

# Malaria Consortium Procurement Policy



Last updated: 31 July, 2017  
Author: Global Operations Manager  
Review date: July, 2019

## Contents

1	Purpose and context.....	3
2	Principles.....	3
3	Scope.....	4
4	Definitions and terms.....	4
5	Roles & Responsibilities .....	5
6	Procurement Planning Procedure .....	7
6.1	Annual Demand Planning.....	7
6.2	Market Assessment .....	7
6.3	Country Procurement Strategy (CPS) .....	8
6.4	Project Procurement Plans.....	9
6.5	Price List Surveys .....	9
7	Procurement Procedures.....	11
7.1	Malaria Consortium Standard Procurement Process.....	12
7.1.1	Completing a Purchase Request Form (PRF).....	14
7.1.2	Sole Source Waivers.....	14
7.1.3	Bid Analysis .....	15
7.1.4	Procurement Review Committee (PRC).....	15
7.1.5	Getting less than three quotes when required.....	16
7.1.6	Requests for Quotations and Requests for Proposals.....	17
7.1.7	Sanctions List Vetting.....	18
7.1.8	Procurement contract types .....	18
7.1.9	Purchase Contracts .....	19
7.1.10	Petty Cash Purchases.....	19
7.1.11	Email Approvals .....	20
7.2	Rental Property Procurement Process .....	20
7.3	Consultancy Engagement process .....	21
8	Strategic Supplier Agreements.....	22
8.1	Framework Agreement Procurement Process .....	23
8.2	Pre-Qualified Supplier Procurement Process.....	24
9	Procurement Information Management.....	25
9.1	Procurement Filing.....	25
9.2	Contract tracking sheet .....	25
9.3	Procurement Tracking and Reporting.....	26
	Appendices .....	27

# 1 Purpose and context

Good procurement management supports the delivery of Malaria Consortium’s mission and strategy, and commitments made to both beneficiaries and donors. Malaria Consortium will plan, source and deliver supplies, services and works (i.e. products) that provide good value and accountability to those we serve, through effective and timely procurement planning and processes which are proportionate, transparent and fair that are in compliance with donor rules and applicable laws.

# 2 Principles

All procurement in Malaria Consortium is driven by the following six principles which, when followed, enable the delivery of the right quality products and services on time at value for money in an accountable and transparent way.

---

Accountability	<ul style="list-style-type: none"><li>• Project planning to maximise the impact of available funds to support beneficiaries</li><li>• Justifiable spend on the right products (not just to use up the budget)</li></ul>
Transparency	<ul style="list-style-type: none"><li>• Fully documented procurement process</li><li>• Wide range of suppliers selected from the market</li><li>• Suppliers selected in a transparent way (based on a periodic market assessment and open advertising)</li><li>• Clear specifications communicated to all relevant suppliers (via RFQs, RFPs and EOIs)</li></ul>
Proportionality	<ul style="list-style-type: none"><li>• Procurement procedures which require less effort for lower value procurements, with more effort to effectively manage higher value/risk procurements</li></ul>
Fairness	<ul style="list-style-type: none"><li>• Selection criteria documented</li><li>• Suppliers evaluated on the same basis with defined selection criteria</li><li>• Zero tolerance to bribery and conflicts of interest which would favour one supplier over another</li></ul>
Value for money (VFM)	<ul style="list-style-type: none"><li>• Procurement planning that gives sufficient time to source the quality of products as defined by the project, at the best available total price (purchase, freight, taxes, customs, etc.) in the different markets that are accessible (local, national and/or international)</li><li>• Purchasing through strategic procurement agreements which have competitive prices based on economies of scale from demand planning, and which support more efficient procurement processes</li></ul>
Segregation of duty	<ul style="list-style-type: none"><li>• Procurement procedures that define separate roles, as far as is practicable, for placing procurement requests, obtaining quotes, deciding whom to buy from, approving commitments (Purchase Orders / Contracts), receiving products and paying suppliers to reduce the risks of impropriety</li></ul>

---

In support of these principles, and in compliance with existing policies, Malaria Consortium has zero tolerance for fraud, collusion, corruption (including kickbacks), conflicts of interest and bribery, with disciplinary action for any cases found. Zero tolerance requires staff to inform senior management of any suspicious activity or suspected cases, offering protection to staff who come forward with such information as per the Malaria Consortium Whistle-Blowing Policy.

To support this **'Zero Tolerance'** approach, Malaria Consortium staff must

- a. be made aware of, and be trained on, Malaria Consortium's 'Conflict of Interest', 'Anti-Fraud and Anti-Corruption', 'Anti-Bribery' and 'Whistle-Blowing' Policies
- b. sign the standard **'Declaration of interest form'** if they have any conflict of interest in any procurement (per the Conflicts of Interest Policy).

*Senior management will review relevant information and conduct regular checks to verify that appropriate procurement processes were followed. Any suspected fraud or corruption will result in disciplinary action for relevant staff.*

### 3 Scope

The principles and processes in this policy must be understood and followed by all Malaria Consortium staff when purchasing supplies, services or works on behalf of Malaria Consortium.

If local legislation or donor rules are stricter than the procedures in this policy, the stricter rules must be followed to avoid potential disallowances. If the donor rules or local legislation are less strict, the Malaria Consortium procurement principles and processes must be followed.

National implementing partners<sup>1</sup> of Malaria Consortium must follow Malaria Consortium's Procurement Policy, unless it is written in their contract with Malaria Consortium that they will follow their own procurement rules. This will be determined during the sub-Awardee Review process and approved by the Malaria Consortium Chief Finance Officer.

### 4 Definitions and terms

The Malaria Consortium procurement processes must be followed when procuring any 'products', which includes supplies, services and works, defined as:

- Supplies: tangible items that are sourced by Malaria Consortium, such as printing material, vehicles, pharmaceuticals, stationery, etc.
- Services: support or activities provided by another organisation or individual to Malaria Consortium, such as utilities, freight, consultants, vehicle rental, accommodation, communications, conference facilities, researches, audits, mapping, surveys, etc.
- Works: the construction or repair of buildings or built structures (e.g. walls, roofs, etc.)

Within this policy the term 'supplier' refers to any provider of products. See the table in section 6.1 for definitions of all forms used in the Malaria Consortium procurement procedures.

Malaria Consortium maintains a global agreement with a Procurement Service Provider, referred to as the PSP in this policy. The PSP manages all international procurements on behalf of Malaria Consortium for a fee as defined in the contract. Contact Global Operations for further details of the current fees.

---

<sup>1</sup>National implementing partners are those partners that Malaria Consortium has subcontracted work to. It does not include stakeholders such as the Ministry of Health

## 5 Roles & Responsibilities

The following is a summary of the key procurement responsibilities for different roles within Malaria Consortium.

<p><b>Country Operations Focal Point</b> who is the person responsible for operations activities in the country, with procurement responsibilities including:</p> <ul style="list-style-type: none"> <li>• Ensuring the Malaria Consortium Procurement Policy is followed for all procurements in the country</li> <li>• Conducting annual demand planning and market assessment exercises to generate the Country Procurement Strategy with support from Global Operations (sections 6.1, 6.2 and 6.3)</li> <li>• Uploading Framework Agreements (FWAs) onto the operations intranet page (section 8.1)</li> <li>• Reviewing project procurement plans and sign off on them to confirm they are complete (section 6.4)</li> <li>• As part of the Procurement Review Committee (PRC), signing on Bid Analyses for procurements &gt;USD 1,000, and Bid Evaluation Reports (BERs) for purchases &gt;USD 20,000 (section 7.1)</li> <li>• Maintaining the Country Contract Tracking sheet and share with the Country Finance Manager and the Global Operations Manager on a quarterly basis (section 9.2)</li> <li>• Consolidating quarterly procurement reports and share with the Global Operations Manager (section 9.3)</li> </ul>
<p><b>Staff responsible for Operations (focal points)</b> in MC offices have the following procurement responsibilities:</p> <ul style="list-style-type: none"> <li>• Generating the list of regularly procured items in each location for which prices are obtained in a 'Price List Survey' (section 6.5)</li> <li>• Setting up Framework Agreements and Pre-Qualified Suppliers as defined in the country Procurement Strategy (section 8)</li> <li>• Operations review of PRFs, and sending a completed scanned copy to the Requestor (section 7.1.1)</li> <li>• Within the standard procurement process, generating Requests for Quotation (RFQs), Requests for Proposal (RFPs), Bidder Response Documents (BRDs), Bid Analysis (BAs), Bid Evaluation Reports (BERs), Purchase Orders (POs), Purchase Contracts and Goods Received Notes (GRNs) (section 7.1)</li> <li>• Monitoring purchase contracts and ensuring the supplier complies with the contract's T&amp;Cs (section 7.1.9)</li> </ul>
<p><b>Country Finance Manager</b> procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Recording the PRC members on the PRC form, obtaining authorisation from the Country Director and filling the form for record keeping (7.1.5)</li> <li>• Holding the key to the bid response box used in RFPs (section 7.1.6)</li> <li>• Ensure storage of all procurement files in a secure and dry location (section 9.1)</li> </ul>
<p><b>Finance staff</b> procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Conduct Price List Surveys for regularly procured items, and share the completed Price List Survey with all staff in the country (section 6.5)</li> <li>• Signing as per the ASL on Expense Claim Forms and Invoice Authorisation Forms (section 7.1)</li> <li>• Signing on Bid Analysis for procurements &gt;USD 1,000, and Bid Evaluation Reports (BERs) for purchases &gt;USD 20,000 as part of the Procurement Review Committee (PRC) (section 7.1.3)</li> <li>• Conducting supplier vetting for suppliers with whom Malaria Consortium plans to place a Purchase Order (PO) or a Purchase Contract as part of the Procurement Review Committee (PRC) (section 7.1.7)</li> <li>• Uploading all Landlord contracts on to the country finance intranet page (section 7.2)</li> </ul>
<p><b>Project Staff</b> designated by the Field Coordinator or Country Finance Manager support finance staff in obtaining prices for regularly procured items in a Price List Survey (section 6.5)</p>
<p><b>Requestors</b> are Malaria Consortium staff who request a product to be procured. Their procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Within the procurement procedures, generating Purchase Request Forms (PRFs), Terms of Reference (TOR), Certificates of Completion (COC), Expenses Claim Forms and Invoice Authorisation Forms (IAFs) (section 7.1)</li> <li>• Signing on Bid Analysis for procurements between USD 1,000 and USD 10,000. Note that as the Budget Holder also signs this document, if the Requestor is the Budget Holder, then the Requestor is only required to sign once on the document (section 7.1.3)</li> </ul>

