AFRICAN CENTRE FOR ENVIRONMENT, ENERGY AND CLIMATE ADVOCACY (ACEECA)

PROCUREMENT POLICY

Version 1.0
Effective Date: __________
Approved By: Board of Directors

ACEECA Overview

United For Climate Action, Clean Energy, And Resilient Communities

About Us

African Centre For Environment, Energy, and Climate Advocacy works across communities, institutions, and policy spaces to advance environmental protection and climate resilience. Together with partners, we restore ecosystems, promote renewable energy solutions, and strengthen local capacity to respond to climate change.

Our Vision and Mission

Our Mission

To advance inclusive, evidence based and locally driven solutions at the intersection of environmental protection, climate action, clean energy and climate governance.

Our Vision

A climate resilient and environmentally sustainable future where communities thrive in harmony with nature, clean energy is accessible to all, and inclusive climate governance ensures that no one is left behind.

Our Values

Sustainability & Stewardship • Equity & Inclusion • Evidence & Accountability

Our Approach

Integrated, Evidence Based and Community Driven Climate Solutions

ACEECA delivers sustainable climate and environmental solutions through intergrated, inclusive, and results oriented approach. Our methodology combines scientific evidence, community leadership, institutional strengthening, and strategic partnerships to achieve long term impact.

01 Integrated Systems Thinking

ACEECA applies system thinking to design interventions that address root causes rather than isolated symptoms.

02 Evidence Based Programming

Interventions are grounded in research, data, and global best practices through integrated MERL systems

03 Community Led & Inclusive Development

Sustainable change is achieved when communities are empowered as active agents of transformation.

04 Climate Resilience & Low Emission Development

We strengthen adaptive capacity while promoting low carbon development pathways.

05 Policy Engagement & Institutional Strengthening

We work with national and coiunty institutions to strenghen climate policy implementation.

06 Strategic Partnerships & Resource Mobilization

Collaboration with government, civil society, private sector & development partners to scale impact.

07 Results Based Management & Accountability

ACEECA applies results based manageent principles to ensure interventions achieve defined outcomes

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GENERAL PROVISIONS

1.0 INTRODUCTION

The African Centre for Environment, Energy and Climate Advocacy (ACEECA) is a non-governmental organization committed to advancing environmental sustainability, climate resilience, clean energy transition, ecosystem restoration, climate governance, and sustainable development across Kenya and the broader African region.

As an organization entrusted with resources from donors, development partners, governments, private sector actors, philanthropic institutions, and local communities, ACEECA recognizes its responsibility to ensure that all procurement activities are conducted with the highest standards of integrity, accountability, transparency, efficiency, and professionalism.

Procurement is a strategic function that directly influences the organization's ability to achieve its mission, deliver impactful programmes, manage risks, and maintain the confidence of stakeholders. Effective procurement contributes to programme quality, operational efficiency, financial stewardship, environmental sustainability, and institutional credibility.

ACEECA further recognizes that procurement decisions have social, economic, and environmental implications. The organization is therefore committed to integrating sustainability principles into procurement processes by promoting environmentally responsible purchasing, supporting ethical supply chains, encouraging local participation where appropriate, and minimizing adverse environmental impacts associated with organizational operations.

This Procurement Policy establishes the principles, standards, procedures, and responsibilities governing the acquisition of goods, works, consultancy services, and other services required for the implementation of ACEECA's programmes and operations.

The policy shall be read and implemented together with ACEECA's Finance Management Policy, Asset Management Policy, Anti-Fraud and Anti-Corruption Policy, Human Resource Policy, Safeguarding Policy, Data Protection Policy, and any other relevant organizational policies and procedures.

The provisions of this policy apply to all procurement activities undertaken by or on behalf of ACEECA regardless of funding source, unless otherwise specified by applicable donor requirements or contractual obligations.

2.0 PURPOSE OF THE POLICY

The purpose of this Procurement Policy is to establish a comprehensive framework that guides all procurement activities undertaken by ACEECA and ensures that organizational resources are utilized effectively, responsibly, and in a manner that achieves the best possible value.

Specifically, the policy seeks to:

a) Establish transparent, fair, and competitive procurement processes.

b) Promote accountability and sound stewardship of organizational, donor, and public resources.

c) Ensure procurement decisions are based on objective and documented criteria.

d) Obtain the best value for money while maintaining required standards of quality, sustainability, and performance.

e) Strengthen public confidence, donor confidence, and stakeholder trust in ACEECA's procurement systems.

f) Prevent fraud, corruption, bribery, favoritism, collusion, conflicts of interest, and other unethical practices.

g) Ensure compliance with applicable laws, regulations, donor requirements, grant agreements, and internal policies.

h) Promote sustainable procurement practices that support environmental protection, climate action, social inclusion, and responsible resource use.

i) Provide clear guidance on procurement roles, responsibilities, approvals, and accountability mechanisms.

j) Enhance institutional governance, risk management, and internal control systems.

k) Ensure consistency and standardization in procurement practices across all ACEECA projects, programmes, offices, and operational units.

l) Strengthen supplier relationships while maintaining fairness, integrity, and competitiveness

m) Facilitate procurement processes that contribute to ACEECA's strategic goals, mission, vision, and values.

3.0 SCOPE AND APPLICABILITY

This policy applies to all procurement activities undertaken by ACEECA regardless of funding source, geographical location, project, programme, or operational unit.

The policy shall apply to:

a) Members of the Board of Directors.

b) The Chief Executive Officer.

c) Directors and senior management personnel.

d) Permanent and contract employees.

e) Consultants and technical advisors.

f) Volunteers and interns.

g) Temporary project staff.

h) Procurement committee members.

i) Individuals authorized to initiate, approve, evaluate, manage, or monitor procurement processes.

j) Partner organizations implementing activities using ACEECA funds where procurement obligations form part of partnership agreements.

k) Any individual acting on behalf of ACEECA in procurement-related matters.

This policy governs the procurement of: Goods and supplies; Equipment and machinery; Office furniture and fixtures; Information and communication technology equipment; Software and digital services; Consultancy services; Professional services; Training services; Event management services; Construction works; Renovation and maintenance services; Transportation and logistics services; Renewable energy technologies; Environmental restoration services; Research services; Monitoring and evaluation services; Printing and communication services; and, Any other goods, services, or works acquired using ACEECA resources.

The policy applies to procurement financed through:

- Organizational funds;
- Donor grants;
- Partnership funding;
- Government support;
- Corporate sponsorships;
- Contributions from development partners;
- Any other legally acquired funding sources.

Where donor-specific procurement requirements differ from this policy, the more stringent requirement shall apply provided it does not conflict with applicable law.

4.0 POLICY STATEMENT

ACEECA is committed to maintaining a procurement system that reflects the highest standards of transparency, fairness, integrity, accountability, professionalism, and sustainability.

The organization shall conduct all procurement activities in a manner that:

a) Promotes open and fair competition.

b) Ensures equal treatment of eligible suppliers.

c) Achieves best value for money.

d) Encourages ethical business conduct.

e) Protects organizational resources from misuse, fraud, corruption, and waste.

f) Supports environmentally sustainable and climate-responsive purchasing decisions.

g) Promotes inclusion and participation of qualified local suppliers, women-owned enterprises, youth-owned enterprises, and enterprises owned by persons with disabilities where appropriate.

h) Ensures procurement decisions are objective, evidence-based, and free from undue influence.

i) Maintains accurate and complete procurement records.

j) Supports organizational effectiveness and programme impact.

ACEECA maintains a zero-tolerance approach toward corruption, fraud, bribery, collusion, coercion, conflict of interest, bid manipulation, and any conduct that compromises the integrity of procurement processes.

All individuals involved in procurement activities shall act in the best interests of ACEECA and shall uphold the organization's values, ethical standards, and governance principles.

5.0 LEGAL AND REGULATORY FRAMEWORK

ACEECA shall conduct procurement activities in accordance with all applicable legal, regulatory, contractual, and policy requirements.

Procurement activities shall be guided by:

5.1 Laws of Kenya

Where applicable, procurement activities shall comply with relevant Kenyan legislation including but not limited to laws governing: Contracts; Employment; Taxation; Environmental management; Occupational safety and health; Data protection; Intellectual property; Anti-corruption and economic crimes; Corporate governance; Non-governmental organizations and civil society organizations.

5.2 Donor Regulations

Where procurement is financed through grants or donor funding, ACEECA shall comply with applicable donor procurement requirements and contractual obligations.

Such requirements may relate to: Procurement thresholds; Competition requirements; Supplier eligibility; Documentation standards; Approval procedures; Reporting obligations; and, Audit requirements.

5.3 Grant and Partnership Agreements

Procurement activities shall comply with conditions specified in grant agreements, memoranda of understanding, partnership agreements, and funding contracts.

5.4 Internal Organizational Policies

This policy shall be implemented together with other ACEECA policies including: Finance Management Policy; Asset Management Policy; Anti-Fraud and Anti-Corruption Policy; Human Resource Policy; Data Protection Policy; Safeguarding and Child Protection Policy; Environmental Policy; Risk Management Policy; and Code of Conduct.

5.5 International Procurement Standards

In implementing this policy, ACEECA shall strive to align its procurement practices with internationally recognized standards and principles adopted by multilateral institutions, development organizations, and international NGOs.

These principles include:

- Transparency;
- Fair competition;
- Accountability;
- Integrity;
- Value for money;
- Sustainability;
- Non-discrimination;
- Responsible stewardship of resources.

Where multiple requirements apply, the most stringent requirement shall generally prevail unless prohibited by law.

6.0 DEFINITIONS

For the purpose of this Policy, the following terms shall have the meanings assigned to them below:

Procurement

The process of acquiring goods, works, consultancy services, or other services from external sources through purchasing, leasing, contracting, or other lawful means.

Supplier

Any individual, company, organization, or entity that provides goods, services, or works to ACEECA.

Contractor

A supplier engaged through a contract to perform specific works, construction activities, or service delivery obligations.

Consultant

An individual or firm engaged to provide specialized professional, technical, advisory, research, or capacity-building services.

Tender

A formal and competitive procurement process through which suppliers submit bids in response to an invitation issued by ACEECA.

Quotation

A written offer submitted by a supplier indicating the price, specifications, and conditions under which goods or services can be provided.

Conflict of Interest

A situation in which an individual's personal, financial, family, professional, political, or other interests may influence, or appear to influence, their ability to make objective procurement decisions.

Emergency Procurement

Procurement undertaken under exceptional circumstances requiring immediate action to prevent harm, disruption, loss, or significant operational risks where normal procurement procedures cannot reasonably be followed.

Value for Money

The optimal combination of cost, quality, sustainability, efficiency, effectiveness, and risk considerations necessary to achieve organizational objectives.

Value for money does not necessarily mean selecting the lowest-priced offer.

Sustainable Procurement

The acquisition of goods, services, and works in a manner that achieves value for money while minimizing environmental impacts, promoting social responsibility, supporting ethical business practices, and contributing to long-term sustainable development outcomes.

Bid

A formal offer submitted by a supplier in response to a solicitation issued by ACEECA.

Procurement Committee

A designated body responsible for reviewing, evaluating, and recommending procurement decisions in accordance with this policy.

Donor-Funded Procurement

Any procurement financed wholly or partially through grants, donations, sponsorships, or funding provided by development partners and other external funding sources.

Sole Source Procurement

A procurement method whereby goods or services are obtained from a single supplier without competition based on justified circumstances approved in accordance with this policy.

OUR PROCUREMENT COMMITMENT

Our procurement practices are guided by strong principles that ensure transparency, value for money, fairness, sustainability and accountability in everything we do.

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PROCUREMENT GOVERNANCE

7.0 PROCUREMENT PRINCIPLES

All procurement activities within ACEECA shall be guided by the following core principles, which reflect international best practice as applied by multilateral organizations, development agencies, and donor-funded institutions.

7.1 Transparency

ACEECA shall ensure that all procurement processes are open, documented, and capable of independent review and audit. Transparency shall be demonstrated through:

- Clear procurement documentation and records;
- Public or internal advertisement of competitive opportunities where applicable;
- Documented evaluation criteria prior to bid submission;
- Traceable decision-making processes;
- Proper archiving of procurement files.

Transparency ensures accountability to donors, stakeholders, and the communities ACEECA serves.

7.2 Fairness

All suppliers shall be treated equitably and without discrimination. ACEECA shall ensure that:

- No supplier receives preferential treatment;
- All bidders receive the same information at the same time;
- Evaluation criteria are applied consistently;
- Conflicts of interest are declared and managed;
- Decisions are based solely on merit and compliance.

Fairness ensures credibility and protects the organization from reputational and legal risk.

