



Worthy Plan Empowerment Initiative (WPEI)

PROCUREMENT MANUAL

4 May 2022

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Board Validation Page

We Worthy Plan Empowerment Initiative (WPEI) Trustees & Board of Advisors and management team on this day 4th of May 2022, after a collective evaluation of the Procurement policy draft in a validation meeting, hereby validate this policy document and adapt it to be a working document in WPEI's pursuit of marinating a working environment that is accountable to our beneficiaries and donor.



For Trustees & Board of Advisors.

MARTINS OYIN KINGSLEY

CHIEF EXECUTIVE OFFICER

Worthy Plan Empowerment Initiative

I. Introduction

In managing the funds provided by its Member States and donors, WPEI is expected to comply with relevant regulations and rules of the Organization and public procurement principles. It is required of WPEI that funds entrusted in its care for carrying out its activities are used effectively and efficiently by upholding fiduciary standards. The Procurement Manual provides principles, guidance and procedures for the Organization to attain those standards in the procurement process. The principles of fairness, transparency, integrity, economy, efficiency and effectiveness must be applied for all procurement processes, delivered with a high level of professionalism thus justifying WPEI's involvement in and adding value to the implementation process. WPEI's procurement policies, procedures and practices are governed by the Financial Regulations and Rules of WPEI.

II. Purpose

This Procurement Manual is intended to provide direction and guidance on WPEI's procurement policies and procedures to all staff members, and individuals involved in the various stages of the procurement cycle. It also explains the responsibility and accountability of those involved in the procurement process, in line with public procurement principles.

The Procurement Manual is a living document, which may be amended from time to time as deemed necessary to reflect changes in best practice supply chain management. Any changes will be provided in the form of an amendment to the Manual, or, if deemed necessary, a new version of the Manual will be issued.

Staff members, and individuals, as further defined herein, are required to comply with the provisions of this Manual.

1. Definition and Scope of Procurement

Procurement is defined as the overall process of acquiring goods, works, and services, which includes all related functions including planning, forecasting, supply chain management, identification of needs, sourcing and solicitation of offers, preparation and award of contract, as well as contract administration until the final discharge of all obligations as defined in the relevant contract(s).

The procurement process covers activities necessary for the purchase, rental, lease or sale of goods, services, and other requirements such as works and property.

The scope of procurement is limited to activities involving legal entities and does not include the selection and administration of personnel which fall under the domain of the Department of Human Resources Management.

2. Procurement Principles

The following four principles shall be given due consideration when undertaking the procurement functions of WPEI:

- Best value for money;
- Fairness, accountability, integrity and transparency of the procurement process;
- Effective competition;
- The best interest of WPEI.

The key to meeting the four procurement principles lies in procurement planning. Procurement planning is also the tool that allows managers to establish and monitor key performance indicators as well as to assess and mitigate risks that have the potential to derail set procurement targets.

2.1 Best Value for Money

The best value for money principle shall be applied throughout the whole procurement process. This means that the Procurement Official/Authorized Official is responsible for ensuring that the goods/services/works are procured in a

competitive and transparent manner, within a reasonable time frame, meeting the end-user's requirements as well as taking into account all relevant associated costs and benefits over the whole procurement process.

The best value for money decisions are influenced by a number of factors, including but not limited to:

- I. The choice of procurement procedure.
- II. Effective competition.
- III. Non-discrimination.
- IV. The geographical spread of the relevant supply chain market;
- V. Performance.
- VI. Risk;
- VII. Financial and contractual considerations;
- VIII. Operating, life-cycle and disposal costs when dealing with equipment.

When applying the best value for money principle, Procurement Officials/Authorized Officials shall consider the following:

- (a) Maximize effective competition, where relevant;
- (b) Reduce risks associated with complex procurements;
- (c) Carefully establish qualification requirements and evaluation criteria and associated weights (if any) in order to select the offer with the highest expectation to meet the Organization's needs; and
- (d) Ensure an impartial and comprehensive evaluation of offers in a timely manner.

2.2 Fairness, Integrity, and Transparency

Fairness, integrity, and transparency shall be applied throughout the procurement process. All procurement activities shall be carried out based on clear and appropriate rules and procedures that are applied consistently to all bidders.

2.3 Effective Competition

Effective competition means that WPEI creates equal opportunities for potential bidders to participate in WPEI procurement activities.

