

NATIONAL GANGARIVER BASIN PROJECT

PROCUREMENT MANUAL

**Project Management Group
National Ganga River Basin Authority
New Delhi**

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1. INTRODUCTION

1.1 The “**Procurement Manual**” provides the essential information and step by step procedures in brief, about procurement of goods & works and services to achieve the objectives of the program National Ganga River Project (NGRBA) supported by the World Bank.

1.2 Procurement of all goods, works and services under National Ganga River Basin Authority(NGRBA)project will be carried out in accordance with the World Bank’s "Guidelines: Procurement Under IBRD Loans and IDA Credits" dated January 2011 (Procurement Guidelines); and "Guidelines: Selection and Employment of Consultants by World Bank Borrowers" dated January 2011 (Consultancy Guidelines) and the agreed procedures described in the Legal Agreements.

1.3 This document is intended for procurement officers at NPMG, SPMG & PEAs to achieve the uniform system of procurement in all the States. This document is also intended to guide the implementation agencies to understand the procedures to be followed for procurement. The rights and obligations of the purchaser and the contractor of goods and works are governed by the tender documents and by the contracts signed by the purchaser with the contractor and not by these guidelines.

1.4 The Manual is organized in 2 parts, this first part deals with all details of the processes, methods and various value thresholds that shall be maintained. Part 2 of the NGRBA Procurement Manual includes various formats and documentation required for carrying out procurement activities under the World Bank assisted project. Model bidding documents, protocols for bid opening, comparative analysis, evaluation, etc. are included as part of Part 2 for the use of practitioners.

1.5 **Discontinued ex-ante review and no objection by Bank of the following decisions related to post review contracts:**

- a) **Rebidding.**
- b) **Extension of Bid Validity periods.**

- c) Amendments to Goods/Works/Cons contracts(unless the resulting contract amount after amendment exceeds agreed Prior Review Thresholds)
- d) Very small consulting contracts(below \$10,000)
- e) Individual consultant contracts (below \$10,000) selected on sole source basis with the exception of critical assignments.

2. PROJECT DETAILS

2.1 The Ganga river basin is the largest in India, extending over the states of Uttarakhand, Uttar Pradesh, Bihar, West Bengal and Jharkhand. Whereas the river Ganga is of unique importance ascribed to reasons that are geographical, historical, socio-cultural and economic giving it the status of a national river. And whereas the river Ganga has been facing serious threat due to discharge of increasing quantities of sewage effluents, trade effluents and other pollutants on account of rapid urbanization and industrialization. And whereas the demand for the river water is growing for irrigation, drinking purposes, industrial use and power due to increase in population, urbanization, industrialization and growth in infrastructure, and taking into account the need to meet competing demands.

2.2 The Central Government by notification has set up the “National Ganga River Basin Authority”(NGRBA) as an empowered planning, financing, monitoring and co-ordinating authority for the Ganga River, in exercise of the powers conferred under the Environment (Protection) Act, 1986. The Authority is to ensure effective abatement of pollution and conservation of the river Ganga by adopting a holistic approach with river basin as the unit of

Project Goals

2.3 The objectives of the NGRBA is to ensure effective abatement of pollution and conservation of the river Ganga by adopting a river basin approach for comprehensive planning and management. It has been decided that under the mission clean Ganga, it will be ensured that by 2020 no untreated municipal sewage or industrial effluents flows into the Ganga.

Scope of the Manual

2.4 Procurement Manual contains procedures to be followed for procurement of goods, works and consultancy services for implementation of NGBRA projects. The Manual is based on World Bank Guidelines and will be applicable for the PEAs/stakeholders in implementation of program me, namely ,NPMG, SPMG and all other implementing agencies. The Manual includes draft of invitation of Bids; briefs of contract data; pre-bid conference; procurement process, evaluation of bids for works and goods, award of contract review requirements by the Bank at appropriate stages.

2.5 Appropriate Standard Bidding Documents of the Bank as agreed by the World Bank (as amended from time to time) shall be followed for procurement of goods, works and services for individual sub-projects following methods and Procedures as per approved Procurement Plan, and for changes, if any, prior clearance of the Bank shall be required.

Modification to the Manual

2.6 The Manual shall be a reference tool for the project implementation by the Project Implementing Agency and related agencies. The guidelines and procedures for procurement of goods, works and services laid down in this manual can be modified by mutual agreement between MoEF and the World Bank.

3: PROCUREMENT ARRANGEMENTS IN NGRBA

Procurement Policy

3.1 The procurement policy of NGRBA is to ensure that resources needed to carry out the activity are procured with due attention to economy and efficiency (lower cost, best quality and timely availability); project funds are used to pay for resources needed; and all suppliers have an equal opportunity to compete and their selection is carried out through most transparent means.

3.2 Following key aspects of procurement process are generally common to all public sector procurement including those followed by the Government and donors:

Transparency, fairness and fraud prevention is important so that everyone will know that funds are being honestly spent and accounted for;

Equal opportunity ensures that the suppliers/sellers are provide with equal opportunity;

Economy and efficiency (value for money) means that goods and services will be purchased at a reasonable price. This also means that the procurement is planned and executed to get the best efficiency;

Effectiveness means that the goods and services will fulfill project objectives.

The ability of the supplier/seller to provide the goods and services has to be documented so that there is assurance that what is promised can be provided.

It is important to know and understand that the funds institutions receive are public money, and it only transforms into an activity when the money spent is **accounted for** appropriately.

Procurement Arrangements

3.3 The NPMG and SPMGs will be responsible for overall procurement planning, management, monitoring and quality assurance under the project. PEAs will be responsible for detailed procurement management functions like preparing and issuing tenders, opening and evaluation of the tenders, placing contracts, contract management, regular supervision, and authorization of payments. PEAs shall follow the methods and procedures detailed in this manual for carrying out procurement activities

Procurement Plan

3.4 Planning and adhering to procurement of various items in an orderly manner ensures an effective method of budget execution and expenditure management. Procurement by any project implementing entity at national, state and PEA level shall be undertaken in adherence to the following essential conditions.

- (a) Ensure that specific budget provision is available to meet expenditure in the financial year in which it is to be incurred.
- (b) Assess bulk requirement of goods, works and services for procurement at the beginning of the financial year and initiate action for procurement in accordance with the procedure applicable.

- (c) Procurement is made to the best advantage of the annual plan implementation after comparison of competitive prices.
- (d) Purchase of items are in economic lots keeping in view the annual requirements.

3.5 The procurement plan details should include:

- i. The particular contracts for the goods, works and/or services required to carry out the project during the financial year.
- ii. The proposed methods for procurement of such contracts with their estimated costs, procurement schedule in accordance with the procedures agreed in the financing agreement, and
- iii. The related review procedures.

