



PEMSEA RESOURCE FACILITY

Procurement Manual

August 2026

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 1 of 78
Title: Procurement Manual		

Table of Contents

	Page
INTRODUCTION	3
PART 1: PROCUREMENT POLICY FRAMEWORK	3
I. GENERAL CONSIDERATIONS	3
A. Definitions	3
B. Applicability	3
C. Eligibility	4
II. PRINCIPLES OF PEMSEA PROCUREMENT	4
A. Best Value for Money	4
B. Fairness, Integrity, Transparency	4
C. Interest to PEMSEA	4
III. ETHICS	5
PART 2: PROCUREMENT GUIDELINES	5
PROCUREMENT GENERAL GUIDELINES	6
PROCUREMENT PROCESS FLOWCHART	6
PROCUREMENT PROCESS, ROLES AND RESPONSIBILITIES	8
1. Procurement Planning	8
2. Sourcing Goods and Services	9
3. Solicitation Activities	10
4. Management and Evaluation of Submission (Quotations, Bids or Proposals)	12
5. Exception to the Use of Formal Methods of Solicitation	16
6. Contract preparation for procured goods and services	21
7. Contracts/Procurement Committee Review	22
8. Awarding of Contracts:	23
9. Contract Management	24
10. Contract Administration	25
11. Receiving and Storage	25
SUPPLEMENTAL GUIDELINES: ON DUE DILIGENCE, FRAUD AND CONFLICT OF INTEREST	25
12. Retroactive/Post-Facto Procurement/Contract	26
13. Mis-procurement	27
14. Vendor Performance Evaluation	27
15. Dispute Resolution Guidelines	28
16. Fraud and Corruption	29
17. Conflict of Interest	29
ANNEXES	30
Annex 1: Terms of Reference Contracts Committee	35
Annex 2: Terms of Reference of the Procurement Committee	36
Annex 3: Operational Modality and Authorizations within the PRF	39
Annex 4: Supplier Performance Evaluation Sheet	40

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 2 of 78
Title: Procurement Manual		

Annex 5: Purchase Requisition	41
Annex 6: Purchase Order	42
Annex 7: Contract Template	47
Annex 8: Bids Evaluation Sheet – Sample 1: Three bids	53
Annex 9: Bids Evaluation Sheet – Sample 2: Three bids for goods	58
Annex 10: Note to File format – Single Source Selection Sample 1	
Annex 11: Note to File format – Single Source Selection Sample 2	60
Annex 12: Note to File for Template for Unsuccessful Formal Solicitation	62
Annex 13: Note to File Template for Single-Source Procurement in Cooperation with Government Agencies/Partners	66
Annex 14: Conflict of Interest Declaration Form for PRF Personnel	70
Annex 15: Conflict of Interest Declaration Form for Supplier, Service Provider and Consultants	74
Annex 16: Summary of Quotation	77

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 3 of 78
Title: Procurement Manual		

INTRODUCTION

This Procurement Manual has two parts:

Part 1: presents the Procurement Policy Framework which sets out the overall goal and principles of the procurement process. It also identifies the main requirements that apply to all procurement conducted by the PRF

Part 2 presents the Procurement guidelines which I enumerates the activities and details the step- by-step guide of the procurement process conducted by the PRF.

PART 1: PROCUREMENT POLICY FRAMEWORK

I. GENERAL CONSIDERATIONS

The PEMSEA Resource Facility Procurement Policy defines the rules and regulations for selecting, contracting and monitoring suppliers for goods and services contracted and funded by the PEMSEA Partnership Fund.

A. Definitions

Procurement is defined as the overall process of acquiring goods and services, from planning, sourcing and solicitation of offers, preparation and award of contract, contract management, delivery of goods and services, and the final disposal of asset.

Suppliers are defined as private and public entities, and individuals, where the public and private entities include consulting firms, management firms, auditors, universities, investment firms, merchant, research institutions, government agencies and NGOs, procured by PRF for a wide range of activities and/or services such as policy advice, management, financial services, social and environmental studies, formulation of projects, delivery of trainings, editing, conduct of surveys, preparation of training modules, mapping, procurement of goods and/or services to supply for ex. technological solutions, infrastructure, IT hardware/software, office supplies, travel related requirements, maintenance of office facilities, and printing and publication to complement the capability and resources of PEMSEA.

B. Applicability

The PRF Procurement Guidelines shall apply to procurement of goods and services by the PRF, which are financed under the PEMSEA Partnership Fund¹

¹ PEMSEA Partnership Fund includes funds sourced from country voluntary contributions, multilateral, bilateral, private and foundation grants and donations,

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 4 of 78
Title: Procurement Manual		

C. Eligibility

All registered or incorporated entities and qualified individuals are eligible to compete for PEMSEA- financed services and goods. However, in the case of competitive proposals/bids from entities or individuals that are of equal quality, quantity, timeliness, technical qualifications and price, preference will be given to entities that are registered or incorporated in, and/or individuals who are nationals of PEMSEA Country Partners.

As a control mechanism, PRF shall adhere to the level of authority in approving procurements as defined in this Procurement Manual.

II. PRINCIPLES OF PEMSEA PROCUREMENT

As an internationally accepted norm, the following general principles must be given due consideration while executing procurement on behalf of the organization:

A. Best Value for Money

Proof of best value for money is in believing or concluding that the goods or services received are worth the price paid. In a procurement process, this principle requires a comparative analysis of all relevant costs and benefits of each proposal throughout the whole procurement cycle.

The PRF shall ensure that technical support services to programs and projects of national and local

governments and other collaborators are achieved through the effective and efficient use of PRF resources. Rosters of qualified suppliers of goods and services and rosters of experts shall be established, maintained and updated by the PRF on a regular basis, through calls for proposals and expressions of interest.

B. Fairness, Integrity, Transparency

The PRF shall ensure that:

- all qualified goods or services providers are given equal opportunity to compete in accordance with the direction provided in these Guidelines;
- rules and procedures are unambiguous and closely observed, and the process is well documented and complete;
- accurate records are maintained and accessible;
- procurement operations are carried out ensuring the best quality, at the right time and at the right price; and

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 5 of 78
Title: Procurement Manual		

- overall costs in conducting the procurement process are minimized.

C. Interest to PEMSEA

The following considerations guide PEMSEA's interest for the acquisition of inputs:

- The need for economy and efficiency in the implementation of the program, including the procurement of goods and services involved;
- Access to procurement opportunities for all interested and qualified suppliers;
- Use of PEMSEA-developed expertise, i.e., RTF/NTF, Learning Centers and Regional Centers of Excellence², to maximize capacity development and knowledge transfer specific to the needs of national and local governments and other stakeholders for sustainable coastal development in the region.

III. ETHICS

Ethics are the moral boundaries or values within which the PRF officials work. Ethical behavior encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency. Ethical behavior identifies and avoids conflicts of interests, and does not make improper use of an individual's position.

The PRF shall ensure that staff involved in procurement, particularly those dealing directly with suppliers and potential suppliers:

- a. recognize and deal with any conflicts of interest, including perceived conflicts of interest, promptly;
- b. deal with suppliers and potential suppliers even-handedly;
- c. consider seeking advice where probity issues arise;
- d. does not compromise the PRF 's standing by accepting inappropriate gifts or hospitality;
- e. are scrupulous in their use of public property; and
- f. comply with all duties and obligations including the PRF's Code of Ethics and PEMSEA Financial Rules and Regulations.

The PRF shall ensure that purchasing function and financial function are separate and independent from each other to avoid conflict of interest and ensure check and balance (see Conflict of Interest Guidelines on Section 16). The PRF shall also ensure that fraudulent and corrupt practices are prevented in the implementation of its procurement function (see Fraud and Corruption Guidelines in Section 15).

² RTF, NTF, Learning Centers and RCoE are teams of specialist and experts and organizations (in the case of Learning Centers and RCoE) that will serve as the region's knowledge sharing agents and PEMSEA's technical support mechanism in the implementation of Sustainable Development Strategy for the Seas of East Asia (SDS- SEA).

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 6 of 78
Title: Procurement Manual		

PART 2: PROCUREMENT GUIDELINES

The following set of guidelines will serve as reference materials on matters pertaining to the Procurement Management of PEMSEA Resource Facility (PRF). These guidelines provide the standard level of service and describe the specific roles and responsibilities of staff members with regard to the support services/functions that may be availed by PRF staff. This set of guidelines is also meant to be used as one of several orientation materials for new staff members, interns, consultants, RTFs/NTFs and as general reference guide to all staff members. These guidelines adhere to the PRF Procurement Framework defined above (and POL-PRF-008 as part of the QMS documentation) and the Code of Ethics for Personnel of PEMSEA (POL-PRF-009 as part of the QMS documentation) of PEMSEA Resource Facility. These documents are also found in the PEMSEA Rules of Governance as annexes 8 and 9 respectively.

Procurement Management includes guidelines on procurement including procurement planning, sourcing, solicitation, management and evaluation of submissions, review of procurement and contracts, awarding, contracts management, contract administration, vendor performance evaluation, receiving and storage, inventory, office supplies distribution and inventory, fixed asset inventory and importation of goods.

Procurement General Guidelines

- This process involves procurement of goods and services.
- Procurement shall follow the principles cited in this Procurement Manual which includes guidance on finding best value for money, “fairness, integrity and transparency” and interest to PEMSEA.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 7 of 78
Title: Procurement Manual		

Procurement Process Flowchart

PROCESS	STEPS	PERSON/S INVOLVED	MANUAL SECTION
Procurement Planning	<pre> graph TD PP[Procurement planning] --> RD[Requirement definition] PP --> ARP[Annual review of Procurement Plan] RD --> STE[Advertising of procurement requirements] RD --> STTE[Sourcing thru telephone/email] </pre>	- Project Manager - Finance - Procurement Officer	Section 1.1
			Section 1.2
		Requisitioner/Procurement Officer	Section 1.3
Sourcing of good and services	<pre> graph TD STE[Sourcing thru telephone/email] --> RV[Registration of vendors] STEP[Advertising of procurement requirements] --> RV RV --> PB[Prequalification of bidders] </pre>	Procurement Officer	Section 2.1
			Section 2.2
			Section 2.3
Solicitation activities	<pre> graph TD RQ[Receiving of quotations] RB[Receiving of bids] RP[Receiving of proposals] </pre>	Procurement Officer	Section 3.1
Management and Evaluation of submissions	<pre> graph TD EQ[Evaluation of quotations] --> RQBP[Rejection of quotes, bids or proposals] EB[Evaluation of bids] --> RQBP EP[Evaluation of proposals] --> RQBP RQBP --> RA[Recommendation of Awards] RA --> RE[Report on evaluation] </pre>	- Procurement Officer - Bids and Awards Committee	Section 4.1
			Section 4.2
		Requisitioner/Procurement Officer	Section 4.3
Contract preparation	<pre> graph TD PPO[Preparation of Purchase Order or Contract for procured goods] PJO[Preparation of Job Order or Contract for procured services] </pre>	Requisitioner/Procurement Officer	Section 5.1
Contract review	<pre> graph TD PCR[Procurement Committee Review] --> RAPC[Recommend approval of contract] CCR[Contract Committee Review] --> RAPC RAPC --> APC[Amend PO/contract] RAPC --> CPR[Conduct of post-review] </pre>	- Procurement Officer - Procurement Committee - Contracts Committee	Section 6.1, 6.2, 6.3
			Section 6.4
			Section 6.5
			Section 6.6
Awarding of contract	<pre> graph TD AC[Awarding of contract] --> PS[Posting on website] PS --> NUB[Notify unsuccessful bidders] PS --> DB[Debriefing] </pre>	Approving Authority	Section 7.1
			Section 7.2
		Procurement Officer	Section 7.3
			Section 7.4
Receiving and storage	<pre> graph TD DRS[Delivery, receiving and storage of goods or services] </pre>	- Administrative - Requisitioner - Project Manager	Section 10.1
Contract management	<pre> graph TD CM[Contract management] </pre>	- Contracts Committee Secretary - Procurement Officer - Requisitioner - Finance - IT	Section 8.1
Contract administration	<pre> graph TD CA[Contract administration] </pre>	- Contracts Committee Secretary - Procurement Officer	Section 9.1

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 8 of 78
Title: Procurement Manual		

Procurement Process, Roles and Responsibilities

1. Procurement planning

- 1.1. Requisitioners (Project Managers and Officers of PRF Units) shall perform procurement planning for requirements to be fulfilled in the current budgetary period in order to ensure that the PRF obtains high-quality goods and/or services at competitive prices and within the time frame required. Requisitioners need to ensure the optimal use of funds throughout the budgetary period.
 - Procurement planning includes establishing the timelines required to perform each step of the procurement process per the identified solicitation method and contract type.
 - The preparation of a realistic procurement plan for a project is critical for its successful monitoring and implementation. As part of the project preparation/ unit planning, requisitioners shall prepare a preliminary procurement plan, for the entire duration of the project. The requisitioners shall update procurement plans throughout the duration of the project at least annually (during year end staff planning) by including contracts previously awarded and to be procured in the next 12 (twelve) months. All procurement plans and their updates or modifications shall be subject to MANCOM's review and approval before implementation. After reviewing, the PRF shall arrange the publication on its external website of the agreed initial procurement plan and all subsequent updates once it has provided a no objection.
- 1.2. The Requisitioner shall be responsible for defining the requirements, while the Procurement Officer shall be responsible for the procurement process, the assessment of the requirements, and the evaluation criteria, to ensure that they are generic and appropriate from a competition perspective. Where necessary, the Procurement Officer must clearly communicate to the Requisitioner that an adequate Scope of Work/Terms of Reference (SOW/TOR) should be provided in order to allow the solicitation.
 - Requirement definition is the first step in the implementation of procurement activity and an integrated step in procurement planning. Requirement definition is a systematic approach to define the procurement requirements included in the requisition, which should be in the form of a Scope of Work or Terms of Reference, either of which should come with technical specifications that outline the needs of the Organization.
 - Should technical experts needed for tender preparation, the requesting unit/requisitioner identifies experts and recommend to MANCOM.
- 1.3. The Requisitioners, the Procurement Officer(s) and the Finance and Accounting Officer shall meet annually at a minimum and as the need arise to review the

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 9 of 78
Title: Procurement Manual		

procurement plans for the forthcoming budgetary period(s) and typically update the procurement plans on a quarterly basis as required.

- In case of emergencies, such as natural disasters or other situations where there is a risk of injury or loss of life, the timing and sequencing of procurement activities may be modified in order to deal with the emergency.

2. Sourcing goods and services

- 2.1 The Procurement Offices shall advertise the terms of reference of approved specific goods and services for procurement on the PRF Website and in any other media considered appropriate by the PRF (e.g., PEMSEA social media, UN and partners sourcing dissemination outlets, devt.net.com) for goods and services above USD2,500. It should be advertised or distributed in a manner that, depending on the nature and complexity of the requirement would lead to the most beneficial responses.
- 2.2 Registration of vendors – The PRF shall maintain a roster of vendors which comprise of a) existing vendors with satisfactory performance, b) qualified potential vendors (qualification criteria for potential vendor will depend on the requirement of the project/initiative). This roster shall be reviewed annually together with the procurement planning. Registration of vendors shall be conducted accordance with the PRF SOP-Know Your Client.
- 2.3 Prequalification of Bidders – **Prequalification is usually necessary for large or complex works, or in any other circumstances in which the high costs of preparing detailed bids could discourage competition**, such as custom-designed equipment, industrial plant, specialized services, some complex information and technology and contracts to be let under single responsibility (including turnkey), design and build, or management contracting. This also ensures that invitations to bid are extended only to those who have adequate capabilities and resources.
 - a. Prequalification shall be based entirely upon the capability and resources of prospective eligible bidders to perform the particular contract satisfactorily, taking into account objective and measurable factors, including:
 - relevant general and specific experience, and satisfactory past performance and successful completion of similar contracts over a given period;
 - financial position; and, where relevant,
 - capability of construction and/or manufacturing facilities.
 - b. the invitation to prequalify for bidding on specific contracts or groups of similar contracts shall be advertised and notified. The scope of the contract

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 10 of 78
Title: Procurement Manual		

and a clear statement of the requirements for qualification shall be sent to those who responded to the invitation.

- c. There shall be no limits on the number of bidders to be prequalified, and all found capable of performing the work satisfactorily in accordance with the approved prequalification criteria shall be prequalified and invited to submit bids.
- d. For prequalification for groups of contracts to be awarded over a period of time, a limit on the number or total value of awards to any one bidder may be made on the basis of the bidder's resources.
- e. The list of prequalified firms in such instances shall be updated periodically. Verification of the information provided in the submission for prequalification shall be confirmed at the time of award of contract, and an award may be denied to or rescinded from a bidder who was discovered before or during the implementation of the contract period to be incapable or lacking the resources necessary to successfully perform the terms of the contract.
- f. The Requisitioners shall use the Standard Prequalification Document issued by PRF with minimum changes as may be necessary and acceptable to PRF. All such applicants that meet the specified criteria shall be allowed to bid. Requisitioners shall inform all applicants of the results of prequalification.
- g. For prequalification for groups of contracts to be awarded either at the same time or over a period of time, a limit for the number or total value of awards to any one bidder may be made on the basis of the bidder's technical capability and financial resources to meet qualification criteria for the combined contracts. When the time elapsed between the Requisitioner's decision with regard to the list of prequalified firms and the issuance of bid invitations is longer than 12 (twelve) months, PRF may require that a new prequalification process be conducted through re-advertisement.
- i. As soon as prequalification is completed, the bidding documents shall be made available to the prequalified prospective bidders (refer to Section 3.1 of this Manual).
- j. The verification of the information upon which bidders were prequalified, including their current commitments, shall be carried out at the time of the award of contract, along with their capability with respect to personnel and equipment. The award may be denied to a bidder that is judged to no longer meet the required qualification criteria with respect to technical capability and financial resources to successfully perform the contract. If none or very few applicants are found to be prequalified, which would result in a lack of competition, the Requisitioners may issue a revised prequalification invitation

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 11 of 78
Title: Procurement Manual		

subject to the PRF's prior no objection.