7.3 Competition

ACEECA shall promote open and effective competition as the default procurement approach. Competition shall:

- Encourage innovation and efficiency among suppliers;
- Enhance quality and cost-effectiveness;
- Reduce risks of fraud and collusion;
- Ensure value for money.

Restricted or single-source procurement shall only be used under clearly justified and documented circumstances.

7.4 Accountability

All individuals involved in procurement shall be accountable for their actions and decisions. Accountability shall be enforced through:

- Clear delegation of authority;
- Documented approval processes;
- Performance monitoring;
- Audit trails;
- Disciplinary measures for non-compliance.

Each procurement decision must be attributable to a responsible officer.

7.5 Integrity

ACEECA shall uphold the highest standards of integrity in all procurement processes. Integrity requires:

- Honesty in all procurement dealings;
- Zero tolerance for fraud and corruption;
- Full disclosure of conflicts of interest;
- Protection of procurement data from manipulation;
- Ethical behavior at all stages of procurement.

7.6 Sustainability

ACEECA shall integrate environmental and social sustainability considerations into procurement decisions. This includes:

- Preference for environmentally responsible goods and services;
- Reduction of carbon footprint in supply chains;
- Promotion of renewable and energy-efficient solutions;
- Minimization of waste and resource use;
- Consideration of lifecycle costs rather than only purchase price.

Sustainability reflects ACEECA's climate and environmental mandate.

7.7 Inclusiveness

ACEECA shall promote inclusive procurement practices by encouraging participation from:

- Women-owned enterprises;
- Youth-led enterprises;
- Persons with disabilities;
- Local and community-based suppliers;
- Social enterprises and cooperatives.

Inclusion shall be applied where suppliers meet required technical and financial capacity.

7.8 Best Value for Money

All procurement decisions shall be guided by the principle of best value for money, which considers:

- Price;
- Quality;
- Sustainability;
- Delivery timelines;
- Risk;
- After-sales support;
- Total lifecycle cost.

The lowest price shall not automatically constitute the best value.

8.0 PROCUREMENT GOVERNANCE STRUCTURE

ACEECA shall maintain a structured procurement governance system designed to ensure oversight, accountability, and operational efficiency.

8.1 Board of Directors

The Board of Directors shall:

- Provide strategic oversight of procurement systems;
- Approve the Procurement Policy and major amendments;
- Review high-value or high-risk procurement reports where necessary;
- Ensure procurement systems align with organizational strategy and donor expectations;
- Safeguard institutional integrity and risk management.

8.2 Chief Executive Officer (CEO)

The CEO shall be responsible for:

- Overall implementation of the Procurement Policy;
- Ensuring adequate systems, staffing, and controls are in place;
- Approving procurement decisions within delegated authority limits (as per Finance Management Policy);
- Ensuring compliance with donor and legal requirements;
- Reporting procurement performance to the Board.

8.3 Procurement Committee

The Procurement Committee shall serve as the technical and advisory body responsible for:

- Reviewing procurement submissions above defined thresholds;
- Evaluating bids and proposals;
- Recommending contract awards;
- Ensuring compliance with procurement procedures;
- Safeguarding fairness and transparency in procurement decisions.

The Committee shall not override financial approval limits defined in the Finance Management Policy.

8.4 Finance Function

The Finance Function shall be responsible for:

- Confirming budget availability prior to procurement initiation;
- Ensuring procurement aligns with approved budgets and work plans;
- Processing payments in accordance with approved procedures;
- Maintaining financial records related to procurement transactions;

- Supporting audits and financial reporting.

The Finance Function shall not interfere with technical evaluation of bids unless financially mandated.

8.5 Programme Teams

Programme teams shall:

- Identify procurement needs based on approved work plans;
- Prepare procurement requests and specifications;
- Participate in technical evaluation where required;
- Verify delivery and quality of goods/ services received;
- Ensure procurement supports programme outcomes.

Programme teams shall not approve payments unless delegated under the Finance Management Policy.

9.0 DELEGATION OF PROCUREMENT AUTHORITY

ACEECA shall operate a formal Delegation of Authority (DoA) framework that defines approval levels for procurement-related decisions.

9.1 General Principle

All procurement approvals shall be exercised strictly within limits defined in the ACEECA Finance Management Policy and approved Delegation of Authority matrix.

This Procurement Policy does not establish financial limits to avoid duplication or conflict with the Finance Management Policy.

9.2 Authority Framework

Procurement authority shall be delegated based on:

- Role and position;
- Level of responsibility;
- Risk exposure of procurement;
- Funding source requirements;
- Organizational policies.

9.3 Restrictions

No individual shall:

- Approve procurement beyond their delegated authority;
- Approve procurement where they have participated in evaluation (unless explicitly allowed);
- Override financial controls established in the Finance Management Policy;
- Commit ACEECA to contractual obligations without proper authorization.

9.4 Donor Override Principle

Where donor agreements specify stricter approval or procurement requirements, such requirements shall take precedence.

10.0 SEPARATION OF DUTIES

ACEECA shall maintain strict segregation of duties to minimize risk of fraud, error, and conflict of interest.

10.1 Core Principle

No single individual shall perform more than one of the following roles in the same procurement transaction:

- Initiation (requesting goods/services);
- Approval (authorizing procurement);
- Receipt (receiving goods/services);
- Payment authorization;
- Recording or accounting of the transaction.

10.2 Minimum Control Requirements

At a minimum:

- Procurement initiation shall be done by programme or administrative units;
- Evaluation shall be performed by independent evaluation teams or committees;
- Approval shall be done by authorized signatories;
- Receipt verification shall be done by designated receiving officers;
- Payments shall be processed by finance personnel independent of procurement initiation.

10.3 Risk-Based Application

Higher-value and higher-risk procurements shall require stronger segregation controls, including independent oversight or external review where necessary.

10.4 Exceptions

Any exceptions to separation of duties must:

- Be justified in writing;
- Be approved by the CEO;
- Be documented and retained for audit purposes;

- Be minimized and not habitual.

11.0 PROCUREMENT COMMITTEE

11.1 Establishment

ACEECA shall establish a Procurement Committee responsible for ensuring fairness, transparency, and compliance in procurement decision-making.

11.2 Composition

The Procurement Committee shall comprise at minimum:

- Chairperson (appointed by CEO or senior management);
- Representative from Finance;
- Representative from Programme/ Technical Unit;
- Procurement/Administration Officer (Secretary);
- Any additional members as required based on procurement complexity.

External members may be co-opted for specialized procurements where necessary.

11.3 Responsibilities

The Procurement Committee shall:

- Review procurement requests above defined thresholds;
- Evaluate technical and financial proposals;
- Ensure compliance with procurement procedures;
- Validate evaluation reports;
- Recommend contract awards;
- Ensure fairness, transparency, and integrity in decision-making;
- Maintain confidentiality of procurement information.

11.4 Quorum

A quorum shall be achieved when at least two-thirds (2/3) of appointed members are present, including representation from both Finance and Programme functions.

11.5 Decision-Making

Decisions shall be made through:

- Consensus where possible; or
- Majority vote where consensus is not reached.

The Chairperson shall have a casting vote in the event of a tie.

11.6 Conflict of Interest

Any member with a conflict of interest shall:

- Declare the conflict immediately;
- Withdraw from deliberations and decision-making;
- Not influence other members in any way.

Failure to disclose conflict of interest may result in disciplinary action.

12.0 PROCUREMENT ETHICS AND PROFESSIONAL CONDUCT

All personnel involved in procurement activities shall adhere to the highest ethical and professional standards consistent with international NGO and donor expectations.

12.1 Ethical Standards

Personnel shall:

- Act with honesty and integrity at all times;
- Avoid any form of corruption, bribery, or kickbacks;
- Treat suppliers fairly and respectfully;
- Avoid misuse of organizational resources;
- Maintain independence in decision-making.

12.2 Conflict of Interest

Employees and committee members shall:

- Disclose any actual or potential conflict of interest;
- Refrain from participating in related procurement processes;
- Sign conflict of interest declarations where required.

12.3 Gifts and Hospitality

Personnel shall not solicit or accept gifts, favors, hospitality, or benefits that may influence procurement decisions.

Nominal and symbolic items of minimal value may be accepted only where permitted by organizational guidelines and must be disclosed.

12.4 Confidentiality

All procurement-related information shall be treated as strictly confidential.

Personnel shall not disclose: Bid information; Evaluation outcomes; Pricing details; Supplier proprietary information.

12.5 Professional Conduct

All procurement personnel shall:

- Demonstrate professionalism and impartiality;
- Avoid favoritism or bias;
- Ensure accuracy in documentation;
- Respect procurement timelines and procedures;
- Uphold ACEECA's reputation and donor confidence.

12.6 Sanctions for Misconduct

Any breach of procurement ethics may result in: Disciplinary action; Contract termination; Supplier suspension or debarment; Recovery of losses; and, Legal or regulatory action where applicable.

Procurement Governance in Practice | AI Generated Photo

Strong procurement governance ensures that every purchasing decision is transparent, accountable, ethical, and aligned with ACEECA's mission. Through collaborative leadership, clearly defined roles and responsibilities, sound oversight, and robust internal controls, ACEECA promotes integrity, value for money, and responsible stewardship of resources while maintaining the confidence of donors, partners, and the communities we serve.

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PROCUREMENT PLANNING

Procurement planning is a critical control mechanism that ensures all procurement activities at ACEECA are strategic, justified, budgeted, and aligned with organizational priorities. It serves as the bridge between programme planning, financial management, and procurement execution, ensuring efficiency, accountability, and value for money.

13.0 ANNUAL PROCUREMENT PLANNING

13.1 Purpose

ACEECA shall prepare an Annual Procurement Plan (APP) at the beginning of each financial year or project cycle to consolidate all anticipated procurement requirements.

The purpose of procurement planning is to:

- Align procurement with strategic and programme objectives;
- Improve budgeting accuracy and financial discipline;
- Reduce emergency and unplanned procurement;
- Enhance supplier market engagement and competition;
- Improve efficiency and cost-effectiveness.

13.2 Preparation of the Annual Procurement Plan

Annual Procurement Plans shall be developed collaboratively by: Programme Units; Finance Department; Procurement Function; and, Project Managers.

Each unit shall submit its procurement needs based on approved annual work plans and budgets.

The Procurement Function shall consolidate all submissions into a single organizational procurement plan.

13.3 Contents of the Procurement Plan

The Annual Procurement Plan shall include: Description of goods, works, or services required; Estimated quantities; Estimated costs; Funding source; Procurement method (RFQ, tender, RFP, etc.); Expected timelines; Responsible unit; and, Priority level.

13.4 Approval of Procurement Plan

The consolidated Annual Procurement Plan shall be reviewed and approved in accordance with ACEECA governance procedures, ensuring alignment with: Approved budgets; Strategic priorities; and, Donor requirements.

13.5 Revision of Procurement Plan

The Procurement Plan may be revised during the year due to: New donor funding; Programme adjustments; Emergencies; Budget reallocations.

All revisions must be approved through established governance structures.

14.0 BUDGET INTEGRATION

14.1 Principle

No procurement shall be initiated unless there is confirmed budget availability approved under the ACEECA Finance Management Policy.

Procurement planning and budgeting are interdependent functions and must be fully aligned.

14.2 Budget Verification

Before initiating any procurement process, the Finance Function shall:

- Confirm budget availability;
- Verify correct budget codes and cost centres;
- Ensure funds are uncommitted or available for reallocation where applicable;
- Confirm funding source eligibility (especially for donor funds).

14.3 Budget-Controlled Procurement

All procurement activities shall be executed within approved budgets.

Where procurement needs exceed available budgets:

- Additional approval must be obtained;
- Budget reallocation or revision must be approved;
- Donor approval must be sought where required.

14.4 Financial Discipline

Budget integration ensures: Prevention of overspending; Reduction of unauthorized commitments; Strengthened internal financial control; and, Improved audit compliance.

15.0 NEEDS ASSESSMENT

15.1 Purpose

All procurement activities shall be preceded by a structured needs assessment to ensure that procurement is justified, necessary, and aligned with programme objectives.

15.2 Identification of Needs

Programme and operational units shall identify needs based on: Approved work plans; Project deliverables; Operational requirements; Institutional priorities; and, Donor commitments.

15.3 Justification of Procurement

Each procurement request must clearly demonstrate: Why the goods/services are required; How they support programme objectives; What risks exist if procurement is not undertaken; and, Whether alternatives (reuse, repair, internal resources) were considered.

