



Namibia Nature Foundation

Procurement Policy

November 2024



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Approved by:

This Policy has been reviewed and approved by the NNF Board of Trustees on 19 November 2024.

1. Purpose of the Policy

The Namibia Nature Foundation is committed to ensuring that all funding is used transparently, efficiently and for its intended purpose. This Policy specifies requirements, procedures and rules for procurement as well as selecting, contracting, as well as monitoring and evaluating the performance of consultants or sub-contractors.

The Policy is based on the following principles:

1. **Transparency:** Openness, communication and accountability are important to ensure transparency. The procurement process should be thoroughly documented and made available to people with the rights to this information. Procurement information is generally considered confidential.
2. **Fairness:** Applicants for the procurement of goods, work, non-consulting, and consulting services must have equal opportunities in the procurement process.
3. **Competition:** To ensure efficiency, transparency and accountability competition is a fundamental principle of good procurement practice. Any NNF procurement should consider competitive bidding.
4. **Economic Efficiency & Proportionality:** Procurement should be based on the principle of the best performance for the best price considering all relevant circumstances such as the quality, technical performance, and sustainability.

In the absence of specific donor rules, the policy applies to the procurement for works, goods and all non-consulting services, as well as all contracts for consulting services and secondments for projects and programmes financed or implemented by the Namibia Nature Foundation (NNF). The term “Consultant” can include individuals or organisations from the public and private sector, as well as civil society. They are generally contracted to supplement NNF’s own staff and/or provide specialised expert knowledge and advice towards NNF activities or projects. The tasks and duties of consultants are outlined in Terms of References.

The Policy applies to all NNF employees and sub-grantees, consultants and partners implementing projects and programmes for the NNF. NNF staff and associates shall maintain a high code of conduct (as outlined in NNF’s Code of Ethics) and neutrality in making procurements on behalf of the NNF and any projects / programmes, irrespective of the value of the procurements.

All NNF policies, guidelines and procedures are living documents and must be reviewed and updated regularly based on the feedback of NNF Staff and partners.

2. Roles and Responsibilities

The implementation of the policy and its procedures is the responsibility of NNF's Operations Department.

In addition, the following responsibilities apply:

Finance Manager	The Finance Manager is responsible for overseeing the procurement process. The Finance Manager is responsible for monitoring compliance with the Policy and Procedures and reviewing the Procurement Policy and procedures with NNF Staff and partners and proposing changes to the Director of Operations. The main tasks of the Finance Manager include: - Reviewing and approving procurement requests. - Verifying the procurement request and documentation against based on the principles in Chapter 1. - Identifying the appropriate procurement method and procurement assessment system. - Maintaining a list of suppliers (Annex 1). - Any contract or performance audits conducted. - All relevant documentation is archived and available for to people with rights to the information.
Director of Operations	The Director of Operations is responsible for regularly reviewing the performance of the procurement system and updating the Procurement Policy based on the recommendations from the Finance Manager. The Director of Operations is responsible for the development of Procurement Plans and ensuring the availability of funds for planned procurement.
Executive Director	Ensure that the roles and responsibilities outlined in the policy are appropriate to ensure the procurement process is aligned with the principles outlined in Chapter 1, and – if required - establishing further structures or committees to support the procurement system.
NNF Leadership Team	The NNF Leadership Team (consisting of the Executive Director, Director of Operations, the Director of Programmes, Director of Research and Head of Business Development) are responsible for reviewing procurement documentation before signing payment requests for the goods or services to be procured.
NNF Bookkeeper	The NNF Bookkeeper is responsible for the vehicle fleet procurements.
Contracts & Compliance Manager	The Contracts & Compliance Manager is responsible for developing standard forms for contracts, bidding documents, requests for proposals and other documents required for the procurement process. Ensure documents developed by the Procurement Officer are compliant.
Procurement Officer	Administrative oversight of procurement, coordination between responsible departments and individuals, guidance on procurement process and Standard Operating Procedures, preparation of required procurement documents and

	facilitation of Procurement Committee meetings together with the Admin and Procurement Assistant.
Procurement Committee	For procurements with a competitive bidding process, the Procurement Committee, consisting of Senior Management, the Admin & Procurement Assistant, Procurement Officer, Finance Manager, Contracts & Compliance Manager, the Bookkeeper, and a technical representative from the programmatic areas or an external expert. Terms of Reference can be found in Annex 2.

3. General Provisions

All procurement should be based on practical, open, and free competition, the most appropriate goods and/or services, including after-sales support, and the best value for money. Any and all offers may be rejected if the above conditions have not been adequately met.

