



सो'क्ष'सुख'अशु'द'द'को'अ'कु'व'य'द'ग'ल'अ'गु'ल'  
Building Resilient Commercial Smallholder  
Agriculture  
(BRECSA)

**GUIDELINES FOR PROJECT PROCUREMENT**

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**ROYAL GOVERNMENT OF BHUTAN**  
**MINISTRY OF AGRICULTURE AND LIVESTOCK**

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**BUILDING RESILIENT COMMERCIAL SMALLHOLDER AGRICULTURE**  
**(BRECSA)**

**GUIDELINES FOR PROJECT PROCUREMENT**

**April, 2025**  
Project Management Unit  
Gelephu, Sarpang

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## **Abbreviations**

BRECSA: Building Resilient Commercial Smallholder Agriculture

IFAD : International Funds for Agriculture Development

PIU : Project Implementation Unit

PMU : Project Management Unit

PRR : Procurement Rules & Regulation

PSC : Project Steering Committee

## **Guidelines for Project Procurement**

### **I. Introduction**

#### **A. Background**

1. Article 3, Section 3.02 (a) of the Project Financing Agreement states that the implementing agencies or the cooperating institution shall be responsible for facilitating Project implementation by assisting the Borrower/ Recipient and the Project Parties in interpreting and complying with the Financing Agreement.
2. Article 4, Section 4.07 (i) of the Project Financing Agreement states that the Borrower/ Recipient and each of the Project Parties shall meet the reasonable cost of goods, works and services required for the project and covered by the relevant AWPB and procured in conformity with the Fund's Procurement Guidelines.
3. Article 7, Section 7.01 (iii) of the Project Financing Agreement states that the Borrower/ Recipient and each of the Project Parties shall implement the project in accordance with plans, design, standards, specifications, procurement and work schedules and construction methods agreed by the Borrower/ Recipient and the Fund.
4. Article 7, Section 7.01 (iv) of the Project Financing Agreement also clearly outlines that the Borrower/ Recipient and each of the Project Parties shall implement the project in accordance with the provisions of the relevant Agreement, the AWPBs and the Annual Procurement Plan.
5. Article 7, Section 7.01 (v) of the Project Financing Agreement also clearly outlines that the Borrower/ Recipient and each of the Project Parties shall implement the project in accordance with the policies, criteria and regulations relating to agricultural development financing laid down from time to time by the Governing Council and Executive Board of the Fund.
6. As a Borrower and Recipient, the project will enforce each of the implementing agencies to follow the Procurement Rules & Regulation (PRR 2023) in accordance with the IFAD Procurement Guidelines.
7. Hence, the provisions outlined above calls for the need to put in place a comprehensive guideline that allows each of the implementing agencies to ensure free, fair and

transparent procurement process, which is consistent and in conformity with the IFAD procurement norms.

## **B. Purpose**

The main purpose of the procurement guideline is to:

1. Clearly outline the general principles and standards that project must follow when procuring goods, works and services for BRECSA-financed operations.
2. Align with IFAD procurement principles, operating procedures, and the procurement policies of other development financing institutions.
3. However, if any provisions of this guideline contradict with the PRR 2023 then the provisions of this guideline will precede the provisions of PRR 2023.

## **C. Applicability**

1. This guideline applies to all types of project procurement activities being undertaken under BRECSA-financed operation, as specified in the project design document and financing agreement.

## **II. Procurement Principles**

### **A. Ethics**

1. The fundamental principles of ethical behavior include impartiality, independence, and integrity.
2. No individual or entity should exploit their authority, position, or office for personal gain. This includes soliciting, accepting, or benefiting from anything of value, directly or indirectly through relatives or associates, in connection with BRECSA-financed operations.
3. Officials of the Project Implementing Units (PIUs) involved in any project procurement activity must enhance the PIU's reputation by:

- (i) Upholding the highest standards of honesty and integrity in all professional relationships;
  - (ii) Developing top standards of professional ethics;
  - (iii) Maximizing the use of BRECSA financing and resources for the intended purpose;
  - (iv) Providing truthful, fair, and non-misleading information in their duties; and
  - (v) Complying with:
    - The financing agreement;
    - The relevant laws and regulations of the Royal Government of Bhutan;
    - Professional ethics; and
    - Contractual obligations.
4. The PIUs must disclose any actual, perceived, or potential personal interest that could affect, or be seen to affect, their impartiality in any relevant matter (conflict of interest). In such cases, the concerned official should abstain from participating in the procurement process to avoid negative consequences, including misprocurement.
  5. The PIU must maintain the confidentiality of information gained during their duties and not use this information for personal benefit or the unfair advantage of any third party, including bidders, suppliers, or contractors.