This requires WPEI to ensure that all information relevant to a particular procurement activity is provided to all bidders on a timely basis, without any favouritism. It also requires that bidders are not influenced to fix prices of goods and services as an attempt to hinder open international competition. Effective competition is achieved under the following conditions:

- Wide advertisement of the procurement opportunity;
- Sufficient number of independent potential bidders are invited;
- Potential bidders that act independently of each other;
- Competition for the same business opportunity under the same conditions;
- Response to the procurement opportunity by a sufficient number of bidders.
- Treating all bidders in the same and impartial manner.
- Personal and institutional behavior such as honesty, truthfulness, accuracy of one's actions, impartiality and incorruptibility.
- All transactions are open, visible and well documented, ensuring full audit trail.

2.4 The Best Interest of WPEI

Procurement in the best interest of WPEI means carrying out procurement activities in a manner which assists WPEI in meeting its organizational objectives and goals, in strict compliance with WPEI Financial Regulations and Rules and procurement principles.

3. Segregation of Duties/Four Eyes Principle

To reduce the risk of error, waste or wrongful acts and the risk of not detecting such problems, no single individual or team shall control all key stages of a procurement process. Duties and responsibilities shall be assigned to a number of individuals to ensure that effective checks and balances are in place.

In WPEI, authorities, responsibilities and duties are segregated. Related duties shall be subject to regular review and monitoring. Discrepancies, deviations and exceptions are

properly regulated in the Financial Regulations and Rules and the Staff Regulations and Rules. Clear segregation of authorities is maintained between programme/project management, procurement and supply chain management, financial management and accounting as well as auditing and internal oversight. Therefore, segregation of duties is an important basic principle of internal control and must be observed throughout the procurement process.

The different stages of the procurement process should be carried out, to the extent possible, by different officials with the relevant competencies. As a minimum, two officials shall be involved in carrying out the procurement process. The functions are segregated among the officials belonging to the following functions:

- Supply Chain Department: For carrying out procurement, including review of technical specifications, terms of reference, and scope of works, market research/surveys, sourcing/solicitation, preliminary examination, commercial evaluation of offers, contract award, contract management;
- Procurement Committee: For initiating procurement requests on the basis of well formulated technical specifications, terms of reference, scope of works, ensuring availability of funds, technical evaluation of offers (preferably, different staff should be involved in defining the procurement requirements and in the technical evaluation); award recommendation; receipt of goods/services; supplier performance evaluation (jointly with the Supply chain Department).
- Department of Finance: Budget allocations, funds checking, processing of payments and other finance related activities.

4. Procurement Procedures and Types of Competition

4.1.1 Fast Track/Low Value Procurement

The fast track procurement procedure allows Authorized Officials to manage low value procurement requirements whose intended commitments per single requirement, and for a series of inter-related requirements, does not exceed NGN20,000 and NGN100,000

4.1.2 Medium Value Procurement

For procurement above NGN100,000 Authorized Officials a may manage medium value procurement requirements whose intended At present, the functionality is not available but may be considered in future.

4.1.3 High Value Procurement

The Supply Chain Department is responsible for the procurement of goods/services/works for technical cooperation (TC) projects and for TC and non-TC requirements.

4.1.4 Long-Term Agreements (LTAs)

For goods/services/works that the Organization procures on a regular basis through repetitive bidding procedures, the intention is to enter into Long- Term Agreements (LTAs) by which a long-term contractual relationship is established between WPEI on the one part, and one or several contractor(s) on the other part, to ensure quick and uninterrupted supply. The advantage of an LTA is to reduce workload, minimize lead times and to secure competitive prices and rates for goods/services/works, under terms and conditions that meet the best interest of WPEI. LTAs also enable WPEI to fully leverage its market position taking advantage of its size, procurement volume and geographical presence in order to obtain best value for money. Further, an LTA is useful for providing immediate stock availability, for instance during accelerated project implementation requirements.

4.2 Procurement Methods

The solicitation of offers through the various procurement methods or procedures (i.e. Request for Quotation, Invitation to Bid, Request for Proposal, etc.) shall be done by the procurement officer/procurement committee. Prior to the selection of a procurement method, the Procurement Official, in consultation with the Project Manager/requesting officer and procurement committee, may identify the most suitable procurement procedure by determining whether the procurement requirement:

- First, can be met by placing an LTA call-off order against an existing LTA;
- Second, can be met by carrying out an open competitive procurement method;
- Third, can be met by using a restrictive procurement method;
- Last, can be met by following direct procurement (**waiver of competition**).