3. Solicitation Activities

3.1 The Procurement Officer or the Requisitioner shall obtain a minimum of three quotations (or bids or proposal) from vendors through an online email (e.g. recruitment@pemsea.org or procurement@pemsea.org) provided in the notice of advertisement for goods and services above USD2,500. If a Requisitioner or Procurement Officer is not able to produce at least three quotations despite its best efforts, a written explanation ("Note to File" refer to Note to File Templates in Annexes 10 to 13), of the reasons must be recorded for the approval of the Approving Authority (as specified in Annex 3 – Operational Modality and Authorizations within the PRF of this Procurement Manual). The quotations must be sought from competitive vendors for a quantitatively and qualitatively similar requirements. The process of solicited bids and/proposals shall be properly documented by the Procurement Officer

- Quotations. A Request for Quotation is an informal method of solicitation. It is used for low- value procurement) where the requirement for goods or services is clear and specific, and the estimated value is on or below US\$ 2,500.
- Bids. A Bidding process is a formal method of solicitation for requirements above USD2,500 up to USD50,000 where vendors are invited to submit a bid for the provision of goods or services through an open tender. It is normally used when the requirements for goods/services are: a) simple and straightforward, b) can be expressed well quantitatively and qualitatively at the time of solicitation, and c) can be provided in a straightforward way.
- Proposal. A request for proposal is a formal method of solicitation for requirements above USD50,000 and is used for procurement of goods and services when requirements cannot be expressed quantitatively and qualitatively (e.g., consulting or similar services) at the time of solicitation or for the purchase of complex goods and/or services where the requirements may be met in a variety of ways and, accordingly, an evaluation based on cumulative/ weighted analysis is most appropriate.
- Bidding Documents. The bidding documents shall furnish all information necessary for a prospective bidder to prepare a bid for the goods, works, and non-consulting services to be provided. While the detail and complexity of these documents may vary with the size and nature of the proposed bid package and contract, they generally include:
 - a. invitation to bid;
 - b. instructions to bidders and bid data sheet;
 - c. form or letter of bid; form of contract; conditions of contract, both general

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 12 of 78
Title: Procurement Manual		

- and particular;
 - d. specifications and drawings; relevant technical data (including of geological and environmental nature);
 - e. list of goods or bill of quantities; delivery time or schedule of completion;
 - f. necessary appendices, such as formats for various securities.
- The basis for bid evaluation and selection of the lowest evaluated bid shall be clearly outlined in the instructions to bidders and/or the specifications. If a fee is charged for the bidding documents, it shall be reasonable and reflect only the cost of their typing, printing, or publishing in an electronic format, and delivery to prospective bidders, and shall not be so high as to discourage qualified bidders.
- Requisitioners shall use the appropriate Standard Bidding Documents (SBDs) issued by PRF with minimum changes, acceptable to the PRF, as necessary to address project specific conditions. Any such changes shall be introduced only through bid or contract data sheets, or through special conditions of contract, and not by introducing changes in the standard wording of the PRF's SBDs. When no relevant SBDs have been issued, the Requisitioner shall use other internationally recognized standard conditions of contract and contract forms acceptable to the PRF
- Bidders may be invited to quote prices linked to the market price at the time of or prior to the shipments. Bid validities shall be as short as possible. A single currency in which the consumable is usually priced in the market, may be used for bidding and payment. The currency shall be specified in the bidding document. Bidding documents may permit faxed bids or bids submitted by electronic means, and in such cases either no bid security is required, or standing bid securities may be submitted by prequalified bidders valid over a specified period of time. Standard contract conditions and forms consistent with market practices shall be used.
- Time for Preparation of Bids. The time allowed for the preparation and submission of bids shall be determined with due consideration of the particular circumstances of the project and the magnitude and complexity of the contract. Generally, not less than 6 (six) weeks from the date of the invitation to bid or the date of availability of bidding documents, whichever is later, shall be allowed for international or national competitive bidding. Where large works or complex items of equipment are involved, this period shall generally be not less than 12 (twelve) weeks to enable prospective bidders to conduct investigations before submitting their bids. In such cases, the Requisitioner is encouraged to convene pre-bid conferences and arrange site visits. Bidders shall be permitted to submit bids by mail or in person. Requisitioners may also use electronic systems permitting bidders to submit bids by electronic means, provided PRF is satisfied with the adequacy of the system, including, inter alia, that the system is secure, maintains the integrity, confidentiality, and authenticity of bids submitted, and uses authorized signature or electronic signature system or equivalent to keep

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 13 of 78
Title: Procurement Manual		

bidders bound to their bids. The deadline and place for receipt of bids shall be specified in the invitation to bid.

- Repeat Order. Where, after the items originally envisaged for the project have been procured through international or national competitive bidding, an additional quantity of the same items is urgently needed to meet the requirements of the project and funds are available for this purpose, the additional items may be procured through repeat order bidding where it can be shown clearly that no advantage could be gained by adopting full international competitive bidding. Under this procedure, bids may be invited only from those who submitted responsive bids for the original order or, if there was a large number of responsive bidders, only from the five lowest responsive bidders.
- Procurement of Consumables. Market prices of consumables, such as supplies and materials, fluctuate, depending upon the demand and supply at any particular time. Many are quoted in established consumable markets. Procurement often involves multiple awards for partial quantities to assure security of supply and multiple purchases over a period of time to take advantage of favorable market conditions and to keep inventories low.

4. Management and Evaluation of Submission (Quotations, Bids or Proposals)

- 4.1 The PRF shall evaluate all offers based on the principles enshrined in PRF Financial Regulation and PRF Procurement Framework including the principle of Best Value for Money, i.e., the ideal combination of technical and financial factors.

The evaluation process shall include the following steps:

- Preliminary screening;
- Technical evaluation (where relevant, external technical experts can be invited to be part of an Ad Hoc Technical Review Committee if the project requires specialized knowledge on specific services (e.g., GHG emission reduction inventories) and goods (e.g., renewable energy technologies);
- Financial evaluation, including justification (Annex 8 Bids Evaluation Sheet – Samples: Three bids; or Annexes 10 to 13 Note to File format – Single Source Selection) of reasonableness of price (if applicable);
- Finalization of the evaluation
 - Bid Opening Procedures. The time for the bid opening shall be the same as for the deadline for receipt of bids or promptly thereafter, and shall be announced, together with the place for bid opening, in the invitation to bid. The Requisitioner shall open all bids received by the deadline for bid

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 14 of 78
Title: Procurement Manual		

submission at the designated place stipulated in the bidding documents, irrespective of the number of bids received by such deadline. At the bid opening, the Requisitioner shall neither discuss the merits of any bid nor reject any bid. Bids shall be opened in public; bidders or their representatives shall be allowed to be present (in person or online when electronic bidding is used). The name of the bidder and total amount of each bid, and of any alternative bids, if they have been requested or permitted, shall be read aloud (and posted online when electronic bidding is used) and recorded when opened, and a copy of this record shall be promptly sent to PRF and to all bidders who submitted bids in time. Bids received after the time stipulated, as well as those not opened and read out at bid opening, shall not be considered.

- Clarifications or Alterations of Bids. Bidders shall not be requested or permitted to alter their bids, including through any voluntary increase or decrease in bid prices, after the deadline for receipt of bids. The Requisitioner shall ask bidders for clarification needed to evaluate their bids but shall not ask or permit bidders to change the substance or price of their bids after the bid opening. Requests for clarification and the bidders' responses shall be made in writing, in hard copy or by an electronic system satisfactory to PRF.
- Confidentiality. After the public opening of bids, information relating to the examination, clarification, and evaluation of bids and recommendations concerning awards shall not be disclosed to bidders or other persons not officially concerned with this process until the publication of the award of contract.
- Examination of Bids. The Requisitioner shall ascertain whether the bids (a) meet the eligibility requirements specified in these Guidelines, (b) have been properly signed, (c) are accompanied by the required securities or required declaration signed as specified in this Guidelines, (d) are substantially responsive to the bidding documents, and (e) are otherwise generally in order. If a bid, including with regard to the required bid security, is not substantially responsive, that is if it contains material deviations from or reservations to the terms, conditions, and specifications in the bidding documents, it shall not be considered further. The bidder shall neither be permitted nor invited by the Requisitioner to correct or withdraw material deviations or reservations once bids have been opened.
- Evaluation of Submissions is the process of assessing and comparing Submissions in accordance with the purchasing requirements (i.e., TOR and requirements in the solicitation document), technical aspects of the requirement and financial aspects (value for money). The aim is to

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 15 of 78
Title: Procurement Manual		

determine the offer that best fits the PRF purchasing requirements and the best value for the PRF. The PRF shall ensure that an objective, fair, and well-executed evaluation process is performed, as it would result in a recommendation and a request for an award of contract.

- Should technical experts be needed for the conduct of review/evaluation, the requesting project/unit or requisitioner identifies experts and recommend to MANCOM.
- The bid price read out at the bid opening shall be adjusted to correct any arithmetical errors. Also, for the purpose of evaluation, adjustments shall be made for any quantifiable nonmaterial deviations or reservations. Price adjustment provisions applying to the period of implementation of the contract shall not be taken into account in the evaluation.
- Bidding documents shall also specify the relevant factors, in addition to price, to be considered in bid evaluation, and the manner in which they will be applied for the purpose of determining the lowest evaluated bid. For goods and equipment, other factors may be taken into consideration including, among others, payment schedule, delivery time, operating costs, efficiency and compatibility of the equipment, availability of service and spare parts, and related training, safety, and environmental benefits. The factors other than price to be used for determining the lowest evaluated bid shall, to the extent practicable, be expressed in monetary terms in the evaluation provisions of the bidding documents. Bids shall be compared on the basis of base price without taking into account the provisions for price adjustments. Likewise, customs duties and import taxes on goods to be imported shall be excluded in comparing bids for the supply of goods.
- Rejection of All Bids. Bidding documents usually provide that requisitioners may reject all bids. Rejection of all bids is justified when there is lack of effective competition, or bids are not substantially responsive or when bid prices are substantially higher than existing budget. Lack of competition shall not be determined solely on the basis of the number of bidders. Even when only one bid is submitted, the bidding process may be considered valid, if the bid was satisfactorily advertised and prices are reasonable in comparison to market values. Requisitioners may, after PRF's prior approval, reject all bids. If all bids are rejected, the requisitioner shall review the causes justifying the rejection and consider making revisions to the conditions of contract, design and specifications, scope of the contract, or a combination of these, before inviting new bids.
- If the rejection of all bids is due to lack of competition, wider advertising shall be considered. If the rejection is due to most or all of the bids being

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 16 of 78
Title: Procurement Manual		

nonresponsive, new bids may be invited from the initially prequalified firms, or with the agreement of PRF from only those that submitted bids in the first instance.

- When all bids have been rejected, a rebidding may be called, and the requisitioner shall request for new bids from all who were supplied with bidding documents in the first instance. However, if there has been a sufficient number of bids in the initial bidding, the requisitioner may consider inviting bids only from those who have previously submitted bids. Where all bid prices have substantially exceed the cost estimates, the requisitioner may, instead of calling for new bids, and after consultation with PRF, negotiate with the lowest evaluated bidder for a reduction of the bid price. If no satisfactory contract can be concluded and a rebidding is called, modification of the scope of the contract shall be considered.
- PRF's prior approval shall be obtained before rejecting all bids, soliciting new bids, or entering into negotiations with the lowest evaluated bidder.

4.2 The findings of the evaluation process will later be used as the basis for the recommendation of award. After the evaluation of the information and detailed price analyses presented by the bidder, the Procurement Officer or Bids & Awards Committee (BAC) for large procurement (please refer to Annex 8 Bids Evaluation Sheet – Samples: Three bids) and Requisitioner may:

- Accept the offer
- Reject the offer

4.3 The procurement officer/requisitioner shall prepare a detailed report on the evaluation and comparison of bids setting forth the specific reasons on which the recommendation is based for the award of the contract.

- Requisitioners shall complete evaluation of bids and the award of contract within the initial period of bid validity so that extensions are not necessary. An extension of bid validity, if justified by exceptional circumstances, shall be requested in writing from all bidders before the expiration date. The extension shall be for the minimum period required to complete the evaluation, obtain the necessary no objections, and award the contract. In the case of fixed price contracts, requests for second and subsequent extensions may be permissible only if the Requisitioner has provided an appropriate mechanism as provided in PRF's relevant SBD to adjust the quoted price of the winning bidder to reflect any increase in the cost of inputs for the contract over the period of extension. Whenever an extension of bid validity period is requested, bidders shall not be requested or be permitted to change the quoted (base) price or other conditions of their bid. Bidders shall have the right to refuse to grant such an extension. If the bidding documents require a bid security, bidders may exercise their right to

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 17 of 78
Title: Procurement Manual		

refuse to grant such an extension without forfeiting their bid security and are hence disqualified, but those who are willing to extend the validity of their bid shall be required to provide a suitable extension of bid security.

- Post qualification of Bidders. If bidders have not been prequalified, the Requisitioner shall determine whether the bidder whose bid has been determined to offer the lowest evaluated cost has the capability and resources to effectively carry out the contract as offered in the bid. The criteria to be met shall be set out in the bidding documents, and if the bidder does not meet them, the bid shall be rejected. In such an event, the Requisitioner shall make a similar determination for the next-lowest evaluated bidder.

5. Exception to the Use of Formal Methods of Solicitation

5.1 Direct Contracting / Single-Source Procurement

Direct contracting, also referred to as single-source or sole-source procurement, is an alternative procurement method whereby a contract is awarded without undertaking a formal competitive solicitation process.

As a general rule, PEMSEA shall procure goods, services, consulting services, and works through competitive methods. Direct contracting may only be used under exceptional circumstances where competition is unavailable, impractical, or not in the best interest of PEMSEA and the project. The use of direct contracting shall be supported by adequate justification, documentation, and approval to ensure transparency, accountability, and value for money.

5.1.1 Circumstances Allowing Direct Contracting

The Procurement Officer may waive formal solicitation methods under one or more of the following circumstances:

a. Low-Value Procurement

The procurement value is below the prescribed threshold (USD 50,000, except for emergency procurement), provided that the proposed cost is assessed to be reasonable and consistent with market conditions.

Illustrative examples include:

- Procurement of office supplies, meeting venue services, or printing services below the prescribed threshold.
- Engagement of a local consultant for a short-term assignment below the threshold.

b. No Competitive Market

Competition is unavailable because:

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 18 of 78
Title: Procurement Manual		

- Prices are fixed by law or government regulation;
- A proprietary product or service is required; or
- Market assessment confirms that no viable alternative source exists.

Illustrative examples include:

- Subscription renewal for proprietary software licensed exclusively by the software owner.
- Procurement of utilities such as electricity, water, or telecommunications services where only one provider is available.
- Purchase of equipment spare parts available only from the original manufacturer.

c. Standardization and Compatibility

Recent procurement of identical goods, equipment, technology, or services has been made, and standardization, compatibility, interoperability, maintenance support, or operational continuity requires engagement of the same supplier.

Illustrative examples include:

- Expansion of an existing information management system that must be compatible with previously acquired software.
- Procurement of additional equipment matching existing units already deployed in project sites.
- Renewal of software licenses and maintenance agreements with the original provider.

d. Cooperation with Other Organizations

Procurement is undertaken in cooperation with governments, donor agencies, development partners, academe, civil society organizations, or project implementing partners.

Illustrative examples include:

- Engagement of a government-designated institution to implement project activities.
- Engagement of an implementing partner endorsed under a donor-funded project.
- Collaboration with an academic institution to undertake technical studies or research activities.

e. Project Continuity

Continuation of ongoing project activities requires retaining an existing consultant, contractor, implementing partner, or service provider to ensure continuity, avoid disruption of project outputs, and preserve institutional knowledge, provided that previous performance has been satisfactory.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 19 of 78
Title: Procurement Manual		

Illustrative examples include:

- Extension of a consultant's contract to complete a multi-phase policy study or technical assessment.
- Continued engagement of an implementing partner responsible for ongoing community-based activities.
- Retention of a software developer responsible for maintaining a system already developed under the project.

f. Highly Specialized Expertise

The required services involve unique qualifications, specialized technical expertise, recognized professional standing, or specific experience that cannot reasonably be obtained through a competitive process.

Illustrative examples include:

- Engagement of a recognized technical expert with specialized knowledge relevant to the project.
- Hiring a specialist with unique expertise required for a highly technical assignment.
- Engagement of a trainer or facilitator with highly specialized credentials.

g. Previous Competitive Bidding/Selection

Offers for identical or substantially similar requirements have been obtained competitively within the previous six (6) months and market conditions, scope, and pricing remain substantially unchanged.

Illustrative examples include:

- Repeat procurement of goods under the same specifications and pricing obtained through a recent competitive process.
- Engagement of a previously selected service provider with satisfactory performance for additional work under substantially unchanged conditions.

h. Unsuccessful Formal Solicitation

A formal solicitation process has not produced responsive, technically acceptable, or financially reasonable offers within the previous two (2) months.

Illustrative examples include:

- An advertised consultancy receives no qualified applicants.
- A procurement process receives proposals that fail to meet technical requirements.
- Submitted bids significantly exceed the approved budget.

i. Exigency

A genuine emergency, force majeure event, security concern, disaster, or urgent operational requirement exists beyond PEMSEA's control and requires immediate

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 20 of 78
Title: Procurement Manual		

action.

Illustrative examples include:

- Emergency procurement of equipment or services following a natural disaster.
- Urgent building repairs required to prevent operational disruption.
- Emergency travel or logistical arrangements necessary to ensure staff safety or project continuity.

j. Non-Evaluable Services

Services cannot be objectively evaluated through competitive comparison due to the unique qualifications, reputation, or expertise of the proposed individual or organization.

Illustrative examples include:

- Engagement of a specific specialist for a trainings or learning event.
- Engagement of a recognized researcher to conduct a specialized study.

k. Unsatisfactory Results

The Procurement Officer determines, with adequate justification, that formal solicitation is unlikely to produce satisfactory results or is not in the best interest of PEMSEA.

Illustrative examples include:

- Market research indicates that only one qualified provider is capable of delivering the required outputs within the required timeframe.
- Competitive procurement would result in significant delays that could jeopardize project delivery schedules or donor commitments.
- Previous attempts to obtain competition for similar requirements have consistently failed.

Note: The examples provided above are illustrative only and shall not be interpreted as an exhaustive list of circumstances under which direct contracting may be justified.

5.1.2 Determination and Justification

Prior to proceeding with direct contracting, the Requesting Unit, Project Manager, Technical Officer, End User, Procurement Officer, or other designated personnel, as applicable, shall ensure that:

- a. The applicable justification for direct contracting has been identified and documented;
- b. Reasonable efforts to obtain competition have been assessed and documented, where applicable;
- c. Market research, benchmarking, or other appropriate analysis has been conducted to establish cost reasonableness and demonstrate value for money;

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 21 of 78
Title: Procurement Manual		

- d. The qualifications, experience, capacity, and suitability of the proposed supplier, consultant, contractor, or implementing partner have been verified;
- e. Any potential conflict of interest has been assessed and appropriately addressed; and
- f. A recommendation for direct contracting has been prepared and supported by the necessary documentation.