## **B. Accountability**

1. The PIUs and PMU are accountable to PSC and the Ministry of Agriculture and Livestock for all their actions and decisions related to the project procurement activities. This includes ensuring:
  - (i) That financing is used exclusively for its intended purpose; and
  - (ii) That procurement is conducted in accordance with these Guidelines.

## **C. Competition**

1. All project procurement activities must be based on full, fair, and legitimate competition among eligible suppliers and contractors.
2. Generally, competition for procuring goods, works, and services is achieved through a competitive bidding process, involving a minimum of three bidders for each category. If

the PIUs deviate from the annual procurement plan or as per the provisions of this guideline, PIUs shall immediately notify PMU to process prior approval from IFAD for necessary modification of procurement method. Some of the procurement methods and review types as per the budget thresholds are outlined in [Annexure 1](#).

3. For efficiency, low-value contracts for goods, works, or services should not be advertised internationally. The procurement plan must outline the pragmatic and realistic procurement method, including the level of competition required for each activity.
4. The PIUs and PMU must promote competition throughout the procurement process and may need to provide evidence of:
  - a) Fair and genuine competition in compiling shortlists and soliciting bids; and
  - b) The effectiveness of competition during the process.
5. Single sourcing and direct contracting do not foster the required level of competition and hence the project will consider these methods only in exceptional circumstances with proper justification. An example of some of the activities for which, the project under exceptional circumstances may consider for Single Sourcing and/ or Direct Contracting as a realistic procurement method, based on the ground realities are outlined in [Annexure 2](#).

#### **D. Fairness**

1. Project-funded procurement will be open to as many eligible bidders as possible to foster required level of competition and ensure that procurement process is conducted in a free, fair and transparent manner.
2. The PIU must ensure that all prospective bidders are:
  - a) Managed consistently and under the same rules and regulations;
  - b) Offered conditions for genuine competition; and
  - c) Treated fairly, impartially, and without bias to uphold principles of impartiality and equal opportunity in all procurement activities.
3. PMU will not tolerate exclusion, discrimination, bias, favoritism, or unequal treatment of any potential supplier or contractor, either directly or indirectly, through manipulation

of any part of the procurement process. If such activities are suspected or proven, RGoB reserves the right to take appropriate preventive, corrective, or remedial action as per its legal and operational framework.

4. PMU will work closely with the PIUs to address any issues that may hinder fairness in the procurement process.

#### **E. Transparency**

1. The highest degree of transparency and openness will be maintained in all PMU procurement processes. Lack of transparency will be seen as an attempt to withhold information, compromising fairness and integrity.
2. Transparency in procurement involves public disclosure of information for all parties involved, including:
  - a) Availability of procurement opportunities;
  - b) Access to relevant data;
  - c) Procurement processes;
  - d) Contract award mechanisms;
  - e) Contract award data; and
  - f) Appeal procedures (grievances and appeal cases).
3. Information dissemination methods will depend on the data nature but generally include government websites, public noticeboards, media, and relevant procurement documentation.
4. PIUs/PMU must conduct the procurement process in a transparent manner, in accordance with the provisions of the PRR 2023, and as per the principles of this guidelines.

#### **F. Efficiency, Effectiveness, and Economy**

1. The PIU/PMU must demonstrate efficiency and economy in implementing project procurement activities to avoid delays and maximize value for money.

2. Procurement should be well-organized and carried out correctly in terms of quantity, quality, and timeliness, at an optimal price.
3. Processes should be proportionate to the procurement activity to minimize overall costs and be tailored to the budget for each activity ensuring efficiency and effectiveness.
4. Efficiency can be achieved through a combination of procurement methods.