<p><b>Approvers</b> approve PRFs and Purchase Orders as per the Authorisation Signatories List (ASL) which is maintained by the Country Finance Manager (section 7.1)</p>
<p><b>Budget Holders</b> are allocated as per the finance manual as the accountable person for a particular budget, i.e. the first Approver (A) on the Authorisation Signatories List (ASL). A Budget Holder can temporarily delegate responsibility for part of their budget in writing, as per the Finance Manual. Budget Holder procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Generating a Project Procurement Plan for new project proposals prior to submitting the proposal to the donor (section 6.4)</li> <li>• Approving Purchase Requests (PRFs) (section 7.1)</li> <li>• Reviewing and approving Requests for Proposal (RFPs), Bidder Response Documents (BRDs) before they are published (sections 7.1 and 7.1.6)</li> <li>• Reviewing and approving Bid Evaluation Reports (BERs) for all procurements &gt;USD 20,000 (section 7.1)</li> </ul>
<p><b>Technical Advisors</b> are designated by the Country Director as being the experts for a specific supply service or work. They can be any relevant staff member in the country (or above country if there is no suitable person in country). Examples include a project health staff for health supplies, the operations staff for fleet or office supplies, the Country Technical Manager for technical consultants, the Country Finance Manager for insurance, etc. Technical Advisor procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Reviewing and approving Terms of Reference for consultancies (section 7.1 and 7.3) as part of the procurement process</li> <li>• Signing off on Bid Evaluation reports for procurements &gt;USD 20,000 (section 7.1.5) as part of the Procurement Review Committee (PRC)</li> <li>• Signing off on Certificates of Completion (COCs) and Goods Received Notes (GRNs) for supplies, services or works received over USD 1,000 (section 7.1)</li> <li>• Approving Terms of Reference (TORs) for Consultancies (section 7.1 and 7.3)</li> <li>• Defining standard TORs for regularly required consultancy positions (section 7.3)</li> </ul>
<p><b>Country Director</b> procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Allocating the Country Office Focal Point to support the Consultancy Engagement Process (section 7.3)</li> <li>• Designating Technical Advisors for specific products</li> <li>• Verifying and signing off on Sole Source waivers and Local Procurement Waivers (section 7.1)</li> <li>• Verifying and signing Purchases Orders as per the ASL (section 7.1)</li> <li>• Authorising the PRC Form. If there is not sufficient finance or operations staff to allocate to the PRC then the Country Director must seek an exemption from the Chief Finance Officer (section 7.1.4)</li> <li>• Approving Procurement Review Committee (PRC) decisions when the PRC cannot reach a unanimous decision (section 7.1.4)</li> </ul>
<p><b>Chief Finance Officer</b> procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Approving the procurement rules that must be followed by an implementing partner, as per the Sub-Awardee Review process (section 3)</li> <li>• Approving exceptions to the PRC committee (section 7.1.4)</li> <li>• Verifying and signing Purchases Orders and contracts as per the ASL (section 7.1)</li> </ul>
<p><b>Global Operations</b> procurement responsibilities include:</p> <ul style="list-style-type: none"> <li>• Defining the Malaria Consortium Procurement Policy, tools and templates</li> <li>• Supporting country operations with completing Annual Demand Plans, Annual Market Assessments and their Country Procurement Strategy (sections 6.1, 6.2 and 6.3)</li> <li>• Approving Sole Source Waivers and Local Procurement Waivers (section 7.1)</li> <li>• Reviewing quarterly procurement reports from each country (section 9.3)</li> </ul>

## 6 Procurement Planning Procedure

Procurement planning is essential to be able to source and deliver supplies, services and works on time at the best value for money with the least effort required to comply with Malaria Consortium's principles and procedures.

Procurement planning in Malaria Consortium involves an annual exercise which includes demand planning and a market assessment (including a price list survey) to generate a Country Procurement Strategy. This outlines what to buy, where, and how to buy it most efficiently. This strategy, along with periodic price list surveys and strategic supplier agreements (FWAs/PQS), are essential prerequisites to complete detailed and accurate project procurement plans that are realistic and achievable, and can deliver best value for money.

Global Operations will support countries to complete their annual demand plan, annual market assessment and Country Procurement Strategy. Each country must update their Country Procurement Strategy, following the annual demand planning and market assessment exercises, by 31 October each year.

### Procurement Planning in Malaria Consortium



Poor procurement planning can have the following consequences:

- Late delivery of project products, causing project delays, with last minute, unplanned orders which overburden staff and lead to mistakes, frustration, burnout and poor decision-making
- More burdensome procurement processes which require more time and effort to complete, furthering delays in delivery
- Poor quality products due to insufficient time to source and verify the right quality products
- Expensive supply cost due to insufficient time to source the best value for money
- Expensive delivery costs due to last minute freight options

### 6.1 Annual Demand Planning

An annual demand plan requires an analysis of existing information from the following sources to provide estimates of the types and values of products expected to be procured by the country and its existing and planned projects in the following year.

- a. Country procurement trackers for the previous year
- b. Accounting records on what was spent by project in the last year
- c. Existing Project Procurement Plans for all live projects
- d. Knowledge of all potential proposals in the pipeline

Once this information is collected and analysed a list of products (e.g. vehicles, RDTs) or product categories (e.g. stationery, printing material, IT equipment, vehicle spare parts, etc.) and estimated total values required for the following year must be compiled.

### 6.2 Market Assessment

Once the estimates of product types and values are obtained from the 'Annual Demand Planning' exercise, a market assessment must be conducted in each location where products are expected to be procured to

determine the most cost effective source for each type of product (locally, nationally or internationally). A market assessment includes:

- a. A determination of the available suppliers in the local and national markets and their suitability as suppliers to Malaria Consortium, the availability of required products with adequate stock levels maintained, quality of products, payment methods accepted, etc)
- b. The conducting of a Price List Survey (see section 6.5) for required products (from the demand planning) that are available in the each local location (market) where Malaria Consortium has an office
- c. An assessment of the supply routes (main roads, rail, rivers, sea ports) and recommended transport mechanisms (truck, car, aeroplane, boat) between the locations where Malaria Consortium has an office in the country
- d. An understanding of the seasonal constraints on supply provision to the locations where Malaria Consortium plans to deliver products
- e. The estimated freight cost per mode of transport (\$/ton-mile for trucks, \$/kg for air transport, etc) for getting any supplies between the relevant Malaria Consortium locations
- f. An analysis of the importation regulations for the country, including:
  - an understanding of Malaria Consortium's registration status within the country, including any restrictions on the import of required products
  - what products Malaria Consortium can import duty free (if any)
  - duty fees applicable for required products
  - the process that must be followed to import products and an estimation of how long it will take for relevant products

### 6.3 Country Procurement Strategy (CPS)

From the 'Annual Demand Planning' and 'Market Assessment' information collected the Country Operations Focal Point, with support from Global Operations, must generate or update a Country Procurement Strategy (CPS), using the **Country Procurement Strategy template**. It must be updated, reviewed and approved (signed and dated) by the Country Director and the Global Operations Manager on an annual basis.

Along with price lists surveys, the CPS must be referenced throughout the year by all staff involved in procurement and budget planning. The CPS includes:

- **What to procure, where and how:** Details of what products to procure, where, and how, as determined by annual demand planning and a market assessment. Once determined, this information will be represented as a single table in the CPS for easy interpretation, which will define:
  - What products the country and its projects will need to procure in the following year
  - Where to procure the required list of products: in the field offices, in the country office, or via HQ or the Global Procurement Agent. This will be based on product availability, cost estimates, as well as storage and freight estimates based on route and mode of transport decisions, seasonal constraints and import restrictions
  - How to most efficiently procure each product category in each location (Field Office/Country Office/HQ/PA), using the right combination of the following three procurement processes:
    - via Framework Agreements (FWAs) for regularly required supplies when there are good stock levels/service availability, prices are competitive and stable, and suppliers can provide credit terms and non-cash payment methods (e.g. 30 days on invoices and bank transfers) that are acceptable to Malaria Consortium
    - from Pre-Qualified suppliers (PQS) for regularly procured items where stock/service levels are unreliable, or when product prices/availability vary significantly from month to month
    - via quotations on an adhoc basis for products that are not regularly procured, and for which no existing strategic procurement agreements (FWAs, PQS) are in place. This form of procurement does not achieve the planning benefits noted above and therefore the goal is to reduce the number of these as far as practicable, whilst recognising they are the most appropriate choice in some situations

