



# Procurement Procedure Manual

Transparency International Zambia

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**Declaration**

**This document shall govern the Procurement Procedures of Transparency International Zambia, effective this.....day of..... in the year.....and will remain in force until such time that the Board of Directors advise otherwise.**

**Signed:.....**  
**Priscilla C. Chansa**  
**Chapter President**

**Signed:.....**  
**Moono Chikumbi**  
**Committee Chairperson**

**Signed:.....**  
**Maurice K. Nyambe**  
**Executive Director**

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## ACRONYMS

BoD	Board of Directors
ITCM	Internal Tender Committee Meeting
TIZ	Transparent International Zambia
TI	Transparency International
ToRs	Terms of Reference
RFP	Request for Proposal
RFQ	Request for Quotation

## ACKNOWLEDGEMENTS

The procurement Committee is grateful for the support and input received from the members of Transparency International Zambia (TIZ) Board of Directors and Secretariat for their input. This manual will provide guidance on how to effectively manage the resources that have been placed under the custody of the Transparent International Zambia Chapter. TIZ remains resolute to uphold the tenets of good governance, transparency and accountability.

All personnel of TI – Zambia will uphold the outlined procedures in all transactions that are financed by TI-Zambia or cooperating partners and will ensure zero risk of resources placed under its care.

For and on Behalf of TI- Zambia

Moono Chikumbi (Mr), Martha Mukosa (Ms), Micheal Mwanangómbe (Mr), Delina M. Munkoyo (Ms) and Chishimba Milongo (Mr).

Procurement Committee – 2024

# PART ONE

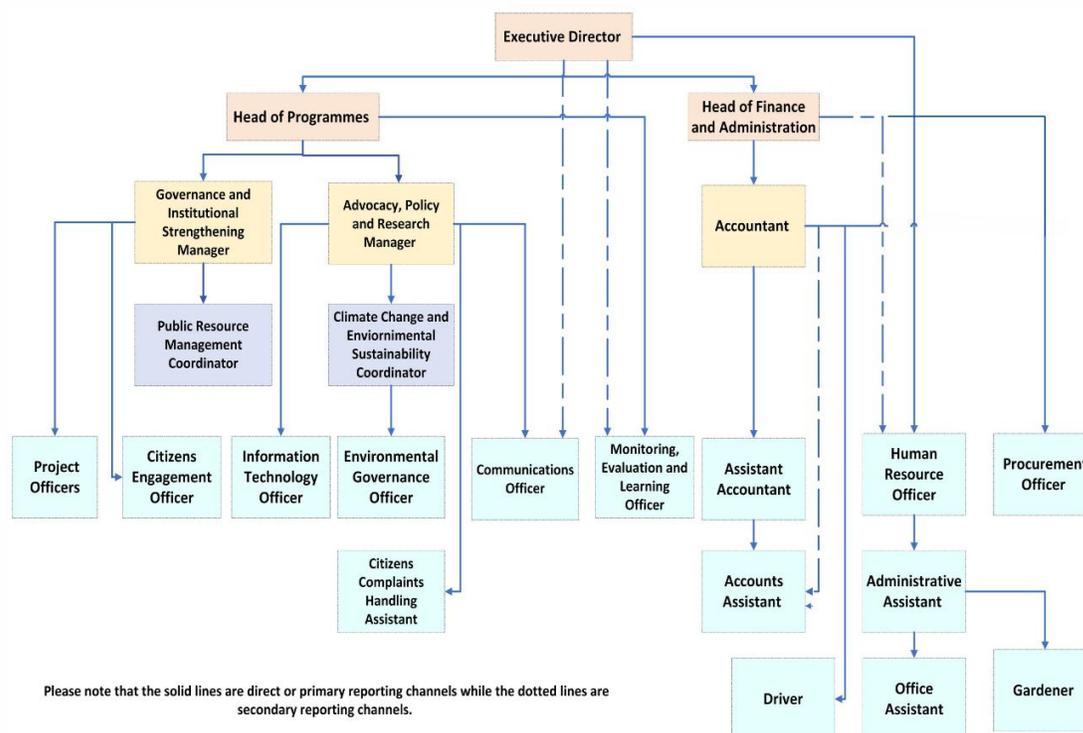
## 1. INTRODUCTION

### 1.1. Vision and Mission

Transparency International Zambia [TIZ] was established in June 2000 and was registered in January 2001 under Registration Number 46295 as a 'Company limited by guarantee' with the Registrar of Companies. It is a member of the Transparency International [TI], an international civil society movement with exclusive focus on corruption. While abiding by the guiding principles of Transparency International globally, TIZ has adopted its own vision, mission and core values to guide its operations.