#### **G. Best Value for Money**

1. All PIUs and PMU shall strive to achieve the best value for money in all project procurement activities by:
  - a) Applying sound and recognized procurement principles;
  - b) Ensuring the procured goods, works, or services meet activity requirements;
  - c) Ensuring the goods, works, or services are contracted on the best possible terms, considering their life cycle; and
  - d) Ensuring the provider of goods, works, or services is qualified, legally entitled, and competent to execute the contract.
2. Best value does not necessarily mean selecting the lowest-priced bid but rather the best return on investment, considering the unique circumstances, time, cost, quality, and objectives of each procurement activity.

### **III. Procurement Arrangement**

#### **A. PIUs and PMU Obligations**

1. As a Borrower and Recipient, the PIUs and PMU must:
  - a) Take full responsibility for implementing project procurement activities; and
  - b) Conduct all project-related procurement in accordance with applicable rules, policies, procedures, principles, and standards.
2. BRECSA's review of procurement procedures, documents, evaluations, and award recommendations as part of project supervision does not exempt any Borrower/Recipient from their obligations.

3. The Procurement Rules & Regulation 2023 (PRR 2023) outline the various methods for procuring goods, works, and services. These methods include international competitive bidding, limited international bidding, national competitive bidding, national or international shopping, and direct contracting. The PIUs and PMU shall follow the procurement templates and standard bidding documents prescribed in the PRR 2023, upholding the procurement principles set forth in this guideline.

#### **B. Use of National Procurement Systems**

1. In accordance with the General Conditions, procurement of goods, works, and services for BRECSA-financed projects must follow the PRR 2023 as long as the methods and practices are consistent with this Guideline. Each procurement plan should identify the procedures and methods the Borrower/Recipient must implement to ensure consistency with these Guidelines.
2. If national procurement methods or practices are not in line with project requirement, PMU and the PIUs will identify applicable procedures and methods for the project in accordance with IFAD procurement system.

#### **C. Procurement Planning**

1. Accurate and realistic planning and prioritization of needs are essential for effective procurement and critical for monitoring project implementation.
2. Each PIU in consultation with PMU shall prepare an annual procurement plan for every fiscal year, which includes:
  - a) A brief description of each procurement activity to be undertaken during that period;
  - b) The estimated value of each activity;
  - c) The procurement method for each activity; and
  - d) The method of review that PMU will undertake for each activity.
3. PIUs shall use the standard project procurement plan template being integrated in BRECSA Management Information System.

4. PIUs must maintain a Contract Register which should be updated regularly as per the Annual Procurement Plan to monitor the progress and note any changes in activity implementation plans and timelines.
5. PIUs shall submit the Contract Register fortnightly to PMU for updating in Contract Monitoring Tool (CMT) of IFAD Client Portal (ICP).
6. PMU will develop a standard format in accordance with the donor requirement and share with all PIUs for compliance.
7. PMU will consolidate and review the procurement plans of all PIUs and present to PSC for approval and update in IFAD's End-to-End Procurement System (OPEN) to seek No Objection from IFAD.
8. PMU will consolidate the Contract Register from all PIUs and update in CMT of IFAD Client Portal (ICP) to allow monitoring of progress and any changes made in APP.

**D. Eligibility**

1. PMU will facilitate fund release, disbursement, monitoring and reporting for all types of BRECSA financed expenditure on goods, works, and services in accordance with the Project Design Document, Project Financing Agreement and Financial Control and Management Letter.

**E. Domestic Preferences**

1. PIUs may be granted a margin of preference in bid evaluations for goods, works, and services under international competitive bidding under exceptional circumstances, and with prior approval from IFAD.

**F. Procurement Involving Community Participation**

1. Given the nature and scope of the project, PIUs may have to handle procurement activities involving community participation.

2. While community participation is not a distinct procurement method, it may entail additional costs and requires a separate mechanism to ensure sufficient community input. Project designers should ensure simple yet reliable arrangements that adhere to these Guidelines, including:
  - a) Translating documentation as needed for IFAD review and audit;
  - b) Disclosing documents in an accessible and understandable form to communities;
  - c) Ensuring meaningful community participation in developing and managing activities;
  - d) Providing procedures for regular monitoring and audit of community procurement activities, including record retention by project management and partners;
  - e) Defining roles and responsibilities of intermediaries involved with the community, including a clear exit strategy; and
  - f) Ensuring proper handover of assets.
3. Community participation may involve the community playing roles such as providing goods, works, or services directly to the project or acting as an implementing agency.