- **Routes and modes of transport via which to ship supplies:** Main supply routes and modes to be used for transporting supplies between Malaria Consortium locations (road, rail, air, river)
- **Where to store supplies:** the optimal location (main office, field office, MOH, third party) and storage facilities required (dedicated warehouses, stores in an existing office or use of existing MOH/3<sup>rd</sup> party infrastructure) based on supply routes and seasonal constraints
- **How to get supplies into the country:** Ports of entry for supplies (sea ports/airports), import procedures for required products (including any restrictions on certain products)
- **When and where to preposition supplies:** Bulk purchases to avoid stock outs due to seasonal constraints for transport

## 6.4 Project Procurement Plans

Project Procurement Plans (PPPs) are to be completed at the proposal development stage of each new project, using the standard **'Procurement Plan' template**, by the proposal lead with support from operations. A Project Procurement Plan must:

- Outline the list of products (vehicles, laptops, etc.) or product groups (stationery, vehicle spare parts, drugs, medical supplies, etc.) that are required by the project
- Detail realistic delivery dates, aligned to the proposal activity plan, based on the time required to complete the full procurement processes, including realistic times for international sourcing and the import process. (ASAP is not an acceptable delivery date)
- Define where the different products should be sourced (based on the Country Procurement Strategy)
- Include good price estimates for required products, based on price list surveys from the locations where the products will be sourced
- Include detailed information on needs for the first six months of the project, with less detailed but sufficient information to plan for timely and compliant procurement for the remainder of the project
- Outline any Sole Source waivers that may be required
- Outline any procurement waivers that must be sought from the donor based on the donor specific rules (e.g. on source, origin, drug quality assurance, thresholds, etc.), which must be agreed with the donor before signing the contract with the donor.

If a Project Procurement Plan identifies a need for regular procurement of a new product then a relevant strategic supplier agreement must be put in place for that product, and the Country Procurement Strategy updated.

Project Procurement Plans must be reviewed and updated by the Project Manager and operations at least every one to three months, based on the ongoing purchasing within the activity plan.

## 6.5 Price List Surveys

A Price List Survey should be completed as part of the annual market assessment in the country, and should be done at least once more within the year (and more often in cases of high inflation) to ensure that the country has a good understanding of the prices of required products in the markets where it operates. The survey is completed by one project person and one finance staff from the location using the standard **'Price List Survey' template**. The survey results must be shared with all Malaria Consortium staff in all locations in the country, as well as the Global Operations Manager, to enable value for money procurement. A price list survey is conducted as follows:

- Operations in each location generate a list of the commonly procured items for the location and enters this into the **'Price List Survey' template**
- A Finance Officer from each location prints a copy of the 'Price List Survey'
- The Finance Officer and a project staff (designated by the Country Finance Manager in a country office and the Field Coordinator in a field office) either enter into the local market or contact local

suppliers by email and ask for prices for the commonly procured products as per the list, requesting prices from at least two suppliers but preferably three

- d. The Finance Officer enters the data into the template
- e. The Finance Officer prints a copy of the Price List Survey and the Finance Officer and the project staff sign on the printed copy to confirm the prices are correct
- f. The Finance Officer emails the Price List Survey (scanned signed copy and MS Excel copy for ease of use by staff) to all staff in the country and the Global Operations Manager for them to reference when planning and initiating procurement
- g. The Country Operations focal point subsequently uploads the scanned copy and the MS Excel copy onto the Country Operations page on the intranet

## 7 Procurement Procedures

Before any procurement commences, project managers must check that they are compliant with the donor rules. If local legislation or donor rules are stricter than the procedures in this policy, the stricter rules must be followed to avoid potential disallowances. If the donor rules or local legislation are less strict, the Malaria Consortium procurement process must be followed.

For each specific project, it will be clear from Malaria Consortium's contract with a donor if Malaria Consortium is allowed to follow its own procurement policies, or if it must follow the donor regulations. If this is not clear from the donor contract it must be clarified in writing by the Malaria Consortium project lead prior to commencing any procurement (clarification by email is sufficient, provided it is from someone within the donor organisation with appropriate authority and from their official work email address) and the response shared with the Country Finance Manager Support in donor compliance for procurement is provided by the Country Finance Manager, the Project Manager and the Chief Finance Officer.

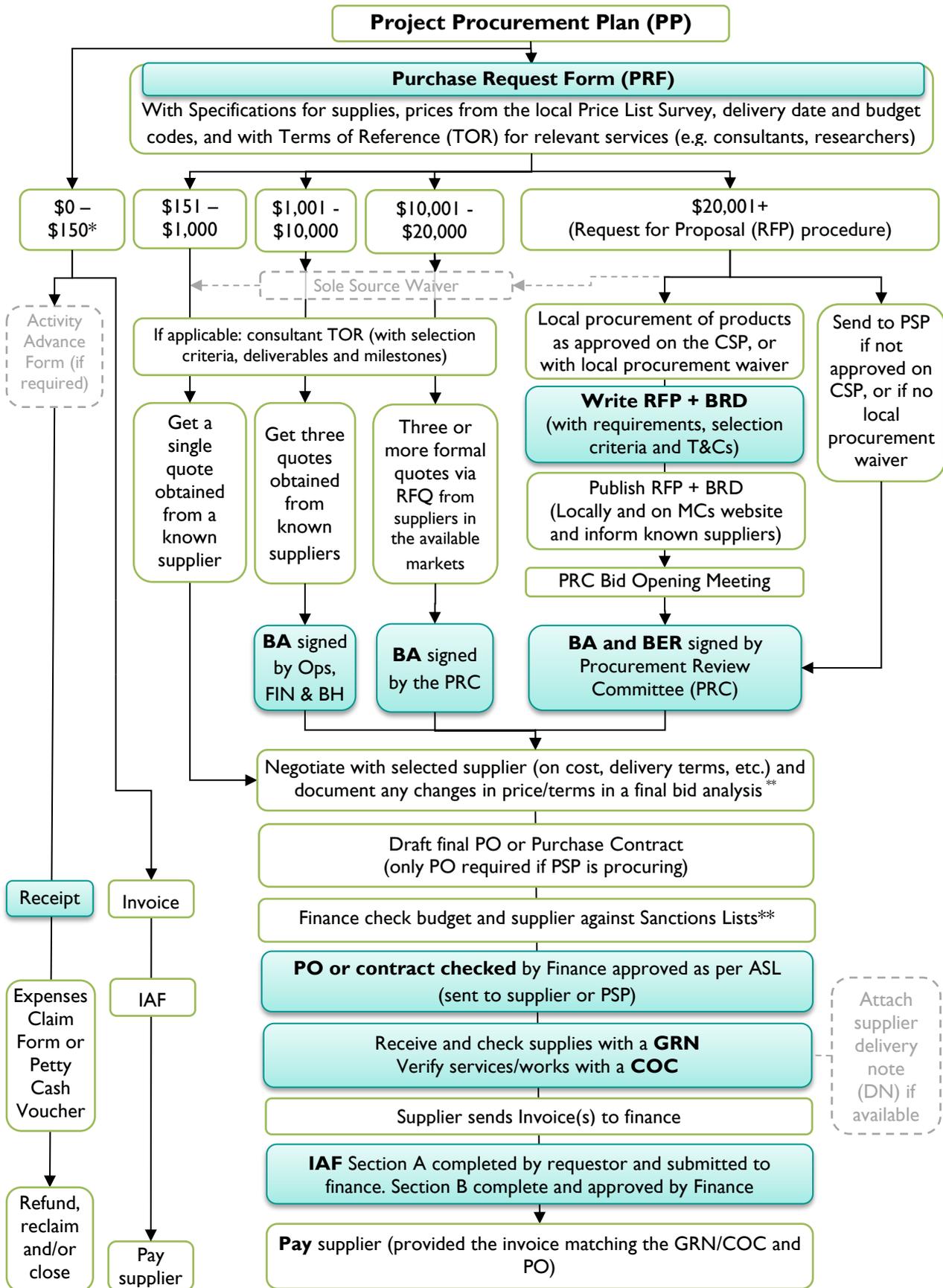
The following are links to procurement regulations from key donors:

- DFID: <https://www.gov.uk/government/organisations/department-for-international-development/about/procurement>
- Global Fund: [http://www.theglobalfund.org/documents/psm/PSM\\_ProcurementSupplyManagement\\_Guidelines\\_en/](http://www.theglobalfund.org/documents/psm/PSM_ProcurementSupplyManagement_Guidelines_en/)
- USAID: <http://www.usaid.gov/who-we-are/agency-policy/series-300>

In Malaria Consortium there is one standard procurement process with higher value procurements needing more steps to mitigate the greater risk.

As well as the standard procurement process there are two types of strategic supplier agreements: Framework Agreements (FWAs) and Pre-qualified Supplier (PQS) agreements which can be put in place to reduce the effort involved for each individual procurement when procuring regular supplies or services. (See sections 7.2 and 7.3 for further details).

7.1 Malaria Consortium Standard Procurement Process



\* \$0 to \$150 purchases use a single quote process (especially for regularly procured small items, preferably via a FWA), however when required purchases below \$150 can be made without an approved PRF. A small purchase must be reasonable and justified on the expenses claim form and if the justification is not accepted by the budget holder, the expenses will not be reimbursed.