In case of open competition, the most suitable procurement method should be selected depending on the complexity, nature and estimated value of the procurement requirement. Depending on the nature, complexity and intended aggregate value of the commitment, the contents of the bidding documents may vary. Bidding will be done for procurement worth over 10 million. Ten Million and Above. In general, the structure of WPEI's bidding documents is as follows:

- (a) Letter of invitation;
- (b) Instructions to bidders;
- (c) Technical specifications/terms of reference/statement of works;
- (d) Qualification requirements and evaluation criteria;
- (e) Forms for preparation of the technical and commercial offer(s);
- (f) Model contract

For solicitation of offers, depending on the intended commitment of the procurement transaction, the Procurement Official/committee may use informal and formal procurement methods.

The below table provides an overview of WPEI's procurement methods, their characteristics and thresholds:

Procurement Method		Procurement Requirement	Estimated Threshold
Vendor Third Party Form Category C	INFORMAL	Clear and specific	N100,000 Max and N500,000 Max if personnel with the technical expertise do not have a corporate identity

, Request for Quotation	FORMAL	Goods, services, works with standard or firm specifications which can be expressed quantitatively and qualitatively	Above NGN 100,000 to N10,000,000
Invitation to Bid (ITB)		Goods, services, works with standard or firm specifications which can be expressed quantitatively and qualitatively	Above N10,000,000
Request for Proposal (RFP) or Call for Expression of Interest.		Services, works, with requirements that cannot be expressed quantitatively and qualitatively	Above N500,000 to N1,000,000 Max for Individual consultants and above N1,000,000 for corporate consultants

4.2.1 Vendor Third Party Form Category C

Vendor Third Party Form **Category C** is an informal procurement method to be applied for low and medium value procurement requirements not exceeding N100,000 and N500,000 max for individual vendors with proven expertise but without a corporate identity.

The procurement unit of the supply chain department shall issue RFQs either by mail, fax, or manually. Quoters shall respond and accordingly submit their quotations either via mail or manually.

Where possible, a minimum of three companies or vendors relevant to the specific procurement requirement shall be directly invited.

4.2.2 Invitation to Bid (ITB)

Invitation to Bid (ITB) is a formal procurement method normally used where a single shopping cart involves an intended commitment above NGN 10,000,000

The ITB should be used as a procurement method for the procurement of goods or works of standard and/or objectively measurable quantitative and qualitative specifications (i.e. clearly defined or continuously used goods).

The procurement unit of the supply chain department shall issue RITBs either by mail, fax, or manually. Bidders shall respond and accordingly submit their bids

4.2.3 Request for Proposal (RFP)

Request for Proposal (RFP) is a formal procurement method normally used where a single shopping cart involves an intended commitment above NGN 500, 000

The RFP should be used as procurement method for the procurement of services or works and related goods where the deliverables cannot be quantitatively or qualitatively expressed in sufficient detail to allow use of another procurement method (e.g. for professional services, combination of complex technical services and equipment, etc.). bidders may submit their proposals with budget in writing (hardcopy).

4.3 Types of Competition

Competitive offers shall be obtained using the following types of competition.

4.3.1 Open Competition

Open competition is the default type of competition, a procurement notice will be published on the WPEI website, social handles and myjobmag.com. Depending on the nature and subject matter of the procurement process, the notice may be published on other websites, or in media/publications with a wide circulation.

4.3.1.1 Use of the Results of Previous Open Competition

When open competition for substantively the same goods and services was conducted, the Procurement Official/ Authorized Official may use the result of a previous open competitive bidding process. Such open competitive bidding results may be used as an alternative to issuing a new bidding if all of the following conditions are met:

- The open competition was conducted within the last twelve months from the date of opening of the offers; and
- Substantially the same terms and conditions as the original offer are confirmed by the contractor; and
- The quantity of goods or the value of the works/services does not considerably exceed the one which the related offer was based on.

4.3.2 Restricted Competition

This type of competition is used where competition is restricted to a shortlist of qualified company(ies) or organization(s). The reasons for applying this method include:

- Pre-qualification of companies or organizations following a Call for Expression of Interest/nomination process carried out by WPEI;
- Pre-qualification of companies or organizations established by specific WPEI programmes.