#### **G. Provider of Goods, Works, or Services Directly to the Project**

1. Communities may undertake works or provide goods or services to the project if:
  - a) This implementation modality is included in the project documentation; or
  - b) The project deems appropriate that it is a cost-effective and practical alternative to external procurement.
2. The project issues a clearance that community can deliver specified project procurement activities for goods, works, or services.
3. As a provider, a community may act either:
  - a) On a commercial basis under contract; or
  - b) As part or all of the beneficiary contribution to the project.
4. The estimated financial value of the community contribution and supervision arrangements must be detailed and agreed with the project.

#### **H. Contract Management**

1. Contract management is essential for the successful implementation of project activities, ensuring that procured goods, works, and services are delivered according to the terms and conditions agreed upon in the contract.
2. Effective contract management involves:
  - a) Monitoring contract performance to ensure compliance with contractual terms;
  - b) Managing changes to contracts in a controlled manner;
  - c) Addressing any issues that arise during contract execution; and
  - d) Ensuring timely payments and maintaining comprehensive contract records.
3. The PIU is responsible for contract management and must establish a contract management system that tracks contract milestones, deliverables, payments, and any issues or changes.
4. The PMU will provide facilitation support to PIU in developing and implementing contract management systems.
5. Regular reviews and audits of contract management practices will be conducted to ensure compliance and address any shortcomings.

#### **I. Procurement Capacity Building**

1. To strengthen the procurement capacity of PIUs, PMU will enforce the implementation of this guideline.
2. Capacity-building activities may include:
  - a) Training programs on procurement principles, methods, and procedures;
  - b) Workshops on specific procurement topics;
  - c) Development and dissemination of procurement tools and templates; and
  - d) PMU will work with PIUs to identify capacity development needs and develop tailored programs to bridge the knowledge gaps.

#### **J. Procurement Monitoring and Evaluation**

1. Monitoring and evaluation (M&E) of procurement activities are crucial for ensuring compliance with this guideline and achieving the desired outcomes.

2. The PIUs and PMU shall monitor and track progress and report on procurement activities, including:
  - a) Compliance with procurement plans and procedures;
  - b) Timeliness and efficiency of procurement processes;
  - c) Quality and value of procured goods, works, and services.
3. PMU will share the IFAD's Contract Monitoring Tool (CMT) template to monitor progress and conduct periodic reviews and evaluations of procurement activities.
4. Lessons learned from CMT will be used to improve future procurement process and make any changes required in future.

#### **K.Fraud and Corruption**

1. In order to prevent possible fraud and corruption, PMU will work closely with all PIUs to ensure compliance with the Procurement Rules & Regulation 2023 (PRR 2023) SN: 1.1.4. Page No: 17.

#### **L. Dispute Resolution**

1. As part of a dispute resolution mechanism, PMU will facilitate in resolving the dispute if any, as per the Procurement Rules & Regulation 2023 (PRR 2023).

#### **M.Reporting and Documentation**

1. Accurate and comprehensive reporting and documentation are essential for effective procurement management and for ensuring accountability and transparency.
2. PIUs shall maintain detailed records of all procurement activities, including:
  - a) Procurement plans;
  - b) Bid documents and proposals;
  - c) Evaluation reports and award decisions;
  - d) Contract documents and amendments;
  - e) Contract performance and management records;

- f) Payments and financial records;
  - g) Monitoring and Evaluation (M&E) reports; and
  - h) Complaints and dispute resolution records.
3. PMU will provide guidance on reporting and documentation requirements and will conduct periodic reviews, and facilitate annual auditing and supervision mission to ensure compliance.