\*\* If the procurement is being done by the Procurement Service Provider (PSP), then the PSP will carry out these steps

Abbreviation		Description of Procurement Document	Generator	Signatories		
				Other	Fin	Approver
PPP	Project Procurement Plan	Defines the supplies, services and works required for a project, including for office, fleet and other support infrastructure. The PP includes expected delivery dates and estimated values. PRFs should be generated based on the details in a Project PP.	BH	Ops		BH
PRF	Purchase Request Form	Used to create a request to the procurement focal point to purchase a product.	Requestor	Ops <sup>1</sup>		BH
TOR	Terms of Reference	Required for the procurement of any consultants, individuals and organisations.	Requestor	TA		
Sole Source Waiver		Used when only one supplier of the product is available in the local or national market. Evidence must be provided to show there is only one supplier available.	Ops <sup>1</sup>	HQ Ops		CD / RD
Local Procurement Waiver		Used to procure locally instead via the PSP for orders >USD20,000. Not required if the decision to procure locally is pre-approved in the Country Procurement Strategy.	Ops <sup>1</sup>	CD		HQ Ops
RFQ	Request for Quotation	Sent to known suppliers with details of requirements, ensuring that all suppliers are asked for the same specifications and delivery conditions	Ops <sup>1</sup>			
RFP	Request for Proposal	Published to allow any suppliers to submit a proposal (bid) for a defined set of products. Must have T&Cs and policies attached. Must be published on Malaria Consortium's website as well as locally.	Ops <sup>1</sup>			BH
BRD	Bidder Response Document	Published with an RFP. Contains several tables which suppliers responding to an RFP must complete to support the bid analysis.	Ops <sup>1</sup>			BH
BA	Bid Analysis	Standard format to compare different bids and select one or more recommended supplier(s). Finance as per the ASL signs for purchases between USD1,000 and USD10,000, PRC finance signs for >USD10,000	Ops <sup>1</sup>		FIN	BH
BER	Bid Evaluation Report	More detailed report than the Bid Analysis for any order >USD20,000. Includes a description of the process, why suppliers were rejected and why the selected supplier was chosen. Approved by PRC.	PRC Ops <sup>1</sup>	TA	PRC FIN	BH
PO	Purchase Order	Simple legal contract between Malaria Consortium and a supplier for products at an agreed price, quantity and quality. Finance vet the supplier before the PO is approved as per the ASL.	Ops <sup>1</sup>		Per ASL	Per ASL
Purchase Contract		A legal contract between Malaria Consortium and a supplier for the purchase of products at an agreed price, quantity and quality, with an agreed delivery schedule to an agreed location(s) on an agreed date(s).	Ops <sup>1</sup>		Per ASL	Per ASL
COC	Certificate of Completion	Internal report to confirm the level of completeness and quality of the works, consultancy or services completed. Required for payment.	Requestor	TA if >\$1000		
GRN	Goods Received Note	Internal report confirming the quantity and quality of received supplies. Needed for payment.	Ops <sup>1</sup>	Req. if >\$1000		
DN	Delivery Note	Supplier document of proof of delivery to Malaria Consortium.	Supplier			
Supplier Invoice		Legal request from a supplier requesting payment for the products provided. This should be sent to finance.	Supplier			
Expenses Claim Form		Used to claim expenses that are paid by an individual. See the finance manual for guidance where the BH is the signatory as per the ASL. * If a TAF/PRF is already approved and expenditure is within 10% then there is no need for signing by the BH, only a finance check per the ASL is required.	Requestor	Line Manager	Per ASL	Per ASL*
IAF - Invoice Authorisation Form		Internal form used to approve payment to the supplier. The Requestor completes and signs section A. Finance completes and approves section B.	Requestor		Per ASL	

<sup>1</sup> At HQ these can be done by the requestor

**BH** (Budget Holder) = the first approver (A) on the Authorised Signatories List (ASL), or the person they temporarily delegated in writing, as being accountable for a particular budget. **Per ASL** = the defined Approver(s) (A, B, C, D) on the ASL based on the value of the Purchase Order (PO), Contract or Expenses Claim Form; **CD** = Country Director; **Ops** = Operations, **FIN** = Finance person in the PRC at the country office; **TA** = Designated Technical Advisor for the specific product (can be the Country Technical Coordinator, the Budget Holder, Country Operations etc.); **Requestor** (Req) = the person who is requesting the product. If the Requestor is the Budget Holder then the Budget Holder only needs to sign on the document.

### 7.1.1 *Completing a Purchase Request Form (PRF)*

The Purchase Request Form (PRF) is the internal document used by Malaria Consortium to initiate the procurement process. A PRF must be used for all procurements >USD 150. A PRF must include:

- The requestor name. This should be the person who will use the product. If a member of staff is completing a PRF on behalf of a manager then they must put the manager's name as the requestor and the manager must sign the PRF
- Detailed product specifications, with extra specifications in attachments when required, and with photos, web links or samples provided where necessary
- Estimated prices for products, from the most recent Price List Survey, from operations or from the local market
- A delivery date that is realistic based on the procurement and delivery lead times.
- Where necessary, a line for freight and insurance, with prices obtained from operations
- Taxes or other fees, if relevant
- Final delivery location

In writing specifications, brands should be avoided unless there are specific reasons for the purchase of a specific brand. Any branded specification must be justified, for example an organisational decision to use Kaspersky as its anti-virus software.

The following is the process for PRF approval:

- a. The Requestor generates the PRF (e.g. project staff for all project products)
- b. The Requestor submits the PRF to the Budget Holder per the ASL for approval
- c. The Budget Holder confirms the budget codes are correct that the funds are available as per the budget and that the products are required as per the activity plan, correcting where necessary. Once the Budget Holder approves the PRF it is passed to operations
- d. Operations will review the PRF, checking the specifications, estimated prices and the expected delivery date. If they require further clarity they will discuss and agree with the Requestor. Once agreed operations will Sign to confirm receipt of the fully approved PRF
- e. Operations scan a copy of the approved PRF, with the operations signature, and send to the Requestor and Budget Holder confirming the procurement is starting on that date, and the estimated delivery date for the required products based on the procurement process (recognising that the delivery date may change throughout the procurement process)

If the Budget Holder is the same as the Requestor, then the Budget Holder can sign the PRF both as the Requestor and the Budget Holder.

**If, during the procurement process, the total value of a PRF changes by more than 10% then the PRF must be approved again by the Budget Holder(s) as per the ASL, prior to approving a PO.**

### 7.1.2 *Sole Source Waivers*

A sole source supplier is documented by the Operations Officer as the only supplier available for the relevant product, thereby making it impossible to obtain bids. The Global Operations Manager must verify all sole source waivers, following which they must be approved by the Country Director.

A proposed sole source supplier:

- is the only supplier of a specific product available locally and it is not feasible due to the high cost to source the products from another national (e.g. capital office) or from an international source
- is named in a project proposal as the supplier of choice and agreed by the donor

- the only supplier to meet the required technical specifications
- owns the patent or copyright protected the required product
- when providing a service, is the only supplier who has the required educational and/or professional background to perform the services required

Sole source waivers that are for products procured more than once must be reconfirmed on an annual basis as the marketplace may change and additional suppliers may enter the market. Sole source waivers are not a substitute for poor planning and their use is exceptional.

If a procurement process (e.g. an Expression of Interest or an RFP) is completed and only one supplier responded then a sole source waiver is required.

### 7.1.3 Bid Analysis

For all procurements between USD 1,000 and USD 10,000, Operations<sup>2</sup> generates a Bid Analysis (using the **'Bid Analysis' template**) and seeks approval from the Budget Holder (first Approver on the ASL) and finance as per the ASL. A PRC meeting is not required for such purchases, with operations seeking signatures of the Budget Holder and finance on the Bid Analysis form.

For all procurements between USD 10,000 and USD 20,000, a bid analysis must be generated by operations<sup>2</sup> and reviewed, along with the quotes/bids, by a Procurement Review Committee (PRC) who must reach a unanimous decision. In cases where the PRC does not meet a unanimous decision, the Country Director is asked to join the PRC to support the PRC in making a final decision.

For all procurements greater than USD 20,000, a bid analysis and a Bid Evaluation Report (BER) must be generated by Operations<sup>2</sup>, and approved by the PRC. In cases where the PRC does not meet a unanimous decision, the Global Operations Manager is asked to join the PRC to support the PRC in making a final decision.

Once the Bid Analysis (plus BER for purchases greater than USD 20,000) is approved, Operations generates a Purchase Order which is approved by the Approver(s) as per the ASL.

### Bid Evaluation Criteria

Evaluation criteria are a method of quantifying data to minimise the effect of individual prejudice on product selection. They ensure that the critical evaluation factors are more pronounced. All evaluation criteria are measured by a weighting system, as per the scoring section in the **'Bid Analysis' template**, which involves:

- Assigning a numerical weight to each of the evaluation criteria (as a percentage (%))
- Rating the prospective sellers on each criterion (with a score of one to 10)
- Multiplying the weight by the rating (this is done by the formula in the Bid Analysis template)
- Totalling the individual scores to compute an overall score (formula in the Bid Analysis template)

When it does not conflict with donor policy, Malaria Consortium's policy is to use overall value for money criteria and not to consider price alone as the primary selection factor, as low priced bids may turn out to be bad value in terms of poor quality or delayed delivery.

### 7.1.4 Procurement Review Committee (PRC)

A Procurement Review Committee (PRC) will be established in each Malaria Consortium country, regional and

---

<sup>2</sup> A Bid Analysis is generated by the Operations team from where the quotes are sourced. If the quotes are sourced internationally the Bid Analysis is generated by the Global Procurement Agent

head office. (There is no PRC in a Malaria Consortium Field Office). The PRC will include specified individuals from operations and finance, as well as the PRF Requestor, plus the Budget Holder and the designated Technical Advisor for the product(s) in question for purchases >USD 20,000.