3.6 NPMG and SPMG of each state shall prepare procurement plan and procurement activity schedule for the project life as part of the Annual State Perspective Planning process agreed for the project. Procurement plan is essentially planning of what procurement of goods and works is to be carried out and at what time during the year. Separate procurement plan shall be prepared for Consultancies, Goods and Works. Procurement plan shall include Goods /consultancies / works to be procured, their estimated value, method of procurement, review by the Bank, bid opening date/receipt of technical proposal date. Methods of procurement to be adopted as well as review of contracts by the World Bank will be decided based on the total value of a tender/IFB rather than on the value of each individual contract/ schedule/ lot/ slice within the tender.

3.7 The Procurement Plan and Procurement Activity Schedule shall be submitted to the Bank for review and clearance. The procurement action will be initiated only after Bank's no-objection to Procurement Plan and Procurement Activity Schedule. The procurement plan shall be disclosed in the NPMG/SPMG website, notice boards and Bank's website.

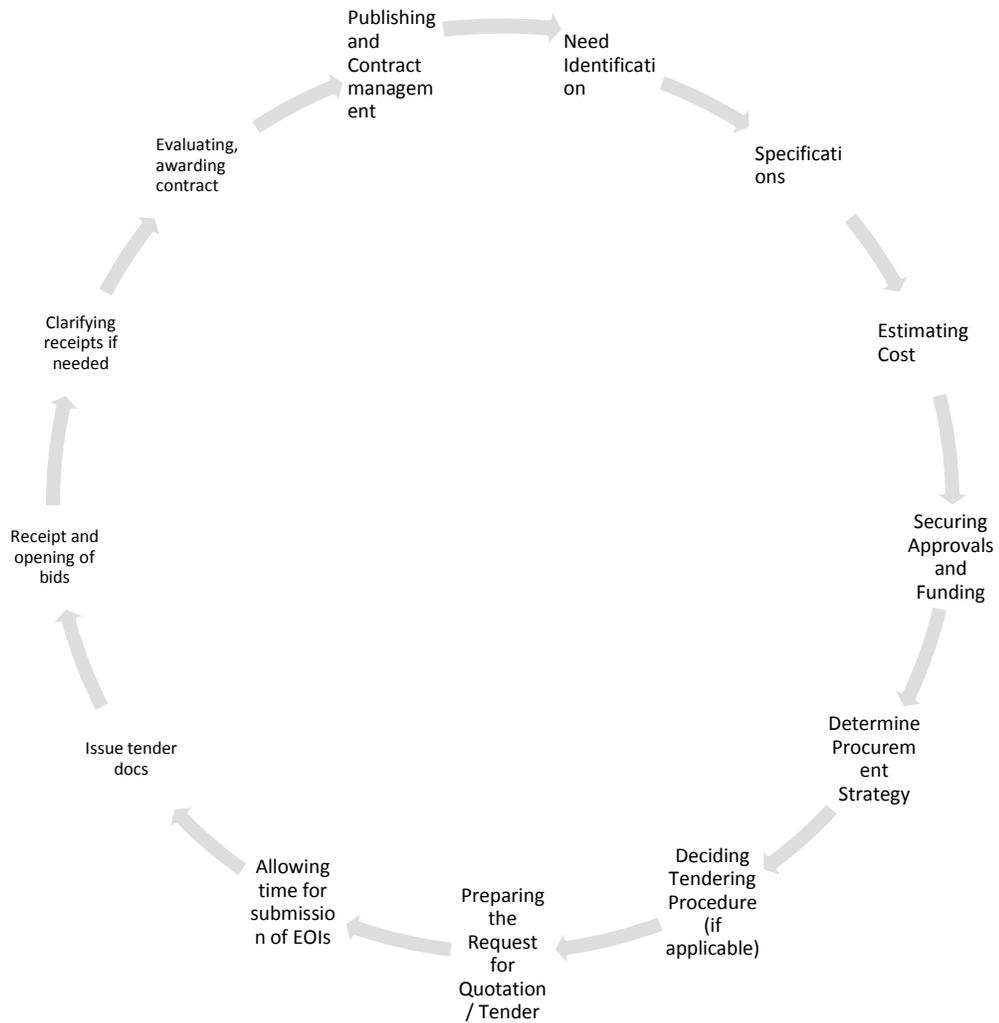
3.8 The Project shall update the Procurement Plan annually or as needed throughout the duration of the project. The updated procurement plan shall be cleared with the Bank and published as at Para above.

3.9 All procurements in the project will be carried out as per the agreed procurement plan. The procurement plan at the States will be executed by SPMG. At the state level NPMG has no role in procurement except that all the prior review contracts will come to the Bank through NPMG. All procurement done outside the procurement plan will be ineligible for reimbursement from the Bank. Format for developing Procurement plan is attached as Annexure.

Procurement Procedures

3.10 Procurement procedure/guidelines are a set of steps in which purchase transaction is carried through the processes for identification of need , developing specifications, identifying suppliers/service providers, inviting offers/proposals, evaluating and

awarding contracts, contract management, receipt and certification of goods/services, evaluation and closure. These steps integral parts of supply chain management together form the procurement processes of an organization. The flow chart given below captures these essential steps



4: PROCUREMENT METHODS AND VALUE THRESHOLDS

Threshold for Procurement Methods and prior review -

4.1 Thresholds give various value cut offs for using different methods. These thresholds are subject to periodic review and revision as needed during project implementation based on forthcoming actions and client capacity. If a bid transaction comprises contracts for several packages,(consisting of lots and/or slices); the aggregate estimated value of all contracts put to bid together will determine the applicable threshold amount and the corresponding method to be used. These thresholds shall be reviewed by the Bank periodically during the life of the project to bring in any changes as demanded by further risk assessments.

4.2 Methods and Value thresholds for Civil Works are:

Expenditure Category	Value* (Threshold per contract)	Procurement Method	Contracts subjected to Prior Review/Post Review
Civil Works including Works that involve supply and installation components for STPs.	(a) Civil Works estimated to cost equivalent to US\$ 100,000 or less per contract.	National Shopping	Post review only
		Force Account	Post review only
	(b) Civil Works estimated to cost more than the equivalent to US\$ 100,000 per contract and less than US\$ 20 Million(US \$40 Million).	National Competitive Bidding (NCB)	First two works contract by each institution under the project NCB regardless of value and all contracts above US\$ 5 Million equivalent each will be prior reviewed by the Bank. All other contracts by the post review. Works \$5 Million and above will be Prior Reviewed.
	(b) Civil Works estimated to cost more than US\$ 20 Million	International Competitive Bidding (ICB)	All ICB contracts will be subject to

* If a transaction comprises several packages, lots or slices, the aggregate estimated value of contracts determines the applicable threshold amount.

Irrespective of the prior review thresholds, first NCB contract for goods and works from all procurement entities will be subjected to prior review by Bank.

@ Under Works category, NCB method limit of up to \$20 Million to be used for STPs under Component 2 of the project, for items/packages identified in prior approved procurement plans. Irrespective of this upper limit, the decision to proceed on NCB or ICB terms above the value of \$10 Million will be based on: (i) a capacity assessment of the local contracting industry and ability of potential bidders to respond to the tender requirements; and (ii) the scope for reduction of the geographical dispersion of the contracts (whenever possible) through a careful packaging strategy to be applied during the feasibility DPR stage and while finalizing the annual plans and procurement plans.

