with adequate capabilities and resources especially for complex and specialized services.
- 3.4.2 Prequalification shall be based entirely upon the capability and resources of prospective suppliers to perform the particular contract satisfactorily, taking into account their:
 - d) Experience and past performance on similar contracts,
 - e) Capabilities with respect to personnel, equipment, and construction or manufacturing facilities, and
 - f) Financial position.
- 3.4.3 The invitation to prequalify for bidding on specific contracts or groups of similar contracts shall be advertised and notified as described in paragraphs 2.5 above. The scope of the contract and a clear statement of the requirements for qualification shall be sent to those who responded to the invitation.
- 3.4.4 All such applicants that meet the specified criteria shall be allowed to bid. ACBF shall inform all applicants of the results of prequalification.
- 3.4.5 As soon as prequalification is completed, the bidding documents shall be made available to the qualified prospective bidders. For prequalification for groups of contracts to be awarded over a period of time, a limit for the number or total value of awards to any one bidder may be made on the basis of the bidder's resources. The list of prequalified firms in such instances shall be updated periodically. Verification of the information provided in the submission for prequalification shall be confirmed at the time of award of contract, and award may be denied to a bidder that is judged to no longer have the capability or resources to successfully perform the contract.

4 BIDDING DOCUMENTS

4.1 General

- 4.1.1 ACBF shall use appropriate standard bidding Documents for all its procurements. The bidding documents shall furnish all information necessary for a prospective bidder to prepare a bid for the goods and services to be provided. While the detail and complexity of these documents may vary with the size and nature of the proposed bid package and contract, they generally include: invitation to bid; instructions to bidders; form of bid; form of contract; conditions of contract, both general and special; specifications and drawings; relevant technical data; list of goods or bill of quantities; delivery time or schedule of completion; and necessary appendices, such as formats for various securities.
- 4.1.2 The basis for bid evaluation and selection of the lowest evaluated bid shall be clearly outlined in the instructions to bidders and/or the specifications. If a fee is charged for the bidding documents, it shall be reasonable and reflect only the cost of their printing and delivery to prospective bidders, and shall not be so high as to discourage qualified bidders.
- 4.1.3 ACBF may use an electronic system to distribute bidding documents, provided system is secure and shall not restrict access of potential to the bidding documents.

4.2 Validity of Bids

- 4.2.1 Bidders shall be required to submit bids valid for a period specified in the bidding documents which shall be sufficient to enable ACBF to complete the comparison and evaluation of bids, review the recommendation of award (if provided in the Procurement Plan), and obtain all the necessary approvals so that the contract can be awarded within that period.

4.3 Language

Prequalification, bidding documents and the bids shall be prepared in one of the following languages, relevant to ACBF environment: English or French.

- 4.3.1 The contract signed with the winning bidder shall be written in the language in which its bid was submitted, in which case this language shall be the one that governs the contractual relations between ACBF and the winning bidder.
- 4.3.2 If the contract is signed in a language other than English or French, ACBF shall provide a translation of the contract in the internationally used language in which the bidding documents were prepared. Bidders shall not be required nor permitted to sign contracts in two languages.

4.4 Clarity of Bidding Documents

- 4.4.1 Bidding documents shall be so worded as to permit and encourage competition and shall set forth clearly and precisely the work to be carried out, the location of the work, the goods to be supplied, the place of delivery or installation, the schedule for delivery or completion, minimum performance requirements, and the warranty and maintenance requirements, as well as any other pertinent terms and conditions.
- 4.4.2 In addition, the bidding documents, where appropriate, shall define the tests, standards, and methods that will be employed to judge the conformity of equipment as delivered, or services as performed, with the specifications. Drawings shall be consistent with the text of the specifications, and an order of precedence between the two shall be specified.
- 4.4.3 The bidding documents shall specify any factors, in addition to price, which will be taken into account in evaluating bids, and how such factors will be quantified or otherwise evaluated. If bids based on alternative designs, materials, completion schedules, payment terms, etc., are permitted, conditions for their acceptability and the method of their evaluation shall be expressly stated.
- 4.4.4 All prospective bidders shall be provided the same information, and shall be assured of equal opportunities to obtain additional information on a timely basis.
- 4.4.5 Any additional information, clarification, correction of errors, or modifications of bidding documents shall be sent to each recipient of the original bidding documents in sufficient time before the deadline for receipt of bids to enable bidders to take appropriate actions.
- 4.4.6 If necessary, the deadline shall be extended.

4.5 Standards

- 4.5.1 Standards and technical specifications quoted in bidding documents shall promote the broadest possible competition, while assuring the critical performance or other requirements for the goods and/or services under procurement.
- 4.5.2 As far as possible, ACBF shall specify internationally accepted standards such as those issued by the International Standards Organization with which the equipment or materials or workmanship shall comply.
- 4.5.3 Where such international standards are unavailable or are inappropriate, national standards may be specified. In all cases, the bidding documents shall state that equipment, material, or workmanship meeting other standards, which promise at least substantial equivalence, will also be accepted.

4.6 Use of Brand Names

- 4.6.1 Specifications shall be based on relevant characteristics and/or performance requirements. References to brand names, catalogue numbers, or similar classifications shall be avoided.
- 4.6.2 If it is necessary to quote a brand name or catalogue number of a particular manufacturer to clarify an otherwise incomplete specification, the words “or equivalent” shall be added after such reference. The specification shall permit the acceptance of offers for goods which have similar characteristics and which provide performance at least substantially equivalent to those specified.

4.7 Pricing

- 4.7.1 Bids for goods shall be invited on the basis of CIP (“Carriage and Insurance Paid to” place of destination) for all goods manufactured abroad, including those previously imported, and EXW (“Ex works” for ex services, ex factory, or off-the-shelf) plus cost of inland transportation and insurance to the place of destination for goods manufactured or assembled in the country of the ACBF.
- 4.7.2 Bidders shall be allowed to arrange for ocean and other transportation and related insurance from any eligible source.
- 4.7.3 Where installation, commissioning, or other similar services are required to be performed by the bidder, as in the case of “supply and installation” contracts, the bidder shall be required to quote for these services, in addition.
- 4.7.4 Bidders for services contracts shall be required to quote unit prices or lump sum prices for the performance of the services, and such prices shall exclude all duties, taxes, and other levies. Bidders shall be allowed to obtain all inputs (except for unskilled labour) from any eligible source so that they may offer their most competitive bids.

4.8 Price Adjustment

- 4.8.1 Bidding documents shall state either that,
 - a) bid prices will be fixed or
 - b) that price adjustments will be made to reflect any changes (upwards or downwards) in major cost components of the contract, such as labour, equipment, materials, and fuel.

4.8.2 Price adjustment provisions are usually not necessary in simple contracts involving delivery of goods or completion of services within eighteen months, but shall be included in contracts which extend beyond eighteen months.

4.8.3 However, it is normal commercial practice to obtain firm prices for some types of equipment regardless of the delivery time and, in such cases, price adjustment provisions are not needed.

4.9 Transportation and Insurance

4.9.1 Bidding documents shall permit suppliers and contractors to arrange transportation and insurance from any eligible source. Bidding documents shall state the types and terms of insurance to be provided by the bidder.

4.10 Currency Provisions

4.10.1 Bidding documents shall state the currency or currencies in which bidders are to state their prices, the procedure for conversion of prices expressed in different currencies into a single currency for the purpose of comparing bids, and the currencies in which the contract price will be paid.

4.11 Currency Conversion for Bid Comparison

4.11.1 The bid price is the sum of all payments in various currencies required by the bidder. For the purpose of comparing prices, bid prices shall be converted to a single currency selected by ACBF (local currency or fully convertible foreign currency) and stated in the bidding documents.

4.11.2 ACBF shall make this conversion by using the selling (exchange) rates for those currencies quoted by an official source (such as the Central Bank) or by a commercial Bank or by an internationally circulated newspaper for similar transactions on a date selected in advance, such source and date to be specified in the bidding documents, provided that the date shall not be earlier than four weeks prior to the deadline for the receipt of bids, nor later than the original date for the expiry of the period of bid validity.

4.12 Currency of Payment

4.12.1 Payment of the contract price shall be made in the currency or currencies in which the bid price is expressed in the bid of the successful bidder.

4.12.2 When the bid price is required to be stated in the local currency but the bidder has requested payment in foreign currencies expressed as a percentage of the bid price, the exchange rates to be used for purposes of payment shall be those specified by the bidder in the bid, so as to

ensure that the value of the foreign currency portions of the bid is maintained without any loss or gain.