The following table details the responsibilities of each role, noting that all PRC members share the responsibility for the overall decision, based on value for money.

Role	Key Responsibilities in PRC
Operations	<ul style="list-style-type: none"> <li>Chair the PRC and take the minutes</li> <li>Confirm that the suppliers are reputable, with relevant trader registrations in the country, and are not blacklisted by MC (as per the MC Contract Register)</li> <li>The procurement process is compliant with the Malaria Consortium Procurement Policy, and is fully documented and available for the PRC to review</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Checks for a conflict of interest of any member of the PRC prior to starting the selection process</li> <li>Checks that the procurement process is compliant with donor requirements</li> <li>Checks there are no legal reasons why the suppliers are not valid</li> <li>Confirms any financial information provided by the supplier is sound e.g. accounts</li> </ul>
Requestor as per PRF	<ul style="list-style-type: none"> <li>Confirms that the products are correct and meet the quality specifications of the requestor as defined on the PRF (only for &lt;USD 20,000).</li> <li>Confirms that the lead times for the delivery are acceptable, as per the project activity plan</li> <li>Confirms that the budget codes are correct</li> </ul>
Technical Advisor (TA)	<ul style="list-style-type: none"> <li>Verifies that the products are correct and meet the quality specifications of the requestor as defined on the PRF (only for &gt;USD 20,000).</li> </ul>
Budget Holder as per ASL	<ul style="list-style-type: none"> <li>Ensures that the budget is available as per the project budget</li> </ul>

The Operations and Finance PRC members' names and positions must be recorded on the PRC form, which is then authorised by the Country Director and held by the Country Finance Manager. If there are not sufficient finance or operations staff to allocate to the PRC, then the Country Director must seek an exemption from the Chief Finance Officer.

If the Requestor is the same as the Budget Holder, then the Budget Holder can sign in both locations on the Bid Analysis template. There must always be a minimum of three persons in the PRC.

### 7.1.5 Getting less than three quotes when required

If, after an RFQ (USD 10,001 to USD 20,000) or an RFP (USD 20,001+) procurement process only one quote is received then a sole source waiver must be completed. If two quotes are received, then it is up to the PRC to determine if the process sufficiently ensured that potential bidders in the available markets were aware of the RFQ/RFP. This is determined by the PRC reviewing how suppliers were selected in the RFQ process and where and for how long the RFP was advertised. If the PRC deems that the process did ensure that potential suppliers in the market would have been aware of the RFQ/RFP, and simply did not provide a quote, then the PRC can select one of the suppliers who did bid, putting their comments as to why they felt only two suppliers bid in writing in the Bid Analysis<sup>3</sup> (for an RFQ) or on the Bid Evaluation Report (for an RFP). The Bid Analysis/Bid Evaluation Report must be provided to the person signing the PO or Purchase Contract, with this information highlighted for their information, before they approve the PO or Purchase Contract.

If the PRC deems that the method of approaching suppliers did not reach all potential suppliers in the available markets, or if the donor rules required at least three or more quotes, the procurement process must be restarted.

<sup>3</sup> If there is insufficient space on the BA, then write a file note, have it signed by all BA signatories and file with the BA

If, after a three quote process (USD 1,001 to USD 10,000) only one quote is received then a sole source waiver must be completed, if two quotes are received, then it is up to the individuals signing the Bid Analysis (as per the policy) to determine if no other suppliers were available on the market, or were unwilling to provide a quote. If the individuals signing the Bid Analysis deem that there were no other suppliers either in the market, or willing to quote then a file note must be completed explaining why they felt only two suppliers bid, and why other suppliers on the market, if any, were unwilling to bid. This file note must be approved by the Country Director.

If the Bid Analysis signees deem that it should be feasible to obtain the required number of quotes, or if the donor rules required at least three or more quotes, then the procurement officer must seek further quotes, and ensure that the existing quotes are still valid at the time of Bid Analysis review.

If it is known that there is only one supplier for a particular product in a local market then a sole source waiver should be completed (as per section 7.1.2) and approved before starting the procurement process.

### **7.1.6 Requests for Quotations and Requests for Proposals**

Requests for Quotations (RFQs) and Requests for Proposals (RFPs) are used to source competitive quotes.

An RFQ is used for purchases between USD 10,000 and USD 20,000 to ensure that the same information is provided to all selected suppliers so that bids can be compared in a fair and transparent way, and to reduce the risk of favouritism. RFQs are given to known suppliers and do not require to be advertised. The evaluation criteria are set by Operations, in consultation with the Requestor, and are captured in scoring section of the **'Bid Analysis v1.1' template**.

RFPs are more detailed documents than RFQs and are used when sourcing sealed bids for purchases greater than USD 20,000. RFPs can also be used for complex smaller purchases when more detail needs to be provided to prospective suppliers to enable them to provide a useful and valid bid. RFPs must be advertised and must include:

- the product requirements, including information (and extra appendices if needed) to support the bidder's product quality, experience, pricing proposal and the delivery schedule
- the bid evaluation criteria, including the weighting (more detailed than in an RFQ)
- Malaria Consortium's terms and conditions of purchase and the policies that a bidder will need to accept should they be successful

See the **RFP Request for Proposal sample** for an example RFP. An RFP must always have a **Bidder Response Document** which collects standard information on the bidder's company capacity and must be completed by each bidder and submitted as part of their bid.

#### **RFP Sealed Bids**

When conducting an RFP, the RFP document must outline to bidders how they must submit bids by the deadline. This can be in one of the following ways:

- submit bids electronically to a defined email address as per the Request for Proposal (RFP)
- place bids, in a sealed envelope, in to the locked bid submission box at the relevant Malaria Consortium office as defined in the RFP
- send bids, in a sealed envelope, via register post or courier to the the relevant Malaria Consortium office as defined in the RFP

Bids received in a sealed envelope (by post/courier or in the bid submission box) must not be opened until the PRC meeting. Bids received by email must be printed, along with the email they were received on, and presented to the PRC at the bid opening meeting.

To support this, every Malaria Consortium country office must have a bid submission box, which must be secured and protected from the rain, outside of the Malaria Consortium premises. The key to this box is held by the Country Finance Manager, who only opens the box on the closing date as defined in the RFP and holds the bids until the PRC meeting, when they are handed over to the PRC chair.

### 7.1.7 Sanctions List Vetting

All suppliers (as defined in the Finance Manual) must be vetted against the following sanctions lists by Finance, before a Purchase Order or Contract is signed for the first time. The Country Finance Manager must keep a file with all the checks evidenced and containing a list of suppliers and the date they were checked, for quick reference. All suppliers must be vetted against the sanction lists annually at a minimum.

- UK Treasury List - <https://www.gov.uk/government/publications/financial-sanctions-consolidated-list-of-targets>
- EC List - [http://eeas.europa.eu/topics/sanctions-policy/8442/consolidated-list-of-persons-groups-and-entities-subject-to-eu-financial-sanctions\\_en](http://eeas.europa.eu/topics/sanctions-policy/8442/consolidated-list-of-persons-groups-and-entities-subject-to-eu-financial-sanctions_en)
- OFAC SDN and Other Sanctions Lists - <http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx> (Note that both lists on this webpage must be checked)
- UN 1267 ('terrorist': [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml))

For any USAID grants or contracts finance must also check for entities who have been suspended or debarred from receiving federal funding on <https://www.sam.gov/>

### 7.1.8 Procurement contract types

The following are the different contracts that are used to generate a formal written agreement between Malaria Consortium and a supplier for the purchase of products at pre-established conditions. These define the legal relationship between Malaria Consortium and a supplier.

- **Purchase Order:** the standard *Purchase Order template* is used for simple purchases of products, or for purchases of products for which a strategic supplier agreement (FWA or PQS) is already in place (see section 8 for further details).
- **Purchase Contracts:** the standard *Purchase Contract template* should be used instead of a Purchase Order for complex purchases, including for the following:
  - services where a Terms of Reference needs to be agreed and monitored prior to payment
  - works contracts where a schedule of works needs to be agreed and monitored prior to payment
  - any purchase over USD 20,000 where a strategic supplier agreement (FWA or PQS) is not already in place
  - purchase of products where there are multiple deliveries, product quality checks before receipt and/or multiple payments, and where there is no strategic supplier agreement already in place

The decision to use a Purchase Contract instead of a Purchase Order is made by the Operations focal point on the procurement.

- **Consultant Contracts** should be used for engaging individual consultants. When sourcing the services of a consultancy firm or agent (e.g. audit firm, legal firm, media service provider, etc.), then a standard

Purchase Contract should be used. See section 7.3 for the standard consultancies engagement process. Consultancy contract templates can be obtained from HR.

**Strategic Supplier Agreements** are different to a Purchase Order/Contract or a Consultancy Contract as they are used, when market conditions allow, to pre-agree delivery terms, price and/or quality for regularly required products. When in place they reduce the effort involved in individual procurements. See section 8 for details on the two different types of Strategic Supplier Agreements that can be used - Framework Agreements (FWA) and Prequalified Supplier Agreements (PQS).

### 7.1.9 *Purchase Contracts*

Just like the PO, the Purchase Contract is a formal, written agreement between Malaria Consortium and a supplier for the purchase of products at a pre-established rate. It defines the legal relationship between Malaria Consortium and the supplier.

It is the responsibility of operations to closely monitor Purchase Contracts and ensure the supplier complies with their terms and conditions. All communications related to unsatisfactory performance of the supplier, must be documented, including any subsequent contract changes or clarifications, in case of any legal dispute.