4.3 Methods and Value thresholds for Goods are:

Goods			
Equipment, Machinery, Vehicles, Furnitures, Learning Materials etc.	(i)US\$50,000(US\$100,000) equivalent or less per contract	National Shopping (DGS&D rate contracts are treated at par with Shopping However,State Rate Contracts cannot be used at par with Shopping. If state rate contract exists for an item, the same can be considered as one of the 3 quotations to be sought under shopping procedures	Post review only. Goods \$0.50million and above will be Prior Reviewed. IT and non-consultancy services \$0.50 Million & above will be Prior reviewed
	(ii) Proprietary equipment; software; print, audio or visual educational publications; and other learning resources irrespective of value	Direct Contracting	Prior review with justifications as per Guidelines Direct contracts for Goods& Works \$10,000 And above will be Prior Reviewed
	(iii) Contracts of more thanUS\$50,000(US\$100,000) equivalent but less than US\$1Million(US\$3Million) equivalent.	National Competitive Bidding (NCB) (DGS&D rate contracts are treated at par with NCB)	First bidding document and first contract of all PEAs,SPMGs and NPMG will be subject by Prior review by the Bank
	(iv) Contracts of more than US\$ 1 Million equivalent	International Competitive Bidding	all ICB contracts are subject to Prior review by the Bank

* If a transaction comprises several packages, lots or slices, the aggregate estimated value of contracts determines the applicable threshold amount.

4.3 Methods and Value thresholds for Consultancy Services are:

<p>Consultancy Services (Firms)</p>	<p>(a) More than US\$200,000 equivalent per contract.</p>	<p>Quality and Cost Based Selection (QCBS)</p> <p>Quality Based Selection (QBS)</p> <p>Would comprise entirely of national consultants for all contracts below US\$500,000</p>	<p>Prior Review.</p> <p>All contracts valued above \$ 200,000.</p> <p>All others post review</p>
	<p>(b) More than US\$100,000 and up to US\$200,000 equivalent</p>	<p>Quality and Cost Based Selection (QCBS)</p> <p>Or</p> <p>Selection based on a Fixed Budget (FBS)</p> <p>Or</p> <p>Selection Based on Least Cost Basis (LBS)</p>	
	<p>(c) US\$100,000 equivalent or less per contract.</p>	<p>Selection Based on Least Cost Basis (LBS)</p> <p>Or</p> <p>Selection based on Consultant's Qualification (CQ)</p> <p>Or</p> <p>Selection based on a Fixed Budget (SFB)</p>	
<p>Individual Consultants</p>		<p>Competitive Selection based on review of 3 shortlisted resumes</p>	<p>Prior Review of all contracts valued above \$50,000(\$0.10 Million & above).All others post review.</p> <p>Single source selection</p>

			of Consultants \$10,000 and above will be prior reviewed..
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* If a transaction comprises several packages, lots or slices, the aggregate estimated value of contracts determines the applicable threshold amount.

4.4 Review by the Bank of Procurement Decisions

In case of variations in the contract amounts the following procedures as provided by the World Bank Procurement Guidelines should be followed:

Civil Works.

–All contracts of civil works above 18 months provide for Price variation factor i.e. possibility of increase in the contract amount due to price increases in certain inputs like Steel , cement etc. As mentioned in the contract. If contract amount increases during implementation due to price variation factor, for prior review contracts the variation order needs to be approved by the Bank if the overall change is more than 15% (cumulative increment to be considered for this purpose)of the original contract amount.

For post review contracts if after variation the total value of the contract crosses the threshold of post review, then variation order has to come to Bank for no objection. Here also cumulative increment in the contract value needs to be considered for this purpose. In prior review cases, in case of any variation above 15% of the original contract amount (cumulative increment to be considered for this purpose) the variation order needs to be approved by the Bank.

Goods.

After the contract is signed there should be no variation. If there is any exception the Bank should be approached for a no-objection with a justification.

Consultancies:

For Lump-sum contracts generally variations are not allowed. For exceptional cases Bank should be approached for a no-objection with a justification.

Time based contracts:

As the payments are linked to inputs (for e.g. in case of supervision tasks) variations in the contract amount due to extension in time is possible. But if it is a prior review contract it should be sent to the Bank for no objection. If it is a post review contract, it should come to the Bank if the contract value crosses the prior review threshold (cumulative) as a result of such extension.

The above-mentioned norms are detailed in the World Bank Procurement Guidelines which should be referred to and complied with.

Payments should be made to contractors/consultants/suppliers within the time limit stipulated in the contract documents. All contract documents should lay down such timelines for payment of acceptable invoices. If the invoice is not acceptable, the reasons of non-acceptance should be communicated to the contractor/supplier/consultant within two weeks of the receipt of the invoices. Contract documents should also lay down norms for penalties for non-payment within

the prescribed timeline as well as penalties for failure of delivery of goods/works of agreed standards within prescribed timeline.

5: PROCUREMENT METHODS FOR GOODS AND WORKS

5.1 The methods of procurement to be followed for Goods and Civil Works are:

International Competitive Bidding (ICB)
National Competitive Bidding (NCB)
National Shopping
Direct Contracting
Force Account (for civil Works through Public Works Department)

5.2 INTERNATIONAL COMPETITIVE BIDDING (ICB)

5.2.1 This method is generally adopted where supplies cannot be met from indigenous sources and need import; and / or foreign firms are expected to participate (irrespective of the value) and bring more competition. For details of procedures under IBRD Loans and IDA Credits, January 2011 (Guidelines). Standard Bidding Document of the World Bank will be used for contracting under ICB Procedures.

5.3 NATIONAL COMPETITIVE BIDDING (NCB)

5.3.1 NCB also known as Open Tender is the competitive bidding procedure normally used for public procurement of goods and civil works in the country. The procedures shall provide for adequate competition in order to ensure reasonable prices. The criteria to be used in the evaluation of tenders and the award of contracts shall be made known to all bidders and not be applied arbitrarily. Framework Contracts can be used for commonly procured items up to the cumulative value of NCB threshold. NCB will be conducted in accordance with the World Bank Procurement Guidelines and the following provisions:

- Only the model bidding documents for NCB agreed with the GOI Task Force (and as amended for time to time), shall be used for bidding;
- Invitations to bid shall be advertised in at least one widely circulated national daily newspaper or in the official gazette, or on a widely used website or electronic portal with free national and international access, in English, at least 30 days prior to the deadline for the submission of bids;
- No special preferences will be accorded to any bidder either for price or for other terms and conditions when competing with foreign bidders, state owned enterprises, small scale enterprises or enterprises from any given state;

- Extension of validity shall not be allowed without the prior concurrence of the World Bank (i) for the first request for extension if it is longer than four weeks; and (ii) for all subsequent requests for extension irrespective of the period (such concurrence will be considered by the Bank only in case of Force Majeure and circumstances beyond the control of the Purchaser/Employer).
- Re-bidding shall not be carried out without the prior concurrence of the World Bank. The system of rejecting bids outside a pre-determined margin or “bracket” of prices shall not be used in the project;
- Rate contracts entered into by Directorate General of Supplies and Disposals will not be acceptable as a substitute for NCB procedures;
- Two or three envelope system will not be used;
- No negotiations are conducted even with the lowest evaluated responsive bidders.