5.1.3 Documentation Requirements

All direct contracting actions shall be supported by a Note to File (NTF).

For clarity: the Note to File (NTF) is the documentation instrument specifically for direct contracting / single-source procurement under this section. Where a procurement is competitive (two or more offers received), the recommendation to the Committee shall instead be supported by a Summary of Quotation (see Contracts/Procurement Committee Review). The NTF and the Summary of Quotation are distinct documents and shall not be used interchangeably.

The Requesting Unit, Project Manager, Technical Officer, End User, Procurement Officer, or other designated personnel, as applicable, shall provide the necessary supporting documentation for inclusion in the NTF.

The NTF shall include, at a minimum:

- Description of the requirement;
- Justification for direct contracting;
- Explanation of why competition is unavailable or impractical;
- Evidence of solicitation efforts or market research, where applicable;
- Assessment of the proposed supplier's, consultant's, contractor's, or implementing partner's qualifications and capacity;
- Cost analysis and value-for-money assessment;
- Recommendation for award; and
- Required approvals.

Where reasonable efforts to obtain competition have not been undertaken, the reasons shall be documented in the NTF.

The Procurement Officer shall ensure that the procurement file contains the required documentation prior to processing the procurement action.

5.1.4 Review and Approval

The NTF and supporting documentation shall be submitted for review and approval in accordance with PEMSEA's delegated procurement authorities and approval thresholds.

Prior to approval by the appropriate procurement authority, all direct contracting

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 22 of 78
Title: Procurement Manual		

actions shall be reviewed by the Procurement Committee or the Contracts Committee, as applicable, in accordance with the procurement thresholds and approval authorities specified in Annex 3 of the Procurement Manual – Operational Modalities and Authorizations.

Approval authorities shall satisfy themselves that:

- The justification for direct contracting is adequate;
- The proposed supplier, consultant, contractor, or implementing partner is qualified and capable of delivering the required outputs;
- Value for money has been demonstrated; and
- The procurement complies with PEMSEA policies and applicable donor requirements.

5.1.5 Procurement Procedure

The following steps shall be undertaken when processing a direct contracting action:

1. Define the requirement and scope of work.
2. Determine the applicable direct contracting justification.
3. Assess reasonable efforts to obtain competition, where applicable.
4. Conduct market research, benchmarking, or other analysis to establish cost reasonableness and value for money.
5. Verify the qualifications, experience, capacity, and suitability of the proposed supplier, consultant, contractor, or implementing partner.
6. Prepare the Note to File (NTF) and supporting documentation.
7. Submit the NTF for review and approval in accordance with the applicable approval authority and threshold.
8. Solicit a proposal, quotation, or offer from the selected supplier, consultant, contractor, or implementing partner.
9. Evaluate the technical and financial proposal and conduct negotiations, where necessary.
10. Finalize the value-for-money assessment and recommendation for award.
11. Obtain the required approvals.
12. Award the contract and maintain all supporting documentation in the procurement file.

5.2 Pre-Selection

A funding source, government partner, or donor agency may pre-select or endorse a contractor, consultant, implementing partner, or service provider, provided that:

- The activities are consistent with accountability, reporting, and fiduciary requirements;
- The rationale for the pre-selection is documented;
- The proposed entity possesses the technical qualifications and capacity required for the assignment;

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 23 of 78
Title: Procurement Manual		

- The proposed budget is reviewed and determined to be reasonable and represents value for money; and
- No conflict of interest exists.

If pre-selection is decided during project implementation, written endorsement from the funding source, partner, or donor explaining the need and rationale for the pre-selection shall be obtained and included in the Note to File.

If multiple contractors or implementing partners are pre-selected, the project authority shall either:

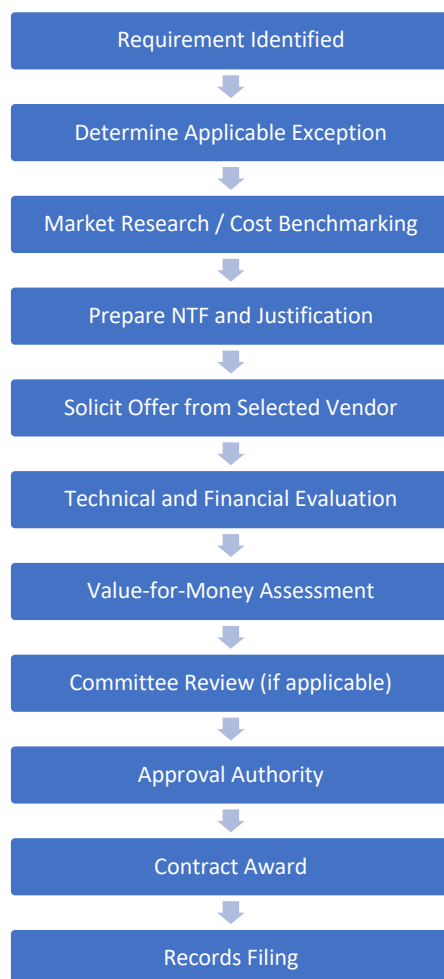
- Specify which entity shall undertake each activity; or
- Conduct a formal solicitation process among the pre-selected entities.

Technical capability verification may be undertaken to establish a shortlist of pre-selected entities.

All engagements involving pre-selected entities shall be documented through a Note to File and remain subject to PEMSEA's applicable review and approval requirements.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 24 of 78
Title: Procurement Manual		

5.3 Process Flow: Direct Contracting / Single-Source Procurement



6. Contract preparation for procured goods and services

- 6.1 In the case of consultancy services, the requisitioning office/officer will prepare the draft contract for services above USD 2,500.00, or a draft Job Order for services USD 2,500 and below.

In the case of procured goods such as the purchase of equipment, IT software/hardware, technology costing more than USD10,000.00 the requisitioning office/officer will prepare a draft contract.

Contract templates can be found in Annex 7, while the guide on the types of

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 25 of 78
Title: Procurement Manual		

requisition of goods and services and the nature of PEMSEA-vendor/supplier agreement may vary, based on their cost can be found in Annex 3: Operational Modality and Authorizations within the PRF; Part 2 Authorization.

- The schedule of contract milestone payment shall follow the details as specified in: Annex 3 Operational Modality and Authorizations within the PRF - Part 3: Contract Payment Schedule Based on Milestone Delivery.
- Justification and/or technical evaluation is needed for purchase orders or contract with special arrangement on milestone payment schedule. This arrangement should be approved by the Project Manager/Budget Owner or the Executive Director as necessary.

7. Contracts/Procurement Committee Review

- 7.1 The Procurement Officer shall ensure that submissions which shall include the summary result of the bidding process, including the recommendations on vendor/contractor proposed and the draft contract to the Contracts/Procurement Committee are comprehensive, factually accurate, and clear to facilitate the review of the procurement action/contract. The Procurement Officer shall also ensure that the recommended vendor/contractor is registered at the required level before submission of the case to either the Contracts or Procurement Committee. Submissions shall be in sufficient detail to enable the Contracts/Procurement Committee to obtain an accurate and complete description of the procurement actions taken and the basis for the proposed award. A submission for the review by Contracts/Procurement Committee may be ex post facto (please refer to Retroactive/Post-Facto Procurement/Contract Section 11 of this Procurement Manual)

Consistent Use and Implementation of the Note to File (NTF)

To ensure the Note to File (NTF) is applied consistently and correctly across all procurement actions, the following implementation rules shall govern its use:

- a. The NTF is the standard supporting document for all direct contracting / single-source procurement actions and for any procurement where fewer than the required number of quotations, bids, or proposals is obtained despite best efforts.
- b. Every NTF shall clearly identify the specific justification relied upon (cross-referencing the applicable circumstance under Section 5: Exception to the Use of Formal Methods of Solicitation) and shall contain all minimum contents prescribed in Section 5.1.3.
- c. The NTF shall be prepared and signed before the procurement action is processed, and shall be reviewed by the Procurement Committee or Contracts Committee, as applicable, in accordance with Annex 3 thresholds.
- d. The Procurement Officer shall maintain the NTF and its supporting documents in

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 26 of 78
Title: Procurement Manual		

the procurement file for audit and post-review purposes. Templates are provided in Annexes 10 to 13.

e. The NTF is an internal justification and documentation instrument. It shall not be described to suppliers or external parties as a 'waiver'.

Summary of Quotation for Committee Submissions

For every procurement action routed to the Procurement Committee or Contracts Committee, the Procurement Officer shall attach a Summary of Quotation together with a written explanation of the basis for the recommended supplier. This applies to all competitive procurements (i.e., those with two or more quotations, bids, or proposals).

The Summary of Quotation shall present, at a minimum:

- A comparative table of the quotations, bids, or proposals received (supplier name, offered price, and relevant technical or delivery factors);
- The evaluation basis applied (e.g., lowest responsive quotation, best value for money, or cumulative/weighted analysis); and
- A clear, factual explanation of why the recommended supplier (e.g., 'Supplier A') is being proposed for award.

Purpose and terminology: The Summary of Quotation is the standard justification document for competitive procurements. To avoid confusion and to protect PEMSEA's institutional standing, the terms 'NTF' and 'Waiver' shall not be used to describe competitive procurement recommendations. The Note to File (NTF) remains reserved exclusively for direct contracting / single-source procurement.

- 7.2 The Procurement Committee or Contracts Committee shall ensure that the proposed procurement actions/contract are compliant with the PRF Financial Rules and Regulations, taking into consideration the guidance provided in this Procurement Manual. The Procurement Committee or Contracts Committee may ask questions and make observations, on the adequacy or necessity of the requirements of the proposed procurement action/contract. The terms of reference and the rules for the composition, work, and authority of Contracts/ Procurement Committee is available in Annexes 1 and 2 of this Procurement Manual.
- 7.3 The Chair of the Contracts/Procurement Committee shall ensure that relevant procurement and requisitioning staff are present at the Contracts/Procurement Committee's meetings to answer questions and provide clarifications when required.
- 7.4 The award or amendment of a procurement contract shall take place upon the advice of the Contracts/Procurement Committee.
- 7.5 Modifications:
 - In the case of contracts subject to prior review before granting a material extension of the stipulated time for performance of a contract, or agreeing to any modification or waiver of the conditions of such contract, including issuing any

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 27 of 78
Title: Procurement Manual		

change order or orders under such contract (except in cases of extreme urgency) which would in aggregate increase the original amount of the contract by more than 15% of the original price, the requisitioner shall seek PRF's no objection to the proposed extension, modification, or change order. If PRF determines that the proposal would be inconsistent with the provisions of the financing agreement and/or procurement plan, it shall promptly inform the requisitioner and state the reasons for its determination. A copy of all amendments to the contract shall be furnished to PRF for its record.

- 7.7 Post Review. The requisitioner shall retain all documentation with respect to each contract where post review or post review (sampling) is required during project implementation and for at least two years after the project closing date. This documentation should include, but not be limited to, the signed original of the contract, the evaluation report including the analysis of the respective proposals, and recommendations for award, for examination by PRF or by its consultants. Master copies of electronic documents must be retained in print form, suitably authenticated by the issuing agency by signature, stamp or other feature acceptable to PRF. For post review, the requisitioner shall furnish the required documentation to PRF upon award of contract unless otherwise specified in the financing agreement. For post review (sampling), PRF will identify the sample of contracts for which the requisitioner is required to submit documentation to PRF. If PRF determines that the goods, works or services were not procured in accordance with the agreed procedures as reflected in the financing agreement, it may declare mis-procurement as established in the Guidelines. PRF shall promptly inform the requisitioner the reasons for such determination. If mis-procurement is declared after disbursement, an investigation will be conducted by the Ethics Committee to determine the parties responsible for mis-procurement and determine the necessary actions (i.e., penalty and refund shall refund the corresponding amount to PRF). In the case of post review (sampling), PRF reserves the right to revert to prior or post review.

8. Awarding of Contracts

- 8.1 Contracts are awarded by the relevant Approving Authority, following the approval of the appropriate Authorized Official (specified in Annex 3 – Operational Modality and Authorizations within the PRF of this Procurement Manual). An award may be made following the approval by the appropriate Authorized Official, further to Contracts or Procurement Committee recommendation, as applicable. The PRF can enter into a contractual obligation with a vendor only after official award of a contract by the relevant Authorized Official and fulfillment of any conditions to that award (such as a successful prototype inspection as appropriate). A matrix showing the Operational Modality and Authorizations within the PRF can be referred to in determining the steps and roles and responsibilities of management and staff with regard to procurement requirements of the PRF. (Annex 3). An ex post facto case may be accepted by the PRF in accordance with Section 11 Retroactive/Post-Facto

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 28 of 78
Title: Procurement Manual		

Procurement/ Contract of this Procurement Manual. The Procurement Officer shall maintain a file and keep a note to the file or a Statement of Award on file for future reference, including the signed award decision or the justification not to award, as applicable. For procurement/contract reviewed by a Contracts or Procurement Committee, minutes of the relevant Contracts or Procurement Committee meeting and signed recommendations must be kept in accordance with established records control and retention policy.

- A contract is a written, legally binding agreement between the PRF and a contractor, which establishes the terms and conditions, including the rights and obligations of the Organization and the contractor.
- Translations. Contracts awarded under ICB must be written in English. Any supporting documentation that might have originated in another language (such as technical descriptions of equipment) must be accompanied with an English translation.

8.2 The PRF posts on its website information about awarded contracts. The notice of awarded contracts should contain a brief description of the contract, a reference number, the contract amount, the date of the contract/ award, and the details of the vendor.

8.3 The Procurement Officer shall issue written notification to the unsuccessful bidders, informing them of their unsuccessful submission ("Letter of Regret").

8.4 Debriefing. In the publication of contract award referred to in section 7.2 of this Manual, the requisitioner shall specify that any bidder who wishes to ascertain the grounds on which its bid was not selected, should request an explanation from the requisitioner. The requisitioner shall promptly provide an explanation of why such bid was not selected, either in writing and/or in a debriefing meeting, at the option of the requisitioner. The requesting bidder shall bear all the costs of attending such a debriefing.

9. Contract Management

9.1 Contract Management refers to all actions undertaken after the award of a contract and covers activities such as vendor performance monitoring, payments, contract closure, record retention, and maintenance of the contract file. The primary goal of contract management is to ensure that quality goods and services, in the right quantity, are delivered on time and in accordance with the agreed-upon contract terms.

- Depending on the nature of the contract, the Contract Management function is the responsibility of:
 - a. For Quality and Timeliness of the delivery of the Contract Requirements:

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 29 of 78
Title: Procurement Manual		

- either the Requisitioner (staff directly assigned to oversee and manage the implementation of the contract (, or the end-user (e.g., Project Manager in case of project requirement - product or service delivery; Administration Clerk in case of Admin/Office general maintenance requirements and office supplies). The Requisitioner is responsible for monitoring the performance of the contractor and for receiving, accepting, and approving the deliverables specified in the contract.
 - The Procurement Officer should be informed by the Requisitioner of any non-acceptance of deliverable to ensure proper recording in the procurement case file and to permit action on any necessary contract administration matters.
- b. Timeliness of Milestone/Overall fulfillment Contract
- The Procurement Officer shall monitor the timely fulfillment of the defined milestones in the contract (refer to Section 9. Contract Administration below).
 - Acceptance is carried out as follows, per type of requirement:
- c. For Goods: Please refer to Section 10 Receiving and Storage section of this Procurement Manual.
- d. For Services: If services have been satisfactorily received, the Project Manager/Requisitioner must document that the services have been satisfactorily completed in accordance with the terms specified in the contract and facilitate the payment of the vendor based on the PRF Financial Rules and Regulations.

10. Contract Administration

- 10.1 The Contract Management function is supported by the Contract Administration activities undertaken by the Procurement Officer. Contract Administration is comprised of all actions undertaken by the Procurement Officer following the award of a contract that relates to the administrative aspects of the contract, such as contract amendment or extension, contract closure, record retention, maintenance of the contract file, handling security instruments (e.g., Performance Security), and any contractual disputes or claims.

11. Receiving and Storage Roles and Responsibilities

- 11.1. For goods procured for the project, the Project Manager or authorized **Project Officer** will receive incoming purchased items by signing on the delivery receipt **after** making certain of the quantity and quality of the goods based on the contract. The goods are delivered to the identified project site.
- 11.2. For goods procured for PEMSEA/ PRF office, the **Administrative Clerk** receives all incoming purchased items by signing on the delivery receipt after making certain of the quantity and quality of the goods based on the Purchase Order/Contracts. The goods are delivered to the requesting staff member or stored in the stock room (supplies).

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 30 of 78
Title: Procurement Manual		

- 11.3. The Project Manager or his/her designate **or the Administrative Clerk** prepares a delivery report/certification of receipt in good order and submits this together with the delivery receipt and invoice to **Accounting Unit** for payment processing.

SUPPLIMENTAL GUIDELINES: ON DUE DILIGENCE, FRAUD AND CONFLICT OF INTEREST

12. Retroactive/Post-Facto Procurement/Contract

- 12.1 Post-facto situations occur in the event that a contract or purchase order has not yet been issued by PRF, however the services have been rendered or the goods have been purchased and received. These can also occur when no contract or purchase order has been issued, although, the Supplier has already begun providing services or the goods have already been ordered but not yet delivered.
- 12.2 Organizational Units (requestor of goods or services) should make every effort to avoid post- facto or retroactive cases. Nevertheless, if such circumstances occur, approval of the Executive Director) is required, for all such contracts valued at USD 30,000 or more, before payment may be made or; if payment has been made, for such expenditures to be accepted by PRF as legitimate charges against the appropriate budget line(s).
- 12.3 To seek the approval of the Executive Director, the Organizational Units (requestor of goods or services) must provide:
- a. An explanation of the circumstances resulting in the post-facto or retroactive situation, such as (1) what transpired, (2) when, (3) persons involved, (4) emergency or unusual circumstances, (5) processes, precautions or controls followed, and (6) what mechanisms have been put into place in order to ensure that such situations are prevented in the future.
 - b. The reasonableness and acceptability of the procurement activity:
 - Details of the activity, including the nature of services or goods; duration; cost; conformity with project requirements; and evidence of an agreement to the activity from, or by the Government or the Beneficiary, as appropriate.
 - Reasonableness of the activity/cost demonstrating its economy, efficiency and equity.
 - Successful completion of the activity including certification by an authorized official that services have been satisfactorily performed; and requested outputs have been produced (i.e., reports, documentation) and are acceptable to all parties.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 31 of 78
Title: Procurement Manual		

- In the case of a contract for civil works, a certificate signed by the engineer should be submitted stating: (a) that the project has been designed and constructed according to the proper specifications; and (b) that no accidents or injuries have occurred during construction, which would cause PRF to be potentially liable for any damages whatsoever.
- c. Brief explanation and confirmation that no financial loss has occurred to PEMSEA or the Funding Sources as a result of this circumstance.
- d. And any other matters, as appropriate (e.g., special contractual provisions, if any, applicable as a result of the procurement actions such as warranties, copyrights, etc.).