4.3.3 Exceptions to Competition (Waiver)

As a general rule, the open competitive procurement method shall be applied. Waiver of competition is an exception to WPEI open procurement methods and should therefore be considered as a serious departure from the regular procurement process. All requests for waivers should provide sufficient justification and information based upon facts. Wherever practical, the Procurement Official/Authorized Official should compare prices for goods/services/works with general market prices before the decision to waive competition.

5. Ethics / Confidentiality

The funds used by WPEI are entrusted to the Organization by its donors and other parties. The transactions committing WPEI shall be conducted at impeccable standards

in order to ensure the highest degree of public trust. Hence, it is absolutely essential that all procurement activities be carried out in a manner above reproach, with complete impartiality and with no preferential treatment.

All WPEI Procurement Officials/Authorized Officials, WPEI staff members, and officials/persons involved in any stage of the procurement process are responsible to protect the integrity of the procurement process, are accountable for their procurement decisions and shall demonstrate that proper ethical standards have been observed by confirming adherence to the "Declaration of Compliance with WPEI Procurement Ethics and Professional Standards" and strictly follow the Organization's Financial Regulations and Rules, Staff Regulations and Rules, directives, administrative instructions, and/or other policies.

The actions of staff members, budget holders and other officials/persons in the procurement process shall be transparent and well documented in the appropriate procurement file so that there is appropriate audit trail and proof that these standards have been upheld.

5.1 Ethics in Dealing with Bidders/Contractors

WPEI's procurement process must allow bidders to compete for WPEI business on a fair basis. Therefore, staff members, and officials/persons associated with the procurement function are responsible for protecting the integrity of the procurement process and maintaining fairness in the treatment of all bidders.

The WPEI standard of conduct for all staff members involved in the procurement process includes, but is not limited to, the following:

- (a) Before such information is available to the business community at large, staff/officials shall not allow any company or organization access to information on a particular acquisition;
- (b) Furthermore, staff members, and other officials/persons shall not intentionally use unnecessarily restrictive or "tailored" technical specifications or terms of reference that could discourage or limit competition;
- (c) Staff members, and other officials/persons shall not solicit or accept, directly or indirectly, any financial benefit, gratuity, gift, favour, entertainment or any promise of future employment from anyone who has sought or is seeking to obtain WPEI business;

- (d) Staff members, and other officials/ persons shall not have a personal, family or financial interest in any bidder participating or involved in a WPEI procurement process and/or a solicitation relating to a WPEI project executed by another entity, and are prohibited from any involvement in the procurement process if they do;
- (e) Staff members, and other officials/ persons shall not disclose, directly or indirectly, proprietary and source selection information to any person other than a person authorized to receive such information.
- (f) Prior to the deadline for the receipt of offers, no communication shall take place between bidders, potential and otherwise, and any other person except the Procurement Official/ Authorized Official designated as the sole point of contact in the bidding.
- (g) Absolute impartiality shall be maintained with all potential bidders throughout the bidding and selection process. The same information concerning the bidding documents shall be made available to all potential bidders.
- (h) All potential bidders who have confirmed their intention to participate in the bidding process shall receive the same information, and to the extent possible, simultaneously, to avoid the appearance of partiality, and to prevent the perception that other parties have received information that can offer them an advantage for being awarded a contract.
- (i) Any significant change of information related to the bidding process prior to the deadline for the receipt of offers shall be appended in the form of an amendment to the bidding documents and shall constitute a part of the bidding process.
- (j) Any staff or non-staff involved in the WPEI procurement process facing a conflict of interest or potential conflict of interest should immediately notify their supervisor.

WPEI considers a conflict of interest (COI) to be a situation in which a party has interests that could improperly influence that party's performance of official duties or responsibilities, contractual obligations, or compliance with applicable laws and regulations, and that such conflict of interest may contribute to or constitute a fraud and corruption under this Manual. WPEI will take appropriate actions to manage such conflicts of interest or may reject a proposal for award if it determines that a conflict of interest has flawed the integrity of any procurement process.

5.2 Ethical Behaviour of Bidders/Contractors

WPEI requires that bidders, suppliers, contractors, their agents (whether declared or not), subcontractors, Project Executing Entities and consultants (including their respective officers, directors, employees and agents) adhere to the highest ethical standards, and promptly report to WPEI any known or suspected acts of fraud or corruption during the bidding process and execution of WPEI contracts and agreements.