5.4 SHOPPING

5.4.1 Shopping procedure is adopted where the estimated cost of procurement is less than \$100,000 for civil works and less than \$50,000 for goods. The following consideration should be kept in view for adopting this procedure:

General: Shopping is a Procurement method based on comparing price quotations obtained from several national suppliers, usually at least three to ensure competitive prices. Shopping should not be used as an expedient to by-pass more competitive methods or fraction large procurement into smaller ones solely to allow the use of Shopping.

To be used: To procure small amounts of off-the-Shelf goods or Standard. Specification Commodities or simple civil works for which more competitive methods are not justified on the basis of cost or efficiency;

Requirements:

- * Request for quotation shall be written and sent by letter, fax, telex, etc. (with proof of receipt and record keeping);
- * The request shall include the description and quantity of the goods as well as the required delivery time and place for the goods or services, including any installation requirements as appropriate;
- * The request shall indicate the date by which the quotations are needed.
- * Prices for goods supplied from within the country (including previously imported items) are requested to be quoted EXW (ex-works, ex-factory, ex-warehouse, ex-showroom or off-the-shelf, as applicable) including all custom and excise duties and sale and other taxes already paid or payable on the raw materials and components; for goods offered from abroad (i.e., not previously imported) prices are requested CIF or CIP or DDU basis (in case of large purchases).

- * In case of civil works prices shall be requested inclusive of all taxes and duties payable by the contractor.
- * Requests should be addressed to more than three firms that are reputable, well established and are suppliers of the goods or services being purchased, as part of their normal business (after verifying whether those being invited will make an offer or not) to ensure at least three quotations are received; In case unsolicited quotations are received, they may be accepted after carrying out a similar due diligence exercise to verify the nature and reputation of firm.
- * Quotation should be submitted in writing i.e., by fax, telex, or letter (copies to be kept for records).
- * No bid or performance securities are required.
- * Normally, requests for quotes should indicate the expected date of submission of quotes with a minimum of 7 days for goods and 14 days from the date of issue of request.
- * If the Purchaser has not received at least three quotations within the time set, it should verify with the suppliers who have not submitted quotation, whether they intend to do so and how soon. Unless there is extreme urgency or there are already three or more quotations available, reasonable amount of additional time, say three more days, could be given to submit quotation.
- * Quotation should be compared after adding to the quoted price for goods, the estimated cost of inland transportation and insurance, if any, to the final destination. The lowest priced offer is selected.
- * Purchaser may exercise discretion in selecting a quotation that is not the lowest priced as far as there is good technical justification on the quality of the offered item, suitability of delivery schedule, etc. In such cases, such requirements should be indicated in the request for quote as well as in the evaluation note.
- * Award decision and its rationale should be documented/ and kept for review by audit by the Bank (or by the Bank's auditors) as needed. The record should contain the list of firms invited, and the list and value of quotations received, comparative statements etc. The documents should clearly show that the award is based on sound technical and commercial criteria.
- * Purchase order shall incorporate the terms of accepted offer and should specify the currency of payment (which is the currency of the quote).

5.5 Direct Contracting

5.5.1 The procedure for Direct Contracting may be adopted if any one of the following conditions is met. The value of each contract for such procurement should not exceed the limited prescribed in the table given in para 1.2 above.

(a) The Single Tender system may be adopted in case of articles including equipment, which are specifically certified as of proprietary in nature, or where only a particular firm is the manufacturer of the articles demanded or in case of extreme emergency.

(b) The single tender system without competition shall be an appropriate method under the following circumstances:

- Extension of existing contracts for works or goods awarded with the prescribed procedures, justifiable on economic grounds;
- Standardization of equipment or spare parts to be compatible with existing equipment may justify additional purchases from the original supplier;
- The required item is proprietary and obtainable only from one source, and
- Works are small and scattered or are situated in remote locations where mobilization costs for contractors would be unreasonably high.

5.6 Procurement of Civil Works through Force Account

5.6.1 Force account, that is, construction by the use of the Implementing Entity own personnel and equipment may be the only practical method for constructing some kinds of works especially when works are small and scattered or in remote locations for which qualified construction firms are unlikely to bid at reasonable prices. Prior approval of the same from bank is required, if the agreed Procurement Plan does not provide for this method. In general, under this project, the maximum limit for works executed through force account shall not exceed the shopping threshold.

5.7 Preparation of Tender Document

5.7.1 Standard bidding documents agreed with Government of India Task Force should be used for NCB. Sale of tender documents should begin only after the publication of notification for tender in newspapers. The tender documents shall furnish all information necessary for a prospective bidder to prepare a tender for the goods and/ or works to be provided. Tender documents should be made available to all who seek them after paying the requisite fees, if any, regardless of registration status and they should be allowed to bid. However, the request should be in writing along with the requisite fee of the tender/bid, if any.

5.7.2 The Bid document should invariably contain standard bidding and contract conditions to make it self-explanatory. Some of the mandatory requirements in a bid document include- Invitation for bids, Instructions to Bidders, Contract data including Bill / Schedule of Quantities (BOQ), General terms & conditions, Award criteria,

Notification of award, Execution of contract, Quality control, Payment terms, Taxes and duties, Completion certificate, Warranty/ Defect liability, Drawings, Dispute resolution, Arbitration, Force Majeure, etc. Bill/ Schedule of quantities (BOQ) will indicate the description of items to be provided along with quantities and the phased manner in which the goods/works are required to be delivered or constructed.