The Malaria Consortium ***Purchase Contracts template*** must be used and updated with the specific details of each purchase for all Purchase Contracts. Note that there is a different template for Framework Agreement Contracts (see section 8.1).

Requests for changes to existing contracts may become necessary from time to time. These may include modifications to the rates or delivery time(s). All changes must be negotiated and agreed between Malaria Consortium and the supplier. Changes must be documented and communicated to all those who need to know. All contract amendments must be put in writing, be approved, signed and dated by both parties in line with the original contract authorisations, and filed by finance with the original contract documentation.

### 7.1.10 *Petty Cash Purchases*

Malaria Consortium is to pay for all purchases by cheque or bank transfer. Cash payments are only used in exceptional circumstances.

When purchasing items from petty cash an individual can go into the market, find the item they require and pay for it with cash, for which they must obtain a receipt.

- If the item was procured with personal cash, an Expense Claim form must be completed and approved and submitted to finance for refund, along with the receipts. Purchasing items with personal cash is not recommended, as a cash purchase must be reasonable and justified on the Expense Claim Form and if the justification is not accepted by the budget holder, the expense will not be reimbursed.
- If the item was procured with a cash advance from finance, the individual must settle their advance claim using the Expense Claim Form, attaching all receipts and returning any unused cash within the time stipulated in the finance manual.

For all items greater than the petty cash limit of USD 150, then the appropriate procurement procedure must be followed. For example, if a cash advance is required for the purchase of a product worth USD 195 then a PRF, Single Quote, PO will be required prior to receiving an advance. The GRN/COC and Expense Claim Form with receipt is required to settle the advance.

### 7.1.11 Email Approvals

All Purchase Orders and Contracts must be approved on the document by the assigned individual. As per the Malaria Consortium Finance Manual, email approval is the exception, but not the rule.

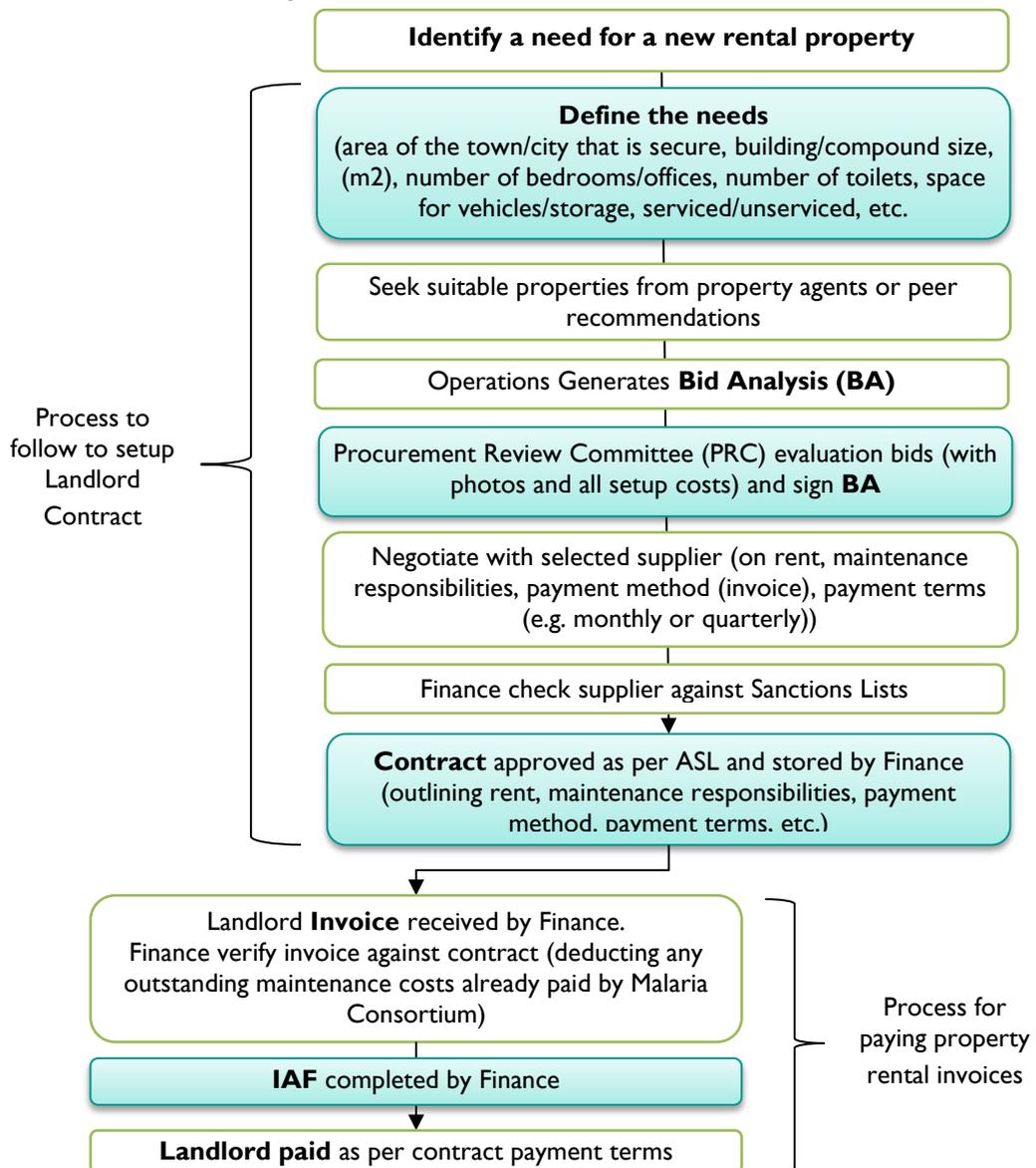
If requesting approval by email the person seeking the approval must send an email to the Approvers official Malaria Consortium email address with the following information:

- a summary of the products (e.g. stationery for the office, nutrition supplies for the project, conference room for a training, etc.) in the main body of the email
- the total value of the procurement, waiver or receipt in the body of the email
- all relevant attachments to support the approval request

The Approver must reply to the email (from their official Malaria Consortium email address) with the following text, with the history of the email in the reply: "I (*person's name and position*) approve the (*document reference number*) for the (*total or estimated value, including currency*) based on the below information and the document received on (*the date*)"

## 7.2 Rental Property Procurement Process

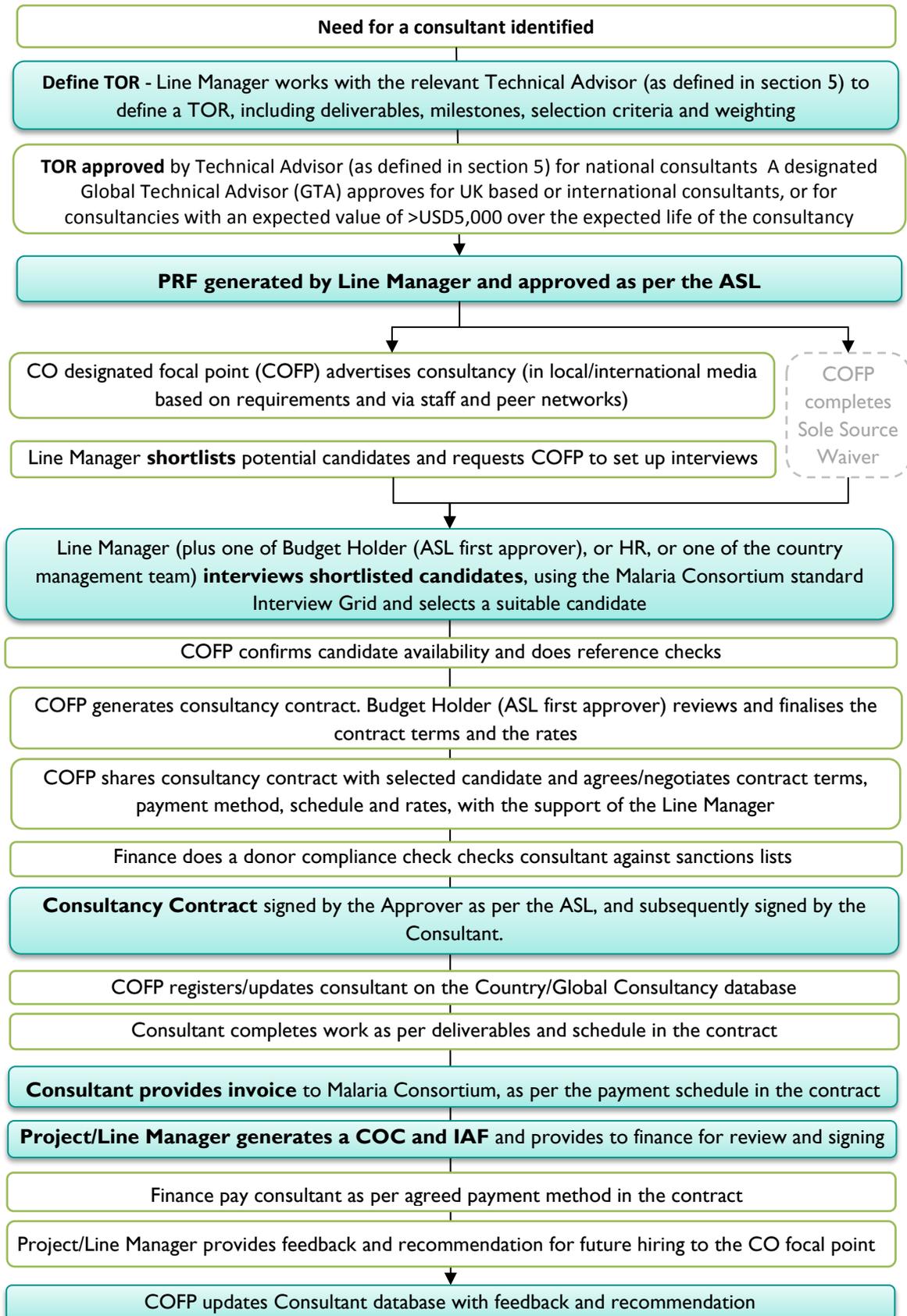
The following process is used when renting a new premises in the name of Malaria Consortium, including offices, accommodation or warehousing.