The definitions set out below involve the most common types of fraud and corruption, but they are not exhaustive. For this reason, WPEI shall also take action in the event of any similar deed or complaint involving alleged acts of fraud and corruption, even when these are not specified in the following list. WPEI shall in all cases proceed on the basis of the procedure described herein. In pursuance of this procedure, WPEI defines the terms set forth below:

- (a) A **corrupt practice** is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value in order to influence improperly the actions of another party;
- (b) A **fraudulent practice** is any act or omission, including a misrepresentation, which knowingly or recklessly misleads, or attempts to mislead, a party in order to obtain a financial or other benefit or to avoid an obligation;
- (c) A **coercive practice** is any act impairing or harming, or threatening to impair or harm, directly or indirectly, any party or its property in order to influence improperly the actions of the party;
- (d) A **collusive practice** is an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party; and
- (e) An **obstructive practice** is: deliberately destroying, falsifying, altering, or concealing evidence material to an 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 an investigation or from pursuing an investigation, or acts intended to materially impede the exercise of WPEI's contractual rights of audit or access to information.

The above practices, as so defined, are referred collectively as “fraud and corruption”. In preventing and combating fraud and corruption and upholding the highest standards of integrity, WPEI may:

- (a) reject a proposal for award, or
- (b) propose any remedial action, or
- (c) terminate a contract/agreement,

if it is found that a prohibited practice as hereinabove defined has occurred, which has not (or cannot) be cured or otherwise remedied, and which materially or significantly undermines the integrity of the bidding process or the contract / agreement in question as well as WPEI’s interests. WPEI will determine whether such individual and/or entity, either indefinitely or for a stated period of time, shall be ineligible:

- (a) to be awarded a WPEI contract;
- (b) to be a nominated sub-contractor, consultant, or service provider of an otherwise eligible contractor being awarded a WPEI contract;

Any such action shall be well documented and approved by the Supply Chain Officer following consultation with the Office of Legal Affairs or Legal Advisor of the Organization

5.3 Confidentiality

It is understood that any procurement process is confidential individuals involved at any stage of the procurement process shall adhere to strict confidentiality. The obligation to maintain the confidentiality of the procurement process does not cease upon separation of staff members from the Organization.

Procurement processes may contain privileged information, part of which may be copyrighted, and is received by bidders on the condition that no part thereof or any information concerning it may be copied, exhibited, or furnished to others without the prior written consent of WPEI as determined by the relevant Procurement Official/ Authorized Official. This condition may be exempted to the extent that the bidder may exhibit part or parts of the bidding documents to potential sub-contractors for the sole purpose of obtaining offers from them.

For bidding processes where certain documents and information are considered to be particularly sensitive, the Procurement Official may opt to request bidders to sign a confidentiality agreement prior to their receipt of the complete set of bidding documents.

Notwithstanding any other provisions in WPEI's bidding documents, bidders will be bound by the terms and conditions of the bidding documents whether or not their company or organization submits an offer or responds in any other way to a procurement notice.

The handling of offers received by WPEI, as well as their content shall be treated in a confidential manner throughout the whole procurement process. Information relating to the examination, evaluation, and comparison of offers and the recommendation of contract award shall not be disclosed to bidders or any other persons not officially concerned with such process.

Any effort by a bidder to influence WPEI in the examination, evaluation and comparison of the offers or contract award decisions may result in the rejection of its offer.

From the time the offers are opened to the time the contract is awarded, if any bidder wishes to contact WPEI on any matter related to its bid, the bidder should do so in writing to the relevant Procurement Official/ Authorized Official.

6. Procurement Planning

Procurement Planning is considered an important tool for managing WPEI's procurement needs in an effective and timely manner. The WPEI procurement plan is a forecast based on the estimated procurement requirements provided by Project Managers/budget holders. The data provided by the Project Manager/budget holder shall be reviewed by Supply Chain Department and regular reports generated for publication on WPEI's external web-site, as deemed required. It shall normally cover the period of the calendar year.

Upon approval of a new WPEI programme or project and yearly thereafter, the Project Manager/Budget holder should provide the following information for preparation of the procurement plan particularly in regard of high-value procurement requirements and items and services that will be required repetitively:

- Description of goods/services/works;
- Estimated quantity and amount;
- Beneficiary LGA;

- Source of funding;
- Estimated delivery date or performance period;
- Anticipated procurement method to meet the requirement, in particular in regard to planned waivers of competition.

In his/her planning, the Project Manager/budget holder shall, in coordination with the Procurement Official, consider the time required for the preparation of bidding documents, the bidding process, the evaluation of offers, negotiation (if applicable), review by the Procurement Committee (where relevant) and preparation of the purchase order/contract.