13. Mis-procurement

- 13.1 PEMSEA Partnership Fund finances expenditures for goods and works procured in accordance with the provisions of this Procurement Manual . If procurement is not carried out as stated, PRF will declare a mis-procurement, and cancel that portion of the financing allocated to the goods and works that have been mis-procured. In appropriate cases, PRF may permit rebidding after declaring mis-procurement. PRF may, in addition, exercise other remedies provided for under the financing agreement. Even if a contract is awarded after acceptance of the offer, PRF reserves the right to declare mis-procurement if it concludes that the acceptance was issued on the basis of incomplete, inaccurate, or misleading information or the terms and conditions of the contract had been substantially modified without PRF's approval.

14. Vendor Performance Evaluation

- 14.1 The Requisitioner shall conduct an evaluation of the vendor's performance, supported by the Procurement Officer using the Supplier Performance Evaluation Sheet (see Annex 4). The evaluation shall consider the experience with the vendor during the entire contract period. It is important to carefully document contract performance and to be able to produce evidence of the same in the event of disputes, in order to form an institutional memory, and for audit purposes.

15. Dispute Resolution Guidelines

- 15.1 A "dispute" is a disagreement between the PRF and the supplier/vendor over the payment of money, the adjustment or interpretation of contract terms, any claims arising out of or relating to any aspect of a solicitation, bid, or failure to conduct a solicitation or bid, any decision to award, deny, suspend or cancel, terminate or not renew, any contract or agreement.
- 15.2 This guideline defines the process for resolution of claims, disputes, complaints and dispute resolution requests filed by an aggrieved person relating in any way to

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 32 of 78
Title: Procurement Manual		

any agreement entered into by the vendor, including, but not limited to, those arising out of or relating to any aspect of a solicitation, bid, or failure to conduct a solicitation or bid, any decision to award, deny, suspend or cancel, terminate or not renew any procurement contract or agreement.

- 15.3 File a Request for Dispute Resolution.
- The aggrieved person may file a request to seek a determination with respect to resolution of claims, disputes, complaints and dispute resolution through the PRF Complaints “webpage” or through writing to the PRF Administration Associate.
 - The request for dispute resolution shall include the following information:
 - Name, address, and telephone number of the requester/company;
 - Details of the contract that is the subject of the request for dispute resolution;
 - Details of the factual grounds supporting the position of the requester;
 - Other supporting documentation the requester wishes to submit.
 - If the requester believes the Request for Dispute Resolution contains materials that should be held confidential, a statement advising the PRF Administration Associate of this fact shall accompany the Request for Dispute Resolution.
- 15.4 Time for filing the request for dispute resolution:
- 15.4.1 For disputes relative to the provisions/requirements/processes of call for bids/proposals, the request for dispute resolution shall be filed not later than five (5) working days prior to the closing date for receipt of initial bids/proposals.
 - 15.4.2 For disputes relative to an amendment to any solicitation that are apparent before the closing date for receipt of bids/proposals, the request for dispute resolution shall be filed not later than five (5) working days after the amendment is posted.
 - 15.4.3 For disputes relative to the award of a contract, the request for dispute resolution shall be filed not later than ten (10) working days after the issuance of a notice of award of contract.
 - 15.4.4 All other written disputes shall be filed not later than five (5) working days after the aggrieved person knows or should have known of the facts giving rise to the action complained of.
 - 15.4.5 Failure to file a written Request for Dispute Resolution Request shall bar any further administrative equitable relief.
- 15.5 Evaluation and decision for the Request for Dispute Resolution
- The PRF Management Committee is the authority to evaluate and decide on all Request for Dispute Resolution.
 - The PRF Management Committee shall issue a written decision within thirty (30)

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 33 of 78
Title: Procurement Manual		

calendar days after a Request for Dispute Resolution has been filed. The decision shall include:

- A brief description of the claim;
 - A reference to the pertinent solicitation or contract provision;
 - A brief statement of the factual issues;
 - A statement of the PRF Management Committee's decision with supporting background and rationale and the remedial action and/or award, if any.
- c. The PRF Administrative Associate shall furnish a copy of the decision to the requisitioner. The PRF Administration Associate shall also see to it that the evidence of delivery of the copy of the decision is secured.

16. Fraud and Corruption

16.1 PEMSEA's anti-corruption policy requires requisitioners (including beneficiaries of PEMSEA financed activity), as well as bidders, suppliers, and contractors under PEMSEA Partnership Fund-financed contracts, to observe the highest standard of ethics during the procurement and execution of such contracts. In pursuance of this policy, in the context of these Guidelines, PRF:

- a. defines, for the purposes of this provision, the terms set forth below as follows:
 - "corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party;
 - "fraudulent practice" means any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
 - "coercive practice" means impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
 - "collusive practice" means an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.
- b. will reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the contract in question;
- c. will cancel the portion of the financing allocated to a contract if it determines at any time that representatives of the requisitioners or of a beneficiary of PEMSEA Partnership Fund-financed activity are engaged in corrupt, fraudulent, collusive, or coercive practices during the procurement or the execution of that contract, without the requisitioners having taken timely and appropriate action satisfactory to PRF to remedy the situation;
- d. will sanction a firm or an individual, at any time, in accordance with PEMSEA's Anticorruption Policy and Integrity Principles and Guidelines (both as amended from time to time), including declaring ineligible, either indefinitely or for a stated period of time, to participate in PEMSEA- financed or PEMSEA-administered

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 34 of 78
Title: Procurement Manual		

- activities or to benefit from an PEMSEA-financed or PEMSEA-administered contract, financially or otherwise, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, or coercive or other prohibited practices; and,
- e. will have the right to require that a provision be included in bidding documents and in contracts financed by PEMSEA, requiring bidders, suppliers, and contractors to permit PRF or its representative to inspect their accounts and records and other documents relating to the bid submission and contract performance and to have them audited by auditors appointed by PRF.
 - f. The contract documents shall include an undertaking by the contractor that no fees, gratuities, rebates, gifts, commissions, or other payments, except those shown in the bid, have been given or received in connection with the procurement process or in contract execution.

17. Conflict of Interest

PEMSEA's policy requires that requisitioners (including beneficiaries of PEMSEA financed activity), as well as bidders, suppliers, and contractors under PEMSEA Partnership Fund-financed contracts, shall not have a conflict of interest. PEMSEA considers a conflict of interest to be a situation in which a party has interests that could improperly influence that party's performance of official duties or responsibilities, contractual obligations, or compliance with applicable laws and regulations, and that such conflict of interest may contribute to or constitute a prohibited practice under the anticorruption policy. PRF will take appropriate actions to manage such conflicts of interest or may reject a proposal for award if it determines that a conflict of interest has flawed the integrity of any procurement process.

A conflict of interest can arise when the PRF staff member, his/her immediate family members (up to 3rd degree of consanguinity), or domestic partner:

- a. has received from the entity an employment offer
- b. received from the entity a scholarship or study/training grant that was completed in the last 3 years;
- c. owns shares in the entity;
- d. has previously worked for the entity or is currently working for the entity (secondary employment);
- e. has a relative or close personal friend working in and/or is on the board of the entity;
- f. their community or church leader is a majority shareholder in the entity;
- g. has received gifts or hospitality from the entity;
- h. favors the entity in the evaluation process in order to receive gifts, hospitality, money or some other benefit in return;
- i. owes money to the entity; and,
- j. has a professional or legal obligation to the entity.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 35 of 78
Title: Procurement Manual		

A formal Conflict of Interest (COI) mechanism ensures transparency, fairness, and legal compliance in procurement. It requires all personnel—such as the Bids and Awards Committee (BAC) and Technical Working Group (TWG) Procurement/Contracts Committee—to proactively identify, declare, and excuse themselves from evaluating or deciding on bids/proposal where they have personal, financial, or relational ties.

1.Types of Conflicts to Declare

Conflicts generally fall into three categories that must be disclosed at the start of any tender process:

- **Actual:** A direct conflict exists (e.g. evaluating a bid from a company owned by your spouse)
- **Potential:** A conflict could arise (e.g. you hold a stock in a company that just submitted a bid)
- **Perceived:** A situation creates an appearance of bias to an outside observer (e.g., a bidder is a close personal friend, even if no financial gain is involved).

2.Required Disclosure Documents

To maintain a clear and verifiable audit trail, agencies should require the following standard documents:

- **Conflict of Interest and Confidentiality Declaration Form:** signed by every panel or committee member prior to opening or reviewing bids.
- **No-Relationship Disclosure Form:** Required for bidders to guarantee they are not related to agency officials up to the legally mandated civil degree (e.g., 3rd or 4th civil degree of consanguinity/affinity).

3.The Recusal Process (Step-by-Step)

If an individual identifies a conflict of interest, the formal recusal process must be strictly followed:

- 1) **Written Notification:** The official must submit a formal, written disclosure and request for recusal to the Procurement Committee Chair and the Secretariat.
- 2) **Total Removal:** The conflicted individual must completely cease all participation in the procurement process. This means losing access to tender documents,

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 36 of 78
Title: Procurement Manual		

evaluation meetings, and decision-making discussions.

- 3) **Documentation:** The recusal, including the name of the person, nature of the conflict, and management actions taken, must be permanently recorded in the official procurement file

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 37 of 78
Title: Procurement Manual		

Administration of Conflict of Interest (COI) Declarations

To operationalize this, the following process governs when and how COI declarations are issued, completed, and filed. Two standard forms are used:

- (i) the Conflict of Interest Declaration for PRF Personnel Involved in Procurement; and
- (ii) the Supplier / Service Provider / Consultant COI Declaration

A. For PRF Personnel (Procurement Committee members, Contracts Committee members, Technical Evaluation Committee members, Bid Evaluation Committee members, End User representatives, Approving Authority, Program Managers, and procurement staff)

1. The COI Declaration for PRF Personnel shall be issued by the Secretariat to all personnel involved in procurement, including Procurement and Contracts Committee members, technical and bid evaluators, End User representatives, the Approving Authority, Program Managers, and procurement staff, at the start of the year, and renewed at the start of each year.
2. Each declarant shall complete and sign the form before participating in any evaluation, deliberation, or decision. The signed form is submitted to the Procurement Committee Chair and filed by the Secretariat in the procurement file.
3. Where a conflict - actual, potential, or perceived is declared, the recusal process shall be strictly followed, and the conflicted individual shall completely cease participation in the affected procurement before bids/quotations/proposals are opened, reviewed, or evaluated.
4. The declaration shall be renewed annually.

B. For Suppliers, Service Providers, and Consultants

1. The Supplier / Service Provider / Consultant COI Declaration shall be issued to prospective suppliers together with the solicitation documents (Request for Quotation, Invitation to Bid, or Request for Proposal).
2. Each supplier, bidder, or consultant shall submit the completed and signed declaration together with every quotation, bid, or proposal, regardless of the procurement modality or value. For direct contracting, the selected supplier shall submit the declaration prior to award.
3. The Procurement Officer shall verify that a COI declaration is on file for the recommended supplier before the procurement action is routed to the Committee. Declarations shall be reviewed by the Committee and filed in the procurement file.
4. A declared conflict does not automatically disqualify a supplier; PRF shall assess each case and apply appropriate mitigating measures or, where warranted, disqualification. Failure to disclose a known conflict may result in rejection of the offer, termination of any resulting contract, and other remedies under the Fraud and Corruption guidelines.

C. Filing and Audit Trail

All COI declarations (personnel and supplier) and any related recusal records shall be retained in the procurement file to maintain a clear and verifiable audit trail, consistent with the records-retention requirements of this Procurement Manual.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 38 of 78
Title: Procurement Manual		

Annex 1: Terms of Reference Contracts Committee (Reference: TOR-PRF-004)

THE PRF CONTRACTS COMMITTEE

1. General

1.1 Policy on the award of contract - responsibilities of the awarding authority

Organization policy on the award of contracts requires that all applicable PEMSEA Financial Regulations and Rules be complied with, that the Contracts Committee or Procurement Committee satisfy itself that the contract proposed has been examined and approved by the Financial and relevant other officers as appropriate, that adequate justification has been provided, that all other conditions being equal, a fair contract price be accepted and that the contract proposed is overall in accordance with the best interest of PEMSEA.

2. Composition/Procedures of the Contracts Committee

2.1 The Executive Director has designated that the Contracts Committee shall be composed of the representatives from the following units:

- Planning and Partnership Unit
- Technical/SDS-SEA Implementation Program Services Unit
- Administration Unit
- Finance and Accounting Unit

Note: In selecting the members of the Contracts Committee the PRF shall ensure that the members of the Contracts Committee have the relevant experience and expertise to assess and provide recommendations regarding the contracts of goods and services.

2.2 The Secretary of the Contracts Committee is the Executive Assistant

2.3 Procedures

2.3.1 The Contracts Committee will meet at 2:00 PM on the first and third week of every month, in the PEMSEA office conference room if there are contracts to be reviewed. Submissions to the Contracts Committee must be delivered to the Committee Secretary on or before a scheduled Committee meeting.

2.3.2 PEMSEA units/officers making requests to the Contracts Committee are required to include the following information in their submission:

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 39 of 78
Title: Procurement Manual		

- a. For an individual consultant, the CV and completed *Personal History Statement of the consultant*, Terms of Reference, estimated cost, milestone payment schedule, and justification for selection;
 - b. For a subcontract with a company or institution, the call for proposals, an assessment of the project proposals, Terms of Reference, estimated costs, milestone payment schedule, and justification for selection;
 - c. For an MOA, a brief outline of the project, administrative, coordination and co-financing arrangements, work schedule and budget;
 - d. For all contracts/MOAs, an indication of the available budget and budget code.
- 2.3.3 If the Chairman of the Committee cannot attend a meeting, the members of the Committee shall elect a Chairman from amongst themselves. If a member of the Committee is unable to attend a meeting his alternate shall attend in his/her stead. The alternate shall be the Officer-in-Charge of the unit concerned or a staff member holding a senior post from the same unit designated as alternate by the member. Should the member fail to designate an alternate, the Chairman may do so, on his/her behalf.
- 2.3.4 In any meeting of the Contracts Committee, a quorum is considered secured when at least three members (no alternates) are present.
- 2.3.5 The Committee shall arrive at decisions on a consensus basis.
- 2.3.6 The Committee may:
- a. accept a proposed contractor when, in its opinion, the individual or company meets the required qualifications, conditions or circumstances described in the Terms of Reference; or
 - b. reject any or all proposed contractors when it considers this not to be in the interest of the PEMSEA;
 - c. In accordance with PEMSEA Financial Regulations and Rules (FRR), waive the normal requirements for competitive proposals/tenders in favor of negotiated contract cost when deemed necessary or when it would be more advantageous to PEMSEA.

A negotiated contract is one where a specific contractor is targeted, for a variety of reasons, to perform the contract (even though there is more than one firm that can perform the contract). In competitive proposals/ tenders, a contract is agreed following a tendering process where the award is often made to the cheapest (or best value) tender. The process for “negotiated contract” allows the PRF to select a contractor on a basis other than the lowest bid. Negotiated

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 40 of 78
Title: Procurement Manual		

contracts can be agreed between PRF and a contractor that have experience of working with PRF (and that the PRF has established a relationship built on trust).

- d. Negotiated contract is particularly appropriate for specialist works where there may only be a limited number of potential suppliers, or for extending the scope of an existing contract or for recurring service. It can give the PRF the confidence of working with a contractor they already know, can reduce the duration and the cost of tendering and can allow early contractor involvement. Note: negotiated contract differs from a sole source situation, which occurs when: only one firm is available and capable of performing the contract, or the urgency of the situation dictates that the competitive process cannot be used.
 - e. Should the choice of the contractor to whom the contract is to be awarded may be predetermined by the specification of the Terms of Reference, request additional justification for contracting a particular individual or firm, and/or review if a change in the specification may be warranted in order not to preclude the possibility of obtaining competitive proposals/tenders if in its opinion the interests of PEMSEA so require; and at its discretion, seek to validate information and/or recommendations provided to it.
- 2.3.7 Officers from the PRF units and/or external experts, particularly those with special technical knowledge, may be called upon to attend for specific agenda items, to advise on or assist in the consideration of any matter put before it.
 - 2.3.8 In case that a member of the Contracts Committee is also the officer-in-charge of procuring goods or services for a specific project or unit needs (e.g., Senior Program Officer or the Administrative Associate), he/she shall only present (or assist in the presentation of) the procurement documents and shall inhibit in the Contracts Committee's overall assessment and decision making.

3. Secretary of the Contracts Committee

- 3.1 The Secretary shall act as receiving officer for submissions to the Committee, meeting agenda, prepare and distribute minutes of the Committee's proceedings, conduct required correspondence and maintain its files.
- 3.2 The Secretary of the Committee will provide its members, normally two days in advance of the meeting time, with a written agenda of the proposals for consideration, as well as copies of the relevant supporting documentation.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 41 of 78
Title: Procurement Manual		

4. Awarding authority and signatory

- 4.1 Contracts for individual services, professional consultancy services, services of specialized firms or companies and Letter of Agreement will be awarded and signed in accordance with the Financial Rules and Regulations guidelines and the Procurement Manual.
- 4.2 It is the duty of the officer signing a contract, or his designated representative, to make sure that conditions laid down by the Awarding Authority are complied with.
- 4.3 Any official designated to act in the absence of those authorized in this section will have the same authority as the official for whom he/she is acting. He/she must in such cases indicate clearly the capacity in which he/she is signing. The authority cannot otherwise be delegated to any other official without the prior written authorization of the Executive Director, as appropriate and in accordance with the respective contract values.