4.13 Terms and Methods of Payment

- 4.13.1 Payment terms shall be in accordance with the international commercial practices applicable to the specific goods and services.
- 4.13.2 Contracts for supply of goods shall provide for full payment on the delivery and inspection, if so required, of the contracted goods except for contracts involving installation and commissioning, in which case a portion of the payment may be made after the Supplier has complied with all its obligations under the contract. In major contracts for equipment and renovation, provision shall be made for suitable advances and, in contracts of long duration, for progress payments during the period of manufacture or assembly.
- 4.13.3 Contracts for services shall provide in appropriate cases for advances, regular progress payments, and reasonable retention amounts to be released upon compliance with the Contractor's obligations under contract.
- 4.13.4 Any advance payment and similar expenses, made upon signature of a contract for goods or services, shall be related to the estimated amount of these expenses and be specified in the bidding documents. Amounts and timing of other advances to be made, based on progress made in delivery of equipment or services, shall also be specified. The bidding documents shall specify the arrangements for any security required for advance payments.
- 4.13.5 Bidding documents shall specify the payment method and terms offered, whether alternative payment methods and terms will be allowed and, if so, how the terms will affect bid evaluation.

4.14 Conditions of Contract

- 4.14.1 The contract documents shall clearly define the scope of work to be performed, the goods to be supplied, the rights and obligations of ACBF and of the supplier or contractor, and the functions and authority of the engineer, architect, or construction manager, if one is employed by the ACBF, in the supervision and administration of the contract. In addition to the general conditions of contract, any special conditions particular to the specific goods or services to be procured and the location of the project shall be included.
- 4.14.2 The conditions of contract shall provide a balanced allocation of risks and liabilities.

4.15 Force Majeure

- 4.15.1 The conditions of contract shall stipulate that failure on the part of the parties to perform their obligations under the contract will not be considered a default if such failure is the result of an event of force majeure as defined in the conditions of contract.

4.16 Applicable Law and Settlement of Disputes

- 4.16.1 The conditions of contract shall include provisions dealing with the applicable law and the forum for the settlement of disputes. Commercial arbitration has practical advantages over other methods for the settlement of disputes.

5 BID OPENING, EVALUATION, AND AWARD OF CONTRACT

5.1 Time for Preparation of Bids

- 5.1.1 The time allowed for the preparation and submission of bids shall be determined with due consideration of the particular circumstances of the project and the magnitude and complexity of the contract. Generally, not less than four weeks from the date of the invitation to bid or the date of availability of bidding documents, whichever is later, shall be allowed for competitive procurement.
- 5.1.2 Bidders shall be permitted to submit bids by mail or by hand. ACBF may also use electronic systems permitting bidders to submit bids by electronic means, provided ACBF is satisfied with the adequacy of the system, including, inter alia, that the system is secure, maintains the confidentiality and authenticity of bids submitted, uses an electronic signature system or equivalent to keep bidders bound to their bids, and only allows bids to be opened with due simultaneous electronic authorization of the bidder and ACBF. In this case, bidders shall continue to have the option to submit their bids in hard copy.
- 5.1.3 The deadline and place for receipt of bids shall be specified in the invitation to bid.

5.2 Bid Opening Procedures

- 5.2.1 The time for the bid opening shall be the same as for the deadline for receipt of bids or promptly thereafter, and shall be announced, together with the place for bid opening, in the invitation to bid.
- 5.2.2 ACBF shall open all bids at the stipulated time and place. A Formal Bid Opening session attended by all bidders who chose to attend shall be organised by the Procurement Specialist for all formal tenders.
- 5.2.3 Bids shall be opened in public; bidders or their representatives shall be allowed to be present (in person or online, when electronic bidding is used). The name of the bidder and total amount of each bid shall be read aloud (and posted online when electronic bidding is used) and recorded. Bids received after the time stipulated, as well as those not opened and read out at bid opening, shall not be considered.

5.3 Clarifications or Alterations of Bids

- 5.3.1 Bidders shall not be requested or permitted to alter their bids after the deadline for receipt of bids. ACBF shall ask bidders for clarification needed to evaluate their bids but shall not ask or permit bidders to change the substance or price of their bids after the bid opening.
- 5.3.2 Requests for clarification and the bidders' responses shall be made in writing, in hard copy or by an electronic system satisfactory to ACBF.
- 5.3.3 Any alterations of bids should not result in collusive practice as defined in paragraph 2.7 and 2.8.

5.4 Examination of Bids

- 5.4.1 ACBF shall ascertain whether the bids
- a) meet the eligibility requirements specified in paragraph 2.4 to 2.5 of this Manual,
 - b) have been properly signed,
 - c) respond to the bidding documents, and
 - d) are otherwise generally in order.
- 5.4.2 If a bid is not responding, that is, it contains material deviations from or reservations to the terms, conditions, and specifications in the bidding documents, it shall not be considered further.
- 5.4.3 The bidder shall, however, not be permitted to correct or withdraw material deviations or reservations once bids have been opened.

5.5 Evaluation and Comparison of Bids

- 5.5.1 The purpose of bid evaluation is to determine the cost to ACBF of each bid in a manner that permits a comparison on the basis of their evaluated cost. Subject to paragraph 4.1.2, the bid with the lowest evaluated cost, but not necessarily the lowest submitted price, shall be selected for award.
- 5.5.2 The evaluation and comparison of bids shall be on CIP (place of destination) prices for the supply of imported goods and EXW prices, plus cost of inland transportation and insurance to the place of destination, for goods manufactured within ACBF's host country, together with prices for any required installation, training, commissioning, and other similar services.
- 5.5.3 Bidding documents shall also specify other factors in addition to the price and the manner in which they will be applied for the purpose of determining the lowest evaluated bid. For goods and equipment, other factors may be taken into consideration including, among others, payment schedule, delivery time, operating costs, efficiency and compatibility of the equipment, availability of service and spare parts, and related training, safety, and environmental benefits.
- 5.5.4 The factors other than price to be used for determining the lowest evaluated bid shall, to the extent practicable, be expressed in monetary terms, or given a relative weight in the evaluation provisions in the bidding documents.

5.5.5 ACBF shall prepare a detailed report on the evaluation and comparison of bids setting forth the specific reasons on which the recommendation is based for the award of the contract.

5.6 Extension of Validity of Bids

5.6.1 ACBF shall complete evaluation of bids and award of contract within the initial period of bid validity so that extensions are not necessary. An extension of bid validity, if justified by exceptional circumstances, shall be requested in writing by ACBF from each bidder before the expiration date.

5.6.2 The extension shall be for the minimum period required to complete the evaluation, obtain the necessary approvals, and award the contract. Whenever an extension of bid validity period is requested, bidders shall not be requested or be permitted to change the quoted (base) price or other conditions of their bid.

5.7 Post-qualification of Bidders

5.7.1 If bidders have not been prequalified, a determination shall be made if the bidder whose bid has been determined to offer the lowest evaluated cost has the capability and resources to effectively carry out the contract as offered in the bid.

5.7.2 The criteria to be met shall be set out in the bidding documents, and if the bidder does not meet them, the bid shall be rejected. In such an event, ACBF shall make a similar determination for the next-lowest evaluated bidder.

5.8 Award of Contract

5.8.1 The contract shall be awarded within the period of the validity of bids. The contract shall be awarded to the bidder who meets the appropriate standards of capability and resources and whose bid has been determined:

- a) To respond to the bidding documents, and,
- b) To offer the lowest evaluated cost.
- c) A bidder shall not be required, as a condition of award, to undertake responsibilities for work not stipulated in the bidding documents or otherwise to modify the bid as originally submitted.

5.9 Rejection of All Bids

- 5.9.1 Bidding documents usually provide that ACBF may reject all bids. Rejection of all bids is justified when there is lack of effective competition, or bids are not responding or when bid prices are substantially higher than existing budget. Lack of competition shall not be determined solely on the basis of the number of bidders.
- 5.9.2 If all bids are rejected, ACBF shall review the causes justifying the rejection and consider making revisions to the conditions of contract, design and specifications, scope of the contract, or a combination of these, before inviting new bids. If the rejection of all bids is due to lack of competition, wider advertising shall be considered.