Before any procurement, it must be ensured that:

- Provision for the goods, works or services have been made within the approved budget;
- There are sufficient funds available within the budget line item;
- The goods or services are allowable in the objectives and limitations of the agreement;
- The correct procedures have outlined below have been followed.
- The responsible person(s) has (have) approved the procurement and expenditure.

3.1. Procurement Thresholds

The Namibia Nature Foundation defines the following procurement thresholds:

Procurement of Works and Goods

Procurement Method	Types of Goods, or Works	Contract Value (N\$ excl. VAT)
International Competitive Bidding	Goods	≥ N\$ 5,000,000
	Works	≥ N\$ 10,000,000
National Competitive Bidding	Goods	N\$ 500,001 – N\$ 5,000,000
	Works	N\$ 1,000,000 – N\$ 10,000,000
Request for Proposal / Limited Competitive Bidding	Goods	N\$50,001 – N\$ 500,000
	Works	N\$ 50,001 – N\$ 500,000
Price Quotation	Goods	N\$ 50,001 – N\$ 500,000
	Works	N\$ 50,001 – N\$ 500,000
Direct Award	Goods	≤ N\$ 50,000
	Works	≤ N\$ 50,000

Procurement of Consultancy and Other Services

Procurement Method	Types of Consultancy or Other Services	Contract Value (N\$ excl. VAT)
Based on Technical Quality and Cost	Consultancy	Unlimited, For National Bidding / Limited Competitive Bidding Only < N\$ 1,500,000
	Other Services	
Based on Technical Quality Only	Consultancy	Unlimited
	Other Services	Unlimited
Based on a Fixed Budget	Consultancy	Unlimited
	Other Services	Unlimited
Based on Least Cost	Consultancy	< N\$ 500,000
	Other Services	< N\$ 200,000
Based on Expertise & Qualifications	Consultancy	< N\$ 1,500,000
	Other Services	< N\$ 1,500,000
Direct Procurement	Consultancy	< N\$ 50,000
	Other Services	< N\$ 50,000

3.2. Ineligibility Criteria & Sanctionable Practice

The NNF accepts quotations, applications, and bids from national and international suppliers, but gives preference to domestic suppliers if:

- The procurement is undertaken in a fully transparent manner by applying a margin of preference (max. 15% for goods, and 7.5% for works), which should be specified in the procurement documentation.
- It does not de facto exclude international competition.

Positive efforts should be made to use businesses owned by historically disadvantaged people.

General Exclusion Criteria

- Organisations with sanctions or an international embargo by the United Nations, European Union, or the Namibian Government, as well as organisations excluded by major donors or multi-lateral banks (e.g. the World Bank).
- Organisations that are bankrupt, have activities administered by court, will cease their activities or are in similar situations that impair the delivery of goods and services.
- Organisations accused or convicted of criminal activities such as financial mismanagement, fraud, corruption or money laundering, terrorism financing or human trafficking.
- Organisations that did not meet contractual obligations with the NNF or partners or performed inadequately in the past five years unless the termination was challenged and/or the dispute settled.
- Organisations that have not fulfilled fiscal obligations (e.g. payment of taxes).
- Organisations that have misinterpreted and misrepresented information requested

Conflict of Interest (COI)

Applicants, suppliers, and bidders must be disqualified from the procurement process if:

- Personal connections with NNF Staff involved in the procurement process except where COI has been reported to NNF Management (in line with NNF's Code of Ethics) and resolved. Documentation of the COI declaration and resolution process must be attached to the procurement documentation.
- Where applicants or bidders are under common control or maintain direct or indirect contact with one another, which could impair the competitiveness of the procurement process.
- The applicant or bidder has already been contracted for other services, which conflicts with the assignment, or have been involved in the development Terms of Reference or documentation in the past 12 months. Exceptions include the preparation of scoping, feasibility, or other preparatory studies (if the preparation of ToRs or other specifications was NOT part of the assignment).
- The applicant or bidder has been directly linked to the project or programme as NNF staff member or advisor in the past 12 months and were able to influence the award of the contract.
- The applicant or bidder is a state-owned entity, which cannot provide legal and financial autonomy and do not operate under commercial law.

Sanctions

The NNF reserves the right to reject an offer or declare mis-procurement suspending all payment and initiating full or partial repayment in the case of any sanctionable practice outlined above. This applies to the procurement process and when the contract has been awarded, but was issues based on incomplete, inaccurate, or misleading information.