5. Minutes of the Contracts Committee meetings

- 5.1 A Contracts Committee meeting must be convened for all contracts and MOAs/MOUs proposed under PEMSEA. Minutes shall be drawn up on the meetings, in which the salient points discussed and the decisions taken shall be recorded. The minutes are to show under appropriate headings the Committee's advice or recommendations on each item submitted for its consideration. The Committee shall provide appropriate reasons for its recommendations to the Executive Director. Additional explanation will be necessary on the selection of a single proposed contractor or a tender other than the one bearing the lowest cost, including the conditions surrounding its acceptance and other measures proposed to take account of these circumstances.
- 5.2 The minutes shall be signed by the Chairman and the Committee members who were present at the meeting.
- 5.3 The signed minutes shall be forwarded to the Programme Support, Administration and Finance and Accounting Unit, for:
 - a. Preparation of the contract, as recommended by the Committee;
 - b. Submission to the Executive Director, for approval and signature of the recommended contract offer;
 - c. Filing and future audit reference.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 42 of 78
Title: Procurement Manual		

6. Amendment of contracts

- 6.1 Amendments proposed to any contract, which has already been approved by the Contracts Committee shall require the approval of the Executive Director within his/her delegated authority/monetary threshold.
- 6.2 If the amendment modifies the expenditure under the original contract or substantially modifies the scope of work and the original contract, the advice of the Committee shall be obtained before the Amendment is issued.
- 6.3 Amendments of a contract shall be numbered serially, commencing with Amendment No. 1. Each amendment shall identify the contract to which it refers by number, subject and date. The nature of the amendment shall be clearly described and a statement included that all other terms and conditions of the contract shall remain unchanged.
- 6.4 It is the duty of the PEMSEA requisitioner/officer requesting a contract amendment to justify that the amendment is consistent with the Terms of Reference and scope of the original contract. In general, if the amendment is not within the original Terms of Reference and scope, then it must be processed as a new contract.
- 6.5 Documentation must be filed with the Contract Tracking System managed by Administration, and Finance and Accounting unit, A copy must be attached to the original contract, showing the amendment request and the Executive Director's, or other signing officer's, decision on the issue.

7. Review of contracting procedures

- 7.1 The Contracts Committee may advise the Executive Director regarding the general aspects of contracting procedures and regarding all matters relating to contracts that they deem necessary to bring to his attention.
- 7.2 The Contracts Committee shall ensure that PEMSEA obtains value for money through its contracting procedures. For this purpose, it shall call upon other PEMSEA units to furnish it with Roster of Experts, project proposals, technical reports, contractor assessments, and other materials with which to assess proposed contracts/contractors.
- 7.3 Due Diligence concerning PEMSEA's Sanctions Policies and Procedures. When conducting the evaluation of bids, the Requisitioner shall check the eligibility of bidders from the lists of firms and individuals debarred and suspended by PEMSEA that are posted on PEMSEA's external website. The Requisitioner shall apply

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 43 of 78
Title: Procurement Manual		

additional due diligence by closely supervising and monitoring any on-going contract (whether under prior or post review) executed by a firm or individual which has been sanctioned by PEMSEA after such contract was signed. The Requisitioner shall neither sign any new contracts nor sign an amendment, including any extension of time for completion or a change or variation order, to an on-going contract with a suspended or debarred firm or individual after the effective date of the suspension or debarment without PRF's prior review and no objection. PEMSEA will only finance additional expenditures if they were incurred before the completion date of the original contract or the completion date as revised (i) for prior review contracts, in an amendment to which PRF has given its no objection, and (ii) for post review contracts, in an amendment signed before the effective date of suspension or debarment. PEMSEA will not finance any new contract, or any amendment or addendum introducing a material modification to any existing contract that was signed with a suspended or debarred firm or individual on or after the effective date of suspension or debarment.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 44 of 78
Title: Procurement Manual		

Annex 2 - Terms of Reference of the Procurement Committee

THE PRF PROCUREMENT COMMITTEE

1. Committee Members:

- 1.1 The Executive Director has designated that the Procurement Committee shall be composed of the representatives from the following units:
- Technical/SDS-SEA Implementation Program Services Unit
 - Administration Unit
 - Finance and Accounting Unit
 - IT (Sub-Unit)

Note: In selecting the members of the Procurement Committee the PRF shall ensure that the members of the Procurement Committee have the relevant experience and expertise to assess and provide recommendations regarding the procurement of goods.

Secretary: The Secretary of the Procurement Committee is the Administrative Clerk

2. Functions

- 2.1 The Procurement Committee shall ensure that the proposed procurement action is in accordance with PRF Financial Regulations and Rules (FRR) and PRF procedures and instructions.
- 2.2 The Committee shall review the procurement process to ensure that it is fair, competitive, and transparent, and that the process provides best value for money, represents best practices and commonly accepted practices of UN procurement.
- 2.3 The Committee shall verify with the Finance and Accounting Unit through the Finance Specialist that the requestor/submitter has appropriate funds available to cover the cost of the proposed procurement.
- 2.4 The Committee shall make the final recommendation as to the awarding of procured goods.
- 2.5 In case that a member of the Committee is also the officer-in-charge of procuring goods or services (e.g., the Programme Manager (in the case of project needs) or the Administrative Associate in the case of general PRF procurement needs), he/she shall only present (or assist in the presentation of) the procurement documents and shall inhibit in the Procurement Committee's overall assessment and decision making.

3. Policy

- 3.1 Suppliers with unsatisfactory past performance will be disqualified and blocked-in future tenders;
- 3.2 List of blocked suppliers/providers should be maintained by the PRF Administration Unit with copy to Finance and Accounting Unit.
- 3.3 Suppliers which offer the best value for money are selected for the purchase and any deviation must be properly justified and documented.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 36 of 78
Title: Procurement Manual		

Annex 3: Operational Modality and Authorizations within the PRF

Part 1: OPERATIONAL MODALITY & AUTHORIZATIONS WITHIN PRF

Description	Process	Checking/Endorsement	Approval/Responsible Office
PROCUREMENT			
Solicitation Method			
Competitive Shopping	- Requirement below or equal to USD2,500 - Method is based on the comparison of prices obtained from potential suppliers, received in writing.	Admin Services endorsed to Procurement Committee	Senior Program Manager/Project Manager
Request for Quotation (RFQ)	- Requirement above USD2500 to below or equal to USD50,000 - At least 3 firms/suppliers should be invited through online advertisement - Used for low value procurement where the requirement is clear and specific.	Procurement Committee	Senior Program Manager /Project Manager
Invitation to Bid (ITB)	- Requirement above USD50,000 - Used for procurement of goods, services or works with standard and firm specifications that can be expressed qualitatively and quantitatively through online advertisement (can also be used for low value	Procurement Committee	Executive Director

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 37 of 78
Title: Procurement Manual		

	procurement below USD50,000 if requirements are complex). At least 3 ITBs required with absolute receipt deadline.		
--	---	--	--

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 38 of 78
Title: Procurement Manual		

Request for Proposal (RFP)	- Requirement above USD50,000 - Used for procurement of services, works and goods when requirements cannot be quantitatively and qualitatively expressed in the specifications at the time when the solicitation is issued through online advertisement (e.g., consulting or similar services, purchase of complex goods where requirements may be met in a variety of ways) - At least 3 firms/suppliers should be invited.	Contracts Committee or Procurement Committee	Executive Director
----------------------------	--	--	--------------------

Part 2: Authorizations

Threshold	Nature/Process	Checking/Endorsement	Approval/Responsible Office
Up to US\$100	Cash Advance using petty cash form; no quotation required	Administrative Associate/Petty Cash Custodian	Head of Finance
USD101-US\$2,500 and below	Purchase requisition/Job Order - shopping modality	Requestor	Senior Program Manager/Project Manager
Above USD2,500 up to less than US\$50,000	Purchase requisition and Purchase Order - 3 written quotations required.	Procurement Committee	Senior Program Officer/Project Manager
All procurements above US\$50,000	Contract/ - 3 ITBs or RFPs via online advertisement	Contracts Committee	Executive Director

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 39 of 78
Title: Procurement Manual		

- Contracts/MOAs with countries	No competitive selection.	Contracts Committee reviews TORs/activities as against budget allocation	Executive Director
---------------------------------	---------------------------	--	--------------------

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 40 of 78
Title: Procurement Manual		

Part 3: Contract Payment Schedule Based on Milestone Delivery:

Amount	Milestone Payment Percentage (%)	Remarks
Below 10,000 USD	1 st : 50% (upon approval of the 1 st milestone requirements) 2 nd : 50% (upon approval of the final milestone requirements)	
10,000 to 50,000 USD	1 st : 30% (upon approval of the 1 st milestone requirements) 2 nd : 40% (upon approval of the 2 nd milestone requirements) 3 rd : 30% (upon approval of the final milestone requirements)	For goods: if required by supplier, the schedule of milestone payment may change, subject to approval of Project Manager or Budget Owner.
More than 50,000 USD (1 year or less than 1 year duration)	1 st : 30% (upon approval of the 1 st milestone requirements) 2 nd : 40% (upon approval of the 2 nd milestone requirements) 3 rd : 30% (upon approval of the final milestone requirements)	For goods: if required by supplier, the schedule of milestone payment may change, subject to approval of Project Manager or Budget Owner.
More than 50,000 USD (more than 1 year duration)	1 st : 20% (upon approval of the 1 st milestone requirements) 2 nd : 30% (upon approval of the 2 nd milestone requirements) 3 rd : 30% (upon approval of the 3 rd milestone requirements) 4 th : 20% (upon approval of the final milestone requirements)	For goods: if required by supplier, the schedule of milestone payment may change, subject to approval of Project Manager or Budget Owner.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 41 of 78
Title: Procurement Manual		

Annex 4: Supplier Performance Evaluation Sheet

SUPPLIER PERFORMANCE EVALUATION SHEET									
Name of Supplier									
Duration of Engagement									
Project Title									
Brief Description of Work									
						Fully met	Partially met	Needs	Not
						Expectations	Expectations	improvement	Applicable
	Completed work on time								
	Strictly adhered to, and respected their contracted obligations								
	Reported to, and updated, the project personnel on issues/status/								
	completion of milestone sub-activities								
	Consistently demonstrated technical and professional expertise in								
	the performance of the contracted work								
	Understood, considered and adjusted themselves to the specific								
	project context and its unique operating environment								
	Delivered high quality and high impact reports and presentations								
	Paid close attention to accuracy and details								
	Adopted creative, innovative and practical measures to improve								
	quality of work								
	Implemented all suggested improvements to the work								
	Organized work in a manner that achieves maximum productivity								
	Responded sensitively to project staff, stakeholders, etc., and								
	applied discretion in choosing words and methods of response								
	Recognized cultural diversity and related to others in an equal, non-								
	discriminatory of race, social status, background, gender, etc.								
	Communicates effectively and appropriately with various people								
	from varied social levels and with varying levels of capacity								
	Recognized and analyzed problems as they came, developed and								
	acted upon effective solutions in the performance of the work								
	Envisioned and analyzed possible adverse situations/implications of								
	some actions, and prepared for them, addressed them, or								
	avoided them accordingly								
Please indicate your overall rating as Unsatisfactory, Satisfactory, Very Satisfactory, or Outstanding.									
Remarks									
Evaluated by :		Signature							
		Name							
		Title							
		Office							
Date of Evaluation:									

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 42 of 78
Title: Procurement Manual		

Annex 5: Purchase Requisition



PURCHASE REQUISITION

Requested by:		PR # : 2023 – 01
Prepared by:		Date : Jan.,2023
Description	Quantity	Units units
JUSTIFICATION:		
Budget Line: _____	Funds Available : _____	
Estimated Cost: _____ PHP	As of : _____	
	Certified by : _____ <i>Head, Accounting Section</i>	

Requested by:

Authorized by:

Principal Coordinator/Section Head

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 43 of 78
Title: Procurement Manual		

Annex 6: Purchase Order



PURCHASE ORDER

DATE: Marc 23, 2023

P.O. No.: 2023-006

Page 1 of 1

TO: J-POLE AIRE AIRCONDITIONING SERVICES 2172 Blk.-19B Martinez Street, Barangay Addition Hills Mandaluyong City Tel : 864-70213	SHIP TO: - PEMSEA DENR Compound, Visayas Avenue Quezon City Philippines DELIVERY DATE: 3-5 days (as per arrangement)	INVOICE TO: PEMSEA DENR Compound Visayas Avenue Quezon City Philippines PAYMENT TERMS: Check /COD payment for 5 units Aircon and 50 % down payment for the installation 50% balance after completion
--	---	---

Item No.	Description	Qty Ordered	UOM	Unit Price	Total
1.	Floor Mounted 3TONER Carrier Aircon (Model: 169135CFMASC)	2	units	PHP 85,000.00	PHP 170,000.00
2.	Wall Mounted split type 1.5HP Panasonic 171710CUXPU12WKQ	3	units	PHP 41,500.00	PHP 124,500.00
3.	Installation cost of 5 units Aircon ***** NOTHING FOLLOWS *****	1	lot	PHP 218,600.00	PHP 218,600.00

REMARKS AND VAT INCLUSIVE
CONDITIONS:

TOTAL: PHP 513,100.00

PENALTY CLAUSE: Failure to comply with the agreed delivery schedule will result in the imposition of 1% of total cost per day of delay.

Prepared By

Checked By

Vendor Signature

Authorized Signature

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 44 of 78
Title: Procurement Manual		

Annex 7: Contract Template

CONTRACT BETWEEN

THE PARTNERSHIPS IN ENVIRONMENTAL MANAGEMENT FOR THE SEAS OF EAST ASIA (hereinafter referred to as “PEMSEA”)

PEMSEA Office Building
Department of Environment and Natural Resources Compound
Visayas Ave., Quezon City 1101, Philippines

And

The MINISTRY OF AGRICULTURE AND FISHERIES (hereinafter referred to as “MAF”)

Comoro, Dili, Timor-Leste

Concerning the

Implementation of the SDS- SEA in Timor-Leste (December 2022 - September 2023)

The MINISTRY OF AGRICULTURE AND FISHERIES hereby accepts this contract.

Signed on behalf of:

MAF

PEMSEA

Mr. Acacio Guterres

Facility
Director General for Fisheries, MAF

Date: _____

Ms. Aimee Gonzales

Executive Director, PEMSEA Resource

Date: 9 December 2022

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 45 of 78
Title: Procurement Manual		

Total cost:

CONTRACT:

Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)

And

The MINISTRY OF AGRICULTURE AND FISHERIES (MAF)

PEMSEA Contract No.: PEMSEA/SUB/36-22/Timor Leste

TITLE: Implementation of the SDS- SEA in Timor-Leste (December 2022 - September 2023)

COMPLETION DATE: 30 September 2023

1. STATEMENT OF WORK

The **MAF** shall perform the work in accordance with the Terms of Reference (Appendix A). The project will commence upon the signature of this Contract.

2. PRIORITY OF DOCUMENTS

The documents listed below form part of and are incorporated into this Contract. If there is a discrepancy between the wordings of one document from the wording of any other document that appears on the list, the wording of the document that appears first on the list shall prevail over the wording of any document that subsequently appears on the list:

- a. the Contract
- b. Appendix A – Terms of Reference

3. DELIVERABLES

The **MAF** shall deliver to the **PEMSEA** at the time and place designated herein, the work specified in Appendix A attached hereto.

4. INSPECTION/ACCEPTANCE

All work performed under this Contract shall be subject to inspection by the **PEMSEA** representative, namely the Executive Director, or her designated representative, prior to

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 46 of 78
Title: Procurement Manual		

acceptance. Should the work or any portion thereof not be in accordance with the requirements of this Contract, the Executive Director or her designated representative has the right to reject it or require its correction.

5. PEMSEA REPRESENTATIVE

AIMEE GONZALES

Executive Director, PRF

PEMSEA Office building, DENR Compound, Visayas Avenue, Quezon City, Philippines

Telephone: (632) 929-2992

Fax: (632) 926-9712

The Executive Director or her designated representative is responsible for all matters concerning the scientific and technical content of the work under this Contract. Any proposed changes to the scope of the work shall be discussed with the Executive Director or her designated representative. Any resultant changes can only be authorized by a contract amendment issued and approved by the Executive Director or her designated representative.

6. LIMITATION OF EXPENDITURE

There shall be no increase in the total liability of the **PEMSEA** or in the price of work or services resulting from design changes, modifications or interpretations of the specifications authorized or paid to the **MAF** unless such changes, modifications or interpretations shall have been approved by the **PEMSEA** prior to their incorporation or implementation, negotiated on the basis of staff time, day rates and expenses, as identified in the Detailed Budget (Appendix A). In no event shall the aggregate price paid to the **MAF** pursuant to this Article exceed the total contract price.

7. MODE OF PAYMENT

Upon acceptance of all applicable deliverables by the Executive Director or her designated representative, payment to the **MAF** will be made up to 100% of the amount claimed in accordance with the following schedule:

Milestone Activity	Outputs	Completion Date	Milestone Payment (US\$)
Subproject 1: Inception Meeting			
1			
	•		
2			
Sub-total			
Subproject 2: Revitalization of PEMSEA Office in MAF			
1			

PEMSEA Resource Facility		Document No.	GUI-PRF-003
		Revision No.	007
		Effective Date	August 12, 2026
Management and Operations Manual		Page	Page 47 of 78
Title: Procurement Manual			
Milestone Activity	Outputs	Completion Date	Milestone Payment (US\$)
2	•		
3	•		
	Subtotal		
Subproject 3: Strengthening of local capacity and collaboration mechanisms for ICM implementation and scaling-up			
1	•		
2	•		
3	•		
	Subtotal		10,550
Subproject 4: Promotion of the NOP for Adoption and Implementation			
1	•		
2	•		
3	•		
	Subtotal		
	TOTAL		

8. CONDITIONS PRECEDENT TO PAYMENT

No payment shall be made to the **MAF** unless or until:

- reports, milestones and other milestone documents prescribed herein are submitted to the Executive Director or her designated representative in accordance with the terms of this Contract;
- with respect to all materials, equipment parts, work in progress or completed, the cost of which has been paid to the **MAF** and in respect of which payment is being made by the **PEMSEA**, the **MAF**, if required to do so, shall establish to the satisfaction of the Executive Director or her designated representative that the materials, equipment, parts, work in progress or completed are free from all claims, liens, attachments, charges or encumbrances;
- in the case of payment in respect of finished work, such work has been inspected and accepted in accordance with the terms of this Contract.