5.10 Debriefing

- 5.10.1 In the publication of Contract Award, ACBF shall specify that any bidder who wishes to ascertain the grounds, on which its bid was not selected, should request an explanation.
- 5.10.2 ACBF shall promptly provide an explanation of why such a bid was not selected, either in writing and/or in a debriefing meeting, at the option of ACBF. The requesting bidder shall bear all the costs of attending such a debriefing.

Other Methods of Procurement

6 GENERAL

This Section describes the methods of procurement that can be used where competitive procurement would not be the most economic, efficient and effective method of procurement, and where other methods are deemed more appropriate.

6.1 Limited International Bidding

- a) Limited International Bidding (LIB) is essentially international competitive procurement by direct invitation without open advertisement. It may be an appropriate method of procurement where:
- b) There is only a limited number of suppliers, or
- c) Other exceptional reasons may justify departure from full competitive procurement procedures.
- d) Under LIB, ACBF shall seek bids from a list of potential suppliers broad enough to assure competitive prices, such list to include all suppliers when there are only a limited number. Domestic preferences are not applicable in the evaluation of bids under LIB. In all respects other than advertisement and preferences, competitive procurement procedures shall apply, including the publication of the Award of Contract as indicated in paragraphs 5.8.

6.2 Shopping

- 6.2.1 Shopping is a procurement method based on comparing price quotations obtained from several suppliers (in the case of goods) or from several contractors (in the case of civil services). A minimum of three suppliers or contractors shall be considered to ensure competitive prices, and is an appropriate method for procuring readily available off-the-shelf goods or standard specification commodities or simple civil services.
- 6.2.2 Requests for quotations shall indicate the description and quantity of the goods or specifications of services, as well as desired delivery (or completion) time and place.
- 6.2.3 Quotations may be submitted by letter, facsimile or by electronic means. The evaluation of quotations shall follow the same principles as of open bidding. The terms of the accepted offer shall be incorporated in a purchase order or brief contract.

6.3 Direct Contracting

- 6.3.1 Direct contracting is contracting without competition (single source) and might be considered only under the following circumstances:
- a) An existing contract for goods or services, awarded in accordance with procedures acceptable to ACBF, may be extended for additional goods or services of a similar nature. ACBF shall be satisfied in such cases that no advantage could be obtained by further competition and that the prices on the extended contract are reasonable. Provisions for such an extension, if considered likely in advance, shall be included in the original contract.
 - b) Standardization of equipment or spare parts, to be compatible with existing equipment, may justify additional purchases from the original Supplier. For such purchases to be justified, the original equipment shall be suitable, the number of new items shall generally be less than the existing number, the price shall be reasonable, and the advantages of another make or source of equipment shall have been considered and rejected on grounds acceptable to ACBF.
 - c) The required equipment is proprietary and obtainable only from one source.
 - d) The Contractor responsible for a process design requires the purchase of critical items from a particular Supplier as a condition of a performance guarantee.
 - e) In exceptional cases, such as in response to natural disasters.

7 CONSULTING SERVICES

General

This section outlines the procedures to be applied by ACBF in the procurement of all consultancy-type services in the ordinary course of business.

7.1 Introduction

- 7.1.1 The term “consultants” includes a wide variety of private and public entities, such as consulting firms, engineering firms, management firms, procurement agents, inspection agents, auditors, multilateral development banks, United Nations agencies and other multinational organizations, investment and merchant banks, universities, research institutions, government agencies, NGOs, and other service providers as well as individuals.
- 7.1.2 ACBF office may use these organizations and individuals as consultants to assist in a wide range of activities, including: policy review and advice; institutional reforms; management; financial management, accounting and audit services; procurement services; social studies; and identification, preparation, implementation, evaluation of projects to complement recipients’ capabilities in these areas.

7.2 General considerations

- 7.2.1 ACBF is responsible for preparing and implementing the project, and therefore for selecting the consultant, awarding and subsequently administering the contract. While the specific rules and procedures to be followed for employing consultants depend on the circumstances of the particular case, the general considerations of economy, efficiency and social equity shall be adhered to.
- 7.2.2 Meeting the need for high-quality services should be the primary objective in the selection and employment of consultants. The particular methods to be followed in selecting consultants for any given project are to be chosen by ACBF in accordance with the criteria outlined herein and agreed upon by ACBF and are to be specified.

7.3 Conflict of interest

- 7.3.1 ACBF policy requires that consultants provide professional, objective and impartial advice, that they hold the client’s interests paramount at all times, without any consideration for future work, and that they strictly avoid conflicts with other assignments or their own corporate interests.

7.3.2 Consultants are not to be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the best interest of ACBF.

7.3.3 Consultants are not to receive any remuneration in connection with the assignment except as provided in the relevant contracts.

7.4 Unfair competitive advantage

7.4.1 Fairness and transparency in the selection process require that consultants or their affiliates competing for a specific assignment do not derive a competitive advantage from having previously provided consulting services related to the assignment in question. To that end, ACBF should make available to all the short-listed consultants together with the request for proposals all information that would in that respect give a consultant a competitive advantage.

7.5 Professional liability

7.5.1 Consultants are expected to carry out their assignment with due diligence and in accordance with prevailing standards of the profession. As applicable law will govern the consultant's liability to ACBF, the contract need not deal with this matter unless the parties wish to limit this liability. If they do so, they should ensure that:

- a) there must be no such limitation in case of the consultant's gross negligence or wilful misconduct;
- b) the consultant's liability to ACBF may in no case be limited to less than the total payments expected to be made under the consultant's contract, or the proceeds the consultant is entitled to receive under its insurance, whichever is higher; and
- c) any such limitation may deal only with the consultant's liability toward the client and not with the consultant's liability towards third parties.

7.6 Request for Proposal

7.6.1 The Request for Proposals (RFP) for a specific assignment provides all the information necessary for the short-listed consultants to prepare their proposals. It identifies the evaluation criteria, selection method, and procedures that will be used to evaluate them. The RFP also contains the Terms of Reference (TOR) and the draft contract for the assignment. The RFP includes the following sections:

- a) Letter of Invitation;
- b) Information to Consultants
- c) Technical Proposal (TECH Forms)
- d) Financial Proposal (FIN Forms)

- e) Terms of Reference; and
- f) Form of Contract

7.7 Terms of reference

- 7.7.1 ACBF is responsible for preparing the terms of reference for the assignment and may hire the services of a person or firm (or persons or firms) specialized in the area of the assignment to assist in the preparation of the terms of reference.
- 7.7.2 The scope of the services described in the terms of reference shall be compatible with the available budget. The terms of reference are to define clearly the objectives, goals and scope of the assignment and provide background information (including existing relevant studies and basic data) to facilitate the consultants' preparation of their proposals.
- 7.7.3 If transfer of knowledge or training is an objective, this should be specifically outlined along with the details of number of the staff to be trained, etc., to enable the consultants to estimate the required resources.
- 7.7.4 The terms of reference are to list the services and surveys necessary to carry out the assignment and the expected outputs (e.g. reports, maps, and survey data). ACBF and consultants' respective responsibilities should be clearly defined in the terms of reference.

7.8 Cost estimate (budget)

- 7.8.1 The preparation of a well-thought-through cost estimate is essential if realistic budgetary resources are to be earmarked. The cost estimate is to be based on the ACBF's assessment of the resources needed to carry out the assignment: staff time, logistical support and physical inputs (e.g. vehicles, equipment). Costs are to be divided into two broad categories:
- 7.8.2 Fee or remuneration (according to the type of contract used); and
- 7.8.3 Reimbursable – and they should further be divided into foreign and local costs.

7.9 Short list of consultants

- 7.9.1 A minimum of three (3) shortlisted firms shall be presented for approval by the Executive Secretary.

Selection of Consultants

The selection of ACBF consultants shall be based on the criteria set out below:

7.10 Quality and cost-based selection

- 7.10.1 The quality and cost-based selection (QCBS) method uses a competitive process among short-listed firms that takes into account the quality of the proposal and the cost of the services in selecting the successful firms. Cost is to be used judiciously as a selection factor.
- 7.10.2 The relative weight to be given to quality and cost will be determined for each case depending on the nature of the assignment.
- 7.10.3 The selection process shall include the following steps:
- a) preparation of terms of reference
 - b) preparation of cost estimate and the budget
 - c) advertising (for large-value contracts)
 - d) preparation of the short list of consultants
 - e) preparation and issuance of an RFP, which includes:
 - f) the letter of invitation and
 - g) instructions to consultants
 - h) the terms of reference and proposed draft contract
 - i) receipt of proposals
 - j) evaluation of technical proposals: consideration of quality
 - k) evaluation of financial proposal
 - l) final evaluation of quality and cost
 - m) negotiations and award of the contract to the selected firm
- 7.10.4 The evaluation of proposals under the QCBS method is to be carried out in two stages: first the quality, and then the cost. Evaluators of technical proposals are not to have access to the financial proposals until the technical evaluation, is concluded. Financial proposals are to be opened only thereafter. The evaluation is to be carried out in full conformity with the provisions of the RFP.