#### **N. Sustainable Procurement**

1. PMU encourages the adoption of sustainable procurement practices to promote environmental, social, and economic sustainability in project procurement activities.
2. Sustainable procurement involves considering the life cycle impacts of goods, works, and services, including:
  - a) Environmental impacts, such as resource use, emissions, and waste;
  - b) Social impacts, such as labor conditions, human rights, and community benefits; and
  - c) Economic impacts, such as cost-effectiveness, local economic development, and value for money.
3. PIUs should integrate sustainability considerations into procurement planning and decision-making, including:
  - a) Specifying sustainable products, services, and practices;
  - b) Evaluating bids based on sustainability criteria;
  - c) Engaging with suppliers and contractors to promote sustainable practices;
  - d) Monitoring and reporting on sustainability performance.
4. PMU will render facilitation support to all PIUs in implementing sustainable procurement practices and will collaborate with other development partners and institutions to promote sustainability in project procurement.

## **Bibliography**

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International Fund for Agricultural Development (IFAD). Rome, Italy.

International Fund for Agricultural Development (2010). Project Procurement Guidelines. International Fund for Agricultural Development (IFAD). Rome, Italy.

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Department of Procurement and Properties. Ministry of Finance. Royal Government of Bhutan. Thimphu.

## Annexure 1: Type of Review (Prior or Post Review)

Procurement Method	Type of Review	Comments/ Description
<b>Procurement of Goods and Works</b>		
ICB Works and Goods	Prior	All contracts
NCB Works	Prior	Activity estimated amount is greater than or equal to 400,000.00 USD
NCB Goods	Prior	Activity estimated amount is greater than or equal to 200,000.00 USD
National Shopping (NS) works	Prior	Activity estimated amount is greater than or equal to UDS 400,000
International Shopping (IS) Works	Prior	Activity estimated amount is greater than or equal to UDS 400,000
Limited International Bidding (LIB) Works	Prior	Activity estimated amount is greater than or equal to UDS 400,000
Direct contracting (DC) Works	Prior	Activity estimated amount is greater than or equal to 120,000.00 USD
<b>For Goods</b>		
NCB Goods	Prior	Activity estimated amount is greater than or equal to 200,000.00 USD
National shopping goods	Prior	Estimated amount is greater than or equal to USD 200,000
NCB Goods	Prior	Estimated amount is greater than or equal to USD 200,000
International shopping goods	Prior	Estimated amount is greater than or equal to USD 200,000
Limited International Bidding (LIB)	Prior	Estimated amount is greater than or equal to USD 200,000
Direct contracting goods	Prior	Activity estimated amount is greater than or equal to USD 600.00
<b>Recruitment of Consulting Firms</b>		
Quality and Cost-Based Selection (QCBS)	Prior	Activity estimated amount is greater than or equal to USD 150,000

Quality based selection (QBS)	Prior	Activity estimated amount is greater than or equal to USD 150,000
Fixed Budget Selection (FBS)	Prio	Activity estimated amount is greater than or equal to USD 150,000
Least Cost Selection (LCS)	Prior	Activity estimated amount is greater than or equal to USD 150,000
Selection Based of Consultants Qualification (QBS)		Activity estimated amount is greater than or equal to USD 150,000
Single Source Selection (SSS)	Prior	Activity estimated amount is greater than or equal to USD 5,000
<b>Recruitment of Individual Consultants</b>		
Individual Consultants	Prior	Except procurement valued below USD 20,000

## Annexure 2: Activities that may be considered under Single Sourcing and/or Direct Contracting

Activities	Budget Threshold (USD)	Review Type
<b>Goods Category</b>		
Purchase of seeds (Vegetables, Cereals, Feed)	=>600	Prior
Purchase of seedlings (Fruits, Fodder, Plantation Crops)	=>600	Prior
Purchase of tubers and rhizomes (Potato, Turmeric, Ginger)	=>600	
Purchase of locally available materials for animal feed development	=>600	Prior
Purchase of sex-sorted semen	=>600	Prior
<b>Works Category</b>		
Maintenance of small-scale market infrastructure and laboratory	=>Activity estimated amount is greater than or equal to 120,000.00	Prior