Finance must upload all Landlord contracts on to the country finance intranet page within one week of signing.

### 7.3 Consultancy Engagement process

The following is the process for sourcing and engaging individual consultants. When sourcing the services of a consultancy firm or agent (e.g. audit firm, legal firm, media service provider, etc.), then the standard Malaria Consortium procurement process must be followed as per section 7.1. The Country Director is responsible for allocating the country office designated focal point (COFP) who will support this process.



## 8 Strategic Supplier Agreements

Strategic Supplier Agreements are different to a Purchase Order/Contract or a Consultancy Contract as they are used, when market conditions allow, to pre-agree delivery terms, price and/or quality for regularly required products. When in place they reduce the effort involved in individual procurements. The two types of strategic supplier agreements are Framework Agreements (FWA) and Prequalified Supplier Agreements (PQS).

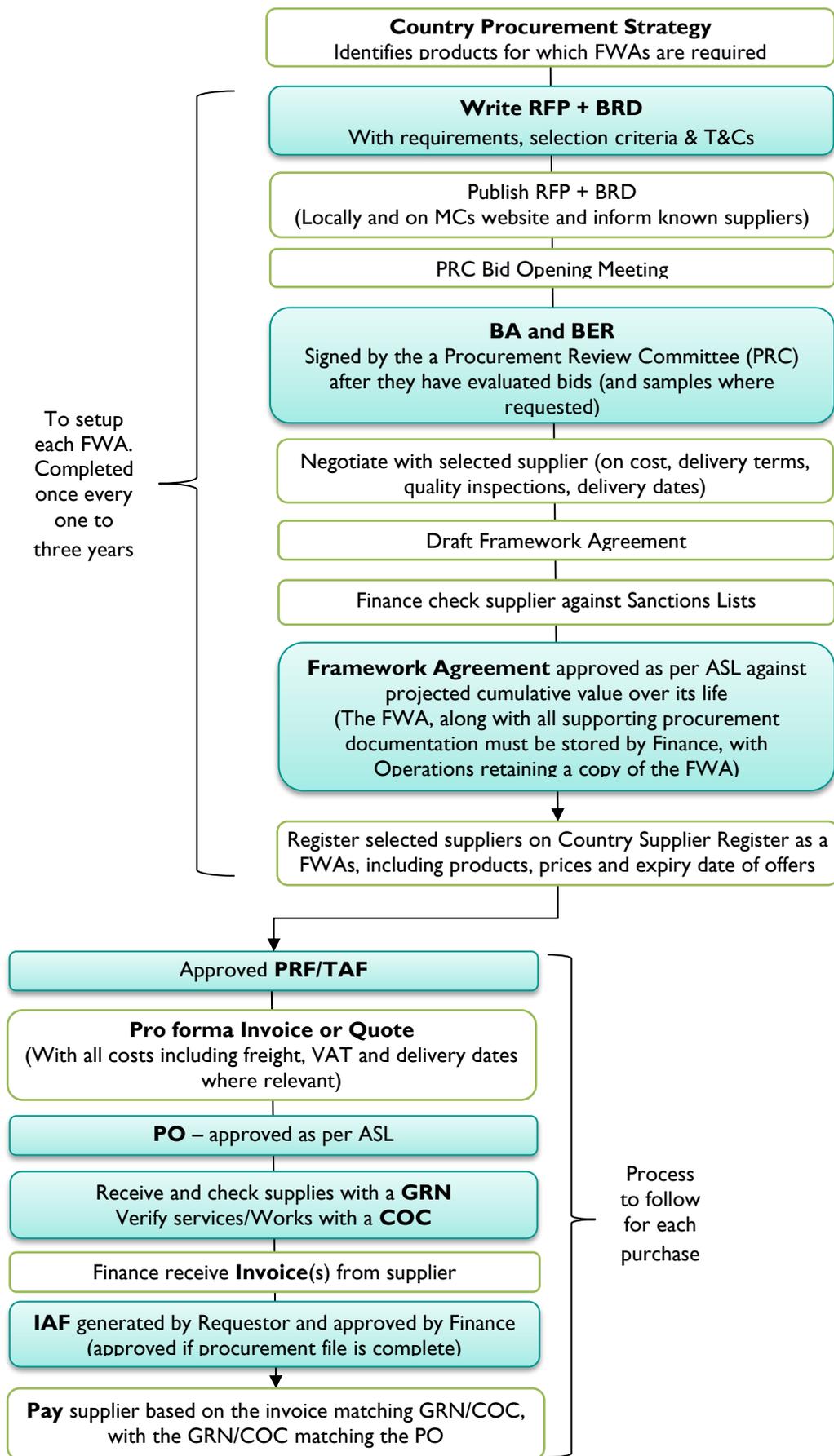
Both FWAs and PQS are setup by Operations using the procedures outlined in this section. FWAs and PQS can be extended only once, if a valid reason is provided and approved using the 'Strategic Supplier Extension Request Form', following which a full new procurement must be done.

Operations must estimate the maximum cumulative value that could be procured during the lifetime of the FWA or PQS lifetime. This estimated maximum cumulative value must be included in the RFP to allow bidders to understand the scale of procurement under this strategic agreement, so that they will base their competitive pricing on the expectation that the organisation will procure close to the maximum value in the lifetime of the contract, and if undervalued could affect the service from this supplier and future agreements.

The following table outlines key information relating to the setup and use of FWAs and PQS:

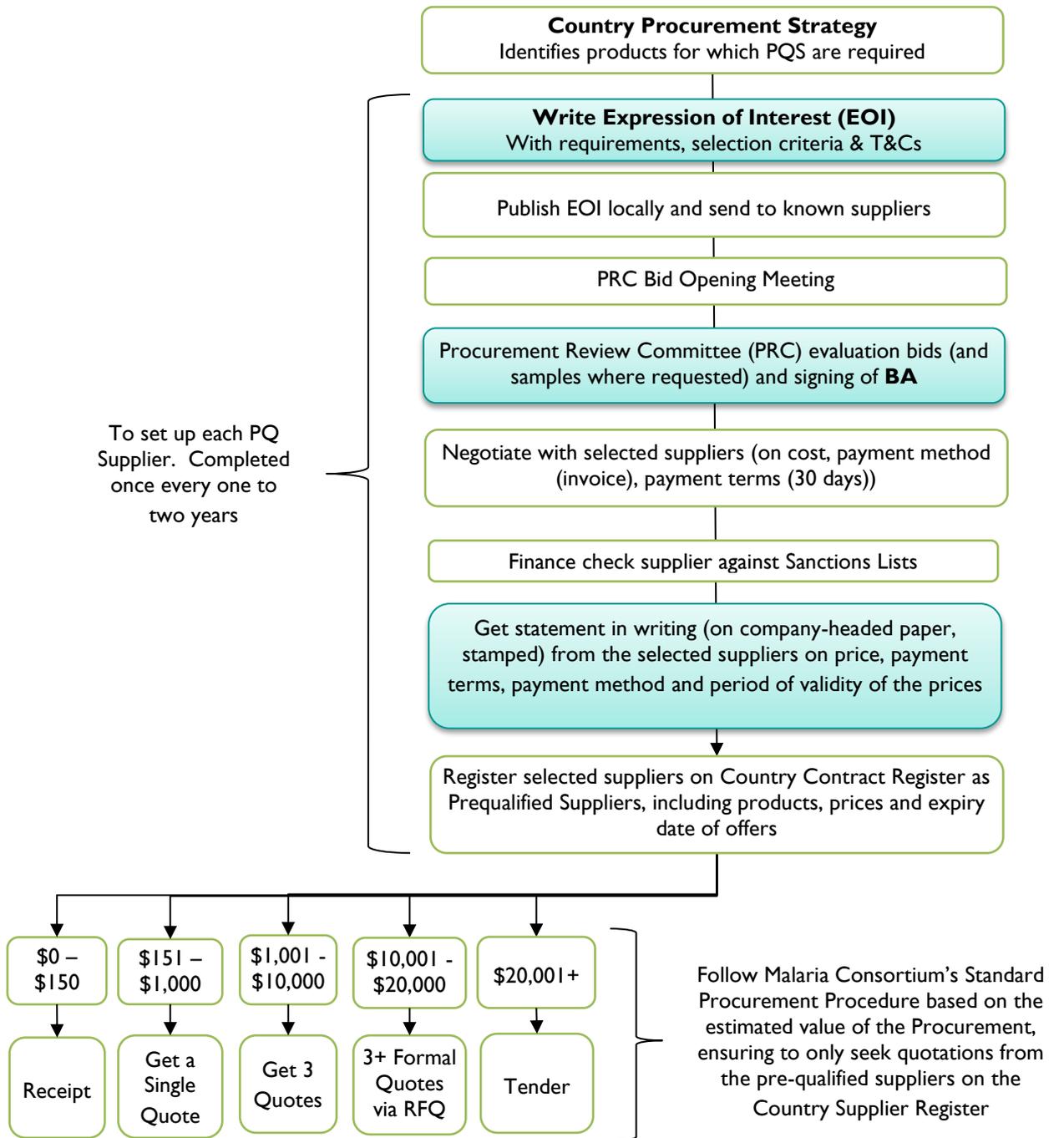
	<b>Pre-qualified Supplier (PQS) Agreements with Suppliers</b>	<b>Framework Agreements (FWA) with Suppliers</b>
Purpose	Used to source regularly required products from suppliers who must meet a predefined minimum quality standard, but for which a FWA cannot be put in place due to local price instability or product availability uncertainty. Examples include pharmaceutical providers who must meet a 'Good Manufacturing Practice' (GMP) standard or hotels that cannot guarantee availability when needed.	Used to source regularly procured products where the market prices are sufficiently stable and products are regularly available. This can include for: printing material, stationery, office consumables, vehicle servicing and repairs, IT Support, fuel, travel agency, generator service, etc.
Setup Procedure	PQs are identified by soliciting interest from the open market through an Expression of Interest (EOI) at least <u>once every two years</u> , using the <b>Expression of Interest Sample</b>	A FWA is setup by doing a Request for Proposal (RFP) procurement process to the open market, <u>renewed once every one to three years</u> .
Usage	Once setup, the Standard Procurement Procedure to be followed is based on the value of the procurement as normal, but with quotes being sourced only from the pre-qualified suppliers for any procurement <USD20,000. Above USD20,000 an RFP to the open market must be completed.	Once setup with the <b>Framework Agreement template</b> a purchase of any value can be made against the FWA by following the standard single quote procedure
Contents	Pre-qualification selection criteria must include: <ul style="list-style-type: none"> <li>• company and tax registration in the country</li> <li>• proof of adherence/compliance to required standards (e.g. GMP for pharmaceuticals or star rating and suitable location for hotels)</li> <li>• demonstrated ability to deliver product</li> <li>• written confirmation from the supplier, in the form of a letter (on company headed paper with a stamp) outlining <ul style="list-style-type: none"> <li>○ product prices for an agreed period of time</li> <li>○ payment method (on invoice, bank transfer)</li> <li>○ payment terms (e.g. 30 days after invoice)</li> </ul> </li> <li>• acceptance of Malaria Consortium's T&amp;Cs (as defined in the EOI)</li> </ul>	A FWA is signed between a supplier and Malaria Consortium. Selection criteria must include: <ul style="list-style-type: none"> <li>• company and tax registration in the country</li> <li>• defined product specifications</li> <li>• demonstrated ability to deliver required supplies or services</li> <li>• delivery terms (incoterms) method</li> <li>• payment method (on invoice, bank transfer)</li> <li>• payment terms (e.g. 30 days after receipt )</li> <li>• a cost of product section which can be an exact cost (plus taxes), a fee (%) on top of a variable cost (e.g. fee for booking flights), or a day rate/retainer (e.g. vehicle rental)</li> <li>• acceptance of Malaria Consortium's T&amp;Cs as defined in the RFP</li> </ul>