**Vision and Mission:** TIZ's vision is '*A corruption free Zambia anchored on citizens, businesses and institutions of integrity*' and its mission statement is "To actively contribute to the sustainable development of all Zambians by promoting a culture of integrity, good governance and zero tolerance to corruption."

## 1.2. Organogram



## 1.3. Overall Objectives of the Manual

The objective of procurement procedures is to adequately ensure that the procurement of goods and services are properly authorized and recorded. This will ensure and facilitate efficiency, accountability and transparency in the utilisation of funds and adherence to partner regulations.

The manual shall give an explicit description of the programme procurement and accounting procedures of TIZ and the accounting system required to support procurement. The manual shall stress the programme management responsibility to maintain a sound record keeping system and to control the use of funds in relation to the achievement of procurement objectives. The manual will therefore serve as a reference guide for the programme management, staff, TIZ members, TIZ partners, auditors and the cooperating partners.

## 1.4. Procurement Management and Responsibilities

### ***The Board of director***

The Board of Directors (BoD) shall oversee the management of TIZ. It will therefore provide policy guidance and direction, approval of annual budgets and workplans; and implementation of plans and budgets as planned.

### ***Tender Committees***

There shall be two Tender committees namely; the Internal Tender Committee and the TIZ Board of Directors Tender Committee. The responsibilities of these committees is to deliberate on the various tender processes depending on the procurement threshold. The Internal Tender Committee shall be chaired by the Executive Director while the TIZ Tender Committee shall be chaired by the Procurement Committee Chairperson, who shall be a TIZ Board member appointed by the Board of Directors.

### ***Management***

Management shall be headed by the Executive Director, who shall be responsible for the procurement activities of TIZ and shall liaise with the Head of Finance and Administration. The Head of Finance and Administration shall oversee:

### ***Staff***

- Consolidation of the material requirements
- Preparation of procurement plans in collaboration with the programme staff
- Preparation of contract documents for procurement reflective of donor and TIZ financial guidelines
- Expedition of procurement

TIZ staff shall ensure that they adhere to all the finance procedures in the implementation of their activities. It is the responsibility of the Procurement Officer to ensure that they take all necessary steps and follow all procedures required for any procurement procedure to be effected that includes adherence to cooperating partners funds utilization guidelines.

## 1.5. Overall Financial Responsibility

The Board shall, through the Executive Director and Management, be responsible for the implementation, coordination and Management of the financial resources received and

generated. This shall be subject to the contents of the funding agreements and/or the MoU, the principles of internal controls, accountability mechanisms, and the overall accounting responsibility for the financial resources in TIZ

## PART TWO

### 2. PROCUREMENT GENERAL CONSIDERATION

Procurement is the overall process of acquiring goods, works, services and consultancies through purchase, hire or rental. Actions undertaken to carry out procurement are defined as procurement activities. These include all activities from needs identification, planning, forecasting, sourcing, and solicitation of offers, evaluation and review up to award of contracts.

A specified series of procurement activities, which have to be executed in the same manner in order to obtain the same result under the same circumstances, is thereby defined as procurement Procedure.

#### 2.1 Procurement Principles

Procurement should be based on three basic principles:

1. Best value for money.
2. Fairness and transparency; and
3. Economy and effectiveness.

##### 2.1.1 Best Value for Money

Best value for money implies that there exists a trade-off between price and performance which provides greatest overall benefit under a specified selection criterion. Application of this principle in procurement process means selection of an offer which presents optimum combination of factors such as appropriate quality, timely delivery of goods, works, services, life-cycle costs, and other parameters that best meet defined needs. It is not necessarily the same as selecting the lowest price option, but rather representing the best return on investments; by taking into consideration the evaluation criteria specified in the solicitation/bidding documents. It requires an integrated assessment of technical, commercial, organizational, and pricing factors considering their relative significance. In addition to this, social, environmental, and strategic objectives defined in the legal agreement with the client must also be considered. The principle of best-value-for-money is applied throughout the procurement process to attract the offer that most effectively meets the stated requirements of the end user.