All NNF **sub-grantees or sub-contractors** must observe the highest standards of ethics in procurement. The NNF includes the following provisions in their sub-contracts:

- Sub-grantees must confirm that they have not and will not engage in any sanctionable practices.
- Sub-grantees must allow the NNF to inspect and access procurement documentation, financial accounts, and records for project audits and to assess the performance under the contract.

When the procurement involves a conflict of interest or an exception to standard procedures, a formal request for an override or exception can be initiated. The process typically includes the following steps:

- Documentation Submission: Submit a formal request to a designated decision-making authority, which could include:
 1. A Conflict-of-Interest Declaration signed by the individual(s) involved.
 2. A Justification Statement that outlines the conflict or exception, details the procurement need, and explains why the identified vendor represents the best value.
 3. Supporting evidence (e.g., sole-source justification, competitive analysis) to demonstrate that despite the conflict or exception, this vendor provides the optimal solution.
- Review by Procurement Committee or Independent Body:

1. The request should be reviewed by a impartial procurement committee or a specially designated oversight body (e.g., compliance department) to ensure that the justification is sound and that any conflicts are mitigated.
2. This body/department must assess whether the proposed vendor is genuinely the best option, considering both value for money and the organization's ethical standards.

Approval Process

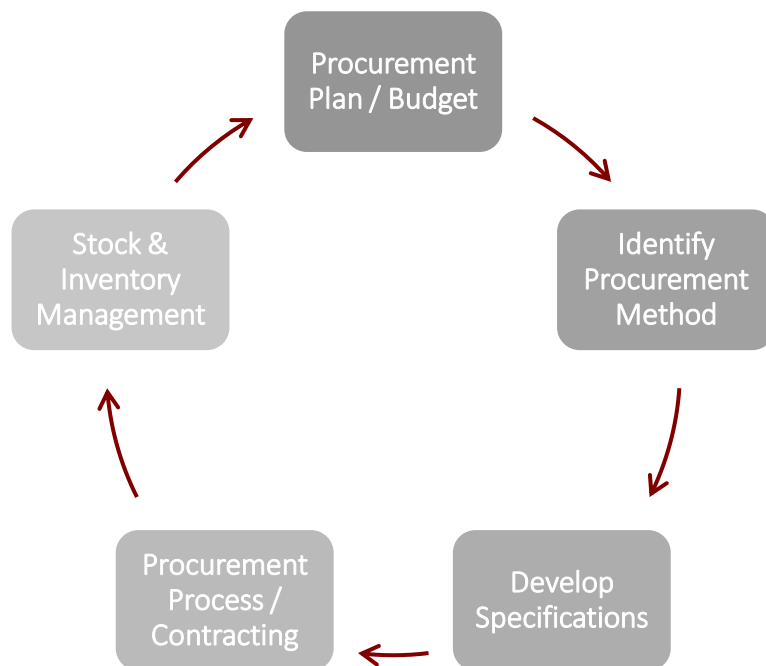
Escalation to the Board or Executive Leadership:

- If the conflict or exception is significant (e.g., a senior leader is conflicted or the procurement value is high), the matter should be escalated to the Board of Directors for approval.
- The Board would evaluate the submitted documentation and the procurement committee's review before granting an approval.

Board Resolution/Approval: If approved, the Board would issue a formal resolution or approval authorizing the procurement, subject to any conditions they might deem necessary (e.g., enhanced monitoring, stricter audit requirements).