### Annexure 3: Procurement Methods as per the Threshold

Procurement Method Thresholds	
Method	Procurement Method Threshold
<b>Works and related Non-consulting Services</b>	
<b>International Competitive Bidding (ICB)</b>	Always Allowed
	Domestic preference
<b>National Competitive Bidding (NCB)</b>	Always Allowed
	Allow justification
<b>National Shopping (NS)</b>	Activity estimated amount is
	less than or equal to ( $\leq$ )
	45,000.00 USD
	Allow justification
<b>International Shopping (IS)</b>	Never Allowed
<b>Limited International Bidding (LIB)</b>	Always Allowed
	Allow justification
<b>Direct Contracting (DC)</b>	Activity estimated amount is
	less than or equal to ( $\leq$ )
	120,000.00 USD
	Sum of amounts of activities is
	less than or equal to ( $\leq$ )
	400,000.00 USD
	Allow justification
<b>Goods and related Non-consulting Services</b>	
<b>International Competitive Bidding (ICB)</b>	Always Allowed
	Domestic preference
<b>National Competitive Bidding (NCB)</b>	Always Allowed
	Allow justification

<b>National Shopping (NS)</b>	Activity estimated amount is
	less than or equal to ( $\leq$ )
	45,000.00 USD
	Allow justification
<b>International Shopping (IS)</b>	Always Allowed
	Allow justification
<b>Limited International Bidding (LIB)</b>	Always Allowed
	Allow justification
<b>Direct Contracting (DC)</b>	Activity estimated amount is
	less than or equal to ( $\leq$ )
	600.00 USD
	Sum of amounts of activities is
	less than or equal to ( $\leq$ )
	200,000.00 USD
Allow justification	
<b>Consulting Services and related Non-consulting Services</b>	
<b>Quality and Cost-Based Selection (QCBS)</b>	Always Allowed
<b>Quality Based Selection (QBS)</b>	Always Allowed
	Allow justification
<b>Fix Budget Selection (FBS)</b>	Always Allowed
	Allow justification
<b>Least Cost Selection (LCS)</b>	Always Allowed
	Allow justification
<b>Consultant Qualification Selection (CQS)</b>	Activity estimated amount is
	less than or equal to ( $\leq$ )
	250,000.00 USD
	Allow justification

<b>Single Source Selection - Individual Consultant (SSS/ICS)</b>	Activity estimated amount is
	less than or equal to ( $\leq$ )
	5,000.00 USD
	Sum of amounts of activities is
	less than or equal to ( $\leq$ )
	100,000.00 USD
	Allow justification
	Activity period is less than or equal to 12 weeks
<b>Individual Consultant Selection (ICS)</b>	Always Allowed
<b>Single Source Selection (SSS)</b>	Activity estimated amount is
	less than or equal to ( $\leq$ )
	5,000.00 USD
	Sum of amounts of activities is
	less than or equal to ( $\leq$ )
	200,000.00 USD
	Allow justification

## Annexure 4: Mandatory Documents to be maintained

Sl.No	Documents
<b>1</b>	<b>Bid Documents</b>
	<ul style="list-style-type: none"> <li>• Formal Procurement Requisition- Note sheets or any approvals</li> </ul>
	<ul style="list-style-type: none"> <li>• Technical Specification Documents</li> </ul>
	<ul style="list-style-type: none"> <li>• Drawing and Designs -Works</li> </ul>
	<ul style="list-style-type: none"> <li>• Feasibility studies-Works</li> </ul>
	<ul style="list-style-type: none"> <li>• Clearance-works</li> </ul>
	<ul style="list-style-type: none"> <li>• Bills of Quantity</li> </ul>
	<ul style="list-style-type: none"> <li>• Advertised Specific Procurement Notice-other than DC activities</li> </ul>
	<ul style="list-style-type: none"> <li>• Draft Bidding Documents</li> </ul>
<b>2</b>	<b>Bid invitation</b>
	<ul style="list-style-type: none"> <li>• Proof of invite for specific Bidder for Direct Contracting</li> </ul>
	<ul style="list-style-type: none"> <li>• Advertised Specific Procurement Notice-other than DC activities</li> </ul>
	<ul style="list-style-type: none"> <li>• Issued Bidding Documents</li> </ul>
<b>3</b>	<b>Bid submission Deadline &amp; Opening</b>
	<ul style="list-style-type: none"> <li>• Bid Opening Report</li> </ul>
	<ul style="list-style-type: none"> <li>• Pre-bid Meeting Minutes</li> </ul>
	<ul style="list-style-type: none"> <li>• Pre-bid meeting Clarifications</li> </ul>
	<ul style="list-style-type: none"> <li>• Clarification from Bidders</li> </ul>
<b>4</b>	<b>Bid Evaluation</b>
	<ul style="list-style-type: none"> <li>• Evaluation Reports</li> </ul>
	<ul style="list-style-type: none"> <li>• Combined Evaluation report</li> </ul>
<b>5</b>	<b>Contract Award &amp; Signature</b>
	<ul style="list-style-type: none"> <li>• Notification of Award</li> </ul>
<b>6</b>	<b>Draft Contract for Prior Review Activities</b>
	<ul style="list-style-type: none"> <li>• Negotiations completed, Minutes of Discussion</li> </ul>
<b>7</b>	<b>Contract Signature</b>
	<ul style="list-style-type: none"> <li>• Signed Contract</li> </ul>
	<ul style="list-style-type: none"> <li>• A Copy of Performance Security</li> </ul>
	<ul style="list-style-type: none"> <li>• A copy of Advance Payment Security other than Direct Contracting</li> </ul>