### 2.1.2 Fairness and Transparency

Competition is the basis for fairness and transparency in the procurement processes. No restriction should be placed on vendors participating in competition. Standard policies and Procedure should be evenly applied for both principal and alternative methods of procurement. In addition to that, RFP/RFQ and evaluation criteria should not be biased towards a particular vendor. To achieve the best value for money, the procurement must be conducted on a basis clear and appropriate regulations, rules and PROCEDURE; applied consistently to all potential vendors. The manner, in which the procurement process is carried out, must provide an assurance of fairness of process to all internal and external stakeholders of the organization.

### 2.1.3 Economy and Effectiveness

Economy and effectiveness refer to the extent to which an organization is successful in carrying out its procurement operations, ensuring the right quantity and quality at the right time and at the right price, and also the extent to which overall costs of conducting the procurement process is minimized in the interest of the organization.

## 2.2 ETHICAL STANDARDS IN PROCUREMENT

### 2.2.1 Objective

To uphold ethical standards, protect integrity, and ascertain fairness and transparency in the procurement process for TIZ. Both the procuring entity and suppliers are expected to exhibit and uphold ethics.

### 2.2.2 Conflict Of Interest

Conflict of interest occurs where a person's personal interests, affiliations or relationship prejudices impact on their impartiality or might be perceived by a reasonable person as potentially prejudicing their impartiality, or result in an incompatibility with the duties owed to the entity undertaking a procurement. Any person involved in the procurement should declare conflict of interest when identified.

### 2.2.3 Confidentiality

Procurement related information is considered confidential. It includes any documentation or information which is part of the procurement process- not publicly available- and its disclosure may:

- 1) Place the bidder of the TIZ at a disadvantage; or
- 2) Provide an unfair advantage to a bidder; or
- 3) Adversely reflect upon the reputation and integrity of the TIZ.

#### 2.2.4 Fairness

All TIZ staff should treat all vendors with fairness and impartiality and avoid any business arrangement that might prevent the effectiveness of fair competition.

#### 2.2.5 Business Gifts

No TIZ staff should accept business gifts from current or potential vendors of the procurement process unless such gifts are of an intrinsically low or no commercial value such as a calendar or business diary.

#### 2.2.6 Hospitality

All TIZ staff should refrain from accepting any hospitality from potential vendors that might be seen to influence decision-making.

#### 2.2.7 Reporting

All TIZ staff are duty bound to report any unethical conduct by a colleague or bidder to their superiors. Examples of unethical conduct include:

- 1) Revealing confidential or inside information either directly or indirectly to any bidder or prospective bidder.
- 2) Discussing a procurement with any bidder or prospective bidder outside the ambit of official rules and Procedure.
- 3) Favoring or discriminating against any bidder or prospective bidder while drafting technical specifications, standards or evaluation of tenders.
- 4) Destroying, damaging, hiding, removing, or improperly forging any official procurement document.
- 5) Accepting or requesting any money, travel, meals, entertainment, gifts, favors, discounts or anything of material value from vendors or prospective vendors and.
- 6) Discussing or accepting future employment with a bidder or prospective bidder.

### 3. PROCUREMENT PROCEDURES FOR GOODS (CONSUMABLES)

#### 3.1. Procurement Thresholds and Tender Committees

Procurements between Ten thousand Kwacha (K 10,000.00) and Fifty thousand (K 50,000.00) will be presented before an **Internal Tender Committee** chaired by the Executive Director. Others to be present in the meeting include the Head of Programmes, The Head of Finance and Administration, and two programme Officers including the Procurement Officer.

Procurements above Fifty thousand Kwacha (K 50,000.00) will be presented before the **TIZ Board Tender Committee** chaired by the Procurement Committee Chairperson. In the absence of the Procurement Committee Chairperson, any other TIZ Procurement Committee member can chair the meeting. Others to be present in the meeting include the Executive Director, Head of Programmes, The Head of Finance and Administration, and two programme Officers including the Procurement Officer.