15.4 Avoidance of Unnecessary Procurement

ACEECA shall avoid: Duplicate purchases; Non-essential expenditure; Over-specification of requirements; and, Procurement driven by convenience rather than necessity.

15.5 Approval of Needs

All procurement needs shall be reviewed and validated by: Programme Managers; Budget holders; and, Finance verification (budget availability).

16.0 MARKET RESEARCH

16.1 Purpose

ACEECA shall conduct market research prior to procurement to ensure informed decision-making, realistic budgeting, and effective competition.

16.2 Scope of Market Research

Market research may include: Supplier identification and mapping; Price benchmarking; Quality comparison; Availability of goods/services; Lead times and delivery capacity; and, Market trends and innovations; Environmental and sustainability options.

16.3 Methods of Market Research

ACEECA may use:

- Online research and supplier websites;
- Request for information (RFI);
- Industry consultations;
- Supplier pre-engagement meetings (non-binding);
- Review of past procurement records;
- Donor and peer organization benchmarking.

16.4 Ethical Considerations in Market Research

Market research shall be conducted in a fair and transparent manner. Staff shall ensure that:

- No supplier is given unfair advantage;
- No confidential procurement information is disclosed;
- All suppliers are treated equally during pre-engagement;
- Conflicts of interest are declared.

16.5 Outcome of Market Research

Market research shall inform: Budget estimates; Procurement method selection; Specification development; Timeline planning; and, Risk identification.

17.0 PROCUREMENT RISK ASSESSMENT

17.1 Purpose

ACEECA shall conduct procurement risk assessments to identify, evaluate, and mitigate risks associated with procurement activities.

This ensures protection of organizational resources, donor funds, and programme integrity.

17.2 Risk Categories

Procurement risks may include:

a) Financial Risks: Overpricing; Fraudulent invoicing; Budget overruns; and, Currency fluctuations.

b) Operational Risks: Delays in delivery; Supplier non-performance; and, Supply chain disruptions.

c) Compliance Risks: Violation of donor rules; Legal non-compliance; and, Policy breaches.

d) Reputational Risks: Association with unethical suppliers; Public criticism; and, Donor confidence loss.

e) Environmental Risks: Procurement of environmentally harmful goods; and, unsustainable sourcing practices.

17.3 Risk Assessment Process

For major procurements, ACEECA shall:

1. Identify potential risks;
2. Assess likelihood and impact;
3. Determine risk rating (low, medium, high);
4. Develop mitigation measures;
5. Assign risk ownership.

17.4 Risk Mitigation Measures

Mitigation strategies may include:

- Competitive bidding to reduce pricing risk;
- Supplier prequalification;
- Contract performance clauses;
- Advance due diligence checks;
- Staged payments linked to deliverables;
- Insurance requirements;
- Independent verification of deliverables.

17.5 Integration with Procurement Decisions

Procurement risk assessments shall directly inform:

- Procurement method selection;
- Supplier selection criteria;
- Contract conditions;
- Approval levels;
- Monitoring intensity.

Higher-risk procurements shall require enhanced oversight and Procurement Committee review.

17.6 Documentation of Risk Assessments

All risk assessments shall be:

- Documented;
- Retained in procurement files;
- Reviewed during audits;
- Updated where procurement conditions change.

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PROCUREMENT METHODS

18.0 PROCUREMENT METHODS

18.1 Purpose

ACEECA shall utilize different procurement methods depending on the nature, complexity, value, urgency, and risk associated with the procurement requirement.

The purpose of procurement methods is to ensure that procurement processes: Achieve value for money; Promote competition; Ensure fairness and transparency; Reduce procurement risks; Comply with donor and legal requirements; and, Support efficient programme implementation.

18.2 Selection of Procurement Method

The selection of a procurement method shall be based on: Estimated value of procurement; Nature of goods, works, or services required; Market conditions; Availability of suppliers; Procurement risks; Complexity of the assignment; Donor requirements; and, Urgency of need.

The procurement method selected must be justified and documented.

18.3 Approved Procurement Methods

ACEECA may utilize the following procurement methods:

a) Direct Procurement
b) Request for Quotations (RFQ)
c) Competitive Tendering
d) Restricted Tendering
e) Request for Proposals (RFP)
f) Framework Agreements
g) Single Source Procurement
h) Emergency Procurement

No procurement method shall be used to deliberately circumvent competition requirements or approval procedures.

19.0 DIRECT PROCUREMENT

19.1 Purpose

Direct Procurement is a simplified procurement method used for low-value purchases where obtaining competitive quotations may not be cost-effective or practical.

19.2 Applicability

Direct Procurement may be used for: Routine office supplies; Minor operational purchases; Low-value consumables; Urgent low-risk requirements; and, Goods readily available in the market.

Financial thresholds for direct procurement shall be established under the Finance Management Policy and Delegation of Authority Framework.

19.3 Requirements

Direct procurement shall require: Approved procurement request; Budget confirmation; Evidence of market reasonableness where applicable; Original supporting documentation; and, Proper authorization.

19.4 Documentation

The procurement file shall include: Purchase request; Approval records; Receipt or invoice; Delivery confirmation; and, Payment documentation.

19.5 Restrictions

Direct procurement shall not be used: To split procurements into smaller transactions; To avoid competition requirements; For high-risk or high-value procurements; and, Where competition is reasonably achievable.

20.0 REQUEST FOR QUOTATIONS (RFQ)

20.1 Purpose

The Request for Quotations (RFQ) method shall be used for procurement of standard goods, works, and services where specifications are clearly defined and competition can be obtained from several suppliers.

20.2 Applicability

RFQs may be used for: Office equipment; Printing services; Training venues; Transportation services; Information technology equipment; Maintenance services; Standard consultancy assignments of limited complexity.

20.3 Solicitation Requirements

RFQs shall: Clearly describe requirements; Specify evaluation criteria; Indicate submission deadlines; Include delivery expectations; and, State terms and conditions.

20.4 Competition Requirement

Whenever feasible, quotations shall be requested from a minimum number of qualified suppliers as defined under ACEECA procedures and donor requirements.

Where fewer quotations are obtained, justification shall be documented.

20.5 Evaluation

Quotations shall be evaluated based on: Compliance with specifications; Price competitiveness; Delivery timelines; Supplier capacity; Quality considerations; and, Sustainability factors where relevant.

20.6 Award

The contract shall be awarded to the supplier offering the best value for money and meeting all requirements.

21.0 COMPETITIVE TENDERING

21.1 Purpose

Competitive Tendering is ACEECA's preferred procurement method for medium and high-value procurements and for procurements involving significant organizational risk.

21.2 Principles

Competitive Tendering shall promote: Maximum competition; Equal opportunity; Transparency; Objectivity; and, Accountability.

21.3 Applicability

Competitive Tendering shall generally be used for: Major procurements; Construction works; Long-term service contracts; Equipment acquisitions; Complex procurement requirements.

21.4 Tender Advertisement

Tender opportunities may be advertised through: ACEECA website; Newspapers; Procurement portals; Professional networks; Social media platforms; Other appropriate channels.

The objective shall be to maximize competition and supplier participation.

21.5 Tender Documents

Tender documents shall include: Scope of work; Technical specifications; Eligibility requirements; Evaluation criteria; Submission instructions; Contract conditions.

21.6 Bid Submission

Bids shall:

- Be submitted by the stated deadline;
- Be properly sealed or electronically secured;
- Remain confidential until opening.

Late bids may be rejected unless exceptional circumstances justify acceptance.

21.7 Evaluation and Award

Bids shall be evaluated using predetermined criteria.

No criteria shall be introduced after bid submission.

Awards shall be documented and approved through appropriate governance mechanisms.

22.0 RESTRICTED TENDERING

22.1 Purpose

Restricted Tendering allows ACEECA to invite bids from a limited number of qualified suppliers instead of conducting an open competition.

22.2 Circumstances for Use

Restricted Tendering may be used where:

Only a limited number of suppliers exist; Specialized expertise is required; Security considerations apply; Procurement timelines are constrained; and, Market research confirms limited competition.

22.3 Requirements

Restricted Tendering shall: Be justified in writing; Be approved by the appropriate authority; Maintain fairness among invited suppliers; and, Ensure adequate competition whenever possible.

22.4 Supplier Selection

Suppliers invited under Restricted Tendering shall be selected based on: Technical capacity; Relevant experience; Performance history; Financial capability; and, Compliance status.

23.0 REQUEST FOR PROPOSALS (RFQ)

23.1 Purpose

The Request for Proposals (RFP) method shall be used when procuring professional, technical, advisory, or consultancy services where quality and expertise are critical considerations.

23.2 Applicability

RFPs may be used for: Research assignments; Monitoring and evaluation services; strategic planning; Policy development; Environmental assessments; Communication consultancy; Legal services; and capacity building. Assignments.

23.3 Contents of an RFP

The RFP shall include: Terms of Reference (TOR); Scope of work; Deliverables; Evaluation methodology; Submission instructions; Budget guidelines where applicable.

23.4 Evaluation Criteria

Evaluation may consider: Technical Factors Relevant experience; Qualifications; Methodology; Team composition; Understanding of assignment.

Financial Factors: Cost-effectiveness; Budget realism; and, Value for money.

23.5 Combined Scoring

Where appropriate, ACEECA may apply a weighted evaluation methodology combining technical and financial scores.

Technical quality shall generally carry greater weight for highly specialized assignments.

23.6 Negotiation

Negotiations may be conducted with the highest-ranked bidder before final contract award.

Negotiations shall not compromise fairness or transparency.

24.0 FRAMEWORK AGREEMENTS

24.1 Purpose

Framework Agreements establish long-term arrangements with suppliers for recurring procurement needs.

24.2 Objectives

Framework Agreements aim to: Reduce procurement lead times; Improve efficiency; Standardize pricing; Ensure continuity of supply; and, Lower transaction costs.

24.3 Applicability

Framework Agreements may be used for: Office supplies; Printing services; Hotel and conference services; Vehicle hire; ICT equipment; and, Professional services.

24.4 Duration

Framework Agreements shall normally be established for a defined period and may be renewed based on performance and organizational needs.

24.5 Performance Review

Suppliers under Framework Agreements shall undergo periodic performance evaluations.

Poor performance may result in termination or non-renewal.

25.0 SINGLE SOURCE PROCUREMENT

25.1 Purpose

Single Source Procurement involves obtaining goods or services from one supplier without a competitive process.

Because this method reduces competition, it shall only be used under exceptional circumstances.

25.2 Permissible Circumstances

Single Source Procurement may be justified where:

(a) Only one supplier possesses the required capability.

(b) Compatibility or standardization requirements exist.

(c) Intellectual property or proprietary rights apply.

(d) Previous work continuity is essential.

(e) Competition is not feasible.

(f) Donor approval has been obtained where required.

25.3 Justification Requirements

All Single Source Procurement shall be supported by written justification demonstrating: Why competition is not possible; Why the supplier is uniquely qualified; and, Why the procurement represents value for money.

25.4 Approval Requirements

Single Source Procurement shall require higher levels of review and approval than standard competitive procurement.

25.5 Documentation

The procurement file shall include: Justification memorandum; Market analysis; Approval documentation; Supplier proposal; and, Contract documentation.

26.0 EMERGENCY PROCUREMENT

26.1 Purpose

Emergency Procurement may be undertaken when immediate action is necessary to prevent: Loss of life; Injury; Environmental damage; Programme interruption; Property damage; and, Significant operational disruption.

26.2 Emergency Situations

Examples may include: Natural disasters; Flooding; Drought response; Public health emergencies; Security incidents; Critical equipment failure; and, Climate-related emergencies.

26.3 Emergency Procurement Principles

Even during emergencies, ACEECA shall strive to uphold: Accountability; Value for money; Documentation; Integrity; and, Transparency to the extent possible.

26.4 Simplified Procedures

Emergency procurement may permit: Accelerated approvals; Reduced competition requirements; Expedited contracting; and, Rapid supplier engagement.

However, procurement controls shall not be completely waived.

26.5 Documentation Requirements

Emergency procurement files shall include: Description of emergency; Justification for emergency procedures; Procurement decisions made; Supplier selection rationale; Approvals obtained; Expenditure records.