<b>Consulting Services</b>	
<b>#</b>	<b><i>Documents</i></b>
<b>1</b>	Prepare term of reference (TOR)
<b>2</b>	Cost estimate ( Budget)
<b>3</b>	Prepare an expression of interest notice
<b>4</b>	Prepare short-list
<b>5</b>	Prepare & issue request for Proposals (RFQ); Letter of invitation-information to consultant (ITC)- Proposed contract
<b>6</b>	Receipts of proposals
<b>7</b>	Evaluate technical proposal
<b>8</b>	Evaluate financial proposals
<b>9</b>	Final evaluation of combined quality and cost
<b>10</b>	Negotiation and contract signature

**Annexure 5: Activity file(Document each activity file to be maintained)**

<b>#</b>	<b>Document</b>	<b>Preferred Format</b>
<b>1</b>	A Copy of Identification of needs ( Note sheets, Approvals and any need assessment documents)	Hard copy
<b>2</b>	A copy of the published REOI advertisement or shortlist (if applicable) *	Hard copy
<b>3</b>	A copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications requested and issued*	Hard copy
<b>4</b>	A record of the tender opening, signed by all TEC members and the bidders present	Hard copy
<b>5</b>	A full copy of each bid received and evaluated, plus clarifications requested and responses received	Hard copy
<b>6</b>	A copy of the evaluation report*	Hard copy
<b>7</b>	Signed minutes of all meetings related to the procurement, including pre-bid and negotiation meetings, when held	Soft and Hard copy
<b>8</b>	(A contract award notice*	Hard copy
<b>9</b>	Any letter of tender acceptance to the supplier, contractor or consultant*	Hard copy
<b>10</b>	The signed contract document and contract acceptance*	Hard copy

<b>11</b>	Any contract amendments*	Hard copy
<b>12</b>	All contractual correspondence between the procuring entity and a supplier, Contractor or Consultant	Hard copy
<b>13</b>	Post-contract documents related to the fulfilment of contract obligations, especially photocopies of bank guarantees or payment guarantees	Hard copy
<b>14</b>	Signed minutes of any meetings related to contract management, including contract progress or review meetings	Hard copy
<b>15</b>	Signed delivery documents evidencing delivery of supplies, or signed completion certificates related to a contract for services or works under the contract, including any contract delivery records	Hard copy
<b>16</b>	A copy of all invoices for works, services or supplies, including working	Hard copy
<b>17</b>	papers verifying the accuracy of payments claimed and details of the actual payment authorized	Hard copy
<b>18</b>	A copy of cumulative payment worksheets/records evidencing management of all payments made	Hard copy
<b>19</b>	All decisions of the borrower's approval authority concerned related to the procurement, including the approval of the bidding documents, the approval of the evaluation report(s), the contract award, the approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings	Hard copy
<b>20</b>	A Copy of any claims made by the procuring entity with respect to any warranty, non-warranty, short supply, damage and other claims against the contracted vendor or the procuring entity	Hard or soft copy
<b>21</b>	In the case of IFAD prior review, all submissions and correspondence related to the seeking of IFAD's no objection (NO) and a copy of the respective IFAD NO letter	Hard or soft copy
<b>22</b>	Any other communications related to the procurement in question, including internal entity correspondence	Hard or soft copy