The procurement plan may be used by Supply Chain Department to:

- Assist in planning and distribution of the workload within the Division (smoothen out peak periods);
- Generate statistics identifying the frequency of certain procurement requirements and thus supporting the decision to set up LTAs, etc.;
- Publish the forthcoming procurement requirements (on an aggregated level) on the WPEI procurement website to inform potential bidders prior to issuing the actual bidding documents;
- Reduce lead-time; and
- Initiate other pro-active procurement actions as deemed required.

6.1 Definition of Requirements

Every effort should be made by the Project Manager/Budget holder to ensure through the early involvement of Procurement Services unit, if and where appropriate, during the project design/formulation stages that relevant procurement aspects are properly considered.

The Project Manager/budget holder and procurement committee is responsible for defining, in consultation with Supply Chain Department, the requirements of a procurement process. The four-eyes principle is then ensured by the Procurement Official who shall evaluate the requirements received, ascertaining that they meet the purpose and objective of the procurement requirement, and identify any issues which appear not to comply with the provisions of the Financial Regulations and Rules and this Manual e.g. use of brand names without justification, unrealistic delivery dates, over/under specification, requirements or evaluation criteria that are not essential, objective or measurable, etc.

6.2 Types of Specifications

The specifications form part of the bidding documents. The following documents may be used to specify requirements:

- (a) Technical Specifications;
- (b) Terms of Reference (TOR);
- (c) Statement of Work (SOW)/Bill of Quantities (BOQ);
- (d) Other relevant documents.

For complex service or works requirements, the Project Manager/Officer may wish to obtain the services of a consultant who can assist in the drafting of technical specifications, terms of reference, or statement of works and related designs/drawings. In general, technical specifications/terms of reference/statement of works shall:

- Clearly, concisely and logically describe the functions and performance etc. of a requirement;
- Not over specify the requirement (e.g. include unnecessary features) as this may lead to an increase of the offered prices and/or to a decrease in the number of offers received;
- Not under specify the requirement as this may lead to offers which do not meet the requirements.

The final agreed upon technical specifications/terms of reference/statement of works shall be made part of the bidding documents.

6.2.1 Technical Specifications

Technical specifications are mainly used for the procurement of goods (equipment, products, instruments, materials, supplies, etc.). Technical specifications shall be neutral, clear and technical and/or performance oriented. They must completely and fully describe the requirements. In general, technical specifications should be formulated by taking the following characteristics into account:

- (a) Functional characteristics, i.e. to define how the required product should function;
- (b) Performance characteristics, i.e. to define what performance levels are required from the product (e.g. reference to product standard, Minimum Operating Security Standards (MOSS) requirements, ISO and similar standards, guarantees etc.);

- (c) Sufficiently detailed technical description, i.e. to describe the physical characteristics and dimensions of the required goods (e.g. design, dimensions, materials, characteristics, etc.).

References to brand names must be avoided. However, brand names may be used on an exceptional basis as follows:

- The words “or equivalent” shall be included in the bidding documents and bidders shall be requested to demonstrate that the offered products and services of a different brand meet the functional/performance characteristics of the technical specifications; or
- Where a particular brand is essential to WPEI project requirements and due justification is provided.

If provided for in the bidding documents, WPEI reserves the right to vary the quantity of the goods and/or related services, without any change in the unit prices or other terms and conditions.

6.2.2 Terms of Reference

Terms of reference (TOR) are used for contracting technical, consultancy and other services, packages of services and equipment, where services play a defining role. TOR should be sufficiently clear and precise to describe the scope and nature of the required services. TOR should include information including but not limited to:

- Objective, background, and expected overall impact of the required services;
- Enumeration of all tasks and activities required to be performed by the contractor;
- Description of required deliverables and outputs by task/activity level;
- Expected start and completion dates of activities;
- Reporting requirements/timelines and payment schedules (where relevant);
- Performance characteristics, i.e. to define what performance levels are required from the contractor in terms of services and related personnel;
- Any other requirements and criteria as may be appropriate for a particular procurement case

6.2.3 Statement of Works

Statement of works (SOW) is generally used for construction works and should provide all information required to allow the contractor to undertake the works (e.g. location, MOSS requirements, time schedules for the execution of the works, relevant information about the construction site and other technical requirements which are deemed necessary).