4. Procurement of Goods, Works & Non-Consulting Services

4.1. The General Procurement Process

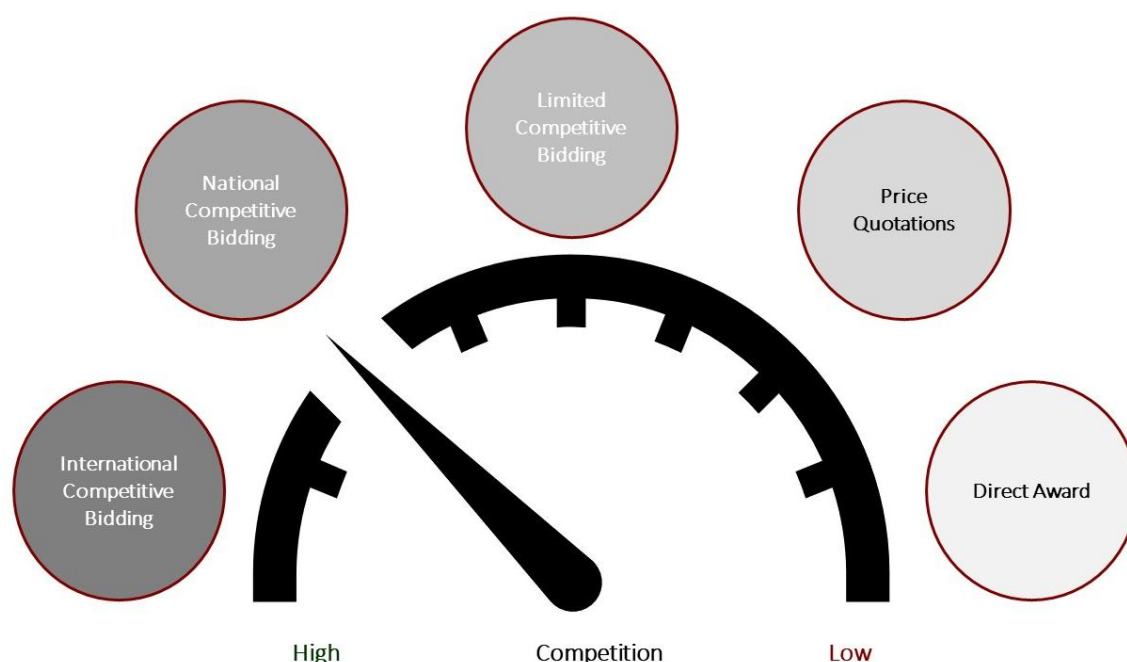


1. **Procurement Plan / Budget:** The Procurement Plan or project budgets provide the basis for procurement. It should be based on the procurement needs and existing inventory of equipment or stock.
2. **Procurement Method:** Based on the needs identified in the procurement plan, the appropriate procurement method based on the procurement thresholds in Chapter 3.1. will be defined.

3. **Specifications & Documentation:** The Procurement Method specifies the extent of documentation that has to be developed. All procurements should be based on a clear definition of the desired specifications.
4. **Purchasing:** Once the specifications and the method have been established, the procurement process and - once finalised - the contracting can be undertaken. This includes the internal screening of candidates to identify potential ineligibility criteria.
5. **Assets & Inventory Management:** NNF's Asset & Inventory Register keeps record of all goods & equipment that are purchased and stored and will be maintained by NNF Bookkeeper or designate as appointed by the Finance Manager. Maintaining a register prevents excess purchase and a waste of resources. The items on the register should be verified bi-annually.

4.2. Procurement Methods

The Namibia Nature Foundation, in the absence of specific donor guidelines, makes provision for the following Procurement Methods:



International Competitive Bidding

For international bidding, the Procurement Notice is published internationally to ensure their participation in the procurement process. International bidding is only required for procurements > N\$ 10,000,000 for works and > N\$ 5,000,000 for goods.

National Competitive Bidding

For national bidding, the Procurement Notice is only published nationally and can be used for procurements below N\$ 10,000,000 for works and below N\$ 5,000,000 for goods. In exceptional cases, National Competitiveness Bidding may be used for contracts above this threshold, if adequate national competition in terms of quantity and quality can be expected.

and/or the procurement is not of interest of international bidders. International bidders or applicants may not be excluded from National Bidding.

Request for Proposals/Limited Competitive Bidding

Request for Proposals/Limited Competitive Bidding is a tender process in the form of request for proposals from preselected limited number of qualified organisations or persons. The minimum requirement shall be 3 organisations / individuals. All preselected applicants must demonstrate their expertise and qualifications, available human resources, and financial resources to conduct the envisioned procurement.

Request for Proposals/Limited Competitive Bidding should only be used when:

- The time and costs for International Bidding and National Competitive Bidding is considered inappropriate (e.g. due to the limited contract amount, not exceeding the threshold).
- In cases where the procurement amount is above the International Bidding threshold, but only a very limited number of organisations or individuals are capable of meeting the requirements and this can be demonstrated.
- The market situation makes fair competition unlikely independent of the contract amount.
- Potential suppliers are included in a pre-approved supplier eligibility list maintained by the Finance Department.

The Request for Proposal shall include the following:

- A Terms of Reference that are sufficiently detailed for the bidder to be able to determine the nature and quality of the good, services, works required.
- Specify the evaluation criteria (e.g., price, technical /quality scoring, combined, experience and references).
- Weighting Criteria that will apply such as financial criterion will be 30% and technical capability will be 70%. Scoring of proposals are done against each criterion.
- Include a sample contract.
- Specify process and deadlines and clear instructions to bidders.
- Contract negotiation allows for the selected tenderer to negotiate the contract terms and conditions and proceed to finalization of the contract.