5.7.3 Various formats to be used for advertisement and inviting bids and proposals are given in Part 2 of the manual

5.8 Various aspects, conditions and processes involved are detailed in the documents referred to above in Annexes. In the section below, some of the important aspects to be kept in view while undertaking procurement activities using this documentation are elaborated:

Aspect	Things to Remember
Advertisement	<ol style="list-style-type: none"> 1. In case of ICBs, also publish in the World Bank's external web site and forwarded to embassies and trade representatives of countries of likely suppliers of goods and also who have expressed interest in response to the General Procurement Notice (GPN). 2. In case of NCB, Invitations shall be published in at least in one national daily or in the official gazette, or on a widely used website or electronic portal with free national and international access 3. The advertisement should also be placed at the project website. 4. No need for advertisement in case of National Shopping.
Time for submission of Bids	<ol style="list-style-type: none"> 1. Not less than 2 weeks for Shopping. 2. Not less than 4 weeks for NCB. 3. Not less than 6 to 8 weeks for ICB.
Bid Opening	<ol style="list-style-type: none"> 1. Bid Opening shall be on the same day, immediately after closing submission of bids. 2. All bids shall be opened publicly in the presence of representatives of bidders. 3. Only single venue for submission and opening of Bids. 4. Late Bids to be returned unopened. 5. The name of the bidder and total amount of each bid along with important conditions like excise duty, sales tax, delivery terms, delivery period, special conditions and discounts, if any, shall be read out at the time of bid opening. Withdrawal notices and modifications to the tender shall be read out first followed by the tender of the bidder. 6. On the spot Comparative statement should be prepared and signed by all present.
Bid validity	<ol style="list-style-type: none"> 1. Generally 30 to 45 days for Shopping. 2. Generally 90 to 120 days for NCB/ICB.
Non responsive Bids which will be rejected	<ol style="list-style-type: none"> 1. Unsigned bids. 2. Not accompanying Bid Security as per value and valid duration in days, if required as per bid documents. 3. Not meeting eligibility criteria, if any mentioned in the bid documents. 4. Bids that have not quoted for the entire schedule/packing (if so required by Bid documents) and are not in the required currency as indicated in the bid documents. 5. Not meeting the technical and financial capability as per specified tender evaluation criteria to successfully execute the contract.

No Negotiations	There should not be any negotiations either for price or terms and conditions of the tender submitted.
Securities and Penalties in Bid Documents and Contracts	<ol style="list-style-type: none"> 1. Performance Security is generally taken in NCBs and ICBs. 2. Retention Money is generally taken in civil works contracts. 3. Liquidated Damages should be included in all contracts. <p>All the above should be included in Bid documents.</p>
Repeat Orders applicable for ICBs and NCBs	<ol style="list-style-type: none"> 1. Quantities in contracts awarded may be increased as per the prevailing State procedure up to 15% of the quantity originally ordered by repeat orders. 2. No Objection needed from Bank for more than 15%.
Fraud and Corruption	<ol style="list-style-type: none"> 1. World Bank has the right to reject a proposal for award if it determines that the Bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for the Contract in question. 2. World Bank will cancel the portion of the loan allocated to a contract if it determines at any time that representatives of the Borrower or of a beneficiary of the loan engaged in corrupt, fraudulent, collusive or coercive practices during the procurement or the execution of that contract, without the Borrower having taken timely and appropriate action satisfactory to the Bank to remedy the situation. 3. World Bank will sanction a firm or individual, including declaring them ineligible, either indefinitely or for a stated period of time, to be awarded a Bank-financed contract if it at any time determines that they have, directly or through an agent, engaged, in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, a Bank-financed contract. 4. Will have the right to require that a provision be included in Bidding Documents and in contracts financed by a Bank loan, requiring Bidders, Suppliers, Contractors and Consultants to permit the Bank to inspect their accounts and records and other documents relating to the bid submission and contract performance and to have them audited by auditors appointed by the Bank. (Please refer to World Bank Guidelines for detailed clause)
Procurement Review	<p>World Bank will carry out prior review of bid documents, advertisements, evaluation reports and award recommendations as per the value thresholds mentioned in Chapter 2. However, Terms of Reference and Consultants contracts for assignments of critical nature will be reviewed in all cases, regardless of values</p> <ol style="list-style-type: none"> 1. World Bank will carry out post review either by themselves or by Consultants of selected at least 10% of all contracts issued by all entities SPMU/DPMU/POs. 2. If the World Bank determines that the goods, work or services were not procured in accordance with the agreed procedures, as reflected in the Loan Agreement and further detailed in the Procurement Plan approved by the Bank or that the contract itself is not consistent with such procedures, it may declare misprocurement as established in the procurement guidelines.
Filing and Record Keeping	<ol style="list-style-type: none"> 1. Should follow the established Government procedures for filing of records. 2. Should keep all information in one single file per contract issued like copy of procurement plan with details of the item procured, bidding details like letters sent, advertisements issued, record of public opening of bids, all signed original bids with signatures of members opening the bid, bid evaluation report, minutes of meeting of Procurement committee, letter of indent, signed Purchase Order/Contract, Delivery challan/receipt, Inspection/Acceptance report, Invoice, Payment details, etc. 3. Maintain a purchase order log which is a brief record for all purchase orders issued containing supplier's name, brief description of purchase, total value of order, status of

	<p>PO (open/ closed etc.)</p> <p>4. Vendor Record file which contains the names, addresses of suppliers, materials that a vendor can supply, delivery and quality records</p> <p>5. Rate contract file containing the purchase records of items under a term contract</p> <p>6. Summary purchase reports (could be monthly/ quarterly/ half yearly/ annually) available to management for ease of reference. Could have the total value of purchase, allocation of purchase value against major items, budget for purchase for next year, proposal for revision of budget in current year.</p>
Misprocurement	<p>The Bank does not finance expenditures for goods, works and consultancy services, which have not been procured/ contracted in accordance with the agreed provisions of the financing agreement and as further elaborated in Procurement Plan agreed with the Bank. In such cases, the Bank will declare misprocurement, and it is the policy of the Bank to cancel that portion of credit/ loan allocated to the goods, works, and consultancy services that have been misprocured. The Bank may, in addition, exercise other remedies provided for under the Financing Agreement. Even when the contract is awarded after obtaining “no objection” from the Bank, the Bank may still declare misprocurement, if it concludes that the “no objection” was issued on the basis of incomplete, inaccurate, or misleading information furnished by the Borrower or the terms and conditions of the contract had been modified without Bank’s prior approval.</p>
Complaint Redressal	<p>In order to deal with the complaints from the contractors / suppliers and public effectively, a complaint handling mechanism shall be set up at the State level as well as at district level, and immediate action shall be initiated on receipt of complaints to redress the grievances. All complaints shall be handled at a level higher than that of the level at which the procurement process is being undertaken and the allegation made in the complaints should be thoroughly enquired into, and if find correct, appropriate remedial measures shall be taken by the appropriate authorities. A register of the complaint redressal shall be prepared at each level and shall contain the following information</p> <ul style="list-style-type: none"> ○ S.No of the complaints ○ Date on which the complaint was made ○ Particular of the person making the complaint ○ Nature of the complaint ○ Complaint against whom if against a person ○ Detail of action taken and subsequent follow ups specifying on which date the action was taken ○ Whether the complaint has been satisfied if not why. ○ Action taken against the guilty ○ General remarks <p>Subsequently an on line data base will be created which will be regularly updated and which would be capable of creating on line reports for the purpose of the monitoring. SPMU will announce on its web site about having in place a complaint redressal mechanism</p> <p>In case any individual officer/staff is found responsible, suitable disciplinary proceedings shall be initiated against such officer/staff .This register shall also be subject to concurrent audit by the chartered accountants engaged as concurrent auditors.</p>

6: PROCUREMENT OF SERVICES

6.1 Definition of services includes training, workshops, IEC activities (printing or distributing material through an agency), research and studies, hiring of procurement agents, hiring of consultants, NGO services, PPP agreements and other similar contracting. General considerations will be:

- High-quality services;
- Economy and efficiency;
- Give qualified consultants an opportunity to compete
- Encouraging the development and use of national consultants
- The importance on transparency in the selection process

6.2 In all service requirements there are some key processes that need to be followed.

(a) Preparation of the Terms of Reference (TOR): A well-defined ToR should be prepared specifying the services to be provided on following lines: (i) Background information, (ii) A precise Statement of objectives, (iii) An outline of the tasks to be carried out, (iv) A time schedule for completion of tasks, (v) The support / inputs provided by the Client, (vi) Composition of Review Committee to monitor consultants work (vii) List of key personnel whose CV and experience would be evaluated.