### 3.2. Advertisement, Registration and Selection of Suppliers

TIZ management in consultation with the Board of Directors and/or financiers as the case may be, may decide that specific suppliers are selected to supply consumables to TIZ in any specific financial year. To that effect, TIZ would through the management resolution, ratified by the Board of Directors, invite suppliers to bid for the supply of consumables to TIZ in that financial year. In that case, the following procedure shall be followed;

- a) Every after two years, TIZ shall invite interested goods suppliers to express interest in supplying goods to TIZ. The invitation shall clearly stipulate the eligibility requirements. The advertisement shall be carried in at least in three national print media for a period of three days. The advertisement shall clearly state the date of closing receipt of bids. The minimum time given for submission of bids shall be not less than 30 days from the date of advertisement.
- b) The time, date and venue for opening of bids shall also be stated in the advertisement. Bids shall be opened in public. TIZ will be represented by staff, a member of the finance, audit and investment, and procurement board committees
- c) The vendors or their representatives shall be allowed to be present at the time of opening of bids. All tenders received should be opened. No bid should be rejected at the time of bid opening except for late tenders.
- d) Late tenders shall be returned to the vendors unopened.
- e) At the beginning of opening bids, the criteria to be used in the evaluation of tenders and the award of contracts shall be made known to all vendors and not be applied arbitrarily. The evaluation criteria will be agreed upon by the management, and the finance and procurement committees.
- f) Minutes of bid opening must be prepared by bid opening officials and should be signed by the TIZ Procurement Committee Chairperson, the Executive Director, and at least two vendors or their representative present during the bids opening.  
The bid opening minutes should be filed in the appropriate file 15 days after the bids opening.

### 3.3. Goods Procurement Guidelines

In cases where no invitation for suppliers to express interest to supply consumables to TIZ has been made, the procedure outlined below shall guide the procurement process. These procedures shall be guided by the finance and staff policy manuals.

The summarized procedure is as follows

- a) The Procurement Officer should prepare a request for quotations that should be in line with the required specifications of the goods required after which this document is

discussed with the Head of Finance and Administration to ensure that it is in compliance with the budget. The requests should be at least three and addressed to individual companies or potential suppliers of the goods. The requests are then signed by the Executive Director or the Head of Programmes or Head of Finance and Administration in the absence of the Executive Director. On this request, the details of the officer and the activity name and code should clearly be stated in the left corner (**Annex 1**).

- b) The Procurement Officer then sends the request for quotations in order to obtain a minimum of three competitive bids from reputable firms or companies or any suitably qualified suppliers. It is ideal to either take these in person, email or fax during the same period.
- c) The Procurement Officer should further prepare a shortlist (**Annex 2**) with all the necessary details from the quotations in preparation for the Internal Tender Committee Meeting (ITCM).
- d) The Procurement Officer should ensure that they check how much is provided for in the budget and ensure the figure is well recorded and shared with all members during the meeting. This is not only meant to guide the members present in the meeting but also to avoid budget overruns.
- e) As such, the officer in charge of that procurement during the meeting should take notes/minutes of the proceedings and resolutions and ensure that the chairperson and the secretary of the Tender Committee fully sign the minutes when they are prepared. All procurements without signed minutes will not be authorized for payment unless there is sufficient justification of signatories being out of town. The procurement minutes should be attached with all the other quotations to the requisition.
- f) The Head of Finance and Administration should ensure that all procedures have been complied with before authorizing or preparing the payment voucher (**Annex 3**). The payment is then passed to the Executive Director for checking and approval.
- g) The payment should be recorded in the cashbook and analysed by expenditure type and posted to the general ledger.

### **Delivery of Goods and Services**

At the point of delivery of goods, the following should be ensured;

- I. Before accepting the goods, the Officer charged with the responsibility to receive the goods is required to ascertain the quantity and quality of products delivered matched to the budgets and in line with the programme.
- II. The delivery note should be scrutinised to ensure conformity with the requisition.
- III. The goods should be checked against the delivery note and signed when goods satisfy the delivery note.
- IV. The delivery note should be filed accordingly. The Assistant Accountant shall be the custodian of the delivery notes, ensuring that they are attached to the relevant payments on file and shall be answerable on consumable deliveries to the Head of Finance and Administration.
- V. The Accountant, together with the Office Assistant shall ensure that the goods are stored in the designated storage.
- VI. The Office Assistant then prepares a list of all the goods received and files it in the goods received file.

## 4. PROCUREMENT PROCEDURES FOR SERVICES (CONSULTANTS)

### 4.1. Preparation of Terms of Reference (ToR)

The Officer in charge of procuring the services of a consultant shall be required to determine the services required of the consultant on specific activities as detailed in the activity plans. This will be done in consultation with the Procurement Officer and the Head of Programmes. The responsible officer shall develop the specific tasks required for the consultant in form of ToRs. These shall be approved by the Executive Director before calling for expression of interest.