Price Quotation

Price Quotations can be used for procurements < N\$ 50 001 to 500 000 for goods and does not apply to works. At least 3 preselected qualified organisations must be approached to submit an offer. The request for quotation must include the technical specifications and evaluation method. The selection should generally be based on the lowest price evaluation method.

Price quotations should only be chosen for highly standardised and obtainable goods and non-consulting services, which do not require elaborate specifications or technical and financial offers. A comparison sheet showing the analysis of the decision should be completed and archived.

In cases where three quotations cannot be obtained (e.g. fewer than three local suppliers or suppliers decline the request to submit quotations) a signed NNF memorandum must be

provided for the file. If a different option instead of the lowest-cost option is chosen, a detailed justification must be provided and attached to the archived documentation.

Direct Award

Only one preselected organisation or person will be approached to submit an offer based on a functional description, and Terms of Reference or detailed specifications. However, it will be good practice and sensible to seek an offer or quotations from more than one supplier. The NNF Finance Manager must verify the appropriateness and competitiveness of the offer, and the qualification of the bidder. The verification procedure must be documented in writing and archived.

Direct Award Procurement may be chosen in the following cases:

- To amend existing contracts and the aggregate amount of the amendment is below 25% of the initial contract value, not justifying a new competitive process, and/or there is limited modification to the initial specifications.
- If the procured goods and services is implemented in phases specified in the first procurement round, the contract was awarded on a competitive basis, the performance of the applicant / bidder was satisfactory, and the Terms of Reference are largely identical.
- If the procurement process had to be cancelled and there are no fundamental changes to the original terms and conditions, and a new process is unlikely to produce appropriate results.
- In cases of extreme urgency caused by unforeseeable events or it is impossible to achieve the procurement within the time required for other methods.
- If the consultant/service provider has been pre-selected by the donor.
- If a specific organisation or individual has a unique selling point and is the only candidate with the necessary experience, technical capacities, or exclusive rights.
- For direct awards the value which is between < N\$ 50,000 for works and for goods, the outcome of verification process to be documented and kept on file.
- In the event of a direct award for any procurement activity, it is highly recommended to seek an offer from more than one supplier, preferably 3 offers.

4.3. Procurement Process

Applicants and bidders must submit the following documents during the selection process:

1. Evidence of qualification and other relevant supporting documentation
2. Technical offer
3. Financial offer

The selection can be done in either a single stage or a two-stage process.

1. **Single Stage Selection:** Applicants or bidders submit their evidence of qualification, technical and financial offers together. Single Stage Selection may be used for all Procurement Methods.
2. **Two-Stage Selection:** The two-stage process includes a Prequalification and Qualification stage. During prequalification, applicants or bidders respond to a Request for Application and demonstrate their experience, capacity, and resources. Applicants that fulfil the requirements are then invited to submit a technical and financial offer. Two-Stage Selection only applies to International and National Competitive Bidding.

Technical and Financial Offers should be submitted in separate envelopes if the selection is based on a point system. The technical envelope should be opened first to allow for unbiased evaluation of the offer. For offers that meet the technical requirements, the financial envelope will be opened. Unopened envelopes should be returned or destroyed. If the selection follows the lowest price principle, one envelope submission is adequate.

Preparation

The following information should be provided:

- General information on the goods or non-consulting services to be procured as well as the source of funds.
- Description of the procurement methods and process including conditions of participation, templates for the documents to be submitted, and deadlines.
- A definition of standards and technical specifications to ensure quality and performance. References to specific brand names, catalogue numbers of manufacturers should be avoided. If the mention of such is justified, a “or equivalent” should be added to allow for offers with similar characteristics.
- Overview of eligibility and evaluation criteria.
- The draft contract to inform applicants of major contractual conditions.

Execution

1. In the case of International and National Competitive Bidding a **Public Notice** should be published in electronic or printed form. The Notice should include a brief summary of the content and timelines. Limited Competitive Bidding, Price Quotations and Direct Awards do not require a public notice.
2. **Communication and clarifications** throughout the Procurement Process should be submitted in writing and must be documented and treated confidentially to avoid disclosure to other applicants / bidders before the outcome of the evaluation.
3. Every applicant or bidder may only submit **one application** or offer. If multiple applications are received, they should all be disqualified, whether submitted in a Joint Venture or not.
4. **Bid Opening:** For Competitive Bidding, the applications / offers should be opened by the Procurement Committee at the time and date specified in the bidding documents. Bidders should be permitted to join the meeting during which the name of the bidder, the total amount of each bid, and any discount or alternative will be presented. The meeting should be held closely after the submission of offers. If the offer is submitted in two envelopes, two separate sessions should take place. Minutes of the meeting must be prepared and archived.
5. **Examination:** All offers must be screened for completeness and eligibility before the detailed evaluation. Incomplete or ineligible applications must be rejected, but should not be rejected for minor technical or administrative non-conformities.
 - a. **Evidence of Qualification:** Tenders should be given to responsible contractors who possess the ability to perform successfully, and should include

consideration of such matters as integrity, record of past performance, quality of goods, service and back-up, financial and technical resources, and other relevant factors. Qualifications of individual applications can be done on a pass/fail basis or with a scoring system. The evaluation should focus on the bidder unless other organisations are associated as joint venture partner with liability.