Statements of works are generally accompanied by a bill of quantities (BOQ) which lists all main inputs for a works project, including equipment, supplies, auxiliary services etc. The bill of quantities shall include in tabular form the estimated quantities for each respective input item, such as soil movements/excavations, structures, floors, roofing, sanitation. The statement of works also contain details on payment and invoicing terms, (e.g. per unit prices or lump sum prices) and reporting requirements/timelines.

6.3 Qualification Requirements and Evaluation Criteria

The bidding documents shall clearly indicate any and all qualification requirements and evaluation criteria which shall be applied in the examination, comparison and evaluation of offers.

All technical and commercial qualification requirements and criteria, and their associated weights, if any, shall be directly relevant and proportionate to the particular procurement requirement and must not unduly disqualify companies or organizations but allow for open and fair competition.

Furthermore, they should be reasonable in number and as clear as possible, so as not to render the evaluation of the offers more difficult. Once published, it is strictly not permissible to introduce new requirements and/or criteria beyond those contained in the bidding documents, unless made in the form of an amendment to the bidding documents issued prior to the deadline for the receipt of bids.

7. Sourcing

7.1 Market Research/Survey

Market research/surveys are used in the sourcing/requisitioning process, especially in cases where the procurement requirements are new to the Organization or as input in design stages

of technical cooperation projects. Furthermore, market research/surveys may be carried out to determine if goods/services/works are available to meet WPEI's needs or could be modified to meet its needs.

A market research/survey should lead to a clear understanding of the business practices and preferred commercial terms and conditions of the supply market and be used to facilitate the tailoring of a procurement strategy (including bidding documents, technical specifications/terms of reference/statement of works, qualification requirements and evaluation criteria and evaluation and selection methodology).

The amount of effort required for market research/surveys depends on the value/risk of the requirement. For medium value, standard procurement requirements research may be limited to searching existing rosters and reviewing previous contracts/purchase orders. For high value or high risk, complex procurement requirements, an extensive market analysis may be required.

Conducting a market research/survey is within the scope of the procurement function. Notwithstanding, it is expected that the Project Manager/budget holder carries out his/her own technical research of the relevant industry sector, and participates in professional discussions in various forums to keep abreast of technological and other developments within his/her area of expertise. It is recommended that the Procurement unit is involved in this process.

Where applicable, before developing new technical specifications and soliciting new products which are not familiar to WPEI, the Project Manager should request the Supply Chain Department to perform a market survey/research. The market survey/research conducted by the Supply Chain Division shall be based on generic and preferably performance-based descriptions of the procurement requirements to be fulfilled.

Once the Supply Chain Department receives a request to undertake a market research/survey from a Project Manager, it shall evaluate the urgency, intended commitment, complexity and past experience in respect of the requirement. To conduct a market survey/research, the Procurement Services Division may:

- Contact knowledgeable individuals in the relevant sector/industry;
- Review the results of recent market research/surveys undertaken by UNIDO or other organizations to meet similar procurement requirements;

- Conduct internet searches/communications with the industry;
- Obtain source lists of similar items from other agencies, trade organizations or other sources;
- Review catalogues and other product literature;
- Issue Requests for Information (ROI) or Calls for Expression of Interest (Call for EOI) on the WPEI website, social media handles and all other relevant external web sites.

The results of the market research/survey shall be documented in the procurement file.

7.1.1 Call for Expression of Interest

An expression of interest (EOI) provides general information on the requirements for goods/services/works of a planned procurement process. Through the Call for EOI, companies or organizations are requested to express their interest before a prescribed deadline and, if deemed required, provide some information about their company or organization and the market in which they operate. The pre-qualification results received from the call for EOI may be used to:

- Test if there is a market for a certain procurement requirement for which an open procurement procedure is warranted; and/or
- Prepare a short list of companies or organizations to be invited to submit detailed offers as part of a formal procurement process.

7.2. Preparation and Release of Bidding Documents

The Procurement Official/ Authorized Official should prepare bidding documents, by using other WPEI model bidding documents outside. When preparing the bidding documents a template for breakdown of costs shall be considered.

Procurement Officials/ Authorized Officials shall complete the respective templates to capture all relevant data and information on the specific procurement requirement. The available budget foreseen for the procurement requirement may be disclosed in the bidding documents. If awarding purchase orders/contracts for parts of the requirement(s) to more than one bidder (e.g. lot systems) is foreseen, it shall be specified in the bidding documents.