7.11 Evaluation of quality of technical proposal

- 7.11.1 ACBF is to evaluate each technical proposal (using an evaluation committee of at least three people including the Procurement Specialist) on the basis of a number of criteria:
- a) the consultant's relevant experience for the assignment;
 - b) the quality of the methodology proposed;
 - c) the qualifications of the key staff proposed;
 - d) transfer of knowledge; and
- 7.11.2 Appropriate weights are to be given to each criterion and such weights are to be disclosed in the RFP and used consistently during evaluation of the proposals.
- 7.11.3 ACBF should evaluate each proposal on the basis of its responsiveness to the terms of reference. A proposal may be considered unsuitable and may be rejected at this stage if it does not respond to important aspects of the terms of reference or it fails to achieve the minimum technical score specified in the RFP.
- 7.11.4 At the end of the process, the TEC is to prepare a technical evaluation report of the "quality" of the proposals and, submit it to the Executive Secretary for approval. The report is to substantiate the results of the evaluation and describe the relative strengths and weaknesses of the proposals. All records relating to the evaluation, such as individual mark sheets, are to be retained until completion of the project and its audit.

7.12 Evaluation of cost of technical proposal

- 7.12.1 After the evaluation of quality is completed and the Executive Secretary has approved a recommended consultant, the
- a) Procurement Specialist is to notify those consultants whose proposals did not meet the minimum qualifying mark or were considered non-responsive to the RFP and terms of reference indicating that their financial proposals will be returned unopened after completion of the selection process.
 - b) The procurement officer is to simultaneously notify the consultants that have secured the minimum qualifying mark, and indicate the date and time set for the opening of the financial proposals. The opening date is to be set allowing sufficient time for consultants to make arrangements to attend the opening of the financial proposals.
- 7.12.2 The financial proposals are to be opened publicly in the presence of representatives of the consultants who choose to attend. The Procurement Specialist is to prepare minutes of the public opening and send a copy promptly to the Executive Secretary and all consultants who submitted proposals.

- 7.12.3 The Procurement Specialist will then review the financial proposals. If there are any arithmetical errors, they are to be corrected. For the purpose of comparing proposals, costs are to be converted to a single currency selected by ACBF (local currency or fully convertible foreign currency) as stated in the RFP.
- 7.12.4 The Procurement Specialist is to make this conversion by using the selling (exchange) rates for those currencies quoted by an official source (such as the central bank), by a commercial bank or by an internationally circulated newspaper for similar transactions. The RFP is to specify the source of the exchange rate to be used and the date of that exchange rate, with such date not to be earlier than four weeks prior to the deadline for submission of proposals, no later than the original date of expiration of the proposal's validity period.
- 7.12.5 For evaluation purposes, "cost" shall exclude local taxes but shall include other reimbursable expenses, such as travel, translation, and report printing or secretarial expenses. The proposal with the lowest cost may be given a financial score of hundred (100) and other proposals given financial scores that are inversely proportionate to their prices. Alternatively, a directly proportional or other methodology may be used in allocating the points (or marks) for the cost. The methodology to be used is to be disclosed in the RFP.

7.13 Combined quality and cost evaluation

- 7.13.1 The total score will be obtained by weighting the quality and cost scores and adding them up. The weight for "cost", taking into account the complexity of the assignment and the relative importance of quality, will normally be around twenty (20) points out of a total score of hundred (100). The proposed weightings for quality and cost are to be specified in the RFP. The firm obtaining the highest total score is to be invited for negotiations and award of contract.

Other methods of Selection

There may be instances when ACBF has to use alternative methods of selecting consultants to award contracts because QCBS methods are unsuitable as outlined below:

7.14 General

- 7.14.1 The QCBS method is the one that best satisfies the considerations of these guidelines and, accordingly, is the preferred selection method for most types of consulting services. However, in the case of highly specialized assignments or those which invite innovation, selection based solely on the quality of the proposal (as described below) may be more appropriate. The particular selection methods and the type of services to which they apply are determined, from time to time, by the Procurement Specialist.

7.15 Quality-based selection

- 7.15.1 The quality-based selection method is appropriate for the following types of assignments:
- a) Complex or highly specialized assignments for which it is difficult to define precise terms of reference and the required input from consultants, and for which the client expects the consultants to demonstrate innovation in their proposals
 - b) Assignments that have a high downstream impact and in which the objective is to have high calibre experts (e.g. policy studies of national significance, organizational and management studies of large government agencies); and
- 7.15.2 Assignments that can be carried out in substantially different ways, such that proposals will not be comparable (e.g. management advice or sector and policy studies in which the value of the services depends on the quality of the analysis).
- 7.15.3 Under the quality-based selection method, the RFP may request submission of a technical proposal only (i.e. without the financial proposal) or request submission of both the technical and financial proposals at the same time, but in separate envelopes (two-envelope system).
- 7.15.4 The RFP is to provide either the estimated budget or the estimated number of key staff and their required time, specifying that this information is given as an indication only and that consultants would be free to propose their own estimates.
- 7.15.5 If technical proposals alone are invited, after evaluating the quality of the technical proposals using the same methodology as in QCBS (paragraph 7.10), the Procurement Specialist is to ask the consultant with the highest ranked technical proposal to submit a detailed financial proposal. The Procurement Specialist and the consultant are then to negotiate the financial proposal and the contract.
- 7.15.6 All other aspects of the selection process are to be identical to those of QCBS. If, however, consultants were requested to provide financial proposals initially together with the technical proposals, safeguards should be built in (as with the QCBS method) to ensure that the price envelope of only the selected proposal is opened and the rest are returned unopened, once negotiations are successfully concluded.

7.16 Selection under a fixed budget

- 7.16.1 This method is appropriate only when the assignment is simple and can be precisely defined and the budget is fixed. The RFP is to indicate the available budget and request that consultants provide their best technical and financial proposals in separate envelopes, within the budget. Terms of reference are to be especially well prepared to make sure that the budget is sufficient for consultants to perform the expected tasks.
- 7.16.2 Evaluation of all technical proposals is to be carried out first, as in the QCBS method. The price envelopes are then to be opened in public and the prices read out aloud. Proposals that exceed the indicated budget will be rejected. The consultant who has submitted the highest ranked technical proposal among the rest is to be selected and invited to negotiate a contract.

7.17 Least-cost selection

- 7.17.1 This method is more appropriate for selecting consultants for assignments of a standard or routine nature (e.g. audits, design of non-complex works) where well-established practices and standards exist and in which the contract amount is small. Under this method, a “minimum” qualifying mark for “quality” is established.
- 7.17.2 Proposals are invited from the short list and are to be submitted in two envelopes. The envelopes with the technical proposals are opened first and evaluated. Those securing less than the minimum qualifying mark are rejected, and the envelopes with the financial proposals of the rest are then opened in public.
- 7.17.3 The firm with the lowest price is then to be selected. Under this method, the minimum qualifying mark is to be established bearing in mind that all proposals above the minimum compete only on the basis of “cost.” The minimum mark is to be stated in the RFP.

7.18 Selection based on consultants’ qualifications

- 7.18.1 This method may be used for assignments of very small contracts for which the need for preparing and evaluating competitive proposals is not justified. In such cases, the requesting Department is to prepare terms of reference, request expressions of interest and information on the consultants’ experience and competence relevant to the assignment, establish a short list of three (3) to six (6) consultants, and select the individual or firm with the most appropriate qualifications and references.
- 7.18.2 The selected individual or firm is asked to submit a combined technical-financial proposal and then invited to negotiate the contract.

7.19 Single-source selection

- 7.19.1 Single-source (or sole-source) selection of consultants does not provide the benefits of competition in regard to quality and cost and lacks transparency in selection, and could thus encourage unacceptable practices. Therefore, single-source selection shall be used only on exceptional cases with the ES’ prior approval.