### 4.2. Service Contracting Procedures

#### **Informal**

The informal method of contracting a consultant entails that the concerned Officer shall identify notable possible consultants. Identification can also be done through asking partner

organisations to recommend names of consultants who have the capacity and experience to perform the tasks required. These names are then recommended to TIZ management for consideration. Management shall consider the names taking into consideration the TIZ values, the expected outcomes of the task and any other considerations that would have an effect on TIZ as an organisation as the case may be. Management shall then advise the Officer concerned through an internal memo and in consultation with the board procurement committee on whether the recommended consultant fully meets the required qualifications to conduct the assignment or not. **(Annex 4)**.

### 4.3. Request for Technical Proposals

Based on the ToRs and the recommended names, an invitation to submit curriculum vitae is circulated to the consultants recommended. The invitation should clearly stipulate the nature of the activity, the tasks required from the consultants, the delivery timeline and the minimum qualifications required from the consultants.

### 4.4. Tender Committee Meetings/Shortlisting and Selection

Tender thresholds shall be as provided for under section 2.1. of this manual.

During the Tender Committee Meetings, the curriculum vitae shall be evaluated taking into consideration, the profile of each consultant as indicated therein. At least three names shall be shortlisted. The concerned Officer shall be required to take minutes of the meeting resolutions. They will further be required to prepare an invitation to the shortlisted consultants to submit technical proposals. The invitation should stipulate the requirements as follows;

- I. Note of acceptance of the invitation (Letter of acceptance)
- II. Submit a workplan including the;
- III. Methodology to be used in carrying out the tasks and the;
- IV. Proposed budget.

The Head of Programmes shall constitute a committee to evaluate the technical proposals submitted by the consultants. The committee shall comprise of at least four members of staff who shall include the Managers and / or Coordinators, and two other members including the Procurement Officer. The committee shall evaluate the technical proposals following the rules agreed upon by the meeting. Among others, the rules shall ensure professionalism,

transparency, accountability, integrity and fairness. The Officer concerned shall be required to take the minutes of the resolutions of the meeting. The agreed action points should be acted upon and the minutes duly signed by the Executive Director, in readiness for submission to the

Research and Procurement Committees respectively.

Successful and unsuccessful consultants shall be notified in writing.

#### 4.5. Contract Management

The conditions (where necessary modified to suit specific requirement but without altering the basic principle) of all contracts as drafted by TIZ shall be the basis for contract management under the partnership. The officer responsible for procurement shall be responsible for monitoring and managing the contract and shall be required to give progress updates to management. The provisions in the contract shall be the guiding principles until the termination of contract.

#### 4.6. TIMELINESS OF PROCUREMENT

The following shall be followed when advertising/inviting tenders.

Description	National	International
Expression of interest (EOI)	1-2 weeks	2-4 weeks
Invitation For Bids (IFB)/Request for Proposals (RFP)	1-4 weeks	4-6 weeks
Request for quotation	Situation may vary but minimum is 2 days	

#### 4.6. RECORDS MANAGEMENT IN PROCUREMENT

Essential to the evidencing of a transparent and auditable procurement process is the maintenance of accurate record keeping and use of procurement reference numbering systems. Effective correspondence and communications are critical to the management of relationships with bidders, suppliers, contractors, and consultants. Documentary records, both in print or electronic format, are therefore essential for efficient and effective management of activities as they provide evidence in support of decisions and actions taken, and provide an audit trail for

verification of transparency, accountability, and effectiveness. Efficient records management is also essential to ensure effective storage, retrieval and use with due regard to security, integrity, and confidentiality.

All asset records; consumable and fixed shall be maintained by the Head of Finance and Administration. These records shall be updated every time a purchase of new assets is made. On an annual basis, the Head of Finance and Administration shall advise management on the status of the organisation's assets based on the records. Fixed assets record shall be considered permanent files and should be maintained as such. The files should be kept in the archives – both in hard copy and electronically. Consumable asset records should be kept for a minimum of six years or as required by the financier/ donor.

## PART THREE

### 5. INVENTORY MANAGEMENT

#### 5.1. Consumable Inventory

Consumable inventory management is the responsibility of the Office Assistant, who shall report to the Accountant. The objective of inventory management is to ensure that goods are safeguarded and used for the intended purpose. The Office Assistant shall maintain all the inventory management records and ensure that they are kept appropriately.