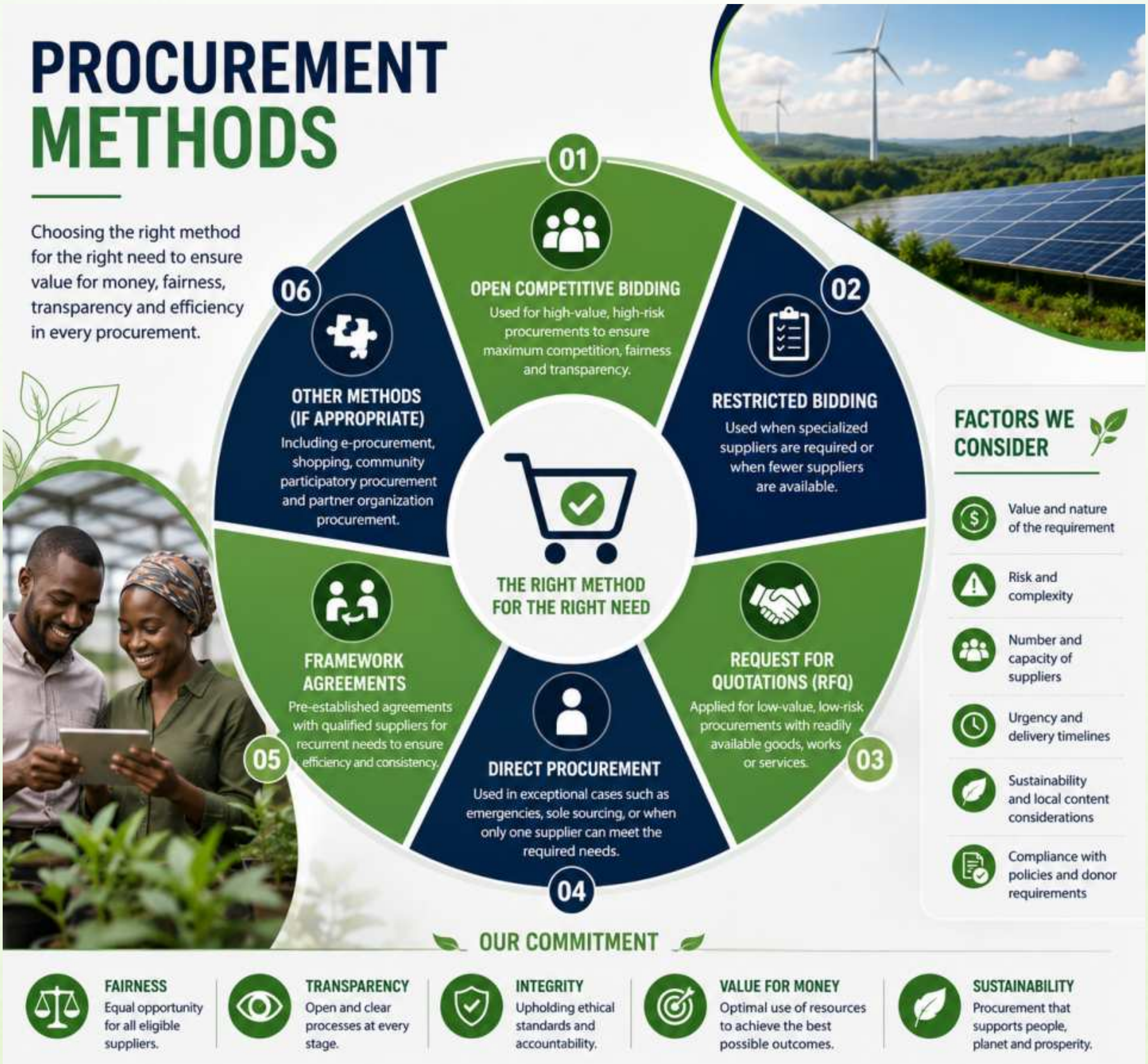
26.6 Post-Emergency Review

All emergency procurements shall be subject to post-procurement review to assess: Compliance; Value for money; Lessons learned; and, Opportunities for process improvement.

26.7 Prevention of Abuse

Emergency procurement shall not be used: To bypass normal procedures without justification; To avoid competition; To compensate for poor planning; and, For convenience purposes.

Any misuse of emergency procurement procedures shall constitute a violation of this Policy.



V

SUPPLIER MANAGEMENT

ACEECA recognizes that effective supplier management is essential for ensuring value for money, quality service delivery, risk mitigation, ethical procurement practices, and achievement of organizational objectives. Supplier management extends beyond supplier selection and includes registration, due diligence, performance monitoring, supplier development, and management of supplier relationships throughout the procurement lifecycle.

The organization shall establish and maintain systems that promote fair supplier participation while ensuring that only qualified, ethical, and capable suppliers are engaged.

27.0 SUPPLIER REGISTRATION AND PREQUALIFICATION

27.1 Purpose

ACEECA shall establish and maintain a Supplier Registration and Prequalification System to identify, assess, and maintain a database of qualified suppliers capable of providing goods, services, and works required by the organization.

The purpose of supplier registration and prequalification is to:

- Promote transparency and fairness;
- Enhance procurement efficiency;
- Reduce procurement risks;
- Improve supplier quality;
- Facilitate competitive procurement;
- Support effective supplier management.

Registration or prequalification shall not constitute a guarantee of future business or contract award.

27.2 Establishment of Supplier Database

ACEECA shall maintain a Supplier Database containing information on approved suppliers across relevant categories.

Supplier categories may include, but are not limited to:

- Office supplies and stationery;
- Information and communication technology;
- Printing and branding services;
- Consultancy services;
- Environmental and climate-related services;
- Renewable energy solutions;
- Event management services;
- Training and capacity-building services;
- Vehicle hire and transportation;
- Construction and maintenance services;
- Research and monitoring services;
- Professional services.

The database shall be updated periodically to ensure accuracy and relevance.

27.3 Supplier Registration Process

Interested suppliers may apply for registration through procedures established by ACEECA.

Applicants may be required to submit: Company profile; Certificate of registration/incorporation; Tax compliance documentation; Business permits and licenses; Ownership information; Relevant certifications; References; Evidence of technical capacity; and, Financial information where applicable.

27.4 Prequalification Process

For selected categories, ACEECA may conduct supplier prequalification exercises.

Prequalification shall assess supplier suitability based on: Technical competence; Financial capacity; Relevant experience; Regulatory compliance; Quality assurance systems; and, Ethical and environmental standards.

Only suppliers meeting minimum requirements may be included in prequalified supplier lists.

27.5 Validity of Registration

Supplier registration and prequalification shall remain valid for a defined period determined by ACEECA.

Suppliers may be required to update documentation periodically to maintain active status.

27.6 Removal from Supplier Database

A supplier may be removed from the database where: Registration information is false or misleading; Regulatory compliance lapses; Performance is unsatisfactory; Ethical violations occur; and, The supplier ceases operations.

Removal shall be documented and approved through appropriate procedures.

28.0 SUPPLIER DUE DILIGENCE

28.1 Purpose

Prior to contract award, ACEECA shall undertake appropriate due diligence to verify the suitability, integrity, and capability of prospective suppliers.

The objective is to ensure that ACEECA engages suppliers who meet legal, financial, technical, ethical, and operational requirements.

28.2 Scope of Due Diligence

The extent of due diligence shall be proportionate to: Procurement value; Procurement risk; Supplier criticality; Donor requirements; Nature of goods or services being procured.

Higher-risk procurements shall require enhanced due diligence.

28.3 Legal Registration Verification

ACEECA shall verify that suppliers are legally established and authorized to conduct business.

Verification may include: Business registration certificates; Certificates of incorporation; Professional licenses; Statutory permits; and, Industry-specific authorizations.

28.4 Tax Compliance Verification

Suppliers shall demonstrate compliance with applicable tax obligations.

Evidence may include: Tax compliance certificates; VAT registration documentation where applicable; Tax identification numbers; and, Other statutory compliance records.

28.5 Ownership Verification

ACEECA may verify supplier ownership structures to: Identify beneficial ownership; Detect conflicts of interest; Prevent undisclosed related-party transactions; and, Ensure transparency.

Suppliers may be required to disclose ownership and management information.

28.6 Technical and Operational Capacity Assessment

ACEECA shall assess supplier capacity to deliver required goods, works, or services.

Assessment may include: Staffing levels; Technical qualifications; Equipment and facilities; Previous project experience; Delivery capacity; and, Quality assurance systems.

28.7 Financial Capacity Assessment

Where appropriate, ACEECA may assess supplier financial stability through: Financial statements; Bank references; Audited accounts; and, Evidence of operational sustainability.

This assessment is particularly important for high-value contracts.

28.8 Ethical Conduct Assessment

ACEECA may evaluate suppliers' ethical standards including: Anti-corruption practices; Labour practices; Human rights compliance; Environmental responsibility; Child protection compliance; and, Safeguarding obligations.

Suppliers may be required to sign ACEECA's Supplier Code of Conduct.

28.9 Risk-Based Due Diligence

Enhanced due diligence may be undertaken where: Procurement values are high; Procurement risks are significant; Procurement involves sensitive activities; Donor requirements demand additional scrutiny. Prevent undisclosed related-party transactions; and, Ensure transparency.

Suppliers may be required to disclose ownership and management information.

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29.0 SUPPLIER DIVERSITY AND INCLUSION

29.1 Commitment to Inclusive Procurement

As part of its commitment to sustainable development and social inclusion, ACEECA shall promote equitable access to procurement opportunities.

The organization recognizes that inclusive procurement contributes to: Economic empowerment; Local development; Social equity; and, Community resilience.

29.2 Diversity Objectives

ACEECA shall seek to encourage participation from:

a) Women-Owned Enterprises- Businesses substantially owned, managed, or controlled by women.

b) Youth-Owned Enterprises - Businesses substantially owned or managed by young entrepreneurs.

c) Enterprises Owned by Persons with Disabilities - Businesses owned or managed by persons with disabilities.

d) d) Local Enterprises - Suppliers operating within communities and regions where ACEECA implements programmes.

e) Social Enterprises and Cooperatives- Organizations that generate social, environmental, or community benefits.

29.3 Inclusive Procurement Measures

ACEECA may promote inclusion through: Outreach initiatives; Supplier awareness activities; Accessible procurement information; Simplified registration processes; Capacity-building opportunities; and, Encouragement of diverse supplier participation.

29.4 Merit-Based Procurement

While promoting diversity and inclusion, ACEECA shall ensure that all procurement decisions remain: Competitive; Transparent; Merit-based; Compliant with procurement requirements.

Inclusion shall not compromise quality, value for money, or technical standards.

29.5 Monitoring Inclusion

The organization may monitor supplier diversity indicators to assess progress toward inclusive procurement objectives.

30.0 SUPPLIER PERFORMANCE EVALUATION

30.1 Purpose

ACEECA shall establish a supplier performance evaluation system to monitor and improve supplier performance.

Performance evaluation supports: Quality assurance; Continuous improvement; Supplier accountability; Informed future procurement decisions.

30.2 Frequency of Evaluation

Supplier performance evaluations shall be conducted: Upon completion of major assignments; At contract milestones; Annually for framework agreement suppliers; Whenever performance concerns arise.

30.3 Evaluation Criteria

Supplier performance may be assessed against:

Quality

- Compliance with specifications;
- Quality of deliverables;
- Technical competence.

Timeliness

- Adherence to agreed timelines;
- Responsiveness;
- Delivery reliability.

Cost Performance

- Cost control;
- Value for money;
- Pricing consistency.

Contract Compliance

- Fulfillment of contractual obligations;
- Reporting compliance;
- Documentation quality.

Sustainability

- Environmental performance;
- Responsible business practices;
- Social responsibility considerations.

Professionalism

- Communication;
- Cooperation;
- Problem-solving ability.

30.4 Performance Ratings

Suppliers may be categorized as: Excellent; Satisfactory; Needs Improvement; and, Unsatisfactory.

Evaluation results shall be documented and retained.

30.5 Corrective Actions

Where performance deficiencies are identified, ACEECA may: Issue performance improvement requests; Conduct supplier review meetings; Increase monitoring; Suspend supplier participation; or, Terminate contracts where warranted.

30.6 Use of Evaluation Results

Supplier performance records may be considered in: Future procurement opportunities; Framework agreement renewals; Supplier registration reviews; and, Procurement risk assessments.

31.0 SUPPLIER SUSPENSION AND DEBARMENT

31.1 Purpose

ACEECA shall maintain procedures for suspending or debarring suppliers whose conduct or performance presents unacceptable risk to the organization.

Suspension and debarment protect organizational integrity, donor resources, and public trust.

31.2 Grounds for Suspension or Debarment

A supplier may be suspended or debarred for:

- Fraud and Corruption including: Bribery; Kickbacks; Fraudulent claims; Forgery; or, Misrepresentation.
- Collusion Including: Bid rigging; Anti-competitive practices;
- Manipulation of procurement processes.
- Conflict of Interest Violations
- Failure to disclose actual or potential conflicts of interest.
- Poor Performance
- Repeated failure to: Deliver goods or services; Meet quality requirements; or, Fulfill contractual obligations.
- Legal and Regulatory Violations Including: Tax violations; Labour law violations; Environmental violations; Licensing violations.
- Human Rights and Safeguarding Violations Including: Child labour; Forced labour; Exploitation; Harassment; or Abuse.
- Environmental Misconduct - Activities causing significant environmental harm or violating environmental regulations.