- 7.19.2 The justification for single-source selection is to be examined in the context of the overall interests of the client and the project, and of ACBF's responsibility to ensure economy and efficiency and provide an equal opportunity to all qualified consultants, to the extent possible.
- 7.19.3 If it presents a clear advantage over competition, single-source selection may be appropriate:
- a) for tasks that represent a natural continuation of previous work carried out by the firm;
 - b) if rapid selection is essential (e.g. in an emergency or response to crisis);
 - c) for very small assignments; or (iv) when only one firm is qualified or has the experience of exceptional worth for the assignment.

7.20 Selection of Individual Consultants

- 7.20.1 Individual consultants are employed on assignments for which (a) teams of personnel are not required, (b) no additional outside (home office) professional support is required, and (c) the experience and qualifications of the individual are the paramount requirement. When coordination, administration, or collective responsibility may become difficult because of the number of individuals, it would be advisable to employ a firm. Individual consultants may be hired for a specific task with a defined output or to act as Project staff.

Individual consultants are selected on the basis of their qualifications for the assignment. Advertisement should be made in a national newspaper of wide circulation and in any public portal of free access, seeking expressions of interest along with CVs. ACBF shall advertise to register consultants each year so that at every given time, ACBF has a readily competitively selected list of consultants from whom CVs can be requested for all low value consultants as determined from time to time but shall in any case not be more than USD25,000. All Individual consultancies falling above this amount shall be selected after open advertisement published in the regional newspaper and/or UNDB online. Consultants shall be selected by a committee of experts appointed by the Executive Secretary. The selection should be through comparison of qualifications of the candidates who expressed interest in response to the advertisement. Capability of individuals is judged on the basis of academic background, experience, and, as appropriate, knowledge of the local conditions, such as local language, culture and administrative system.

- 7.20.2 From time to time, permanent staff or associates of a consulting firm may be available as individual consultants. In such cases, the conflict of interest provisions described in these Guidelines shall apply to the parent firm.

- 7.20.3 Individual consultants may be selected on a sole-source basis with due justification in exceptional cases such as: (a) tasks that are a continuation of previous work that the consultant has carried out and for which the consultant was selected competitively; and (b) when the individual is the only consultant qualified for the assignment.
- 7.20.4 Contracts with individual consultants may be of two types: Lump sum or Time Based.
- (i) Lump sum contracts are used mainly for assignments in which the content and the duration of the services and the required output of the consultants are clearly defined. Payments are linked to outputs (deliverables), such as reports, drawings, bills of quantities, bidding documents, and software programs.
 - (ii) Time-Based contract is appropriate when the individual is hired as a Project staff. Payments are based on agreed hourly, daily, weekly, or monthly rates for staff (who are normally named in the contract) and on reimbursable items using actual expenses and/or agreed unit prices. The rates for staff include salary, social costs, overhead, fee (or profit), and, where appropriate, special allowances. This type of contract shall include a maximum amount of total payments to be made to the consultants. This ceiling amount should include a contingency allowance for unforeseen work and duration, and provision for price adjustments, where appropriate.
- 7.20.5 Payment provisions, including amounts to be paid, schedule of payments, and payment procedures, shall be agreed upon during negotiations with the individual consultant. Advance payment may be considered for consultant hired for a specific task under lump sum contract. Amount for such advance payment shall be reasonable and be made payable upon submission of an Inception Report acceptable to ACBF. The Inception Report shall outline, at the least, a brief understanding of the assignment and a work plan.
- 7.20.6 The contract shall be prepared with specific provisions among others: conflict of interest, contract ceiling amount, payment schedule, delivery schedules, reporting requirements, applicable law and settlement of disputes. In case of foreign consultants, ACBF will provide for international arbitration procedures for settlement of disputes with foreign individual consultants.

**TRAVEL POLICY
AND GUIDELINES**

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8 TRAVEL POLICY AND PROCEDURES

The policies and procedures outlined below govern all staff, consultants, and Board members' travel on official business including but not limited to conferences, training and programme-related travel.

8.1 Definitions

- 8.1.1 Connecting flight: A trip with a connecting flight is one with an intermediate stop and a change of aircraft before arrival at final destination.
- 8.1.2 Consultant: Any individual or firm contracted by ACBF to provide expert professional or technical advice on specific matters
- 8.1.3 Direct flight: A flight between two points with a single flight number which may include one or more stops en route but without a change of aircraft
- 8.1.4 Flight time: Time actually spent in flight between one location and another. Time spent checking-in or waiting to connect to another flight is not counted as part of flight time.
- 8.1.5 Official Travel Agency: A travel agency contracted by ACBF to provide travel services
- 8.1.6 Official Travel: Any travel duly authorized to be undertaken at ACBF's expense
- 8.1.7 Personal Stop: Any day spent for personal reason at any location during mission travel, regardless of whether this results from extending an authorized stop or connecting stop. Personal stops on working days shall be treated as leave days for which the staff member is expected to have received the necessary approval.
- 8.1.8 Reimbursable Expenses: Necessary and eligible expenses incurred while on official travel which are to be reimbursed under the provisions of the ACBF travel Policy
- 8.1.9 Travel Time: The total number of hours between departure time of the originating flight and arrival time at the final destination, including the time spent waiting for a connecting flight. Connection time shall exclude stop over which require a traveller to take up hotel accommodation while waiting for a connecting flight
- 8.1.10 Grantee: The employee of an organization which is the recipient of an ACBF Grant
- 8.1.11 Sub-grantee: The employee of an organization benefiting from funds provided by an ACBF supported institution
- 8.1.12 High Level Guests:
- 8.1.13 These are guests who at times ACBF will pay an honorarium to, as provided for in the honorarium policy. High level guests is a term used by ACBF usually to refer to but not limited to, retired and serving Central Bank Governors, Heads of State, Ministers, and Heads of similarly designated organizations who are requested to take part in ACBF policy dialogue seminars and discussions.
- 8.1.14 Requester: Traveller or any person delegated by the traveller to handle travel arrangements.

8.2 Travel Service Desk (TSD)

In order to enhance accountability in the management of ACBF funded travel, all travel shall be handled by the Travel Services Desk (TSD). This desk shall be managed by a Travel Services Assistant and its role shall be to handle all travel bookings and communications between the Foundation and the travel agency and to also ensure compliance with ACBF Travel Policy and Guidelines.

8.3 Initiating Travel

To ensure optimal travel planning, under normal circumstances, the responsible staff member is to initiate travel in Sunflow by submitting approved terms of reference and travel booking form.. Issues relating to choice of airline, class of travel and all other related matters are to be governed by the ACBF Travel Policy with considerations of safety, efficiency and economy being paramount. ACBF shall also be guided by Airline Classification and Ratings provided by the United Nations System.

8.4 Travel Authorization (TA)

The requester is to prepare the TA on the basis of the itinerary provided by TSD. The departmental administrative assistant identifies all other necessary actions (medical clearances, visas etc) and action upon them.

8.5 Flight reservations

The requester shall ensure that the TA is approved and authorized through the various authority levels within the Foundation at least five (5) calendar days before the departure date of the traveller.

The TSD is to confirm flight reservations on the basis of the approved TA and prepare a Travel Order soon after the confirmations. The Travel Order is to quote the TA number for ease of tracking and is to be signed by the CSD Manager and the Chief Finance Officer. The TSD representative is to ensure that the Travel Order is immediately sent to the travel agent or its reference number is relayed to them before they issue the related Purchase Invoice.

8.6 Certification of Travel Invoice for payment

The TSD is to match the travel agency's Purchase Invoice against the ACBF Travel Order. If the invoice is in order, TSD will certify it and submit it to FID for payment. FID will not act on any Travel Invoices that do not quote or refer to the corresponding Travel Order.

8.7 Issues of downgrades and cancellations

Travellers are responsible for bringing the attention of TSD to issues of downgrades and cancellations so that recovery will be made from ensuing transactions.

8.8 Class of travel

- 8.8.1 Duty or combined travel by all ACBF officials shall be subject to the following conditions:
- 8.8.2 The Executive Secretary and Board members shall always be entitled to travel in business class.
- 8.8.3 All other staff members travelling to destinations with flight duration of less than six (6) hours shall travel in economy class.
- 8.8.4 The Foundation's High Level Guests shall travel in Business Class. In cases where the High Level Guests pay for their tickets, ACBF will reimburse the actual cost.