Immediately goods are received and recorded in the consumables register (**Annex 5**), the Office Assistant shall ensure that proper procedure is followed when requisitioning for the goods. Officers wishing to request for goods shall fill in a consumables requisition form (**Annex 6**) which shall clearly stipulate;

- a) The programme/ project requisitioning,
- b) The type of consumables,
- c) The quantity and
- d) The purpose of the activity.

On a monthly basis, the Office Assistant, in consultation with the Accountant shall conduct a mini-inventory of the consumables after which all the records shall be reconciled and a report

produced. This report shall be submitted to the Head of Finance and Administration, and it shall inform the inventory planning process.

## 5.2. Fixed Assets Inventory

Fixed assets procured under TIZ should be recorded at cost on acquisition and capitalized in the accounts and accurately accounted for. Fixed and moveable assets should be recorded in a fixed assets register (**Annex 6**) before or soon after payment. The fixed asset register should have the following information:

- I. Date of purchase
- II. Description
- III. Serial No.
- IV. Location
- V. Purchase price
- VI. Current condition
- VII. Asset code

Prior to the purchase of any land or building, the Board of Directors must approve it. Title for land and building purchased by TIZ will be in its name. An agreement must be made in writing with the legal titleholder stating that TIZ has unrestricted and sole use of the land and building. The Board of Directors must approve any sale of land and building with appropriate authorization from the financier.

## 5.3. Fixed Asset Inventory, Depreciation and Disposal

A complete physical inventory of all assets must be made at least once a year. This inventory should include, at a minimum, the item, serial number, physical location and current condition (**Annex 7**).

Depreciation should be charged on fixed assets and moveable assets as per the prescribed rate in the Finance Manual. The Head of Finance and Administration who is charged with the custody of all the assets shall report loss or damage to the Executive Director. The Executive Director shall cause an investigation by police to be conducted to determine the circumstances

under which the asset was lost or damaged. All assets shall be comprehensively insured with a reputable insurance company. The Executive Director will inform the Board on the encountered loss as soon as the loss occurs and provide updates on efforts made regarding the recovery of the lost items.

## 6. HANDLING PROCUREMENT COMPLAINTS

Procurement related inquiries and complaints occur from time to time. These are dealt with by the Executive Director in consultation with the TIZ Procurement Committee. Complaints require prompt and consistent responses. Complaints received directly from the vendors relating to specific bidding queries are reviewed by the TIZ management in consultation with the TIZ Procurement Committee.

### 6.1. Complaint handling guidelines

- 6.1.1 The Executive Director acknowledges receipt of such complaint and responds to the complainant that TIZ would consider the issues raised
- 6.1.2 Then he/she refers issues to the TIZ Procurement Committee to consider the validity of the complaint. If the complaint is very serious, then the TIZ Legal Counsel shall be notified about it and from that point on, he/she shall be part of the deliberation on that issue.
- 6.1.3 If the complaint is valid, TIZ Tender Committee guides on how the complaint should be remedied
- 6.1.4 If TIZ Procurement Committee receives the complaint after the bids evaluation report has been received, it then ascertains whether the issues raised have been satisfactorily addressed in the report and if not the committee addresses the issues before completing the review.
- 6.1.5 Except for acknowledging receipt of complaints, TIZ does not enter into discussion or correspondence with any bidder during the evaluation and review process of procurement until awards of contract is announced.
- 6.1.6 If on the other hand the complaint is received after the successful bidder is notified of the contract award, TIZ management responds to it in broad terms without

compromising the confidentiality of the other bids and the copy is sent to the TIZ Procurement Committee.

In all cases, complaints are responded to within 30 working days from the date of receipt of the complaint.

## 7. MISPROCUREMENT

When the procedure followed for procurement is in violation of the terms herein provided for, the TIZ Procurement Committee shall point out to TIZ management and offer advice about that fact, if not rectified, it would be declared misprocurement. If however the contract has already been awarded after obtaining the TIZ Procurement Committee's "no objection" TIZ management will generally declare misprocurement only if the "no objection" was issued on the basis of incomplete, inaccurate, or misleading information furnished to the TIZ Procurement Committee. In that case, the TIZ Legal Board shall guide the TIZ Procurement Committee on the course of action to be taken to remedy the situation.

TIZ management shall make every effort to avoid misprocurement by providing adequate and relevant comments and advice on the review of bids. Procedures and guidelines provided herein should be abided by at all time to avoid misprocurement.

# APPENDICES