31.3 Suspension

Suspension is a temporary restriction on participation in ACEECA procurement activities while investigations or corrective actions are undertaken.

31.4 Debarment

Debarment is a formal exclusion from participation in ACEECA procurement opportunities for a specified period.

The duration of debarment shall be proportionate to the seriousness of the violation.

31.5 Due Process

Before suspension or debarment, ACEECA shall: Notify the supplier; Provide reasons for the proposed action; Allow the supplier an opportunity to respond; Review all relevant information.

31.6 Approval Authority

Suspension and debarment decisions shall be approved by the Chief Executive Officer or designated authority following review of relevant evidence and recommendations.

31.7 Reinstatement

A suspended or debarred supplier may apply for reinstatement upon demonstrating: Corrective action; Compliance improvements; Resolution of identified concerns.

Reinstatement shall not be automatic and shall be subject to management approval.

31.8 Record Keeping

All suspension and debarment actions shall be documented and maintained within ACEECA procurement records for audit and risk management purposes.

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BID MANAGEMENT

ACEECA recognizes that effective bid management is fundamental to ensuring fairness, transparency, competition, and value for money in procurement processes. This Part establishes the procedures governing the preparation of solicitation documents, receipt of bids, bid opening, bid evaluation, contract award, and management of supplier complaints and appeals.

All bid management activities shall be conducted in accordance with the principles of transparency, integrity, accountability, non-discrimination, and equal treatment of suppliers.

32.0 SOLICITATION DOCUMENTS

32.1 Purpose

Solicitation documents provide potential suppliers with the information necessary to prepare responsive bids, quotations, proposals, or offers.

Solicitation documents shall be clear, complete, accurate, and designed to facilitate fair competition.

32.2 Types of Solicitation Documents

Depending on the procurement method, ACEECA may issue: Request for Quotations (RFQ); Invitation to Tender (ITT); Request for Proposals (RFP); Request for Information (RFI); Expressions of Interest (EOI); and, Framework Agreement Invitations.

32.3 Contents of Solicitation Documents

Solicitation documents shall include, where applicable:

a) General Information: Procurement reference number; Procurement title; Procuring entity details; Submission instructions; Procurement timetable.

b) Technical Information: Scope of work; Technical specifications; Terms of Reference (TOR); Bill of Quantities (BOQ); Deliverables; Quality standards.

c) Administrative Requirements: Eligibility criteria; Mandatory requirements; Registration requirements; Bid validity period.

d) Evaluation Information: Evaluation methodology; Evaluation criteria; Scoring framework where applicable.

e) Contract Information: Draft contract; General terms and conditions; Payment terms; Delivery schedules; Performance obligations.

32.4 Neutral Specifications

Technical specifications shall: Be objective; Be based on performance requirements where possible; Avoid unnecessary restrictions; Not unfairly favour specific suppliers, brands, or products.

Where a specific brand reference is unavoidable, equivalent alternatives shall generally be permitted.

32.5 Clarifications and Amendments

Suppliers may seek clarification regarding solicitation documents within the prescribed period.

Where necessary, ACEECA may issue amendments or addenda.

All participating suppliers shall receive the same clarification information to ensure fairness.

33.0 BID SUBMISSION PROCEDURES

33.1 Purpose

Bid submission procedures ensure the integrity, confidentiality, and fairness of procurement processes.

33.2 Submission Methods

Bids may be submitted through: Physical delivery; Electronic procurement platforms; Official email submissions; Secure online procurement systems.

The permitted submission method shall be specified in the solicitation document.

33.3 Submission Requirements

Suppliers shall submit bids in accordance with the instructions provided.

Requirements may include: Signed submission forms; Technical proposals; Financial proposals; Supporting documentation; Compliance certificates.

33.4 Bid Closing Date and Time

All solicitation documents shall clearly indicate: Submission deadline; Date of closure; Time of closure; Submission address or electronic portal.

33.5 Confidentiality of Bids

Bids shall remain confidential until official opening procedures are completed.

No unauthorized person shall access bid information before the official opening.

33.6 Late Bids

Bids received after the stated deadline shall normally be rejected and returned unopened.

Exceptions may only be permitted where: Procurement systems fail; Force majeure events occur; Circumstances beyond supplier control are demonstrated.

Any exception shall be documented and approved.

33.7 Bid Withdrawal and Modification

Suppliers may withdraw or modify bids before the submission deadline.

After closure, bids may not be modified except where clarification is requested by ACEECA.

34.0 BID OPENING PROCEDURES

34.1 Purpose

Bid opening procedures are designed to promote transparency, accountability, and confidence in procurement processes.

34.2 Opening of Bids

Bids shall be opened promptly after the submission deadline.

The opening process shall be conducted by authorized personnel in accordance with approved procedures.

34.3 Bid Opening Committee

Where required, a Bid Opening Committee shall oversee the opening process.

The committee shall consist of designated personnel who are independent of bidders and free from conflicts of interest.

34.4 Information Recorded During Opening

The following information may be recorded: Bidder name; Submission date and time; Bid reference number; Bid price (where applicable); Presence of required documents; Any other relevant observations.

34.5 Bid Opening Register

A Bid Opening Register shall be maintained and signed by committee members present.

The register shall form part of the procurement file.

34.6 Confidentiality

The opening process shall not include detailed evaluation or disclosure of confidential supplier information.

Only information necessary for transparency shall be disclosed.

35.0 BID EVALUATION PROCEDURES

35.1 Purpose

Bid evaluation shall determine the supplier that offers the best value for money while meeting ACEECA's technical, financial, ethical, and operational requirements.

35.2 Evaluation Principles

All evaluations shall be: Fair; Transparent; Objective; Consistent; Evidence-based; Free from bias and conflicts of interest.

35.3 Evaluation Stages

Evaluation may include:

Stage 1: Preliminary Examination

Assessment of: Eligibility requirements; Completeness of submissions; Compliance with mandatory requirements; Administrative responsiveness.

Non-responsive bids may be eliminated at this stage.

Stage 2: Technical Evaluation

Assessment of: Technical capability; Methodology; Experience; Qualifications; Delivery approach; Sustainability considerations; Compliance with specifications.

Only technically responsive bids may proceed to financial evaluation where applicable.

Stage 3: Financial Evaluation

Assessment of: Pricing; Cost-effectiveness; Budget realism; Lifecycle costs where relevant; Financial sustainability.

Stage 4: Due Diligence Verification

Where appropriate, ACEECA may conduct: Reference checks; Capacity verification; Site visits; Legal compliance reviews.

35.4 Evaluation Criteria

Evaluation criteria shall be established before bid submission and shall not be altered after bids are received.

Criteria may include: Technical quality; Experience; Capacity; Sustainability; Delivery timelines; Price competitiveness; Risk considerations.

35.5 Clarification Requests

ACEECA may seek clarification from bidders where information is incomplete or unclear.

Clarifications shall not: Alter bid substance; Change prices; Create unfair advantage.

35.6 Evaluation Report

The evaluation committee shall prepare a written evaluation report documenting: Evaluation process; Findings; Scores where applicable; Recommendation for award.

The report shall be retained in procurement records.

36.0 EVALUATION COMMITTEES

36.1 Establishment

Evaluation Committees shall be established for procurements requiring formal evaluation.

36.2 Composition

Committee membership shall be determined based on procurement complexity and may include: Programme representatives; Technical specialists; Finance representatives; Procurement personnel; External experts where necessary.

Members shall possess relevant expertise and independence.

36.3 Conflict of Interest

All committee members shall: Declare conflicts of interest; Sign confidentiality declarations; Recuse themselves where conflicts exist. Failure to disclose conflicts may result in disciplinary action.

36.4 Responsibilities

Evaluation Committees shall: Review bids; Conduct evaluations; Apply approved criteria; Document findings; Recommend awards.

The Committee shall not exceed its delegated authority.

36.5 Confidentiality Obligations

Committee members shall maintain strict confidentiality throughout the evaluation process.

Information shall not be disclosed to unauthorized parties.

36.6 Decision-Making

Committee decisions shall be based on evidence and documented evaluation criteria.

Recommendations shall be supported by written justification.

37.0 CONTRACT AWARD

37.1 Purpose

Contract award procedures ensure that procurement decisions are properly reviewed, approved, documented, and communicated.

37.2 Basis for Award

Contracts shall be awarded to the bidder that: Meets all mandatory requirements; Demonstrates required capacity; Achieves the highest evaluation score where applicable; Provides the best value for money; Satisfies due diligence requirements.

37.3 Approval Requirements

Contract awards shall be approved in accordance with: ACEECA Delegation of Authority Framework; Finance Management Policy; Donor requirements; Procurement procedures.

37.4 Notification of Award

Successful suppliers shall receive formal notification of award.

Notification shall include: Scope of award; Contract value where applicable; Contract commencement arrangements; Next procedural steps.

37.5 Unsuccessful Bidders

Where appropriate, unsuccessful bidders may be informed of procurement outcomes.

Feedback may be provided in accordance with ACEECA procedures.

37.6 Contract Finalization

Following approval, a written contract, purchase order, framework agreement, or other legally binding document shall be executed.

No supplier shall commence work before appropriate authorization unless otherwise approved.

37.7 Publication of Awards

For transparency purposes, ACEECA may publish contract award information where appropriate and permitted by donor or legal requirements.

38.0 PROCUREMENT APPEALS AND COMPLAINTS

38.1 Purpose

ACEECA is committed to ensuring that suppliers have access to a fair, transparent, and accessible mechanism for raising procurement-related concerns.

38.2 Right to Submit Complaints

Any supplier participating in a procurement process may submit a complaint where they reasonably believe:

- Procurement procedures were not followed;
- Evaluation was unfair;
- Conflict of interest occurred;
- Competition was improperly restricted;
- Procurement decisions violated policy requirements.

38.3 Submission of Complaints

Complaints shall:

- Be submitted in writing;
- Clearly state the issue;
- Provide supporting evidence;
- Be submitted within the specified timeframe.

Anonymous complaints may be reviewed where sufficient information exists.

38.4 Review Process

Complaints shall be reviewed by personnel independent of the procurement process being challenged.

The review may involve: Examination of records; Interviews; Clarification requests; and ,Independent assessment.

38.5 Appeals Committee

For significant complaints, ACEECA may establish an Appeals Review Panel or Committee to assess the matter objectively.

38.6 Outcomes

Following review, ACEECA may:

- Dismiss the complaint;
- Uphold the complaint;
- Correct procedural errors;
- Re-evaluate bids;
- Cancel and re-tender the procurement;
- Take disciplinary or corrective action.

38.7 Communication of Decisions

The complainant shall be informed of the outcome in writing within a reasonable timeframe.

38.8 Protection Against Retaliation

No supplier shall be disadvantaged, penalized, or excluded from future opportunities solely because they submitted a complaint in good faith.

38.9 Record Keeping

All complaints, investigations, findings, and decisions shall be documented and retained in procurement records.

These records shall be available for audit and compliance review.

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CONTRACT MANAGEMENT

Contract management is a critical component of ACEECA's procurement system. Effective contract management ensures that goods, works, and services are delivered in accordance with contractual obligations, expected quality standards, agreed timelines, approved budgets, and organizational objectives.

ACEECA shall maintain robust contract management systems to safeguard organizational resources, maximize value for money, manage risks, and ensure accountability throughout the contract lifecycle.

39.0 CONTRACT ADMINISTRATION

39.1 Purpose

Contract administration refers to the systematic management of contractual relationships from contract award to contract closure.

The objective of contract administration is to ensure that: Contract obligations are fulfilled by all parties; Deliverables meet required standards; Contract risks are effectively managed; Payments are linked to satisfactory performance; Contract objectives are achieved efficiently and effectively.

39.2 Contract Administration Responsibility

Following contract award, a designated Contract Manager shall be assigned responsibility for contract administration.

The Contract Manager may be: A Programme Manager; Project Coordinator; Department Head; Technical Specialist; Other authorized personnel.

The designated officer shall possess sufficient technical knowledge and authority to oversee contract implementation.