Modifications of the application after the prequalification stage of a two-stage process is allowed if it does not deteriorate the application. Successful and unsuccessful candidates of the prequalification stage must be notified separately.

- b. **Offer Evaluation:** The evaluation must follow the methods and criteria defined in the preparation phase. For two-stage processes, the same criteria as in the pre-qualification should not be re-evaluated. The evaluators may request for clarifications within a reasonable time frame to assist the evaluation process.
 - i. The technical evaluation should focus on the extent to which the offer meets the technical requirements and specifications outlined in the documentation. The technical evaluation can be done based on a scoring system or on a pass and fail basis.
 - ii. The financial evaluation should review the offer for arithmetical errors and assess whether the financial offer corresponds to the technical offer. The applicant must be notified about arithmetical errors in writing. Reviewers should look out for abnormally low bids, which are considerably lower than competing offers or expected, and request clarifications and a detailed price breakdown. In the absence of a satisfactory response and if the price breakdown raises reasonable doubts, the offer should be rejected.

During the evaluation process, no modifications to the offer are allowed. Applicants are requested to ensure offer validity for a reasonable time and extensions in the offer validity should not lead to price changes. All applications must be held on file, together with the evaluation documentation which explains the basis of selection.

An Evaluation Report should be prepared outlining the performance of individual applicants against the performance criteria.

- 6. **Procurement Contract Negotiations:** All applicants, whether successful or not, should be informed about the outcomes of the evaluation. Negotiations on goods and non-consulting services, prices and other considerations may be entered into with the selected tenderer. A record of such negotiations must be kept and filed. Where the negotiation fails to result in an acceptable contract, the NNF will notify the applicant and approach the next ranked bidder. For International and National Bidding the results of the procurement process should be published online. Other applicants have the opportunity to query the procurement evaluation for 7 days after the publishment of results. The contract will be awarded to the successful bidder after the period has

passed. Unsuccessful bidders may request a debriefing. Only the results of the individual evaluation should be shared. The results of the comparative assessment are confidential. Each contract agreement should contain:

- Provisions that will allow for administrative, contractual, or legal remedies in instances in which contractors violate or breach contract terms.
- Provisions for termination of contract for default and because of circumstances beyond the control of either party.
- Provisions negating liability for unforeseen actions and costs, and any loss, injury or death that might result from the agreement.
- Any other provisions that might be appropriate to the agreement.

7. Documentation of Assets and other Procurement on behalf of Project / Grant Beneficiaries:

The procurement of assets or goods on behalf of Grant/Project beneficiaries will follow the same process as prescribed in the afore-mentioned sections. The documenting of assets procurement on behalf of beneficiaries involves maintaining comprehensive records and documentation throughout the procurement process. This documentation ensures transparency, accountability, and proper management of assets acquired for beneficiaries. Here's a guide on how to document assets procurement on behalf of beneficiaries:

- Document the process of transferring assets to beneficiaries, including any training or orientation provided.
- Record the date of asset transfer and acknowledgment of receipt by beneficiaries.
- Ensure that the asset/goods handover documents are signed by an NNF representative as well as the Beneficiary's representative.
- All documentation relating to procurement process of assets/goods on behalf of beneficiaries should be kept on file for audit purposes.

The Procurement Process will be considered unsuccessful if:

- There was a lack of competition. A single offer may be considered if due diligence in the procurement process was followed and the procurement was publicly distributed, the qualification criteria were not overly restrictive, and prices are reasonable.
- None of the offers received comply with the requirements.
- None of the technical proposals meet the minimum requirements.
- All financial proposals received are substantially higher than the cost estimate or available budget.
- There has been potential collusion between bidders, which could have influenced the level of competition or the price.
- There has been any other irregularity that warrants the cancellation of the process.

The causes for the failure of the procurement process should be analysed and corrective action should be taken. The process may not be reinitiated with the same documentation just to seek lower prices. Cancellation of the process should be published in the case of International and National Competitive Bidding.