All other staff members shall travel as follows:

- 8.8.5 Economy class when travelling to and from destinations within six (6) hours flying time using a direct flight, or within ten (10) hours travels time using a connecting flight, from the original point of departure.
- 8.8.6 Business Class or its equivalent when travelling to and from destinations requiring over 6 hours flying time using a direct flight, or over 10 hours travel time using a connecting flight, from the point of departure.
- 8.8.7 Regardless of travel time, all travel conducted for to attend training shall be in Economy class.

8.9 Class of travel for Other Persons Authorized to Travel on Behalf of ACBF

- 8.9.1 Candidates invited for employment interviews by ACBF shall travel in economy class
- 8.9.2 Staff members and their dependents travelling for relocation reasons shall travel in Economy Class
- 8.9.3 Consultants shall travel in economy class.
- 8.9.4 ACBF Business Travel by Grantees and sub grantees shall be in Economy Class

Notwithstanding these provisions, where a traveller other than an ACBF staff member is able to obtain a ticket at a more advantageous rate than ACBF, he or she may, upon the confirmation of the cost by the Head of Department responsible for the travel, proceed to purchase such a ticket. The cost will be reimbursed on request upon presentation of the receipt and written authorization of the Head of Department.

8.10 Combined Mission and Personal Travel

- 8.10.1 When personal travel is taken in conjunction with mission travel, the staff member shall obtain from his/her supervisor, written approval to combine mission and personal travel and (ii) leave approval, and provide proof of the two approvals to TSD. The requested route as well as dates of personal travel shall be clearly indicated on the TA
- 8.10.2 Personal travel within missions shall be scheduled so as not to interfere with the conduct of the mission. ACBF shall only pay for the cost of mission travel in the applicable

class/fare for the most direct route to or from the official destination. Any costs related to personal travel and additional costs due to changes in the travel itinerary to accommodate personal segments shall be borne by the staff member concerned.

- 8.10.3 ACBF shall not assume responsibility for any additional expenses incurred for non-official travel or over-night stops, delayed connections, baggage loss etc. which may occur during a personal stop or as a result thereof.
- 8.10.4 Additional travel expenses incurred for conducting ACBF business during approved leave shall be reimbursed upon presentation of supporting documents, approved by the staff member's supervisor.

8.11 Travel expenses

Travelling ACBF officials shall be advanced an amount estimated to cater for their accommodation and incidental expenses during the trip. Travel advance shall be calculated as follows:

- 8.11.1 All travel advances shall be calculated based on current World Bank per diem tables (MTV and Hotel).
- 8.11.2 MTV Per Diem is intended to cover all authorized personal expenses such as charges for meals, laundry, newspapers, tips, and all other incidental expenses not separately reimbursable.
- 8.11.3 The principle of reimbursement at real cost shall apply to expenses related to transport, business-related telephone and business centre costs. In this case, reimbursement shall be based on the related supporting documents for the entire mission.
- 8.11.4 Hotel allowances are intended to cover room and breakfast including all taxes and related charges.
- 8.11.5 A twenty percent (20%) allowance of calculated travel advance shall be provided as contingency for staff. Where actual hotel rate is used, contingency allowance should be reduced to ten percent (10%).
- 8.11.6 Reasonable transportation costs incurred during mission shall be reimbursed upon presentation of supporting documents.
- 8.11.7 Any other expenses incurred shall require prior authorization before re-imbusement.

8.12 Miscellaneous Expenses

Miscellaneous expenses listed below shall be reimbursed upon presentation of supporting documents:

- a) Visa processing fees for the final destination and all relevant transit countries;
- b) Airport taxes;

- c) Commissions paid for the exchange of foreign currency into local currency, where the foreign currency exchanged had been issued by ACBF to the staff member for the mission;
- d) Cost of use of internet
- e) Cost of use of Business Class Lounge if the staff member is travelling in Economy class

8.13 Benefits provided by other institutions

- 8.13.1 When a Foundation official receives from a government or another institution an allowance or a benefit identical to the travel allowance given by the Foundation, he/she shall receive from the Foundation only such amount as is required to cover the difference between the third party allowance or benefit and the travel allowance herein, if the latter is higher than the former.
- 8.13.2 For example, where a country or institution provides accommodation, only the subsistence part of the per diem for the country visited shall be paid to the staff.
- 8.13.3 When both accommodation and daily subsistence are provided, only incidental costs (such as telephone, transport to and from airport) shall be reimbursed upon presentation of supporting documents.
- 8.13.4 Special approval shall be required for hotel and bills higher than ACBF rates.

8.14 One-Day Missions

- 8.14.1 A staff member who makes a trip outside the duty station exceeding eight (8) hours with return travel on the same day shall be entitled to only fifty percent (50%) of the MTV per diem.
- 8.14.2 For travel of less than eight (8) hours but above four (4) hours, the staff member shall be given twenty five percent (25%) of the applicable per diem.
- 8.14.3 When the mission is for less than four (4) hours, the staff member shall be reimbursed the actual cost of applicable meal upon submission of receipts. (Dinner, Lunch or breakfast)

8.15 Excess Baggage Allowance

- 8.15.1 The standard excess baggage allowed by ACBF shall be limited to ten kilograms (10 kg) for all staff, including Board members.
- 8.15.2 Re-imbursement for any excess baggage above ten kilograms (10kg) shall be subject to prior authorization and approval.

8.16 Use of personal motor vehicle

- 8.16.1 The Foundation Travel Policy does not allow the use of privately owned vehicles for official missions.
- 8.16.2 In the rare event of a privately owned vehicle being used for an official mission, the staff should seek authorization from the Executive Secretary. He/she shall be reimbursed at a rate of twelve (12) cents per kilometre.
- 8.16.3 Official travel by private vehicle must be specifically authorized. Staff members wishing to travel by this mode for personal convenience should obtain prior authorization from the Executive Secretary or the designated official. To do so, they must submit a request indicating the purpose of travel, the planned itinerary, and the names of accompanying dependants or colleagues.
- 8.16.4 When a traveller elects, for reasons of personal convenience, to travel by a non-approved route or mode, travel expenses shall be limited to the amount allowable for a journey by the approved route and mode.
- 8.16.5 For consultants, any other means of transport shall be reimbursed at pre-determined ACBF rates.

8.17 Group travel

- 8.17.1 Notwithstanding the need for economy and efficiency, the following minimum precautions shall be observed where staff members are travelling to the same destination at the same time;
- 8.17.2 Under normal circumstances, not more than five (5) ACBF staff members shall travel in the same plane
- 8.17.3 Not more than half of the management team shall travel in the same plane or vehicle.

8.18 Travel claims

During periods of official travel, the traveller is responsible for keeping record of expenditures, and for obtaining and retaining receipts. After official travel has been completed, a travel claim should be submitted, within ten working days of return to duty station, to account for the allowable expenses incurred, accompanied by appropriate receipts and other documentation.

- 8.18.1 For the traveller's claim to be eligible for refund, (s)he should submit an SOE supported by the following:
 - a) TA form,
 - b) Used ticket stubs, copy of e-tickets, boarding passes for each segment, receipts for authorized expenditures and,
 - c) Where no receipts are available, an explanation for the expenditure.

- d) Any unused tickets stubs accompanied by a memo explaining why ticket was not used.

8.19 Transportation claim during mission

The following guidelines on transportation shall apply to all operational travel undertaken by ACBF staff.

- 8.19.1 Transportation to and from Harare International Airport: Staff will be paid a flat rate of twenty USD dollars (USD20), one way, to and from the Harare International where there are no receipts provided for taxi fare and the actual amount where receipts are provided. No payment will be made where the Foundation's vehicles are used to convey the staff member(s) to and from the airport.
- 8.19.2 Transportation to and from the airport in the city/country of destination: Taxi fare or vehicle hire receipts should always support claims under this section. No claims should be made where such transportation has been facilitated by a Project.

8.20 In-City Transportation:

- 8.20.1 Where in-city transportation has not been provided by the Project being visited, receipts should support all transportation costs incurred and claimed, for official business only
- 8.20.2 ACBF staff and consultants wishing to engage car rental services should seek the prior approval of the Executive Secretary or her/his designated representative. Any such expenses incurred without prior authorization will not be reimbursed unless it is proved that alternative forms of transportation – taxi or Project vehicle – were not available.