39.3 Roles and Responsibilities of the Contract Manager

The Contract Manager shall:

a) Serve as the primary liaison between ACEECA and the contractor or supplier.

b) Monitor contract implementation and performance.

c) Ensure deliverables are provided according to agreed specifications.

d) Verify completion of contractual milestones.

e) Review reports, invoices, and supporting documentation.

f) Identify and manage contract risks.

g) Maintain complete contract records.

h) Escalate issues requiring management intervention.

i) Ensure compliance with donor and organizational requirements.

j) Facilitate contract closure procedures.

39.4 Contract Kick-Off Meetings

For complex, high-value, or strategic contracts, ACEECA may conduct a contract inception or kick-off meeting.

The meeting may address: Scope of work; Deliverables; Timelines; Reporting requirements; Communication channels; Performance indicators; Payment procedures; Risk management measures.

Minutes of the meeting shall be documented and retained.

39.5 Contract Documentation

A complete contract file shall be maintained throughout the contract lifecycle.

The contract file shall include: Procurement documentation; Evaluation reports; Signed contract; Amendments and variations; Correspondence; Performance reports; Inspection reports; Payment records; Monitoring documentation; Contract closure records.

39.6 Supplier Relationship Management

ACEECA shall maintain professional and constructive relationships with suppliers while preserving independence and objectivity.

Supplier engagement shall be characterized by: Mutual respect; Professional communication; Timely feedback; Transparency; Ethical conduct.

Supplier relationship management shall not compromise competition, fairness, or procurement integrity.

40.0 CONTRACT MONITORING

40.1 Purpose

Contract monitoring ensures that suppliers, contractors, and consultants perform according to contractual requirements and organizational expectations.

Monitoring helps identify issues early, facilitate corrective actions, and improve project outcomes.

40.2 Monitoring Requirements

The level of monitoring shall be proportionate to: Contract value; Procurement risk; Complexity of deliverables; Strategic importance; Donor requirements.

Higher-risk contracts shall receive enhanced monitoring.

40.3 Performance Monitoring Indicators

Contract performance may be monitored against:

Quality Indicators

- Compliance with specifications;
- Technical standards;
- Accuracy of deliverables;
- Workmanship quality.

Time Indicators

- Delivery schedules;
- Milestone achievement;
- Responsiveness.

Cost Indicators

- Budget adherence;
- Cost efficiency;
- Financial performance.

Sustainability Indicators

- Environmental compliance;
- Resource efficiency;
- Climate-sensitive practices.

Compliance Indicators

- Contractual obligations;
- Reporting requirements;
- Legal and regulatory requirements.

40.4 Monitoring Methods

Monitoring may include: Progress reviews; Site visits; Deliverable inspections; Technical assessments; Performance reports; Meetings with suppliers; Beneficiary feedback where applicable.

40.5 Performance Reporting

Suppliers may be required to submit periodic reports detailing: Activities undertaken; Progress achieved; Challenges encountered; Financial utilization where applicable; Recommendations.

Report frequency shall be defined in the contract.

40.6 Performance Issues and Corrective Actions

Where performance deficiencies are identified, ACEECA may: Issue written notices; Request corrective action plans; Conduct review meetings; Increase monitoring frequency; Suspend payments where justified; Invoke contractual remedies.

40.7 Documentation of Monitoring Activities

All monitoring activities shall be documented and maintained in the contract file.

Monitoring records shall support: Audit reviews; Donor reporting; Performance evaluations; Future procurement decisions.

41.0 CONTRACT AMENDMENTS

41.1 Purpose

Contract amendments may be necessary where legitimate changes arise during implementation.

Contract amendments shall be managed carefully to ensure transparency, accountability, and continued value for money.

41.2 Circumstances Permitting Amendments

Contract amendments may be considered where:

a) Scope adjustments are necessary
b) Timelines require extension.
c) Deliverables require modification.
d) Regulatory or donor requirements change.
e) Unforeseen circumstances affect implementation.
f) Operational needs justify contract modification.

41.3 Prohibited Amendments

Amendments shall not be used to:

- Circumvent procurement procedures;
- Avoid competition requirements;
- Fundamentally alter procurement objectives;
- Provide unfair advantage to suppliers;
- Conceal poor procurement planning

41.4 Amendment Approval Requirements

All amendments shall: Be justified in writing; Demonstrate continued value for money; Receive appropriate approvals; Comply with delegated authority requirements; Satisfy donor requirements where applicable.

Financial implications arising from amendments shall be managed in accordance with the Finance Management Policy.

41.5 Amendment Documentation

Each amendment shall include: Description of proposed change; Justification; Financial implications; Timeline implications; Risk assessment; Approval records.

41.6 Contract Variations

Where contract variations affect: Cost; Duration; Deliverables; Risk profile;

additional review by the Procurement Committee or management may be required.

41.7 Formalization of Amendments

All contract amendments shall be documented through a written amendment, variation order, addendum, or other legally recognized instrument.

Verbal amendments shall not be recognized.

42.0 CONTRACT CLOSURE

42.1 Purpose

Contract closure is the formal process of confirming that all contractual obligations have been fulfilled and that the contract can be concluded.

Contract closure ensures accountability, proper record management, and organizational learning.

42.2 Conditions for Contract Closure

A contract may be closed when: Deliverables have been completed; Performance requirements have been met; Required reports have been submitted; Assets have been accounted for; Outstanding issues have been resolved; Final payments have been processed; Necessary approvals have been obtained.

42.3 Contract Completion Review

Prior to closure, ACEECA shall conduct a completion review to assess: Achievement of objectives; Supplier performance; Quality of deliverables; Budget performance; Lessons learned; Contract compliance.

42.4 Final Acceptance

The designated Contract Manager shall confirm that deliverables meet contractual requirements before recommending final acceptance.

42.5 Final Payment

Final payment shall only be processed after: Verification of satisfactory completion; Receipt of required documentation; Approval in accordance with the Finance Management Policy.

42.6 Supplier Performance Evaluation

At contract closure, ACEECA shall conduct a final supplier performance evaluation.

The evaluation shall inform: Future procurement decisions; Framework agreement renewals; Supplier database management; Risk assessments.

42.7 Lessons Learned

For significant contracts, ACEECA may document lessons learned regarding: Procurement planning; Contract management; Supplier performance; Risk management; Cost effectiveness.

Lessons learned shall support continuous improvement of procurement systems.

42.8 Record Retention

All contract documentation shall be retained in accordance with:

Organizational record retention requirements; Donor regulations; Legal obligations; Audit requirements.

Records may be maintained in physical or electronic format.

42.9 Early Termination of Contracts

Where contracts are terminated before completion, ACEECA shall ensure: Documentation of reasons for termination; Compliance with contractual provisions; Settlement of legitimate obligations; Protection of organizational interests; Proper handover and record management.

42.10 Contract Closure Report

For major procurements, a Contract Closure Report may be prepared summarizing: Contract objectives; Deliverables achieved; Financial performance; Supplier performance; Risks encountered; Lessons learned.

The report shall form part of the permanent procurement record.

VIII

SUSTAINABLE PROCUREMENT

"ACEECA recognizes that procurement decisions influence influence not only organizational operations but also environmental sustainability, climate resilience, social wellbeing, and long-term development outcomes."

As an organization dedicated to environmental conservation, climate action, clean energy, and sustainable development, ACEECA shall integrate sustainability considerations into all procurement decisions and supply chain engagements.

The organization shall strive to ensure that goods, services, and works acquired contribute positively to environmental protection, climate resilience, responsible resource management, social inclusion, and ethical business practices.

Sustainable procurement shall be considered a strategic tool for advancing ACEECA's mission and demonstrating leadership in responsible organizational governance.

43.0 SUSTAINABLE PROCUREMENT FRAMEWORK

43.1 Purpose

The Sustainable Procurement Framework establishes the principles, standards, and practices through which ACEECA integrates environmental, social, economic, and climate considerations into procurement decisions.

The framework seeks to ensure that procurement activities:

- Support sustainable development objectives;
- Minimize environmental impacts;
- Promote responsible consumption and production;
- Encourage ethical supply chains;
- Strengthen climate resilience;
- Deliver long-term value for money.

43.2 Sustainable Procurement Principles

All procurement decisions shall be guided by the following principles:

a) Environmental Responsibility

Reducing adverse environmental impacts associated with procurement activities.

b) Social Responsibility

Promoting human rights, equity, inclusion, and ethical labour practices.

c) Economic Sustainability

Achieving long-term value rather than focusing solely on short-term costs.

d) Climate Resilience

Supporting adaptation and mitigation objectives through procurement choices.

e) Lifecycle Thinking

Considering impacts throughout the lifecycle of products and services.

43.3 Environmental Impact Considerations

Procurement planning and supplier selection shall consider environmental impacts including: Resource consumption; Energy use; Water use; Waste generation; Pollution potential; Biodiversity impacts; Land degradation risks; Ecosystem impacts.

Environmental considerations shall be incorporated where relevant into procurement specifications and evaluation criteria.

43.4 Carbon Emissions Considerations

ACEECA shall seek to reduce greenhouse gas emissions associated with its procurement activities.

Procurement decisions should consider: Carbon footprint of products; Transportation emissions; Energy efficiency; Emissions generated during production; Supplier climate commitments.

Where practical, suppliers demonstrating lower carbon impacts may receive preference during evaluation.

43.5 Resource Efficiency

The organization shall promote efficient use of natural resources through procurement decisions that encourage: Reduced material consumption; Efficient energy use; Efficient water use; Reduced packaging; Reusable materials; Durable products.

Resource efficiency shall be considered alongside quality, performance, and cost.

43.6 Circular Economy Principles

ACEECA shall support the transition from a linear "take-make-dispose" model to a circular economy approach.

Procurement decisions shall encourage: Product durability; Repairability; Reusability; Refurbishment; Recycling; Waste reduction; Product take-back schemes.

Preference may be given to suppliers demonstrating circular economy practices.

43.7 Sustainability Integration in Procurement Processes

Sustainability considerations may be incorporated into: Procurement planning; Technical specifications; Evaluation criteria; Supplier due diligence; Contract requirements; Performance monitoring.

The level of integration shall be proportionate to procurement value, risk, and relevance.

43.8 Sustainability Reporting

ACEECA may monitor and report on sustainable procurement indicators as part of organizational learning, donor reporting, and accountability commitments.

44.0 GREEN PROCUREMENT

44.1 Purpose

Green Procurement refers to the acquisition of goods, services, and works that have reduced environmental impacts throughout their lifecycle.

The objective is to minimize environmental harm while achieving operational and programme objectives.

44.2 Organizational Commitment

ACEECA shall prioritize environmentally preferable purchasing wherever technically feasible, economically reasonable, and operationally appropriate.

Environmental considerations shall be integrated into procurement decisions without compromising safety, quality, or programme effectiveness.

44.3 Renewable Energy Solutions

Consistent with ACEECA's clean energy mandate, procurement decisions shall encourage the use of: Solar energy systems; Energy-efficient appliances; Renewable energy technologies; Clean cooking solutions; Energy storage systems; Sustainable energy infrastructure.

Where renewable alternatives are available and suitable, they shall be given consideration during procurement.

44.4 Recycled and Recyclable Materials

The organization shall encourage procurement of: Recycled paper products; Recycled construction materials; Recyclable packaging materials; Recycled office supplies; Recycled promotional materials.

Suppliers shall be encouraged to minimize unnecessary packaging and waste.

44.5 Eco-Friendly Products

Preference may be given to products that: Contain environmentally responsible materials; Are biodegradable where appropriate; Reduce pollution; Minimize hazardous substances; Have recognized environmental certifications.

Examples include: Eco-friendly cleaning products; Sustainable office supplies; Environmentally certified equipment.

44.6 Low-Carbon Technologies

Procurement decisions shall promote technologies that contribute to emissions reduction.

Examples include: Energy-efficient equipment; Electric mobility solutions; Efficient lighting systems; Smart energy technologies; Digital alternatives that reduce resource use.

44.7 Reduction of Single-Use Materials

ACEECA shall seek to reduce procurement of unnecessary single-use products including: Single-use plastics; Disposable promotional items; Non-recyclable materials.

Where alternatives exist, reusable or sustainable options shall be prioritized.

44.8 Environmental Specifications

Procurement documents may include environmental requirements relating to: Energy efficiency; Emissions performance; Waste management; Sustainable sourcing; Environmental certifications.

Such requirements shall be relevant, objective, and non-discriminatory.

45.0 SOCIALLY RESPONSIBLE PROCUREMENT

45.1 Purpose

Socially Responsible Procurement ensures that procurement activities support human dignity, social justice, ethical business conduct, and community wellbeing.

The organization shall seek to avoid contributing to social harm through its procurement activities.

45.2 Human Rights Protection

ACEECA shall seek to engage suppliers that respect internationally recognized human rights principles.