9. USE OF SUB-CONTRACTOR

- Prior to formalizing agreements and utilization of sub-contractors, the **MAF** shall identify the competent national institutions or individuals and provide information on

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 48 of 78
Title: Procurement Manual		

the institution or curriculum vitae (CVs) of the individuals to the Executive Director or his designated representative for approval, along with a description of the proposed work, specific milestone for each task or sub-task, specified per diem rates or fees, and estimated cost of the sub-contracted work. Consent will be provided by the Executive Director or her designated representative in writing to the **MAF** prior to initiation of the contracted work.

- b. Terms and conditions of contractual agreements between the **MAF** and the sub-contractor shall be consistent with the terms and conditions of the agreement between the **PEMSEA** and the **MAF**, except that payment, in addition to the provisions provided in this Contract, shall be made upon completion of the milestone of a certain activity.
- c. If there is any discrepancy of one document from the wording of any other document, the wording of this Contract shall prevail over the wording of any other document.

10. GENERAL CONDITIONS

- a. All rights and title to any intellectual property generated in the course of project implementation, which includes but is not limited to copyright, shall vest in **PEMSEA**. In any publication of that work arising from the project, the **MAF** or sub-contractor's contribution shall be acknowledged
- b. All materials, equipment and supplies which are purchased from resources made available from **PEMSEA** shall be used in the execution of the work described in Appendix A, and shall remain the property of **PEMSEA**, until the completion of the work. Materials and equipment supplied by **PEMSEA** shall be marked with the insignia **PEMSEA**.
- c. Nothing in this agreement or in the relationship between the parties shall constitute or be construed as an employer-employee relationship between the parties.

11. WAIVER

Nothing contained in this Contract shall constitute a waiver, expressed or implied, of any privilege or immunity which the **PEMSEA** may enjoy, whether pursuant to the Convention on Privileges and Immunities of the Specialized Agencies or any other convention or agreement, law, order or decree of international or national character.

12. SETTLEMENT OF DISPUTES

Any disputes arising from the interpretation or application of this contract shall be settled amicably between parties.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 49 of 78
Title: Procurement Manual		

Annex 8 – Bids Evaluation Sheet – Sample 1: Three bids for consultancy services

ATSEA-2

Evaluation/Assessment of Bids/Proposals: Development of ATS SAP Monitoring System, 14 June 2023

Presentation/Discussion: 19 June 2023

Reviewers/Panel: Handoko Adi Susanto, Regional Project Manager
Casandra Tania, Regional Biodiversity Specialist
Cristine Ingrid Narcise, Policy and Results-based Management Specialist
Kathrine Rose Gallardo Aguilin, Monitoring and Evaluation Specialist

Agenda Item	Discussion	Decision/Action
Assessment: 14 June 2023 Documents: 1) TOR – Development of ATS SAP Monitoring System 2) EOLs/Proposals - Kemi Ayanda - Benigno Balgos - Catherine Frances Corpuz	The Regional Project Management Unit (RPMU) of ATSEA-2 is seeking to engage an international consultant to support the development and pilot testing of the ATS SAP Monitoring System, results of which will be presented in the 5th Regional Steering Committee (RSC) in November 2023. Expected outputs are: - Inception meeting report, including the concept/framework for the ATS SAP MS, initial outline of the SAP MS document, and proposed approaches/methods and detailed work plan for the development of the monitoring system - Report on 1st Working Group Meeting to review the draft ATS SAP MS and Guide - Second Draft ATS SAP MS and Guide - Report on regional training workshop, and action plan for pilot testing of SAP MS - Summary report on the pilot testing of the SAP MS and 2nd Working Group Meeting - Final draft ATS SAP MS and Guide - Presentation materials and participation/ presentation in the RSC Meeting - Final ATS SAP MS and Guide Expected duration of work is from 1 July 2023 to 10 December 2023 for 30 man-days work.	The reviewers endorsed the services of Ms. Corpuz and requested the Secretary to arrange with Ms. Corpuz a presentation and discussion of her proposal.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 50 of 78
Title: Procurement Manual		

	In line with the PRF guidelines, the consultancy was advertised using the following media: ATSEA-2 and PEMSEA websites, and social networking sites, i.e., LinkedIn, Facebook and Twitter, and circulated to different networks and stakeholders. As of closing deadline, three (3) expressions of interest/proposals were received. A Technical and Financial team composed of the ATSEA-2 Regional Project Manager, Policy and Results-based Management Specialist and Project Monitoring and Evaluation Specialist, individually assessed the qualifications, experiences and capacity of the 3 candidates. The candidates were assessed and rated based on a set of technical (70%) and financial (30%) criteria. Based on the final ratings as a result of the average of the scores given by the panel members, Ms. Corpuz got a score of 953.8. Ms. Ayanda and Mr. Balgos got 759.8 and 949.6, respectively. The average weighted scores is provided in Annex A. While all 3 candidates have thoroughly covered the requirements of the ToR and are all highly qualified, the Panel finds Ms. Corpuz as the preferred candidate. Ms. Corpuz's proposal was developed in line with the requirements, steps and timeline in the TOR and also showed additional considerations on the approach and factors in developing and sustaining an M&E system in addition to those stated in the TOR. Ms. Ayanda has the longest experience not only on M&E aspect but extending M&E to link with KM and learning, but not much on environment sector. Mr. Balgos is also experienced in M&E and has experience working in the region and environment sector. The description in his proposal	
--	--	--

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 51 of 78
Title: Procurement Manual		

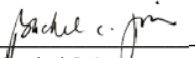
Proposal Presentation/Discussion 19 June 2023 Present: 1) Handoko Adi Susanto 2) Casandra Tania 3) Cristine Ingrid Narcise 4) Kathrine Rose G. Aguilung 5) Rachel Josue 6) Catherine Frances Corpuz	however lacks certain depth in terms of understanding certain realities and nuances related to program implementation. Ms. Corpuz is an applied economist and international development practitioner with >20 years of engagements in national and regional initiatives in Asia. She has >10 years experience working with the ASEAN Secretariat on project development and management, from project design, operational planning, implementation, financial management to monitoring and evaluation. She is well adept in program and project design; management and implementation; Mixed methods (qualitative and quantitative) research and analysis; Monitoring, evaluation and learning; Knowledge management and capacity building; Stakeholder engagement. Ms. Corpuz's financial proposal is a bit higher compared to the budget but reasonable considering her experience and skills. Ms. Corpuz started by describing her understanding of the ToR, i.e., to develop an ATS SAP Monitoring System (MS) with a Monitoring and Reporting Procedure to complement the on-going updating of SAP and NAPs, and the proposed monitoring system which should be able to build on ATSEA-2's results-based planning, budgeting and monitoring mechanisms, and to ensure accountability and transparency for its policy organs and institutions as well as its member states. The MS should enhance their ability for feedback and knowledge share on the results and lessons learned during implementation of ATSEA-2. This will contribute to the continuous sharpening and reviewing of strategies and successful implementation of the SAP. She proceeded with the technical approach and methodologies for implementing the tasks in developing the ATS SAP Monitoring System.	• The Panel is unanimous in selecting the services of Ms. Catherine Frances Corpuz for the Development of the ATS SAP Monitoring System.
---	--	--

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 52 of 78
Title: Procurement Manual		

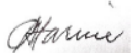
	Ms. Corpuz will adopt an approach that will ensure there is effective and efficient Monitoring and Learning System that will underpin it. Monitoring will be done in 3 levels: • Compliance Monitoring for tracking of the ATS SAP initiatives, programmes and outputs; • Results (Outcome) Monitoring involving both qualitative and quantitative data on the effectiveness and efficiency of delivery of the SAP outputs and outcomes; • Impact Monitoring focusing on the degree to which the key priorities of the SAP have been achieved, which in turn will contribute to the achievement of overarching objectives. She described the elements of the ATS SAP MS including having a template for monitoring reports. She also outlined the main risks, level and assumptions pertinent to the design of the ATS SAP Monitoring framework. The work plan, developed in accordance with the identified scope of work in the ToR was also presented. The workplan will depend on the information that will be made available upon engagement. With only 30 days allocated for the assignment, Ms. Corpuz recommends flexibility in terms of increasing the duration of engagement, depending on the level of expectations and resources that will be made available. However, she is committed to complete the assignment within the timeframe. Noting that Ms. Corpuz based her proposal on several assumptions, Ms. Aguiling gave an overview on the current status of SAP implementation and updating and the expectations from the consultant who will be engaged for this project.	
--	---	--

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 53 of 78
Title: Procurement Manual		

	The updated SAP, in a way, is a more simplified version but it will need further review and refinement of the indicators initially identified. Ms. Aguilung added that there is a regional governance mechanism that is being developed to support the implementation of the next SAP, both for the regional and national components. The consultant is expected to help develop the design and mechanism for monitoring, evaluating and reporting on the implementation of the SAP, including designing the monitoring framework and reporting system; guiding the selection of qualitative and quantitative indicators; sequencing and schedule of M&E and reporting; and guidance on the formats for reporting and converting them into knowledge products;. The Panel was satisfied and impressed with Ms. Corpuz' presentation and will be considered for the engagement. All references, pertinent materials and documents, particularly the updated SAP, will be provided to Ms. Corpuz so she can already undertake a review of the indicators and see how to make these indicators 'smarter'.	
--	--	--

Prepared by: 
Rachel C. Josue

Concurred and Approved:  
Handoko Adi Susanto Casandra Tania

 
Cristine Ingrid Narcise Kathrine Rose G. Aguilung

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 52 of 78
Title: Procurement Manual		

Technical component	TCR/Proposals				Remarks		
	Maximum score	Agenda	Bajaja	Corpus	Agenda	Corpus	
bidder's qualification, capacity and experience/expertise of the organization – factors to be considered: a. Reputation of the individual or organization and staff credibility/ reliability/ industry standing b. General organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted c. Relevance of specialized knowledge and experience on similar engagement done in the region/country	200	170	100	180	With 20 years multi-sector, multi-country experience with UN/NGO, DFID, EU, and UN in conceptualizing and delivering projects, and in securing commensurate performance management and quality, covering these sub-sectors: education, health, governance, agriculture, leadership, gender, diversity, security, conflict and stability, urban development and sustainability. With long experience (>10 years) in program management, M&E, knowledge management and communications With the following core areas of expertise: Performance Management, Strategy & Framework Design, Project Leadership, Theory of Change, Learning & Knowledge Management, Innovation & Strategic Thinking, Value for Money Analysis, Team building & Training Facilitation, and Governance Projects mostly in Nigeria and countries in Africa, & South Asia (more in A13 region)	Current Lecturer at the Ateneo de Manila University - Development Studies Program Areas of specialization: International development, evaluation, mixed-methods research, disaster risk reduction, community resilience, local governance, public policy, humanitarian action, biodiversity and environmental conservation, and social science research With 10 years of experience in evaluation work with 40 evaluation related assignments (mostly in the Philippines, 3 or 4 International projects), including: - Lead Consultant in developing the M&E System for the Philippines' National Disaster Risk Reduction and Management Plan 2020-2030 - Current consultant of PRF for Developing the Monitoring and Evaluation Framework and Plan of the SDS-SCA Implementation Plan 2023 - 2027 and Consultant (Team Leader) for the preparation of PPMSEA's SDS-SCA Implementation Plan 2018- 2027 and for the Mid-Term review of the plan (with close guidance and inputs from PRF's Technical Committee/Officers)	An applied economist and International development practitioner with >20 yrs of engagements in regional and regional initiatives in Asia - With >10 yrs experience working with the ASEAN Secretariat on project development and management, from project design, operational planning, implementation, financial management to monitoring and evaluation - Worked with PEMSEA for >5yrs as Economics/Technical Officer for Public Private Partnerships, Senior Technical & Training Associate, and ICM Site Officer for Xiamen, China (with demonstrated capacity for analytical thinking and for delivering high quality technical outputs) - Former Senior Lecturer in the UP School of Economics, University of the Philippines, and Economic Development Analyst at the National Economic and Development Authority, Philippines Key Skills: Program and project design; management and implementation; Mixed methods (qualitative and quantitative) research and analysis; Monitoring, evaluation and learning; Knowledge management and capacity building; Stakeholder engagement
Proposed methodology, approach and implementation plan – factors to be considered: a. Understanding of the requirements: have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? b. Description of the offeror's approach and methodology for meeting or exceeding the requirements of the TOR c. Details on how the different service elements shall be organized, controlled, and delivered d. Assessment of the implementation plan proposed including whether the activities are properly sequenced and if these are logical and realistic e. Demonstration of the ability to plan, integrate, and effectively implement sustainability measures in the execution of the contract	400	380	370	390	The proposal was developed in line with the requirements and steps in the TOR although timeline extended to December (instead of ending November) and the results of pilot testing will be reported after the RSC meeting (instead of during the RSC meeting). These however can be clarified as needed with the consultant. M&E and QA of the project implementation was also highlighted. The proposal was developed in line with the requirements, steps and timeline in the TOR	The proposal was developed in line with the requirements, steps and timeline in the TOR (just need to clarify with the applicant that A12/A-2 to the project and A13/A is the long-term program) The proposal also allowed additional considerations on the approach and factors in developing and sustaining an M&E system in addition to those stated in the TOR	
Management structure and key personnel: a. Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? b. Qualifications of key personnel proposed (general experience, specific experience relevant to the assignment, regional/international experience, education/qualification)	400	370	370	380	Academic background: Ph.D. in Development Studies (united - dissertation proposal writing stage) Uo La Salle University, Philippines (2017 present) Geneva Summer School – Understanding Humanitarian Action, The Graduate Institute-University de Geneva, Switzerland/Geneva Centre for Humanitarian Studies (2017) MA in Development Policy (M.A.), Uo La Salle University, Philippines (2012 – 2014) Diploma in Indonesian Language and Culture, Universitas Sebelas Maret, Indonesia (2007 – 2008) BA in Community Development, cum laude (B.S.), University of the Philippines (2002 – 2006) Special courses/seminars: SOX Course on Monitoring and Evaluation (2003); UNDP Webinar Series on Results Based Monitoring (RBM) and Evaluation, Theory of Change, 2021; Outcome Monitoring and Evaluation and Measuring Workshop, September 2018, Kathmandu, Nepal With >10 yrs experience in M&E mostly in the Philippines and some international projects; current PPMSEA consultant for SDS-SCA IP M&E Framework and Plan development (with guidance from PRF's Technical Committee); proficient in Bahasa Indonesia	Academic background: Doctorate of Philosophy (PhD) (2020-00 - Currently, Univ of University - Cyprus); PhD Health Systems Management (University of Liverpool – UK); MA Public Administration (Amurisee MII University - ekomia, Nigeria); BA International Studies (Amurisee MII University - ekomia, Nigeria); Higher Diploma Secretariat Administration, Durban Polytechnic - Abuja, Nigeria With long and specific experience in M&E mostly in Nigeria, some with other countries in Africa, and latest engagement in South Asia	Academic Qualifications: - Ph.D in Economics (candidate), University of the Philippines, 2020 - MA in International Relations (major: International Economics and Development), International University of Japan, 1998 - MA in Economics, University of the Philippines, 2001 - BA in Economics (cum laude), University of the Philippines, 1997 Certifications: - Certified Knowledge Manager (English), Knowledge Management Institute - Master Certificate in Results Based M&E and Information Systems, Inad University and IPRA International, 2021 - PINNOC2 Foundation, Avelo, 2016 With long experience in international development work in the Asia/Pacific region; worked in Jakarta from 2000 to 2003; with basic knowledge of Bahasa Indonesia
Total score	2000	940	980	970			
Weighted score (40% from Total score)	700	376.0	392.0	388.0			

Financial component	TCR/Proposals				Remarks	
	Maximum score	Agenda	Bajaja	Corpus	Agenda	Corpus
Proposed budget compared to the available budget	700	200	500	450	\$80,000 offer vs \$130k budget	\$15,000 offer vs \$120k budget
Realistic budget allocation	200	200	500	500		
Total Score	700	400	1000	950		
Weighted score (30% from Total score)	210	120	300	285		
Note: Project budget is \$12k budget for consultant and \$k for workshops (online/hybrid)						
Total weighted score for both components (technical & financial)		707.0	933.0	953.0		

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 53 of 78
Title: Procurement Manual		

Annex 9 – Bids Evaluation Sheet – Sample 2: Three bids for good

Procurement Committee Meeting
 Selection of Travel Agencies to service PEMSEA's travel requirements
 March 1, 2023; 1:30 PM
 PEMSEA Conference room

The procurement committee convened last Wednesday (March 1, 1:30 PM) to discuss selection of travel agencies.

The Procurement Specialist (Rocky) forwarded to the Procurement Committee the travel offers received from travel agencies that responded to PEMSEA's invitation to bid for Travel Services. Selection criteria for evaluating these travel agencies were also provided.

Only three bidders responded to the invitation, with two of them serving as PEMSEA's service providers, D World Specialist Travel and Tours (DW) and Travel Managers Inc. (TMI), and LGCT Travel and Tours Inc. (LGCT) being the new bidder. The latter did not present a detailed proposal, as needed in the notice of bidding, and instead attached it to an email rather than sending it online, as requested in the invitation. Yet, LGCT's proposal was properly reviewed and rated.

To prevent prejudice with TMI and DW, which have provided flight booking services to PEMSEA, the Procurement Committee agreed to evaluate the three travel companies solely on the basis of what is in their offers.