8.21 Accounting for Travel

- 8.21.1 Submission and processing of Statement of Expenses (SOE) in respect of advances provided to ACBF officials for operational travel will be guided by the following provisions:
- 8.21.2 Each traveller is responsible for submitting a Statement of Expenses (SOE) within ten (10) working days following completion of her/his travel.
- 8.21.3 Any unused amount of the travel advance, as determined by the staff member at the time of completion of SOE Form, should be refunded to the Finance Department and proof of payment thereof attached to the SOE Form.
- 8.21.4 Any SOE reflecting an unused travel advance will not be processed without presentation of proof of refund of the relevant amount to the Foundation.
- 8.21.5 Travellers should ensure that their SOEs are submitted with all the supporting documentation, including the proof of payment of the refund due to the Foundation.

- 8.21.6 The Corporate Services Department (CSD) and the Finance Department (FID) will ensure that SOEs are processed and cleared no later than ten (10) working days following their submission.
- 8.21.7 For each SOE that is cleared the staff member concerned should promptly settle any additional balance that may be due to ACBF. Where such balance is not settled within ten (10) working days of notification to the staff member of the amount due, such amount will be deducted in full from the staff member's salary for the period immediately following the due date.
- 8.21.8 FID will settle within ten (10) working days following submission of an SOE any balances that may be due to a traveller.
- 8.21.9 Requests for recalculation of SOEs, including the submission of misplaced travel claims, should be done within ten (10) working days from the date of receiving a finalized SOE.
- 8.21.10 In case an SOE is overdue, the full amount of the travel advance provided to a staff member will be deducted automatically from the staff member's salary for the pay period immediately following the due date. There will be no notification to the staff member regarding any overdue SOE.
- 8.21.11 In the case of consultants, any amount due from SOEs shall be recovered from undisbursed fees.

MANAGEMENT OF ASSETS

(OTHER THAN MOTOR VEHICLES)

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9 PROCEDURES FOR MANAGEMENT OF FIXED ASSETS OTHER THAN MOTOR VEHICLES

The administration and management of fixed assets is categorised into acquisition, insurance, maintenance and ultimately, disposal. In this section the term fixed asset includes all ACBF property (IT, furniture, office equipments, items and fittings), which are procured or donated and have a lifespan of over 12 months.

This section shall put control systems in place to ensure adequate safeguards to prevent loss, damage, or theft of ACBF assets. The requirements for a sound use of the Foundation assets include;

- Maintenance of an asset register
- Periodic inventory
- Regular repairs and maintenance of assets
- Reporting of discrepancies or loss / theft.

Acquisition

9.1 Identifying need and authorization

- 9.1.1 The identification of need to procure an item of fixed assets for a department is done by the user through a purchase requisition and approved by the HOD.
- 9.1.2 The purchase requisition is forwarded to the Department of Corporate Services for necessary approval.
- 9.1.3 The purchase requisition is then forwarded to the procurement department for quotations to be sourced.
- 9.1.4 The Procurement Specialist reviews quotations received and selects a preferred supplier, indicating the justification.
- 9.1.5 Procurement Specialist prepares a Purchase Order in favour of the selected supplier indicating the specifications of the goods or service and terms.
- 9.1.6 Requisitions for amounts above or equal to USD100,000.00, are forwarded to the Tenders' Panel for competitive procurement.

9.2 Payment and receiving

- 9.2.1 For payment procedures, refer to the Financial and Accounting Manual.
- 9.2.2 On receiving the goods or services, the Administration and Stores Assistant should ensure that the goods are in good order
Assets must be added to the register within fifteen (15) days of acquisition. To successfully manage and account for assets, each ACBF asset must at least have the following information.
 - a) Asset description: The asset description should be meaningful and allow anyone undertaking inventory to easily identify them.
 - b) Identification code: Each asset should be tagged by a unique identification bar- code and recorded in the inventory records.
 - c) Asset Category: The asset category could be; Motor vehicles, furniture, office equipment, computers, fixtures and fittings, etc.

- d) Location
- e) Date of Acquisition: refers to the date placed in service that is usually taken as the receipt date for the item.
- f) Purchase cost: the cost of the item as shown on the invoice

9.2.3 The Administration and Stores Assistant shall carry out half yearly physical asset verification and produce a report to the Manager, Corporate Services through the Administration Officer.

9.3 Capitalization

9.3.1 For capitalization of acquired assets, refer to the Financial and Accounting Manual.

9.4 Allocation

9.4.1 The Administrative Officer shall assign asset(s) acquired to a particular member of staff to ensure accountability and safe-keeping. The receiving staff member will in turn sign the asset allocation form as confirmation of receipt and responsibility for the asset's safe-keep.

Insurance and maintenance

9.5 Insurance

- 9.5.1 In line with risk management best practice, ACBF will insure all high value assets.
- a) In order to insure the assets, the Administrative Officer should perform the following:
 - b) Advise the insurers, by writing a letter, on acquisition of any high value assets including motor vehicles.
 - c) Conduct insurance review exercises with insurers and agree on total value of assets.
 - d) Ensure that the insurance cover is for all the assets held by ACBF.
 - e) Advise the insurers, within forty eight hours, of any incident that requires insurance compensation.
 - f) Draft and submit claim forms to the insurers.

9.6 Regular Repairs and Maintenance of Assets

9.6.1 Two basic methods of providing for maintenance and repairs shall be used. The first is on an as-need basis (repair), and the second is through the negotiation of a periodic service contract.

9.7 On as -need basis (repair)

- 9.7.1 The staff member having custodianship over the asset which needs to be repaired informs the Administrative Officer who will arrange for the repairs and if the asset has to be removed authorisation will be through the Asset Movement Form.
- 9.7.2 Administrative Officer arranges for the repair of the asset (s).

9.8 Service contract

- 9.8.1 Service contracts may be written with an individual or firm. Such repairs may be further broken down into parts and labour.
- 9.8.2 Pertaining the service contract, the Administrative Officer should perform the following:
- a) Conduct a research to determine whether a service contract should be entered into.
 - b) If (s)he deems it necessary to enter into a service contract, (s)he should consult with the Legal Counsel and proceed to enter into a contract with the supplier on behalf of ACBF.

9.9 Periodic inventory

- 9.9.1 The Administration and Stores Assistant shall carry out half yearly a formal count of fixed asset verification, and produce a report to the Manager, Corporate Services through the Administration Officer.
- 9.9.2 The results shall be reconciled with the asset register.

9.10 Asset disposal processes and procedures

- 9.10.1 In order to implement an efficient and effective disposal activity in an open and transparent manner, the processes and procedures articulated below shall be undertaken and followed.
- 9.10.2 The disposal of ACBF assets is done through the Assets Disposal Panel that shall be appointed by the Executive Secretary and whose functions are outlined below:
- 9.10.3 The Asset Disposal Panel shall make recommendations to the Executive Secretary on assets eligible for disposal. In accordance with the Financial and Accounting Procedures Manual the following procedures shall be observed:
- a) The recommendation for the disposal of any asset shall originate from the department in which the asset is located.
 - b) The memorandum from the Head of Department recommending disposal shall state the reason for recommending disposal of the asset
 - c) CSD shall present a compilation of the assets recommended for disposal by departments. In order to implement an efficient and effective disposal activity in an open and transparent manner, the processes and procedures articulated below shall be undertaken and followed.
 - d) Where appropriate, disposals shall be effected through a system of auction
 - e) A reputable auctioneer shall be recommended to handle the disposal
 - f) Due regard shall be paid to transparency and accountability in the disposal process.
 - g) The Panel's recommendations shall be submitted to the Executive Secretary for decision.
 - h) Adequate documentation for assets disposed shall be maintained by the Disposal Panel
 - i) All approved disposals shall be removed from the Fixed Asset register maintained by CSD and FID
 - j) Proceeds from the asset disposal shall be banked in an ACBF account
 - k) The Panel shall set a reserve price for each asset recommended for disposal to ensure that a fair price is obtained

- l) Assets shall not necessarily be disposed on the basis of net book value at the time of disposal.
- m) CSD shall provide administrative support to the Tenders Panel, and
- n) The Panel should not be less than 5 members.
- o) Membership of the Assets Disposal Panel shall be reviewed every 2 years

9.10.4 Timing, circumstances and justification

The timing of **when** circumstances and justifications for the need to dispose of assets vary from time to time. However, most common reasons, circumstances for timing and justification for disposing assets will include:

- a) The assets may have become totally un-usable (a complete write-off) as a result of an accident or similar event.
- b) The asset may have become obsolete (e.g. due to major technological shift etc.)
- c) The cost of maintenance of the asset may have become too high in comparison to what maybe a reasonable cost for its replacement.
- d) The asset may have become surplus to the owner's requirements (due to new acquisitions, reduction of activity or personnel, improvement of technology etc.)