(b) Preparation of cost estimate and budget based on the implementing agencies assessment of the resources needed to carry out the assignment, staff time, logistical support, and physical inputs. Costs shall be divided into three broad categories, (i) fee or remuneration, (ii) reimbursable, and (iii) miscellaneous expenses.

(c) Deciding the contracting strategy viz. going for lump-sum or time based contract¹, individual vs. firm, advertising vs. internal short listing, terms of payment etc. Depending on the decision made, one of the selection methods mentioned above will be chosen.

(d) Advertising i.e. seeking Expression of Interest to be published in newspapers having wide circulation.

¹**Lump Sum**- These contracts are used for assignments like Feasibility Studies, Environmental Studies, Detailed design of a standard structure etc., in which the content and the duration of the work is clearly defined. Payment is made upon delivery of outputs.

Time Based - these contracts are used for assignments in which it is difficult to define the scope and the duration of the work to be performed. Payment is based upon an hourly, daily, or monthly rate, plus reimbursable expenses using actual expenses or agreed-upon unit prices. This type of contract provides for a maximum total payable amount that includes a contingency for unforeseen work and duration, price adjustments etc. Examples of Time Based contracts include Preparation of data, Complex Studies, Supervision of construction of civil works, Training assignments, Advisory services etc.

(e) Short listing of consultants i.e. the expressions of interest received shall be evaluated based on the relevant qualifications and experience specified in the advertisement, to arrive at shortlist of the consultants. The shortlists shall comprise six firms so that at the proposal stage, there is adequate competition among the Consultants.

(f) Seeking Request for Proposals (RFP): Proposals from the short listed firms/institutions will be sought in two envelope system i.e, technical proposal in one envelope and financial proposal in another envelope. Standard RFP document of the World Bank will be followed for this purpose.

(g) Evaluation: Evaluation committees separately for technical and financial evaluation shall be formed and this committee will evaluate the proposals received from the firms/institutions. The evaluation of the proposals shall be carried out in two stages: first the quality, and then the cost. Evaluators of technical proposals shall not have access to the financial proposals until the technical evaluation is concluded. *Combined Evaluation:* The combined evaluation of successful bids would be done by assigning 75% weight to the technical score and 25% to the financial (application of weight for commercial offer will depend on the method used). The consultant scoring the highest marks will be recommended by the committee for award of work and invited for negotiations.

(i) Negotiations and Award: It may be necessary to conduct negotiations with the selected consultant on the TOR, the methodology, staffing, Department's inputs, and special conditions of the contract. The firm obtaining the highest total score should be invited for negotiations and discussions. These discussions shall not substantially alter the original TOR or the terms of the contract, lest the quality of the final product, its cost, and the relevance of the initial evaluation be affected. In methods where price is a factor of the selection, no negotiations can be held on prices. Based on the final negotiated ToR and contract, an award is made to the selected agency.

(j) Rejection of All proposals, and Re-invitation: The procedure prescribed for the procurement goods and works is equally applicable for service contract also.

6.3 A detailed process flow depicting a selection process following QCBS for a service is presented in Annex ----.

6.4 Quality and Cost Based Selection (QCBS) is the method based on the quality of the proposals and cost of services to be provided. This method is appropriate when the scope of work assignment is precisely defined and the TOR are well specified and clear; and an estimate with reasonable precision for the staff time as well as the other inputs and cost required of the Consultants can be assessed.

6.5 Least Cost Selection (LCS) Under LCS a minimum qualifying mark for quality is established and indicated in the RFP, short-listed consultants have to submit their proposals in two envelopes. The technical proposals are opened first and evaluated.

Proposals scoring less than minimum qualifying marks are rejected, and the financial envelopes of the rest are opened in public. The consultant with the lowest evaluated price is selected. The LCS method is more appropriate for small assignments of a standard or routine nature where well established practices and standards exist from which a specific and well defined outcome is expected, which can be executed at different costs, eg. standard accounting audits, engineering designs and/ or supervision of simple projects; repetitive operations and maintenance work and routine inspection, and simple surveys.

6.6 Fixed Budget Selection (FBS) is based on disclosing the available budget to the invited consultants in RFP and selecting the consultant with the highest – ranking technical proposal within the budget. It needs to be ensured that budget is compatible with the TOR and that consultant will be able to perform the tasks within the budget. FBS is appropriate only when: (a) the budget is fixed and cannot be exceeded; (b) the TOR are simple and assignment can be precisely defined; and (c) the time and staff month effort required from the Consultant can be assessed with precision. Typical assignments awarded under FBS are: sector studies, market studies, and surveys of limited scope; simple pre-feasibility studies and review of existing feasibility studies; and review of existing technical design and bidding documents

6.7 Selection Based on Consultant’s Qualification (CQ) method applies to very small assignments for which the full –fledged selection process would not be justified. CQ is considered for assignments such as: brief evaluation studies at critical decision points of projects; executive assessment of strategic plans; high level, short term, legal –expertise; and participation in project review expert panel. Under CQ the Clients first prepare the TOR, then requests for Expression of Interest and qualification information on the consultant’s experience and competence relevant to the assignment. The Client establishes a short list and selects the firm with the best qualifications and references. The selected firm is asked to submit a combined technical and financial proposal and is then invited to negotiate the contract if the technical proposal proves acceptable.

6.8 Single Source Selection (SSS) involves asking a specific consultant to prepare technical and financial proposals, which are then negotiated. Since there is no competition, this method is acceptable only in exceptional cases and made on the basis of strong and convincing justification where it offers clear advantages over the competition. Some circumstances can be:

- The assignment represents a natural or direct continuation of a previous one awarded competitively, and performance of the incumbent consultant has been satisfactory.
- A quick selection of consultant is essential to address an emergency operation and crisis;
- Only one consulting organization has the qualification or experience of exceptional worth to carry out the assignment

6.9 Selection of Individual Consultant: For hiring of individuals, it is necessary to finalise the job description, qualification and experience required and terms of engagement. Thereafter an advertisement (if the assignment is complex) may be put into the newspapers indicating the above details. The applications received shall be scrutinized and ranking shall be prepared. Thereafter the top-ranked individual shall be

invited for interviews/discussions and would be offered the assignment. Consultants shall be selected through comparison of qualifications of at least three candidates among those who have expressed interest in the assignment or have been approached directly by the Client.