I. Travel Managers International, Inc. (TMI)

- TMI was founded in 1975 and has been IATA accredited since 1980, totaling 40 years of operation. TMI carries both IATA and non-IATA carriers, allowing them to issue automated airline tickets.
- Government Accreditation: Department of Tourism, Department of Foreign Affairs, Bureau of Immigration, National Statistics Office Reservation system is the Abacus Workspace, which may provide customized reports for business clients.
- TMI is ISO 9001:2015 certified; established a customer-focused quality management system that defines the company processes. A member of Reed & Mackay's International Partnership, a global network of independent travel agencies in over 50 countries with 24 skilled professionals accessible to respond to customers' emergency problems. 24/7
- TMI provides a free in-plant workforce, replete with a computerized reservations system and a virtual Travel Managers office (with minimum requirement of issued tickets)
- Among their top clients are Signal TV, INC., TV5 Network, Ayala Land, Child fund Philippines, Oxfam Philippines, Smart Communications, SMC, and DFA Group.
- TMI's management plan clearly specifies their process, personnel roles and duties, and how they handle customer care.
- TMI also included a comprehensive list of services offered, service prices, and an airfare pricing structure based on uniform routing and carriers.
- TMI offers 30-day credit terms

II. D World Specialists Travel & Tours Corp.

- D' World Specialists Travel & Tours Corp. is a certified International Air Transport Association (IATA)
- accredited agent and Philippine Travel Agencies Association (PTAA) member.
- D' World Specialists Travel & Tours Corporation was incorporated in 2009
- Carries the following travel services like
 1. International and Domestic reservations and ticketing
 2. Itinerary planning
 3. Inbound and Outbound Tour Packages
 4. Travel Documentation Services (Passport and Visa processing)
 5. Corporate Travel Management
- D World Specialist submitted a comprehensive proposal that includes their processes and management plan, including their service fees, pricing schedule of airfares.
- D World Specialist can extend a 15-day credit term to PEMSEA.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 54 of 78
Title: Procurement Manual		

III. LGCT Travel and Tours Inc

- LGCT Travel and Tours was established in 2016 as a client-focused travel management firm.
- A member of the Department of Tourism, the National Association of Independent Travel Agencies-Philippines, Inc., and the Philippine Tourism Commission (NAITAS). Philippines Automobile Association (AAP)
- Got a Certificate of Incorporation in line with the Revised Corporation Code of the Philippines (RA Act No 112332) in January 2022, and is now operating under the new company name LGCT Travel and Tours Inc.
- Services Offered:
 1. Domestic Ticketing – Assist you to find the cheapest flight on your preferred time
 2. International Ticketing – Help you find the most direct and cheapest flight for your
 3. worldwide travel requirements
 4. Visa Processing – We handle visa requirements for your specific travel preference
 5. Hotel Reservations – We have partner hotels in every major city worldwide. This means you
 6. get the best deals on your accommodations. We also make arrangements to suit your budget.
 7. Package Tours – Customize itinerary of your choice for both local and International Packages
 8. Meeting Incentives Convention Events (M.I.C.E) with airfare, hotel and tours
- Their service fees are included in the comparative cost in Annex 1.
- LGCT did not include an airfare price structure, making their proposal incomplete
- Unlike the two earlier travel companies, LGCT sent its proposal as an attachment to an email to the Procurement Specialist, rather than the online submission required by the invitation to bid. (Failure to follow instructions)

See attached Annex 1 for the cost comparison for your reference.

The committee determined that TMI's proposal was the most satisfactory after thorough analysis, its contents and pricing structure of airfares and service fees met PRF's standards. Following that, DW and LGCT Travel & Tours were ranked second and third, respectively. The Procurement Committee agreed to accredit two (2) travel providers to manage PEMSEA's travel needs for a two-year term. This accreditation may be extended or terminated based on satisfactory services. A Service Agreement between PEMSEA and the travel contractor will be formed to indicate all the travel services they have offered to PEMSEA with the specific terms and condition.

The Procurement Committee's evaluation score is provided below.

Travel Services

Selection Criteria - Score Sheet

Criteria	Points	Travel Managers Inc	D World Specialist	LGCT Travel and Tours Inc
Customer Service (timely response to messages/requests, regular updates with traveling arrangements and other travel-related issues)	20	15	15	NA
Industry Knowledge (years of experience, smooth booking process, worry-free logistics for traveller)	20	17	15	10
Value for Money (transparent fee structure, low but flexible fare, provide best solutions for individual needs, reporting on travel spend)	20	15	15	10

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 55 of 78
Title: Procurement Manual		

Time Saving (organized, can run several custom packages to choose from to suit traveller need)	20	15	15	15
Resources (able to to negotiate fares and hotel rates on behalf of traveller/organization [best deal possible], access to a vast range of carriers and products)	20	17	15	10
TOTAL	100	79	75	45
Averaging	20	15.8	15	11.25

Having said that, the procurement committee agreed to recommend that two travel agencies be accredited, with TMI serving as the primary travel agent and DW serving as the backup, providing travel services if TMI is loaded with flight arrangements.

Mary Anne, on the other hand, indicated that UNDP for IRBM may query why the two were picked and may ask PRF to provide justification.

Ingrid added that the Procurement Committee's justification for selecting the two travel companies was that the selection followed the proper selection process based on the PRF's procurement policy's invitation to bid, which the meeting agreed on.

- The advertisement was disseminated to various organizations, including MARINA and DENR, and was published on the PEMSEA website and other PEMSEA social media sites.
- The minimum posting period for bid submission was two weeks, which was more than enough time.
- Thus far, only the three have applied.

The Procurement Committee Secretary (Elsie), who also is one of the process owners for PRF's travel requirement, was asked about the effectiveness of TMI and DW past performance.

- She reported that her overall experience with the two travel agencies is favorable and satisfactory, with both providing prompt responses even during non-business hours and their flexibility in meeting last-minute changes
- provides the best route (most direct and economical fares);
- unless requested, they do not usually provide a super-restricted fare to allow for possible changes and adjustments on flights. Super-restricted fares or book and buy booking class are neither rebookable nor refundable.
- They, however, have an unfavorable outcome due to some unforeseen events. *(in a few cases) Allowed*

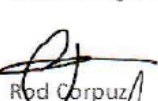
By the Procurement Committee:


Shinji Kim

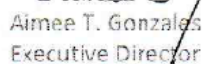

Cristine Ingrid Narcise


Mary Anne Dela Pena


Elsie Merina


Rod Corpuz

Noted by:


Aimee T. Gonzales
Executive Director

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 56 of 78
Title: Procurement Manual		

Travel Services

Selection Criteria - Score Sheet

Criteria	Points	Travel Managers Inc	D World Specialist	LGCT Travel and Tours Inc
Customer Service (timely response to messages/requests, regular updates with traveling arrangements and other travel-related issues)	20	15	15	NA
Industry Knowledge (years of experience, smooth booking process, worry-free logistics for traveller)	20	17	15	10
Value for Money (transparent fee structure, low but flexible fare, provide best solutions for individual needs, reporting on travel spend)	20	15	15	10
Time Saving (organized, can run several custom packages to choose from to suit traveller need)	20	15	15	15
Resources (able to negotiate fares and hotel rates on behalf of traveller/organization [best deal possible], access to a vast range of carriers and products)	20	17	15	10
TOTAL	100	79	75	45
Averaging	20	15.8	15	11.25

Evaluated by the Procurement Committee

Shinji Kim

Elsie Merina

Cristine Ingrid Narcise

Rod Corpuz

Mary Anne Dela Pena

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 57 of 78
Title: Procurement Manual		

ANNEX 1

Travel managers						D World Specialist			LGCT Travel And Toui
Place of Origin	Airline	Airfare	Taxes	Service fee	total	Airfare	Taxes	Service f total	
Beijing	PR	469	179.6	15	663.6	667		20	687
Phnom Penh	TG	625	82.3	15	722.3	725		20	745
Jakarta	SQ	442	85.7	15	542.7	547		20	567
Bali	SQ	486	83.9	15	584.9	594		20	614
dili	SQ	913.33	177.9	15	1106.23				0
Kuala Lumpur	MH	321	63.7	15	399.7	403		20	423
Seoul	KE	318	148.6	15	481.6	497		20	517
Bangkok	TG	349	185.1	15	549.1	555		20	575
Hanoi	VN	360	80.5	15	455.5	377		20	397
Singapore	SQ	528	101.3	15	644.3	778		20	798
Tokyo	JAL	1036	344.7	15	1395.7	1405		20	1425
Vientiane	QV/PR	1080	156.3	15	1251.3	1257		20	1277
SERVICE FEES									
SF - International tick	USD 15					USD20			PHP500
domestic ticket	P150.00					PHP200			PHP200
visa processing	2000					PHP3500			PHP1500
Bureau of Immigratio	1000					PHP1500			
DFA visa extension	1000					PHP1500			
travel insurance	150								PHP500
credit terms	30 days					15 days			15 days

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 58 of 78
Title: Procurement Manual		

Annex 10: Note to File format Single Source Selection. Sample 1:

NOTE TO FILE

To : Handoko Adi Susanto, Regional Project Manager of ATSEA -2
From : Casandra Tania, Regional Biodiversity Specialist of ATSEA-2
Subject : Rehiring of Fishwell Consulting
Date : 6 April 2023

This note to file is prepared to justify the rehiring of Fishwell Consulting to organise regional exchange on Rights-Based Management (RBM) to Australia.

1. ATSEA-2 is the second phase of the GEF-financed, UNDP-supported Arafura and Timor Seas Ecosystem Action program, building upon the foundational results realized in the first phase of the ATSEA program, covering Indonesia, Timor-Leste, Papua New Guinea, and Australia.
2. Since 2019, ATSEA-2 has worked to address factors that have constrained sustainable fisheries management in the ATS countries. ATSEA-2 aims to advance RBM approaches to fisheries management throughout the region, specifically focused on the needs and opportunities associated with small-scale fisheries (SSF) as across the ATS littoral countries, a wide range of enabling conditions, policies, programs and approaches are already in place to support RBM for SSF. In 2021, ATSEA-2 developed a generic framework approach for RBM-SSF interventions alongside three specific roadmaps for sites identified in Indonesia, Papua New Guinea and Timor-Leste (Fox et al., 2021). Concurrently, on the ground work in those three sites has been carried out.
3. ATSEA-2 views the local stakeholders involved in the RBM implementation in the 3 countries will benefit from a regional exchange to Australia to gain information from best practices and lessons learned in the implementation of RBM approaches there. The regional exchange is expected to propel the development and implementation of local by-laws on RBM as they learn from other practitioners.
4. Fishwell Consulting is a consulting company based in Australia which has expertise in project management, fisheries monitoring, survey design and implementation, bycatch reduction, policy and guideline development, fisheries management advice, harvest strategy development, science communication and workshop facilitation. Fishwell Consulting was previously contracted by ATSEA-2 Regional Project Management Unit (RPMU) between 2020 and 2021 to help develop the regional Ecosystem Approach to

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 59 of 78
Title: Procurement Manual		

Fisheries Management (EAFM) plan for red snapper fishery, conduct EAFM training and Training of Trainers and develop RBM roadmap and strategy.

5. Initially, the regional exchange on RBM was part of the contract commissioned to Fishwell Consulting, but because of travel restrictions due to Covid-19, the activity was dropped. As now the world goes back to normal, it is finally time to conduct the regional exchange. Therefore, ATSEA-2 RPMU does not advertise the vacancy and will make an offer to rehire Fishwell Consulting to help organise the exchange.
6. Fishwell Consulting, led by Dr. Ian Knuckey, presented on 6 April 2023, the proposed schedule and course content, presenters and support.
7. Based on the proposal presentation and the ensuing discussion, the following are taken into consideration:
 - The proposal/program should cover the 3 ATSEA countries, namely, Indonesia, Timor Leste and Papua New Guinea
 - Allocate time in the program (Welcome) for Australian National Focal Point and country representatives to speak
 - For last day of the program, include the RBM strategy and road map for use as reference by the participants
 - Ensure slots in the program for women speakers
 - For optimization of learning session, impart Australia experience
 - Fishwell will handle all logistics from hotel arrangement, airport transfer, assistance in visa arrangement (official letters of invitation to be issued to participants)
 - Course survey to be done for participants' feedback and individual follow-up action
 - Certificates of course completion, tokens or souvenirs for participants

Prepared by: 

 Casandra Tania

Approved by:

 Handoko Adi Susanto

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 60 of 78
Title: Procurement Manual		

Annex 11: Note to File format Single Source Selection. Sample 2:

NOTE TO FILE

From: Dr. Handoko Adi Susanto, ATSEA-2 Regional Project Manager

Date: 19 March 2021

Subject: Single Source Selection of Consultant for Preparation of ATSEA-2 Project Theory of Change

Background of the project

ATSEA-2 is the 2nd phase of the GEF-financed, UNDP-supported ATSEA program, and is designed to enhance regional collaboration and coordination in the Arafura and Timor Seas (ATS) region, which is composed of Australia, Indonesia, Papua New Guinea, and Timor-Leste. Overall, the project focuses on supporting the implementation of the 10-year ATS Strategic Action Program (SAP) endorsed through a Ministerial Declaration in 2014.

In particular, this 5-year project supports the implementation of the following governance and environmental objectives of the SAP: (i) Strengthening of ATS regional governance; (ii) Recovering and sustaining fisheries; (iii) Restoring degraded habitats for sustainable provision of ecosystem services; (iv) Reducing land-based and marine sources of pollution; (v) Protecting key marine species; and (vi) Adaptation to the impacts of climate change.

The project was developed and approved before the preparation of a Theory of Change (ToC) was prescribed as part of the GEF project development process. The regional inception workshop and the 1st Regional Steering Committee (RSC) meeting in November 2019, through the recommendation of the RSC representative of Australia, recognized the importance of a ToC to help facilitate: a) better articulation of the result logic between the various project activities, outputs and outcomes and the targets in the SAP; b) effective communications about the project and its results; and c) clear identification of roles of all related partners and stakeholders. The 2nd RSC meeting in November 2020 further underscored the value of having a ToC for the project, including its value in developing the monitoring system for the SAP.

Engagement of TOC Specialist

To help address the RSC meeting recommendations, the PRF Executive Director linked up the RPMU with Mr. Michael Mikov, a Planning, Monitoring and Evaluation Specialist based in Sydney, Australia, for potential advice in developing the TOC for the project. Mr. Mikov generously shared his time and expertise in meeting with the RPMU, reviewing relevant project documents, developing initial designs for the project TOC and proposing a roadmap for the TOC development process. Mr. Mikov also joined the RPMU in consulting with and getting confirmation from the RSC representative of Australia on the proposed TOC design and development process.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 61 of 78
Title: Procurement Manual		

Development of the project TOC, with linkages to the long-term ATS SAP, requires a good understanding of the long-term vision and program in the ATS region and the ATSEA-2 project components, activities, outcomes and outputs. It also requires considerable time to undertake focused group discussions, peer reviews and stakeholder consultations, and to prepare and refine the expected TOC diagrams and narratives. In view of this, the RPMU recognized the need to engage a specialist that can lead and facilitate the TOC process and generate quality outputs for presentation to the next RSC meeting in November 2021 (or RSC Intersessional Meeting in August 2021, if organized upon the request of the RSC). As Mr. Mikov already has a good understanding of the ATSEA-2 Project and the objectives, scope, approaches and schedule for developing the TOC, the RPMU considers it cost-effective and fair to engage him formally to continue the development of the project TOC.

Mr. Mikov is an expert in strategy development, planning and monitoring who has worked in related senior management and advisory positions in WWF International (Gland, Switzerland) from 2008 to 2016, and in WWF-Australia from 2000 to 2008. Prior to that, he held management and Ministerial Liaison positions at the National Parks and Wildlife Service in New South Wales, Sydney, Australia from 1995 to 2000. He is currently an independent consultant providing strategic planning and monitoring and evaluation advice to a range of non-profit organizations in Australia. Attached is his Curriculum Vitae for further reference

Proposed consultancy rate

Notwithstanding the initial work already undertaken with the RPMU, Mr. Mikov is providing his services at a discounted rate of AUD400/day (approximately USD320) for 37 working days to be spread from April to August 2021. The total amount for the contract, AUD14,800 (USD11,812 using UNDP foreign exchange rates for March 2021 of USD1.00 = AUD1.253), is within the allocated budget for the TOC development.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 62 of 78
Title: Procurement Manual		

Annex 12: Note to File for Template for Unsuccessful Formal Solicitation

NOTE TO THE FILE FOR AWARD OF CONTRACT

Date:

TO:

FROM:

Project Name/Title: Integrated River Basin Management Project (IRBM)

1. RECOMMENDATION:

Contractor name and home country or place of permanent residence:	IM NARA
Description	Undertake a Detailed Baseline Assessment for IRBM Pilot Project Development and Implementation in Kampng Bay River Basin, Cambodia
Type of services (goods or services [specialist or support]):	Consultancy (Local/Regional/International)
Total contract amount:	USD64,207
Duration:	May – August 2026
Duty Station:	Home-based
Contract type	Consultancy

2. THIS RECOMMENDATION IS SUPPORTED BY THE FOLLOWING:

Background:

The GEF/UNDP/ASEAN Project on Reducing Pollution and Preserving Environmental Flows in the East Asian Seas through the Implementation of Integrated River Basin Management (IRBM) in the ASEAN Countries is a 5-year project (2023-2027) with the goal of establishing functional IRBM mechanisms in priority river basins/sub-basins in the six ASEAN Member

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 63 of 78
Title: Procurement Manual		

States (AMS), i.e., Cambodia, Indonesia, Lao PDR, Malaysia, Philippines and Viet Nam, to reduce pollution, sustain freshwater environmental flows and adapt to climate change vulnerabilities.

The Project is designed to improve governance and management arrangements in IRBM and accelerate the required changes in the six AMS in support of national priorities, objectives and commitments to global sustainable development targets using the Source to Sea (S2S) framework.

Component 2 of the project supports the development and demonstration of sustainable and replicable solutions within the project's timeframe and budget at appropriate scales and locations, covering key issues identified in each participating AMS. In Kampong Bay River Basin (KBRB), the priority river basin in Cambodia, major issues identified during consultations included wastewater and solid wastes. Subsequent consultations identified community-based wastewater and solid waste management, and enhancing the ecotourism potential of the Kampong Samaki Fishery Community as the pilot projects that can be developed and implemented under the IRBM Project. The identified pilot projects were confirmed by the Inter-Ministerial Working Group during their meeting on 24 December 2025.

Located in Kampong Nong and Kampong Tnaot villages, Koun Satv Commune, Teukk Chou District in Kampot Province, the Kampong Samaki Fishery Community covers a total area of 577 hectares, including 50 hectares of seagrass management area, 72 hectares of mangrove forests management area and 45 hectares of sand and mud area. The fishery community offers nature ecotourism by providing services such as homestays, fishing trips, boat rides and hands-on activities like mangrove planting and seagrass restoration.

The conduct of a detailed baseline assessment is required to establish the existing conditions in Kampong Samaki Fishery Community prior to the development and implementation of the pilot projects. The results of the assessment will provide important inputs in the design of the pilot projects and as benchmark for future monitoring and evaluation.

The IRBM Project Management Unit (RPMU) will engage a national consultant/entity to undertake a detailed baseline assessment in Kampong Samaki Fishery Community and provide recommendations to initiate pilot project development and implementation for consideration by the Inter-Ministerial Working Group. Expected outputs are:

- Concept note detailing the methodology and work schedule for the conduct of detailed baseline assessment in Kampong Samaki Fishery Community
- Draft and final detailed baseline assessment reports incorporating recommendations on potential technology/solution options and next steps in developing and implementing a community-based solid waste and wastewater management and enhancing the ecotourism potential in Kampong Samaki Fishery Community.