By maintaining thorough and organized documentation throughout the assets/goods procurement process, you ensure transparency, accountability, and the ability to demonstrate proper stewardship of resources on behalf of beneficiaries.

5. Procurement of Consultants

Consultants are generally hired in cases where the NNF has insufficient in-house expertise and capacity and requires support for the implementation of specific activities or projects.

The selection of consultants should be based on competitive bidding with a call for consultants that is widely advertised to give qualified consultants the opportunity to bid and ensure efficiency and effectiveness. Selection is then based on the quality of the proposal and the costs of the services.

Exceptions can be made if:

- A specific organisation or individual is requested by the donor,
- There is a very limited number of people with the appropriate expertise and capacity, and
- If a long bidding process is not possible within the given timelines.
- If there is a pre-selected consultant/service provider by the donor.

The NNF will ensure transparency in the selection process, observance of ethics and anti-corruption best practices, as well as conflict of interest that could have a negative impact on NNF's credibility. Furthermore, the NNF encourages the use of national consultants.

5.1. Selection Methods

The NNF has specified several selection methods to reduce administrative complexities, as well as ensure consistent evaluations and harmonisation of processes. The selection methods presented below can be adapted and used for a wide range of services, activities, and assignments.

Based on Technical Quality and Cost	This selection method considers both the technical proposal as well as the budgeted costs. This method is the most appropriate when: • There is a clear definition of the scope of work with detailed and well-defined Terms of References. • Time, personnel, and inputs can be estimated with reasonable precision.
Based on Technical Quality Only	In this case, only the technical proposal will be evaluated. This selection method is the most useful when the assignment is complex and highly specialised, high-quality output is of greatest concern or where the methodology that can be used to complete the assignment is so diverse that the assignment cannot be compared on financial grounds. Consultants are requested to submit a technical proposal only. The highest-ranking technical proposal will then be requested to submit a detailed financial proposal, which will then be evaluated and negotiated.
Based on a Fixed Budget	A fixed budget approach can be used when the Terms of Reference are clearly defined, the budget (personnel and inputs) can be accurately estimated and/or a budget is fixed and cannot be exceeded.

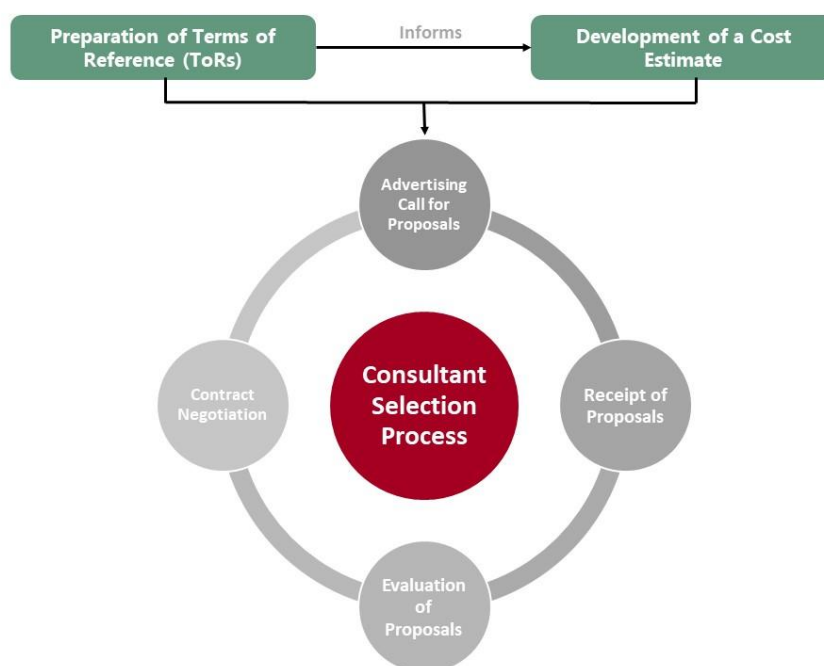
	For Fixed-Budget Selection only the technical quality will be assessed as all bidding consultants have to stay within a specified budget presented in the Call for Proposals.
Based on Least Cost	Least Cost Selection should only be used for smaller assignments of a standard or routine nature. Bidding Consultants will be primarily evaluated based on the costs and an acceptable technical proposal. This selection method can only be used for smaller assignments. The technical proposal should be assessed first and minimum score of 70 must be reached. Proposals that do not achieve the minimum score will be rejected before opening the financial proposal.
Based on Expertise & Qualifications	In some cases, Consultants may be evaluated based on specific requirements based on expertise or qualifications. This method can only be used for smaller assignments where highly specialised expertise is required, recruitment time is limited, a limited number of consultants are qualified, or the preparation and evaluation of a detailed competitive proposals cannot be justified.
Direct Procurement	Direct procurement of consultants does not provide the same benefits of competition regarding quality, cost, transparency and could encourage unacceptable practices. Direct Procurement is thus only possible in exceptional cases and for assignments or for individuals or organisations that are qualified, available, and experienced. Direct Procurement may be appropriate in situations where: • There is a natural continuation of previous work. • In emergency cases when quick responses are vital. • For very small assignments or tasks. • When only one organisation or individual has the experience and is of exceptional worth for the assignment. A justification must be provided. Efficiency and effectiveness must be ensured.