## 8.1 Framework Agreement Procurement Process

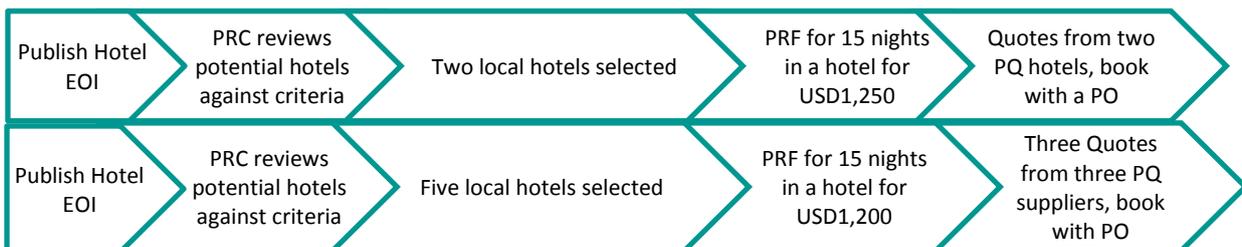


**Note:** Operations must upload all FWAs on to the country operations intranet page within one week of signing.

## 8.2 Pre-Qualified Supplier Procurement Process



Below are three examples of purchasing from Pre-Qualified suppliers



## 9 Procurement Information Management

It is important that procurement information and procurement files are filed and stored correctly in each location to ensure Malaria Consortium can demonstrate compliance and value for money for any procurement as required for:

- legal, financial and administrative reasons
- an internal or external audit
- when dealing with a dispute related to a purchase
- when investigating a potential fraud or conflict of interest

### 9.1 Procurement Filing

Procurement files are generated by Operations focal points for all purchases, including RFPs (tenders) and handed over to finance for storage. The originals of all procurement files must be stored in a secure and dry location by finance (using waterproof boxes where required) for six years or longer if required by local law or donor contracts. The boxes are to be labelled clearly with the contents and a master list of box numbers and contents retained by finance. Each box should be marked with the date for destruction. The boxes and their contents should be systematically and securely destroyed on the dates identified.

For each procurement file operations focal points are required to only retain a photocopy of the approved PRF, PO or Purchase Contract and GRN for their reference for one year only, with all original documents handed over to finance for payment and storage.

The Invoice Authorisation Form (IAF) is used for the handover of these files from the operations focal point to finance, with the finance signature on the IAF being acceptance of all supporting documents, with recognition that all attached documents are complete and accurate. Depending on the procurement process followed, the following are the documents for which the originals will be handed over to finance to enable payment, and which are subsequently be filed and stored by finance.

- Travel Authorisation Form (TAF)
- Purchase Request Form (PRF)
- Activity Advance Form
- Terms of Reference (TOR)
- Request for Quotes (RFQ)
- Request for Proposal (RFP)
- Bid Response Document (BRD)
- Quotes/Bids
- Bid Analysis (BA)
- Bid Evaluation Report (BER)
- Purchase Order (PO)/Contract
- Goods Received Note (GRN)
- Returned Waybill (WB)
- Certificate of Completion (COC)

Finance will also hold all procurement files for purchase contracts, FWAs and PQS, with Operations holding a copy of the purchase contract or FWA/PQS agreement for their records.

### 9.2 Contract tracking sheet

Every Malaria Consortium location in every country must maintain a register of suppliers with whom Malaria Consortium has a procurement agreement, including a Framework Agreement (FWA) or a Pre-Qualified Supplier agreement (PQS). This list must be maintained on the Malaria Consortium ***'Contract Tracking sheet' template***.

This register includes suppliers:

- with whom Malaria Consortium has a Framework Agreement
- who are Pre-Qualified by Malaria Consortium

- who are blacklisted by Malaria Consortium, including the reason for blacklisting

The Contract Tracking sheet defines the name, address and contact details for the supplier, the contract agreement number, their supplier registration number, their preferred payment method (cash, cheque, bank transfer), and the types of product(s) they sell.

The Contract Tracking sheet is maintained by the operations focal point in every location and is sent to the country operations focal point on a quarterly basis, who will consolidate and submit to Global Operations Manager and the Country Finance Manager on each of April 25<sup>th</sup>, July 25<sup>th</sup>, October 25<sup>th</sup> and January 25<sup>th</sup>.

### 9.3 Procurement Tracking and Reporting

All procurements that require a Purchase Request Form (PRF) must be registered on a local Procurement Tracker. To allow staff to understand the current status of their ongoing purchases the tracker must be updated and sent to all Project staff (and finance) in their location, plus the country office, at least once a month, with the date each month to be defined by the country operations focal point.

The Country Operations Manager (or focal point) must consolidate all Procurement Trackers once every quarter to enable analysis and procurement reporting. These must be sent to the Country Director and the Global Operations Manager on the below dates each year, along with an analysis by the Country Operations Manager (or focal point).

- 25 April (for the period 1 January to 31 March)
- 15 July (for the period 1 January to 30 June)
- 15 October (for the period 1 January to 30 September)
- 25 January (for the period 1 January to 31 December)

The analysis done by the Country Operations Manager (or focal point) must include: identifying the quantities of different categories of items being procured, prices per location and if they are procured via FWAs or through the standard procurement process. This allows for improved decision making on where to buy what, making procurement more efficient and cost effective.

## Appendices

Softcopies of all appendices can be found on the Operations page of the Malaria Consortium Intranet

### Procurement Process Documents

Appendix 1	Purchase Request Form (PRF)
Appendix 2	Sole Source Waiver Form
Appendix 3	Local Procurement Waiver Form
Appendix 4	Request for Quotation (RFQ) template
Appendix 5	Expression of Interest (EOI) sample
Appendix 6	Request for Proposal (RFP) sample
Appendix 7	Bidder Response Document (BRD) sample
Appendix 8	Bid Analysis (BA) template
Appendix 9	Bid Evaluation Report (BER) template
Appendix 10	Purchase Order (PO)
Appendix 11	Purchase Contract template
Appendix 12	Goods Received Note (GRN)
Appendix 13	Certificate of Completion (COC)
Appendix 14	Invoice Authorisation Form (IAF)
Appendix 15	Strategic Supplier Extension Request Form
Appendix 16	Bid Opening Form

### Procurement Tools

Appendix 17	Procurement Strategy Template
Appendix 18	Project Procurement Plan (PPP) template
Appendix 19	Contract Sheet template
Appendix 20	Price List Survey template
Appendix 21	Framework Agreement Template
Appendix 22	Procurement Tracker
Appendix 23	Procurement Review Committee Appointment Sheet

All appendices can be found on the [Operations Page](#) on the Malaria Consortium intranet