The solicitation process conducted by PRF failed to yield satisfactory results within the prescribed period, resulting in a low turnout of applications, with only one proposal received

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 64 of 78
Title: Procurement Manual		

from Im Nara. The engagement was advertised for six weeks, from 16 February – 16 March and extended until 31 March, on the PEMSEA website and publicized through social media platforms (LinkedIn, Twitter, Facebook, and Instagram), as well as circulated to various networks, partners and stakeholders. Additionally, the Cambodia Ministry of Environment (MOE) promoted the opportunity through online platforms and distributed it to their networks. Notwithstanding these efforts, no other proposals were received. The MOE has requested that the evaluation of the existing proposal proceed in order to initiate and complete the task in accordance with the schedule.

Identification of candidate/s:

The only application/expression of interest (EOI) received.

Assessment of Candidate/s:

Upon careful review of Im Nara's proposal, the IRBM RPMU finds it to be acceptable. The proposed concept note outlines a practical and participatory approach to conducting the baseline assessment, including the collection and analysis of socioeconomic, environmental, and governance data necessary to inform the design and implementation of the IRBM pilot project.

The approach and methodology are well-defined and clearly outline the process for conducting the assessment, including data collection from secondary sources and primary data gathering through field surveys and water quality analysis, as well as data processing and analysis.

The proposed methods, including desk review, household surveys, key informant interviews (KIIs), focus group discussions (FGDs), and water quality sampling, are deemed sufficient to gather the required data and information as outlined in the terms of reference (TOR).

Rate: Lumpsum amount of USD64,207

Reasonableness of fee:

The total budget proposal is within the allocated budget. The fees for the experts and costs for the conduct of fieldwork and surveys are reasonable.

Additional Comment:

For this engagement, Im Nara will lead a multidisciplinary team of four (4) experts with strong technical backgrounds and experience in environmental and socioeconomic baseline studies, environmental impact assessment, community surveys, field data collection, stakeholder consultation, data analysis, and professional communication. The team has a proven track record in implementing UN-funded projects, collaborating with diverse sectors, engaging various stakeholders, and conducting community-level consultations. Collectively, the team brings experience in the following areas:

- Agricultural research and agricultural engineering

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 65 of 78
Title: Procurement Manual		

- Environmental impact assessment
- Environmental and socio-economic baseline studies
- Community surveys, field data collection, and stakeholder consultation
- Environmental project implementation, monitoring and reporting
- Renewable energy systems, including waste-to-energy solutions
- Environmental pollution control, management and assessment
- Statistical data analysis using R and other analytical tools

Given the team's multidisciplinary expertise and substantial field experience in Cambodia, it is assessed that the team is well-positioned to effectively support the project in generating a comprehensive baseline, thereby guiding the development of sustainable and replicable solutions for the Kampong Bay River Basin.

ACTION:

- ☐ **Approved**
☐ **Deferred**
☐ **Rejected**

Comments, if any: _____

Signature: _____

Name:
Title:
Office:

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 66 of 78
Title: Procurement Manual		

Annex 13: Note to File Template for Single-Source Procurement in Cooperation with Government Agencies/Partners

NOTE TO THE FILE FOR AWARD OF CONTRACT

Date:
TO:
FROM:

Project Name/Title: ODA Project on Reducing Marine Plastics in the East Asian Seas Region

RECOMMENDATION:

**Contractor name
and home country
or place of
permanent
residence:**

Description

National Project Coordinator (NPC) and National Technical Advisor (NTA) for Timor-Leste under the MOF/PEMSEA ODA Project

**Type of services
(goods or services
[specialist or
support]):**

Consultancy (Local/Regional/International)

**Total contract
amount:**

Duration:

Duty Station:

Contract type

Justification for Single-Source Engagement of the National Project Coordinator (NPC) and National Technical Advisor (NTA) for Timor-Leste under the MOF/PEMSEA ODA Project
The Regional Project Management Unit (RPMU) of the MOF/PEMSEA ODA Project on Reducing Marine Plastics in the East Asian Seas Region seeks approval for the engagement of a National Project Coordinator (NPC) and National Technical Advisor (NTA) for Timor-Leste through a single-source selection process.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 67 of 78
Title: Procurement Manual		

1. Background and Justification

The establishment of a National Project Management Unit (NPMU) in Timor-Leste is necessary to support project implementation, stakeholder coordination, government engagement, technical oversight, and day-to-day management of project activities at the national level. Given the geographical distance between the RPMU and Timor-Leste, as well as the need for local technical knowledge, institutional familiarity, and regular coordination with government agencies and stakeholders, the engagement of qualified national personnel is essential to ensure effective project implementation.

Since 2024, the RPMU has been coordinating with the Government of Timor-Leste regarding the establishment of the NPMU and has requested the nomination of suitable candidates for the NPC and NTA positions. On 13 May 2026, the Ministry of Agriculture, Livestock, Fisheries and Forestry (MALFF), as the designated government counterpart for the Project, formally endorsed candidates for both positions through an official recommendation letter.

2. Basis for Single-Source Selection

The proposed engagement is based on the formal recommendation of MALFF, which serves as the principal government counterpart responsible for coordination and implementation of the Project in Timor-Leste.

The RPMU considers the engagement through single-source selection to be justified based on the following considerations:

- The positions require close and continuous coordination with national government agencies, local governments, communities, and project stakeholders;
- The candidates were formally recommended by MALFF to support project implementation and facilitate government coordination;
- The positions require familiarity with national institutional arrangements, government processes, stakeholder networks, and environmental management initiatives in Timor-Leste;
- The candidates possess local knowledge, established professional networks, and experience relevant to the implementation of project activities;
- Timely establishment of the NPMU is necessary to support implementation of approved project activities, and the recommended candidates are able to immediately assume their responsibilities and engage with relevant stakeholders.

3. Assessment of Qualifications and Technical Suitability

The RPMU reviewed the curriculum vitae and supporting credentials of the recommended candidates against the requirements specified in the Terms of Reference.

Based on the assessment, the proposed National Project Coordinator possesses relevant experience in project coordination, stakeholder engagement, government liaison, and management of development and environmental initiatives in Timor-Leste. The candidate demonstrates familiarity with national institutions and possesses the coordination and communication skills required to support day-to-day implementation of the Project.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 68 of 78
Title: Procurement Manual		

The proposed National Technical Advisor possesses relevant technical expertise and experience in environmental management, marine and coastal issues, policy and institutional coordination, and implementation of environmental projects. The candidate's technical background and familiarity with national stakeholders will support the provision of technical guidance and facilitate coordination with government agencies and partners. The RPMU has determined that both candidates meet the qualifications and competency requirements of their respective positions and are technically suitable to undertake the assignments.

4. Assessment of Cost Reasonableness and Value for Money

The proposed remuneration rates were developed based on the approved project budget, the level of effort required, the scope of responsibilities under the Terms of Reference, and comparable consultancy rates for similar national-level assignments within the region.

The RPMU reviewed the proposed remuneration and determined that it is consistent with the approved project budget and commensurate with the qualifications, experience, responsibilities, and expected outputs of the positions.

The higher amount proposed for the first tranche is attributable to the delay in receiving the formal recommendation letter from the Government of Timor-Leste, which consequently delayed the finalization and execution of the consultancy contracts. Although the contracts were originally expected to commence in January 2026, both consultants have been actively supporting preparatory project activities, coordinating with government counterparts, and assisting with project implementation arrangements since that time.

The proposed initial payment therefore reflects compensation for work already undertaken prior to contract execution and ensures alignment between the consultants' actual level of effort and the contractual payment schedule.

Based on the foregoing, the RPMU considers the proposed engagement to be reasonable and to represent value for money.

5. Supporting Documentation

The following documents support this request:

- Recommendation letter from the Ministry of Agriculture, Livestock, Fisheries and Forestry (MALFF) dated 13 May 2026;
- Curriculum Vitae of the recommended NPC and NTA candidates;
- Terms of Reference for the NPC and NTA positions;
- Draft consultancy contracts for 2026; and
- Approved project budget and payment schedule.

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 69 of 78
Title: Procurement Manual		

6. Recommendation

In view of the foregoing, the RPMU recommends the engagement of the recommended National Project Coordinator (NPC) and National Technical Advisor (NTA) for Timor-Leste through a single-source selection process, subject to review by the Contracts Committee and approval by the appropriate authority.

Prepared by:

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 70 of 78
Title: Procurement Manual		

Annex 14

PEMSEA RESOURCE FACILITY CONFLICT OF INTEREST DECLARATION

(For PRF Personnel Involved in Procurement)

All PRF personnel who are involved in any stage of the procurement process including planning, preparation of specifications, evaluation, deliberation, contracting, and contract management are required to complete this Conflict of Interest Declaration Form. The form is issued by the Secretariat at the start of each year and renewed annually. It must be submitted to the Procurement Committee Chair and filed by the Secretariat before participating in any procurement activity during the year. A conflict that arises in relation to a specific procurement must be declared immediately and the recusal process followed.

All PRF personnel are expected to carry out their procurement-related functions with the highest standards of integrity, impartiality, transparency, and accountability. Any actual, potential, or perceived conflict of interest must be disclosed immediately. Failure to disclose a known conflict of interest may result in disciplinary action in accordance with PRF's Staff Regulations and Rules and Code of Ethics.

PROCUREMENT DETAILS

Declaration Year / Period Covered:	
Date Issued:	

Type of Procurement:

- ☐ Goods
☐ Services
- ☐ Consulting Services
☐ Works
- ☐ Others: _____

DECLARANT INFORMATION

Name:	
Position:	
Office / Unit:	

Role in Procurement:

- ☐ Procurement Committee Member
☐ Contracts Committee Member
- ☐ Technical Evaluation Committee
☐ Bid Evaluation Committee

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 71 of 78
Title: Procurement Manual		

☐ End User Representative

☐ Approving Authority

☐ Program Manager

☐ Procurement Staff

☐ Other: _____

DECLARATION

I hereby declare that:

Independence

☐ I have read and understood the PRF Conflict of Interest Policy.

☐ I will perform my duties fairly, objectively, independently, and in the best interest of PRF.

☐ I will maintain confidentiality throughout the procurement process.

Financial Interest

I declare that neither I nor any member of my immediate family has:

☐ Ownership or financial interest in any participating bidder.

☐ Investments or shares in any participating bidder.

☐ Any direct or indirect financial benefit that may influence my judgment.

Personal Relationships

I declare that I do not have a family, business, employment, partnership, or close personal relationship with any bidder, supplier, consultant, contractor, or subcontractor participating in this procurement:

☐ Family relationship

☐ Business relationship

☐ Employment relationship

☐ Partnership

☐ Close personal relationship

Gifts and Hospitality

I certify that I have not accepted, nor will I accept, any of the following that may influence my impartiality:

☐ Gifts

☐ Entertainment

☐ Hospitality

☐ Travel

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 72 of 78
Title: Procurement Manual		

☐ Discounts

☐ Loans

☐ Employment offers

☐ Other benefits

Confidential Information

I agree that I shall not:

☐ Disclose confidential procurement information.

☐ Share evaluation results.

☐ Disclose supplier quotations.

☐ Improperly influence the procurement process.

Impartiality

☐ I can evaluate all submissions objectively.

☐ My judgment will not be influenced by personal interests.

☐ I will immediately disclose any conflict that arises during the procurement process.

Disclosure

Are you aware of any other circumstance, relationship, obligation, or interest not covered by the questions above that could give rise to an actual, potential, or perceived conflict of interest in connection with your participation in this procurement?

☐ No

☐ Yes (provide details below)

If YES, provide complete details:	
--	--

Undertaking and Certification

I, the undersigned, hereby certify that the information provided in this declaration is true, complete, and accurate to the best of my knowledge. I understand that the deliberate concealment or misrepresentation of a conflict of interest may result in disciplinary action in accordance with PRF's Staff Regulations and Rules.

Should a conflict of interest arise after the signing of this declaration, I undertake to:

- Immediately notify the Procurement Committee Chair and the Secretariat in writing;

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 73 of 78
Title: Procurement Manual		

- Refrain from participating in any further discussions, evaluations, or decisions related to this procurement pending management review;
- Recuse myself from the evaluation and decision-making process if so directed by the Procurement Committee Chair or the Executive Director; and
- Cooperate fully with any review or investigation arising from the disclosed conflict.

I certify that the above information is true and complete.

Name: _____

Signature: _____

Date: _____

Reviewed by:

Procurement Committee Chair

Name & Signature:

Date: _____

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 74 of 78
Title: Procurement Manual		

Annex 15

PEMSEA RESOURCE FACILITY

SUPPLIER / SERVICE PROVIDER / CONSULTANT COI DECLARATION

(To be submitted with every quotation / proposal)

The PEMSEA Resource Facility (PRF) is committed to ensuring that all procurement processes are conducted with the highest standards of integrity, transparency, and impartiality. As part of these standards, all suppliers, bidders, and consultants are required to complete and submit this Supplier / Service Provider / Consultant COI Declaration with every quotation, proposal, or offer submitted to PRF, regardless of the procurement modality or value.

A conflict of interest arises when a supplier, bidder, or consultant has a personal, financial, family, or professional interest or a relationship that creates the appearance of such an interest that could improperly influence, or be reasonably perceived to influence, their participation in the procurement process or the delivery of goods, works, or services to PRF.

All declared conflicts will be assessed on a case-by-case basis and do not automatically disqualify a party from participation. PRF reserves the right to apply appropriate mitigating measures or, where warranted, to disqualify any party from the process. Failure to disclose a known conflict of interest, submission of false or misleading information, or engagement in fraudulent, corrupt, or collusive conduct may result in the consequences described in Part D of this form.

SUPPLIER INFORMATION

Company Name:	
Address:	
Authorized Representative:	
Position:	
Telephone:	
Email:	

SUPPLIER DECLARATION

We hereby certify that:

Conflict of Interest

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 75 of 78
Title: Procurement Manual		

☐ Neither the company nor any of its directors, officers, employees, or affiliates has any actual, potential, or perceived conflict of interest that could improperly influence this procurement.

☐ Any existing conflict has been fully disclosed below.

Relationship with PRF Personnel

We certify that neither the company nor its officers has any of the following with any PRF employee, committee member, evaluator, or approving authority involved in this procurement:

- | | |
|--|---|
| ☐ Family relationship | ☐ Financial interest |
| ☐ Employment relationship | ☐ Business relationship/ Partnership |

Gifts and Improper Influence

We certify that we have not offered or provided any of the following to influence this procurement:

- | | |
|---|--|
| ☐ Gifts | ☐ Commissions |
| ☐ Promised employment | ☐ Entertainment |
| ☐ Favors | ☐ Kickbacks |
| ☐ Other financial or non-financial benefit | |

Collusion

- ☐ Our proposal has been prepared independently.
- ☐ We have not colluded with other bidders.
- ☐ Prices have not been discussed with competitors.
- ☐ We have not attempted to influence committee members.

Fraud and Corruption

We certify that neither our company nor our officers have engaged in any of the following in relation to this procurement:

- | | |
|-----------------------------------|--------------------------------------|
| ☐ Fraud | ☐ Corruption |
| ☐ Bribery | ☐ Collusion |
| ☐ Coercion | ☐ Obstruction |

Disclosure

Are you aware of any other circumstance, relationship, obligation, or interest not covered by the questions above that could give rise to an actual, potential, or perceived conflict of interest in

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 76 of 78
Title: Procurement Manual		

connection with your participation in this procurement or the performance of any resulting contract?

☐ No

☐ Yes (provide details below)

If YES, provide complete details:	
--	--

UNDERTAKING AND ACKNOWLEDGMENT OF CONSEQUENCES

I/We, the undersigned, hereby certify that the information provided in this declaration is true, complete, and accurate to the best of our knowledge and belief.

I/We understand and acknowledge that the following conduct may result in the consequences listed below:

If the following conduct occurs:	PRF may take the following action:
- Failure to disclose a known conflict of interest - Submission of false, fabricated, or misleading information - Engagement in fraudulent, corrupt, collusive, or coercive practices - Breach of confidentiality obligations - Improper influence of evaluators or decision-makers	- Rejection of the proposal, bid, or quotation - Disqualification from this procurement process - Termination of any contract already awarded - Suspension or debarment from future PRF procurement activities - Referral to appropriate government or legal authorities for further action under applicable laws and regulations

Signature over Printed Name:

Position / Designation:

Authorized Representative

Company Name:

Date:

Company Seal (if applicable):

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 77 of 78
Title: Procurement Manual		

Annex 16

PEMSEA RESOURCE FACILITY SUMMARY OF QUOTATION

For submission to the Procurement / Contracts Committee — competitive procurements (two or more offers)

1. PROCUREMENT DETAILS

Procurement Reference No.:		Date Prepared:	
Project / Procurement Title:		Requisitioning Unit:	
Description of Requirement:		Budget / Estimated Cost:	
Solicitation Method:		Prepared By:	

2. COMPARATIVE TABLE OF QUOTATIONS

List all suppliers who submitted quotations, bids, or proposals. Add columns for additional suppliers as needed.

Criteria / Evaluation Item	Supplier A	Supplier B	Supplier C	Remarks
Company / Supplier Name				
Quoted Price (indicate currency)				
Compliance with Specifications / TOR				
Delivery Period / Timeline				
Warranty / After-Sales Support				
Payment Terms				
Track Record / Past Performance				
Other Factors (specify)				

3. EVALUATION BASIS

Basis applied: ☐ Lowest responsive quotation ☐ Best value for money ☐ Cumulative / weighted analysis
☐ Others: _____

PEMSEA Resource Facility	Document No.	GUI-PRF-003
	Revision No.	007
	Effective Date	August 12, 2026
Management and Operations Manual	Page	Page 78 of 78
Title: Procurement Manual		

4. RECOMMENDATION

Recommended Supplier:

Recommended Amount:

Justification / Explanation for the Recommended Supplier:

Note: This Summary of Quotation is the standard justification document for competitive procurements (two or more offers received). The terms "NTF" and "Waiver" shall NOT be used to describe competitive procurement recommendations. A Note to File (NTF) is used only for direct contracting / single-source procurement.

Prepared by:

Reviewed / Noted by:

Procurement Officer / Date

Procurement Committee Chair / Date