6.10 A comparison of the various steps across the above methods is presented below

Consultant Selection Process under Various Methods- A Comparison

Aspect	QCBS	FBS	LCS	QBS	CQS	SSS
Prepare ToR	↪	↪	↪	↪	↪	↪
Prepare Cost Estimate	↪	↪	↪	↪	↪	↪
Advertise for EOIs (2 weeks)	↪	↪	↪	↪	↪	✗
Prepare Shortlist of top 6 firms	↪	↪	↪	↪	Best firm shortlisted	✗
Prepare and Issue RFP to 6 firms (4 weeks)	↪	↪	↪	↪	Issued to 1 firm	Issued to SS
Technical evaluation and rejection below pass mark	↪	↪	↪	↪	✗	✗
Commercial Evaluation and combined scores	↪	T1 if within budget	L1 of tech qualified selected	✗	✗	✗
Cost & Units Negotiated for Award	✗	✗	✗	↪	↪	↪

7: PROCUREMENT ADMINISTRATION AND MANAGEMENT - ROLES AND RESPONSIBILITIES

7.1 This section describes the administrative and managerial tasks involved in conducting procurement related activities by the project management at NPMG, SPMG, PEAs and other institutions.

7.2 The functions and required powers of NGRBA /PMG and state level executives/SPMG in areas of Procurement and Contract Management are as follows:

Functional Area	NGRBA Executive /NPMG		SRCA Executive/SPMG	
	Functions	Powers	Functions	Powers
Procurement	*Enter contracts with selected & eligible agencies to deliver works, goods and services.	*Full powers to pre-qualify and post qualify contractors, suppliers and consultants, subject to agreed caps. *Power to delegate procurement to PEAs (on case to case basis, depending on PEA capacity) and SRCA Executive/NPMG. *Powers to ensure that technical sanction provided before bids from bidders are invited are not questioned by PEAs(or their line management). *Quality Assurance of prior review contracts from PEAs and SPMG's before the same is submitted to World Bank	*Enter contracts with selected and eligible agencies to deliver works, goods and services.	*Full powers to prequalify and post qualify contractors, suppliers and consultants ,subject to agreed caps. *Power to delegate procurement to PEAs(on case to case basis, depending on PEA capacity) *Powers to ensure that technical sanction provided before bids from bidders are invited are not questioned by PEAs(or their line management). *Quality Assurance of prior review contracts from PEAs before the same is submitted to World Bank
Contract Management	*Ensure that the contracts entered with selected	*Powers to make recommendation for payment, make payment, deduct or retain parts of the payment-and as	*Ensure that the contracts entered with selected agencies are enforced and	*Powers to make recommendation for payment, make payment, deduct or retain parts of the payment-and as

	<p>agencies are enforced and completed in time and at cost.</p>	<p>relevant delegate such powers to PEA. *Powers to direct SRCA Executive/NPMG and/or PEAs to withhold payment in case of unsatisfactory progress of contracts. *Power to encase security deposits in favor of NGRBA Executive/NPMG. *Powers to approve variation order upto 15% of the original value and approve contingencies upto 5%. *Powers to inspect contracts owned by PEAs, and powers to direct on corrective measures.</p>	<p>completed in time and at cost.</p>	<p>relevant delegate such powers to PEA. *Powers to direct SRCA executive SPMG and/or PEAs to withhold payment in case of unsatisfactory progress of contracts. *Powers to encase security deposits in favor of SRCA Executive/SPMG, and apportion with NGRBA Executive/SPMG. *Powers to approve variation order up to 15%, and approve contingencies up to 5%. 8 Powers to inspect contracts owned by PEAs, and power to direct on corrective measures.</p>
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7.3 The NPMG and SPMGs will be responsible for all procurement, ensuring prudent financial management, quality assurance, monitoring and evaluations under the project. The NPMG and SPMGs will collaborate with a range of government departments or specialized agencies (the PEAs) that have jurisdiction, demonstrated capacity and expertise in management and execution of the proposed pilot investments. PEAs will be delegated with responsibility to procure and manage contracts within the delegated financial limits decided on a case by case basis by respective SPMG and as per agreed prior and post review arrangements with the Bank, regular supervision, contract payments and accounting. In case of contracts that require prior review by the Bank, PEAs shall submit their documentation to the respective SPMG for review and forwarding to the Procurement Unit of the NPMG. All submissions for prior review to the Bank shall be made only after review and acceptance by the NPMG. The sharing of roles and responsibilities, including administrative and fiduciary arrangements between the NPMG/SPMGs and the PEAs has been agreed and documented in bilateral MOUs.

7.4 The NPMG/SPMGs will collaborate with and seek support from and partnership with a range of other agencies to strengthen the capacity of the main implementing agencies. These will include international, national and local knowledge centers; academic and research institutes; private sector business houses and industries; urban and rural local government bodies; civil society groups, NGOs, community

based organizations and other government departments responsible for coastal zone development and protection.

7.5 To be able to efficiently implement the above-mentioned responsibilities, adequate provision of staff, capacity and resources has been made within the NPMG and SPMGs.

8: GENERAL ISSUES - POST REVIEW, AUDIT AND DOCUMENTATION

8.1 **Procurement review** refers to auditing of files and documents relating to the procurement of Goods, works and consultancy services. Procurement review is basically carried out to ascertain whether the procurement procedures were correctly and completely followed, both in letter and spirit. It brings out omissions/commissions and lapses, whether on account of poor or inadequate understanding of the procedures or willful negligence including likely fraud/corruption evidence during the review. All documents related to procurement should be filed and kept systematically and safely. The report and observation of procurement review serve as a guide for taking remedial measures to streamline and improve the procurement system. The procurement review covers the following aspects:-

- a Whether the procurement plan was prepared?
- b Whether the procurement was made as per the procurement plan?
- c Whether the method adopted for procurement was as per the threshold limits given in the procurement manual?
- d Whether the procurement sub-committee was involved in the procurement procedure?
- e Whether the overall procurement was done within a reasonable time?
- f Whether there was any avoidable delay at any stage/ stages of the procurement process?
- g Whether the necessary approval was taken from appropriate authority wherever required?
- h Whether proper and adequate documents relating to procurement were maintained?
- i Whether the technical and financial evaluation was done properly and in a fair manner?
- j Whether the contracted firm, supplied the goods or executed the work as per the quality, quantity and price agreed upon?
- k Whether the goods were supplied or works executed in time, if not liquidated damages as per agreed conditions of contract were enforced/recovered and properly recorded in stock books/works registers after inspection?
- l Whether the payment was made to the supplier/ contractor in time? If not, reasons for delay.

8.2 As part of internal and statutory audit, review of all the contracts under the Project shall be conducted by the Internal and Statutory auditors as per laid down procedure.