Suppliers shall be expected to avoid: Forced labour; Child labour; Human trafficking; Discrimination; Harassment; Exploitation.

Serious human rights violations may result in suspension or debarment.

45.3 Labour Standards

Suppliers shall be encouraged to comply with applicable labour laws and internationally recognized labour standards.

This includes: Fair wages; Safe working conditions; Freedom of association; Non-discrimination; Protection from exploitation.

45.4 Occupational Health and Safety

Suppliers shall maintain safe and healthy working environments for employees, contractors, and visitors.

For works contracts and field activities, contractors may be required to demonstrate health and safety compliance measures.

45.5 Community Interests

Procurement decisions shall consider potential impacts on communities affected by ACEECA programmes and operations.

ACEECA shall seek to: Support local economic development; Encourage local participation; Respect community rights; Minimize social harm.

45.6 Inclusion and Equity

Consistent with ACEECA's organizational values, procurement processes shall encourage participation from:

- Women-owned enterprises;
- Youth-owned enterprises;
- Enterprises owned by persons with disabilities;
- Community-based organizations;
- Social enterprises.

45.7 Supplier Code of Conduct

ACEECA may require suppliers to adhere to a Supplier Code of Conduct addressing: Human rights; Labour practices; Ethical business conduct; Environmental responsibility; Anti-corruption requirements.

45.8 Monitoring Social Responsibility

Supplier compliance with social responsibility requirements may be monitored through: Due diligence assessments; Supplier declarations; Site visits; Contract monitoring; Performance evaluations.

46.0 CLIMATE-RESPONSIVE PROCUREMENT

46.1 Purpose

Climate-Responsive Procurement ensures that procurement decisions contribute to climate change mitigation, adaptation, and resilience-building objectives.

As a climate-focused organization, ACEECA shall integrate climate considerations into procurement planning and implementation.

46.2 Climate Mainstreaming in Procurement

Climate considerations shall be integrated into: Procurement planning; Technical specifications; Supplier evaluation; Contract management; Asset acquisition decisions.

46.3 Climate Risk Considerations

Procurement decisions shall consider climate-related risks including: Extreme weather events; Supply chain disruptions; Flooding; Drought; Heat stress; Infrastructure vulnerability.

Suppliers may be assessed on their ability to manage climate-related risks.

46.4 Climate Adaptation Considerations

Where relevant, procurement decisions shall favour goods, services, and infrastructure that enhance resilience to climate impacts.

Examples include: Drought-resistant technologies; Climate-smart agricultural inputs; Resilient infrastructure; Water-efficient systems; Early warning technologies.

46.5 Climate Mitigation Considerations

Procurement activities shall seek to reduce greenhouse gas emissions by encouraging: Renewable energy solutions; Energy-efficient equipment; Low-carbon transportation options; Sustainable construction approaches; Carbon-conscious supply chains.

46.6 Supplier Climate Responsibility

Suppliers may be encouraged to demonstrate: Climate policies; Emissions reduction initiatives; Sustainable business practices; Environmental management systems.

For strategic procurements, climate performance may form part of supplier evaluation.

46.7 Greenhouse Gas Reduction Objectives

Where practical, ACEECA shall work toward reducing procurement-related emissions by: Encouraging local sourcing; Reducing unnecessary travel; Utilizing digital solutions; Improving resource efficiency; Supporting sustainable supply chains.

46.8 Continuous Improvement

ACEECA shall continuously strengthen climate-responsive procurement practices through: Staff training; Supplier engagement; Monitoring and reporting; Adoption of emerging best practices; Integration of climate science and sustainability innovations.

46.9 Alignment with ACEECA Mission

Climate-responsive procurement shall contribute directly to ACEECA's mission of advancing environmental sustainability, clean energy adoption, climate resilience, ecosystem restoration, and climate advocacy across Africa.

Every procurement decision is an opportunity to create lasting environmental, social, and economic value. We are committed to sourcing responsibly by prioritizing environmentally sustainable solutions, supporting ethical and inclusive supply chains, promoting renewable and low-carbon technologies, and partnering with suppliers who share our commitment to integrity, climate action, and sustainable development.

IX

ANTI-FRAUD AND INTERGRITY

ACEECA is committed to conducting all procurement activities with the highest standards of honesty, integrity, transparency, accountability, and professionalism. The Organization recognizes that fraud, corruption, bribery, collusion, conflicts of interest, and other unethical practices undermine public trust, waste valuable resources, compromise programme outcomes, and expose the Organization to legal and reputational risks.

Accordingly, ACEECA adopts a zero-tolerance approach to fraud and corruption in all procurement activities. Every employee, Board member, volunteer, consultant, contractor, supplier, partner, and any other individual or entity acting on behalf of ACEECA is expected to uphold the highest ethical standards and comply with this Policy.

47.0 ANTI-FRAUD AND ANTI-CORRUPTION

47.1 Policy Statement

ACEECA maintains zero tolerance for all forms of fraud, corruption, bribery, embezzlement, theft, abuse of authority, kickbacks, facilitation payments, and any other dishonest or unethical conduct associated with procurement activities.

All procurement processes shall be conducted honestly, fairly, transparently, and in the best interests of the Organization and its stakeholders.

47.2 Objectives

The objectives of this section are to:

- Protect ACEECA's financial and physical resources;
- Safeguard donor funds and public confidence;
- Promote ethical procurement practices;
- Prevent financial losses;
- Detect fraudulent activities promptly;
- Strengthen accountability throughout the procurement cycle.

47.3 Prohibited Conduct

The following practices are strictly prohibited: Bribery or solicitation of bribes; Offering or receiving kickbacks; Fraudulent invoicing or false claims; Forgery or falsification of procurement records; Theft or misappropriation of organizational assets; Inflated pricing or overbilling; Misrepresentation of supplier qualifications; Manipulation of procurement decisions; Unauthorized disclosure of confidential procurement information; Abuse of delegated procurement authority; and, Any act intended to improperly influence procurement outcomes.

47.4 Responsibilities

All personnel involved in procurement shall:

- Conduct procurement activities honestly and professionally;
- Comply with this Policy and all applicable laws;
- Report suspected fraud immediately;
- Cooperate fully with investigations;
- Protect organizational assets and confidential information.

Managers shall establish appropriate controls to prevent fraud within their areas of responsibility.

47.5 Fraud Prevention Measures

ACEECA shall implement preventive measures including: Segregation of duties; Competitive procurement processes; Due diligence on suppliers; Periodic internal audits; Procurement monitoring; Staff awareness and ethics training; Financial and procurement oversight; Risk-based procurement reviews.

47.6 Consequences of Fraud

Individuals or organizations found to have engaged in fraudulent or corrupt practices may be subject to: Disciplinary action; Termination of employment or engagement; Contract termination; Supplier suspension or debarment; Recovery of losses; Referral to law enforcement agencies; Civil or criminal proceedings where appropriate.

48.0 CONFLICT OF INTEREST

48.1 Purpose

Procurement decisions shall be made solely in the best interests of ACEECA and free from personal influence.

All actual, potential, or perceived conflicts of interest shall be identified, disclosed, and appropriately managed.

48.2 Definition

A conflict of interest exists where an individual's personal, financial, professional, family, or other interests could improperly influence, or appear to influence, their procurement responsibilities or decision-making.

48.3 Examples of Conflicts of Interest

Conflicts may arise where an individual:

- Has a financial interest in a supplier;
- Is related to a supplier, bidder, or contractor;
- Receives personal benefits from procurement decisions;
- Has outside employment with a supplier;
- Participates in procurement involving a company in which they have ownership or management interests;
- Uses confidential procurement information for personal gain.

48.4 Declaration Requirements

All personnel participating in procurement activities shall disclose any actual, potential, or perceived conflict of interest immediately upon becoming aware of it.

Conflict of Interest Declarations shall be completed: Upon appointment to procurement or evaluation committees; Before participating in procurement decisions; Whenever circumstances change.

48.5 Management of Conflicts

Where a conflict exists, ACEECA may require the individual to: Withdraw from the procurement process; Recuse themselves from discussions or evaluations; Relinquish decision-making authority; Implement other appropriate mitigation measures.

Failure to disclose a conflict may constitute misconduct.

48.6 Register of Declarations

The Procurement Function shall maintain a confidential register of Conflict of Interest Declarations for audit and governance purposes.

49.0 GIFTS AND HOSPITALITY

49.1 Policy Statement

Procurement decisions shall never be influenced by gifts, hospitality, entertainment, favours, or personal benefits.

Personnel shall avoid situations that could compromise—or appear to compromise—their impartiality.

49.2 General Rule

Employees, Board members, consultants, volunteers, and any individual acting on behalf of ACEECA shall neither solicit nor accept gifts, favours, hospitality, travel, accommodation, discounts, or other benefits from actual or prospective suppliers that may influence, or reasonably be perceived to influence, procurement decisions.

49.3 Acceptable Courtesy

Nominal tokens of appreciation or customary business courtesies of insignificant value may be accepted only where they: Are lawful; Are infrequent; Are modest in value; Cannot reasonably influence procurement decisions; Do not create an actual or perceived obligation.

Where there is uncertainty, the matter shall be disclosed to the appropriate supervisor or the Chief Executive Officer.

49.4 Prohibited Benefits

The following are strictly prohibited: Cash or cash equivalents; Personal commissions; Luxury gifts; Personal travel unrelated to official duties; Entertainment intended to influence procurement; Loans or financial assistance from suppliers; Personal discounts unavailable to the general public.

49.5 Declaration of Gifts

Any gift or hospitality offered in connection with procurement activities shall be declared promptly in accordance with ACEECA's internal procedures.

The Organization may require such gifts to be declined, returned, or surrendered where appropriate.

50.0 COLLUSION AND BID RIGGING

50.1 Policy Statement

ACEECA is committed to maintaining open, fair, and competitive procurement processes.

Collusion, bid rigging, market allocation, price fixing, and any other anti-competitive practices are strictly prohibited.

50.2 Prohibited Practices

The following practices are prohibited: Bid rigging; Price fixing; Collusive tendering; Market sharing; Cover bidding; Bid suppression; Rotation of winning bids; Exchange of confidential pricing information between bidders; Manipulation of procurement specifications to favour specific suppliers.

50.3 Detection Measures

To identify potential collusion, ACEECA may: Compare pricing patterns; Review similarities between bids; Conduct supplier due diligence; Analyse procurement data; Seek clarification from suppliers; Report suspected anti-competitive conduct to competent authorities where appropriate.

50.4 Consequences

Suppliers found to have engaged in collusion or bid rigging may be subject to: Immediate disqualification; Contract cancellation; Suspension or debarment; Recovery of damages; Referral to regulatory or law enforcement agencies.

51.0 WHISTLEBLOWER PROTECTION

51.1 Commitment

ACEECA encourages the reporting of suspected procurement fraud, corruption, unethical conduct, or policy violations.

The Organization is committed to protecting individuals who report concerns honestly and in good faith.

51.2 Reportable Matters

Individuals may report concerns including: Fraud; Bribery; Corruption; Procurement manipulation; Abuse of authority; Conflict of interest; Supplier misconduct; Financial irregularities; Falsification of procurement records; Any breach of this Policy.

51.3 Reporting Channels

Reports may be submitted through designated reporting channels established by ACEECA, including confidential reporting mechanisms approved by Management or the Board.

Where appropriate, reports may be submitted anonymously.

51.4 Confidentiality

The identity of whistleblowers shall be protected to the greatest extent possible, consistent with applicable laws and the need to conduct a fair investigation.

Information shall only be disclosed to individuals with a legitimate need to know.

51.5 Protection Against Retaliation

No individual shall suffer dismissal, discrimination, harassment, intimidation, victimization, or any other adverse action for making a report in good faith.

Any retaliation against a whistleblower shall constitute serious misconduct and may result in disciplinary action.

51.6 Good Faith Reporting

Protection under this Policy applies to individuals who report concerns honestly and reasonably believe the information provided to be true.

Knowingly making false, malicious, or misleading allegations may result in disciplinary action.

52.0 INVESTIGATION OF PROCUREMENT MISCONDUCT

52.1 Purpose

ACEECA shall investigate all credible allegations of procurement-related misconduct promptly, fairly, impartially, and confidentially.

Investigations shall seek to establish facts, determine accountability, and recommend appropriate corrective action.

52.2 Scope

Investigations may relate to: Fraud; Corruption; Bribery; Theft; Conflict of interest; Bid manipulation; Collusion; Procurement irregularities; Abuse of authority; Breach of procurement procedures; and, Misuse of organizational assets.