**MANAGEMENT OF
OFFICE SUPPLIES**

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10 PROCEDURES FOR MANAGEMENT OF OFFICE SUPPLIES

The Administrative Officer should ensure there is an adequate supply of daily office consumables to facilitate the smooth running of ACBF operations. Management of office supplies involves the identification of need by the user department, requisitioning, procurement, receiving and issuing of supplies to users.

10.1 Identifying need:

The identification of a need for office supplies depends on the nature of goods requested by the user departments. There are two categories, namely, “stocked supplies” and “non-stocked supplies” as defined.

10.1.1 “Stocked office supplies”

The Administration and Stores Assistant should ensure the following:

- a) Develop a scheduled (such as quarterly or half-yearly) inventory replenishment process.
- b) Perform an inventory count and review the following in order to determine which stock-lines need replacing:
 - i. What office supplies are being used by ACBF office;
 - ii. What office supplies are on hand compared to amounts used in re-order time frame (e.g. quarterly)
 - iii. What office supplies have become surplus or obsolete?
 - iv. What will be required to replenish the stock of office supplies to minimum levels?
 - v. Circulate a list of office supplies currently in stock to Department Heads and request their input on their requirements for the next period (4-6 months).
 - vi. Carry out a quarterly physical stock take and make a comparison with stock on ledger. If any variances are noted, the Administration and Stores Assistant shall provide justifications to FID through the Administration Officer and when approved he/she shall carry out the adjustments.

In turn, the HOD of requesting department should do the following:

- c) Monitor the usage of departmental stocks and estimate the quantities that will have to be replaced in the forthcoming procurement cycle.
- d) Review the list of supplies currently in stock provided by the Administrative Officer and reconcile with estimated requirements.
- e) Make necessary adjustments and prepare a requisition of the quantities to be procured.

- f) Update the requisition register to facilitate monitoring and control of departmental office supplies.

“Non-stocked office supplies”

- 10.1.2 Procurement of “non-stocked office supplies” is initiated by user departments on a need basis. The user department requests an item(s) from the Administration and Stores Assistant on a need basis by completing a stores requisition form.

The Administrative Officer should perform the following:

- g) Review the requisition and determine whether items ordered by HODs are "essential" to the functioning of the office
- h) Authorise requisitions within his (her) approval limit or forward it for approval at an appropriate level (refer 2.3).

10.2 Procurement and receiving of office supplies

- 10.2.1 Refer to sections 2.9 to 2.11 for procurement procedures and 2.12 for receiving procedures.

10.3 Management of issuing of office supplies

- 10.3.1 ACBF has a central stores department from where user departments request office supplies through Administration Assistants and a stores requisition shall be used as an official stores requesting document. After reviewing and authorizing requisition, the Administration Officer shall perform the following:
 - a) Develop and monitor compliance with "sign-in" and "sign-out" procedures to control movement of stock items.
 - b) Confirm and post in Sunsystem the stores issue vouchers captured by the Administration and Stores Assistant.
- 10.3.2 On receipt of goods from stores, the admin assistants or the receiving staff member should sign on the requisition as proof of receipt.

10.4 Management of Office Refreshments

- 10.4.1 ACBF has a sub store for office refreshments and other cleaning materials. The office assistants shall request needed items from stores and upon reviewing and approval by the Administration Officer, the Administration and Stores Assistant shall issue the requested items.
- 10.4.2 The stores requisition shall be signed on receipt of items by the requestor as confirmation of receipt and The Administration and Stores Assistant shall do a quarterly reconciliation which shall be reviewed by the Administration Officer.

**MANAGEMENT OF MOTOR
VEHICLES**

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11 PROCEDURES FOR MANAGEMENT OF MOTOR VEHICLES

The following guidelines apply to ACBF official motor vehicles only. ACBF official vehicles are a critical resource whose efficient deployment is essential to the effective achievement of ACBF's mission. In that regard, ACBF official vehicles shall be used for the purpose of ACBF business and shall only be driven by an ACBF driver.

The administration and management of motor vehicles is categorised into acquisition, Insurance and maintenance and ultimately, disposal.

11.1 Acquisition

11.1.1 Identifying need and authorization

- 11.1.1.1 The Administrative Officer, in consultation with drivers and the Corporate Services Manager, is responsible for assessing the need for and initiating the procurement of all ACBF vehicles.
- 11.1.1.2 The Administrative Officer then raises a purchase requisition through a memo and the CSD Manager reviews and approves it in line with the Annual Procurement Plan.
- 11.1.1.3 The purchase requisition is then forwarded to the Tenders' Panel for the procurement action.
- 11.1.1.4 All procurement of ACBF vehicles irrespective of value shall be handled by the Tenders' Panel.

11.2 Payment and receiving

- 11.2.1.1 For payment procedures, refer to the Financial and Accounting Manual.
- 11.2.1.2 On receiving the goods or services, a designated official should ensure that the goods are in good order (refer 2.12 above).

11.3 Capitalization

- 11.3.1.1 For capitalisation of acquired motor vehicles, refer to the Financial and Accounting Manual.

11.4 Allocation

11.4.1.1 The Administrative Officer should assign drivers to specific motor vehicles acquired to ensure accountability, maintenance and safe-keep.

11.4.1.2 For pool cars, the Administrative Officer should ensure that each driver who has used a pool car fills in the log book of that particular pool car

11.5 Insurance and maintenance

11.5.1.1 Insurance

Refer to 9.5 above for maintenance of all high value assets.

11.5.1.2 Maintenance

11.5.1.2.1 The driver of a vehicle shall perform the following duties daily or when due:

- a) Drivers must do a complete walk-around inspection each time they operate the Foundation vehicle by using the vehicle checklist. (i.e.: Check oil, water, tyres and the battery, etc.)
- b) Clean the car.
- c) This inspection shall record all damages to ensure the vehicle is kept at its best condition.
- d) Complete the vehicle and submit to the Administrative Officer for verification.
- e) Request fuel as and when needed by filing the fuel requisition form to be signed by the Administration Officer as well as the administration and the procurement assistants
- f) Request for service when due by filling out the vehicle service requisition form to be authorized by the Administration Officer.

11.5.1.2.2 In addition to the above duties the Senior Driver is also expected to carry out the following:

- a) Prepare the annual maintenance schedule.
- b) Prepare monthly vehicle history report, indicating fuel consumption and cost of repairs.
- c) Alert management to deviations in performance, fuel consumption and repairs.
- d) Regular checks on vehicle's tyre pressure and condition. Change all worn out tyres immediately and ensure that there is always an inflated spare wheel.

11.6 Accidents

- 11.6.1 The Administrative Officer should ensure that all ACBF drivers are aware of their responsibilities in the event of an accident:
- 11.6.2 The responsibility of a driver in the event of an accident is as follows:
- a) to report any accident immediately to local authorities; by Filling out and submit an incident report on all vehicle damages to be signed by the Supervisor and filed in the vehicle files.
 - b) to assist as best possible any injured persons or animals involved in the accident; and
 - c) To never become part of an on-the-spot settlement initiated by the other party.
- 11.6.3 In addition, ACBF drivers are responsible for recording, on-site all pertinent details of the accident, including:
- a) specific locations;
 - b) road and weather conditions;
 - c) date and time of day;
 - d) name, addresses, telephone numbers of all witnesses and any other drivers involved;
 - e) an accurate description of damage to people, animals, property; and
 - f) Drivers' license numbers, vehicle registration numbers, and insurance coverage information for any other vehicle involved.
- 11.6.4 ACBF drivers should also contact the Administrative Officer as soon as possible and provide the officer with all details of the incident.
- 11.6.5 ACBF driver should present a formal report to the Administrative Officer as soon as he/she is available in the office and attach a Police Report where applicable.
- 11.6.6 The Administrative Officer should confirm the staff member's accident report with local authorities.
- 11.6.7 The Administrative Officer also ensures that all accident reports and insurance claims are provided to the responsible local agent.
- 11.6.8 The Administrative Officer is responsible for lodging a claim with the Insurance Company.

11.7 Disposals

Motor vehicle disposals are the prerogative of the Assets Disposal Panel, whose mandate is outlined in paragraphs 9.8.1 to 9.8.4.