Internal Auditors: Internal auditor's (firm of chartered accountants) will be appointed by NPMG, SPMG and PEAs for conducting the Financial Audit at the Department level. The TOR of financial audit will include adequate requirement to cover review of procurement activities. The auditor will carry out the review of procurement procedures adopted for works, goods and consultancy services.**Statutory Auditors:** The statutory audit of the Program will be conducted by the Comptroller and Auditor General of India/Chartered Accountant Firms, who will also review the procurement procedures adopted and give a report accordingly.

8.3 In addition to internal and statutory audits, the World Bank will also have the right to conduct post review of the contracts at the central, states, and the districts levels. The concerned authorities will be required to make all relevant documentation available to the World Bank, as and when required. In case of contracts that require prior review by the Bank, PEAs shall submit their documentation to the respective SPMG for review and forwarding to the Procurement Unit of the NPMG. All submissions for prior review to the Bank shall be made only after review and acceptance by the NPMG. The process of Bank's review will be based on the following:

- (a) It is the Bank's policy to require that Borrower's, as well as bidders, suppliers, and contractors under Bank financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts. In pursuance of this policy, the Bank will have the right to require that a provision be included in bidding documents and in contracts financed by a Bank loan, requiring bidders, suppliers, and contractors to permit the Bank to inspect their accounts and records and other documents relating to the bid submission and contract performance and to have them audited by auditors appointed by the Bank.
- (b) Contracts which are (i) not subject to prior review by the Bank, and (ii) awarded following these guidelines will be post reviewed by the Bank.
- (c) The Borrower shall retain all documentation with respect to each contract (excluding contracts subject to prior review by the Bank) during project implementation and up to two years after the closing date of the Loan Agreement. This documentation would include, but not be limited to, the signed original of the contract, the analysis of the respective proposals, and recommendations for award, for examination by the Bank or its Consultants. The Borrower shall also furnish such documentation to the Bank upon request. If the Bank determines that the goods, work or services were not procured in accordance with the agreed procedures, as reflected in the Loan Agreement and further detailed in the Procurement Plan approved by the Bank or that the contract itself is not consistent with such procedures, it may declare misprocurement as established in the procurement guidelines. The Bank shall promptly inform the Borrower the reasons for such determination.

8.4 Record Keeping: The Project shall retain all documentation with respect to each contract during project implementation and up to two years after the closing date of the Loan Agreement. This documentation would include, but not be limited to, the signed original of the contract, the analysis of the respective proposals, and recommendations for award, for examination by the Bank or by Consultants. The Borrower shall also furnish such documentations to the Bank on request. Most Purchase Department maintains the following basic records:

- i) **PURCHASE ORDER LOG**---It contains a numerical brief record of all Purchase Orders issued. It contains Purchase Order nos., supplier's name, brief description of purchase, total value of the order etc.
- ii) **OPEN ORDER FILE**---contains status of all outstanding orders.
- iii) **CLOSED ORDER FILE**---contains historical data of all completed purchases.
- iv) **VENDOR RECORD FILE**---contains the names, addresses of suppliers, materials that a vendor can supply, delivery and quality records.
- v) **RATE CONTRACT FILE**---contains the purchase records of items under a term contract. It is specially important when the contract is an open one against which orders may be placed.
- vi) **PURCHASE REPORTS**--- Since the Purchase Deptt. handles a sizable portion of organization finances, it is desirable to have some summary reports periodically (monthly/quarterly/ half yearly/ annually) available to the management. Some of important reports are;
 - a) Total value of purchase
 - b) Allocation of purchase value against major items
 - c) Budget for purchase for the next year
 - d) Proposal for revision of budget in current year

8.5 Besides the above, the Purchase Officer responsible should maintain all the records of issue, receipt, opening, evaluation of tenders, award of contracts i.e. all pre-order and post-order records in chronological order and the files kept in an identified place and should be retrievable for scrutiny whenever needed without wastage of time. Records of complaint handling, correspondences with clients, consultants, Bank Vendors etc. also shall be kept separately and should be retrievable.

Annex

Sample Procurement Plan

General

1. **Project information:** [Example: Country, Borrower, Project Name, Loan/Credit No., Project Implementing Agency (PIA) etc. The Project team may decide to have different sections to reflect projects with many PIAs]
2. **Bank's approval Date of the procurement Plan** [Original :.....;]
3. **Date of General Procurement Notice:**
4. **Period covered by this procurement plan:**

II. Goods and Works and non-consulting services.

1. **Prior Review Threshold:** Procurement Decisions subject to Prior Review by the Bank as stated in Appendix 1 to the Guidelines for Procurement: [Thresholds for applicable procurement methods (not limited to the list below) will be determined by the Procurement Specialist /Procurement Accredited Staff based on the assessment of the implementing agency's capacity.]

	Procurement Method	Prior Review Threshold	Comments
1.	ICB and LIB (Goods)		
2.	NCB (Goods)		
3.	ICB (Works)		
4.	NCB (Works)		
5.	ICB (Non-Consultant Services)		
	[Add other methods if necessary]		

2. **Prequalification.** Bidders for _____ shall be prequalified in accordance with the provisions of paragraphs 2.9 and 2.10 of the Guidelines.
3. **Proposed Procedures for CDD Components (as per paragraph. 3.17 of the Guidelines:** [Refer to the relevant CDD project implementation document approved by the Bank]
4. **Reference to (if any) Project Operational/Procurement Manual:**
5. **Any Other Special Procurement Arrangements:** [including advance procurement and retroactive financing, if applicable]
6. Procurement Packages with Methods and Time Schedule

[List the Packages which require Bank's prior review first and then the other packages]

1	2	3	4	5	6	7	8	9
Ref. No.	Contract (Description)	Estimated Cost	Procurement Method	Prequalification (yes/no)	Domestic Preference (yes/no)	Review by Bank (Prior / Post)	Expected Bid-Opening Date	Comments

III. Selection of Consultants

- 1. Prior Review Threshold:** Selection decisions subject to Prior Review by Bank as stated in Appendix 1 to the Guidelines Selection and Employment of Consultants:

	Selection Method	Prior Review Threshold	Comments
1.	Competitive Methods (Firms)		
2.	Single Source (Firms)		
	[Add specific methods if necessary]		

- 2. Short list comprising entirely of national consultants:** Short list of consultants for services, estimated to cost less than \$500,000 equivalent per contract, may comprise entirely of national consultants in accordance with the provisions of paragraph 2.7 of the Consultant Guidelines.

- 3. Any Other Special Selection Arrangements:** [including advance procurement and retroactive financing, if applicable]

4. Consultancy Assignments with Selection Methods and Time Schedule

1	2	3	4	5	6	7
Ref. No.	Description of Assignment	Estimated Cost	Selection Method	Review by Bank (Prior / Post)	Expected Proposals Submission Date	Comments

IV. Implementing Agency Capacity Building Activities with Time Schedule

- 1. In this section the agreed Capacity Building Activities are listed with time schedule**

No.	Expected outcome / Activity Description	Estimated Cost	Estimated Duration	Start Date	Comments

FLOW CHART FOR PROCUREMENT OF CONSULTING SERVICES