52.3 Investigation Principles

Investigations shall be conducted in accordance with the principles of: Fairness; Confidentiality; Independence; Objectivity; Due process; Timeliness; and, Evidence-based

52.4 Preliminary Assessment

Upon receiving an allegation, ACEECA shall undertake a preliminary assessment to determine: Whether the allegation is credible; The potential level of risk; Whether a formal investigation is warranted;

Whether immediate protective measures are required.

52.5 Investigation Process

Where a formal investigation is initiated, ACEECA may:

- Review procurement records and financial documents;
- Interview relevant personnel and suppliers;
- Examine electronic communications;
- Conduct site visits where necessary;
- Seek expert or legal advice;
- Preserve evidence relevant to the investigation.

All individuals involved shall cooperate fully with the investigation.

52.6 Investigation Outcomes

Upon completion, the investigation may recommend: No further action; Administrative improvements; Corrective actions; Disciplinary measures; Contract termination; Recovery of losses; Supplier suspension or debarment; and, Referral to regulatory or law enforcement authorities where appropriate.

52.7 Documentation

All investigations shall be documented comprehensively, including: Allegations received; Evidence collected; Investigation procedures undertaken; Findings; Conclusions; Recommendations; Actions implemented.

Investigation records shall be maintained securely and accessed only by authorized personnel.

52.8 Continuous Improvement

Lessons arising from procurement investigations shall be used to strengthen procurement controls, improve policies and procedures, enhance staff awareness, and reduce the likelihood of future misconduct.

X

FINANCIAL CONTROL LINKAGES

Effective procurement management requires close coordination between procurement functions and financial management systems. While this Procurement Policy governs the acquisition of goods, works, and services, financial management functions—including budgeting, expenditure authorization, payments, accounting, banking, financial reporting, and asset accounting—are governed by the ACEECA Finance Management Policy.

Accordingly, this Part establishes the relationship between procurement processes and financial controls to ensure sound stewardship of organizational resources, compliance with donor requirements, and strong internal controls.

53.0 RELATIONSHIP WITH THE FINANCE MANAGEMENT POLICY

53.1 Policy Statement

This Procurement Policy shall be read and applied together with the ACEECA Finance Management Policy.

The two policies are complementary and collectively establish the Organization's governance framework for the planning, acquisition, payment, accounting, reporting, and management of organizational resources.

Where procurement activities involve financial commitments, both policies shall be applied concurrently.

53.2 Procurement and Financial Responsibilities

The Procurement Policy governs matters relating to: Procurement planning; Procurement methods; Supplier management; Tendering processes; Bid evaluation; Contract award; Contract administration; Sustainable procurement; and, Procurement ethics and integrity.

The Finance Management Policy governs matters relating to: Financial planning and budgeting; Delegation of financial authority; Commitment and expenditure controls; Banking and cash management; Payment processing; Accounting procedures; Financial reporting; Internal financial controls; Asset accounting; and, Financial audits.

These responsibilities shall operate together to ensure transparency, accountability, and prudent financial stewardship.

53.3 Financial Approval Authority

Financial approval limits, expenditure authorization levels, commitment authority, and delegated financial powers shall be governed exclusively by the ACEECA Finance Management Policy and the approved Delegation of Authority Framework.

Nothing contained in this Procurement Policy shall be interpreted as altering or overriding the financial approval authorities established under the Finance Management Policy.

53.4 Budgetary Control

No procurement activity shall commence unless: Funds have been approved within the relevant budget; Budget availability has been confirmed by the Finance Function; The procurement complies with approved work plans and funding conditions.

Procurement shall not create financial commitments beyond approved budgets unless authorized in accordance with the Finance Management Policy.

53.5 Commitment Control

Before issuing purchase orders, signing contracts, or creating financial obligations, ACEECA shall verify that: Adequate budget exists; Required approvals have been obtained; Funding conditions permit the expenditure; and, Procurement procedures have been completed.

Commitment controls shall be implemented in accordance with the Finance Management Policy.

53.6 Payment Procedures

Payments arising from procurement activities shall be processed strictly in accordance with the Finance Management Policy.

The Procurement Function shall confirm satisfactory completion of procurement requirements before payment is recommended.

The Finance Function shall independently verify compliance with financial policies prior to processing payment.

53.7 Banking and Cash Controls

All banking arrangements, cash management, electronic payments, cheque controls, petty cash operations, and financial transactions shall be governed by the Finance Management Policy.

The Procurement Function shall not establish or operate financial payment mechanisms outside approved financial procedures.

53.8 Accounting and Financial Reporting

All procurement transactions shall be recorded within ACEECA's accounting system in accordance with: The Finance Management Policy; Applicable accounting standards; Donor financial requirements; Organizational reporting procedures.

The Procurement Function shall provide timely documentation necessary for accurate financial recording and reporting.

53.9 Internal Controls

Procurement controls and financial controls shall operate together to strengthen ACEECA's internal control environment.

Key control measures shall include: Segregation of duties; Independent approvals; Budget verification; Procurement documentation; Payment verification; Asset verification; Internal audit reviews; Management oversight.

53.10 Resolution of Policy Conflicts

Where any inconsistency arises between this Procurement Policy and the Finance Management Policy concerning financial approvals, expenditure authorization, banking arrangements, payment processing, or accounting procedures, the provisions of the Finance Management Policy shall prevail in relation to financial management matters.

Any identified inconsistencies shall be referred to Management for clarification and, where necessary, policy revision.

54.0 ASSET ACQUISITION AND REGISTRATION

54.1 Purpose

Goods, equipment, vehicles, machinery, information technology assets, furniture, and other capital assets acquired through procurement shall be managed in accordance with the ACEECA Asset Management Policy.

The Procurement Policy governs acquisition, while the Asset Management Policy governs the subsequent registration, safeguarding, utilization, maintenance, transfer, verification, and disposal of assets.

54.2 Asset Identification

Immediately upon acquisition, qualifying assets shall be identified for registration in the Organizational Asset Register.

Asset information may include: Asset description; Serial number; Asset category; Procurement reference; Supplier details; Acquisition date; Acquisition cost; Funding source; Assigned location; and, Custodian.

54.3 Asset Verification

The receiving officer shall confirm that procured assets: Meet approved specifications; Are complete and undamaged; Have been delivered in the required quantities; Are supported by appropriate documentation.

Acceptance shall be documented before assets are registered.

54.4 Asset Tagging

Where appropriate, organizational assets shall be tagged or labelled with unique asset identification numbers to facilitate inventory control and verification.

54.5 Custodianship

Following registration, responsibility for asset management shall transfer to the designated custodian in accordance with the Asset Management Policy.

The Procurement Function shall retain procurement records but shall not be responsible for ongoing asset management.

54.6 Disposal of Procured Assets

The disposal of assets acquired through procurement shall be governed exclusively by the Asset Management Policy and any applicable donor requirements.

54.4 Asset Tagging

Where appropriate, organizational assets shall be tagged or labelled with unique asset identification numbers to facilitate inventory control and verification.

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Following registration, responsibility for asset management shall transfer to the designated custodian in accordance with the Asset Management Policy.

The Procurement Function shall retain procurement records but shall not be responsible for ongoing asset management.

54.6 Disposal of Procured Assets

The disposal of assets acquired through procurement shall be governed exclusively by the Asset Management Policy and any applicable donor requirements.

55.0 PAYMENT AUTHORIZATION

55.1 General Principle

Procurement activities shall not automatically authorize payment.

Payment shall only be made after completion of all required procurement, contractual, financial, and verification procedures.

55.2 Conditions for Payment

Before payment is authorized, the following shall ordinarily be confirmed:

- Approved procurement process completed;
- Valid contract or purchase order exists;
- Goods, works, or services have been satisfactorily received;
- Inspection or acceptance has been completed where applicable;
- Supporting documentation is complete;
- Invoice has been verified;
- Budget remains available;
- Required approvals have been obtained.

55.3 Financial Authorization

Payment authorization levels, approval hierarchies, banking controls, and payment execution procedures shall be governed solely by the Finance Management Policy.

The Procurement Function shall not authorize financial payments beyond its delegated procurement responsibilities.

55.4 Verification of Deliverables

The responsible Programme or Contract Manager shall certify satisfactory delivery before payment is recommended.

Certification shall confirm that contractual obligations have been fulfilled.

55.5 Separation of Functions

To strengthen internal controls:

- Procurement personnel shall manage supplier selection and contracting;
- Programme personnel shall verify contract performance;
- Finance personnel shall process payments;
- Accounting personnel shall record financial transactions.

No individual shall independently control the entire procurement to payment process.

55.6 Retention of Payment Records

Financial documentation supporting procurement payments shall be retained in accordance with the Finance Management Policy, donor requirements, and applicable legal obligations.

56.0 PROCUREMENT RECORD MANAGEMENT

56.1 Purpose

ACEECA shall maintain complete, accurate, secure, and accessible procurement records to demonstrate transparency, accountability, compliance, and effective stewardship of organizational resources.

Proper documentation supports management decision-making, financial reporting, donor assurance, audits, investigations, and organizational learning.

56.2 Procurement Records

Procurement records shall be maintained for every procurement activity and may include: Procurement plans; Purchase requisitions; Budget confirmations; Solicitation documents; Quotations, bids, and proposals; Bid opening records; Evaluation reports; Conflict of Interest Declarations; Due diligence documentation; Approval records; Contracts and purchase orders; Delivery notes; Inspection and acceptance reports; Supplier correspondence; Performance evaluations; Contract amendments; Payment-related procurement documentation; Contract closure reports.

56.3 Record Ownership

The Procurement Function shall maintain official procurement files, while financial records shall be maintained by the Finance Function in accordance with the Finance Management Policy.

Where electronic document management systems are used, responsibilities shall remain clearly defined.

56.4 Record Security

Procurement records shall be protected against: Unauthorized access; Alteration; Loss; Damage; and, Destruction.

Access shall be limited to authorized personnel performing official duties.

56.5 Electronic Records

ACEECA may maintain procurement records in electronic form, provided appropriate controls exist to ensure: Authenticity; Reliability; Integrity; Confidentiality; Backup and disaster recovery.

Electronic records shall have the same evidentiary value as physical records where permitted by law.

56.6 Record Retention

Procurement records shall be retained for the period prescribed by:

- The ACEECA Records Management Policy;
- The Finance Management Policy;
- Applicable laws and regulations;
- Donor grant agreements;
- Audit requirements.

Where retention periods differ, the longer applicable period shall apply unless otherwise required by law.

56.7 Access for Audit and Review

Procurement records shall be readily available for authorized: Internal auditors; External auditors; Donor representatives; Regulatory authorities; Management reviews; Investigations conducted in accordance with organizational procedures.

56.8 Disposal of Records

At the end of the applicable retention period, procurement records shall be disposed of securely and in accordance with ACEECA's Records Management Policy and any applicable legal or donor requirements.

Confidential information shall be destroyed in a manner that prevents unauthorized disclosure.

ACEECA Overview

United For Climate Action, Clean Energy, And Resilient Communities

About Us

African Centre For Environment, Energy, and Climate Advocacy works across communities, institutions, and policy spaces to advance environmental protection and climate resilience. Together with partners, we restore ecosystems, promote renewable energy solutions, and strengthen local capacity to respond to climate change.

Our Vision and Mission

Our Mission
To advance inclusive, evidence based and locally driven solutions at the intersection of environmental protection, climate action, clean energy and climate governance.

Our Vision
A climate resilient and environmentally sustainable future where communities thrive in harmony with nature, clean energy is accessible to all, and inclusive climate governance ensures that no one is left behind.

Our Values

Sustainability & Stewardship • Equity & Inclusion • Evidence & Accountability

Our Approach

Integrated, Evidence Based and Community Driven Climate Solutions

ACEECA delivers sustainable climate and environmental solutions through intergrated, inclusive, and results oriented approach. Our methodology combines scientific evidence, community leadership, institutional strengthening, and strategic partnerships to achieve long term impact.

01 Integrated Systems Thinking
ACEECA applies system thinking to design interventions that address root causes rather than isolated symptoms.

02 Evidence Based Programming
Interventions are grounded in research, data, and global best practices through integrated MERL systems

03 Community Led & Inclusive Development
Sustainable change is achieved when communities are empowered as active agents of transformation.

04 Climate Resilience & Low Emission Development
We strengthen adaptive capacity while promoting low carbon development pathways.

05 Policy Engagement & Institutional Strengthening
We work with national and coiunty institutions to strenghen climate policy implementation.

06 Strategic Partnerships & Resource Mobilization
Collaboration with government, civil society, private sector & development partners to scale impact.

07 Results Based Management & Accountability
ACEECA applies results based manageent principles to ensure interventions achieve defined outcomes

Contact Us

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