Both organisations and individuals can be procured as consultants. Individual consultants can be procured directly or through an organisation. Procedures for individual consultants are simpler and mostly based on their professional qualifications and experience.

The NNF makes provision for Framework Consultants Agreement. This agreement governs the engagement of the consultant from time to time but does not confer any employment rights on the consultant. All assignments offered under the Framework agreement is dependent on funds made available by project donors. For each assignment NNF shall draw up a Terms of Reference in writing that states the background requirements timeframe, remuneration and other specifications.

5.2. The Selection Process

The general selection process is outlined below but may be adapted or changed based on the selection method chosen. Consultants will be selected in accordance with the scope of work, donor rules and where requested, donor recruitment and selection procedures. Where the donor rules are silent, NNF Procurement rules will apply.



1. **Preparation of Terms of Reference:** The Terms of Reference should clearly define the scope and duties of consultants under the specific assignment. Based on the ToRs, a realistic budget should be assigned by the Namibia Nature Foundation.
2. **Advertisement / Call for Proposals:** The Terms of Reference and a Request for Proposals will be published on NNF's Website, in relevant newspapers, and will be distributed via NNF's Social Media channels and via email. Consultants can also be informed through direct invites and referrals, and by directly sending a request for proposals to NNF's List of Approved Consultants.
3. **Receipt of Proposals:** The proposals will include a technical and financial proposal that should be submitted in two separate envelopes. Proposals must be submitted within the specified deadline, or they will be rejected. A list of all applications that have been received will be created by the Coordinator for Technical Services.
4. **Evaluation of Proposals:** Proposals will be assessed based on the Terms of Reference for the assignment. The evaluation is conducted by the Procurement Committee of the NNF. The technical proposal will be assessed first, before evaluating the financial proposal and assessing the appropriateness and correctness of the budget. Upon approval by the

Procurement Committee, the Compliance & Contracts Manager will complete the review process and prepare a first draft contract.

Technical Approach		
Technical Expertise	Degree to which the proposal addresses the scope and objectives outlined in the ToRs.	Max. 30 Points
Methodology / Approach	Verify if the approach is effective and efficient in achieving the requirements outlined in the ToRs.	Max. 20 Points
Relevant Experience and Knowledge	Assesses the experience and knowledge of the Consultant relevant to the implementation of the assignment.	Max. 30 Points
Staff Qualifications	The CV's of all members of the consultancy team will be evaluated against the requirement of the TORs.	Max 20 Points
Maximum Points for Technical Approach (To be weighted at 70% of the Total score.		100 Points
Costing Approach		
Fees for Assignment	Degree to which the costing is aligned to the technical proposal and the market related costs.	Max 100 Points
Maximum Points for Costing Proposal (To be weighted at 30% of Total Score)		100 Points

The minimum requirement for Technical Proposals is set at **70 Points**. If proposals fall underneath this threshold, proposals will be rejected.

Results from the evaluation should not be disclosed to consultants or other individuals not concerned with the process for reasons of confidentiality. Once the selection and evaluation process has been finalised and the contract has been awarded, these results can be made publicly available.

Financial Proposals will be evaluated as follows:

- Evaluation for Financial Proposals should be done based on the set criteria.
- Factors such as costs, value for money, and adherence to budgets should be considered.

The scores for both the Technical & Financial Proposals should be combined in order to determine overall ranking of bidders.

Deciding Award of Contract

Qualification and experience of the consultant shall be considered as the paramount requirement. The proposals will be evaluated on the basis of a maximum of 100 marks weighted at 70% of the total for Technical Proposals and 100 marks for financial proposals weighted at 30% of the total score. Proposals from consultants should score at least 70 marks for the Technical Proposals to be retained for further consideration. Negotiations will start with the bidder scoring the highest marks and if negotiation is not successful, negotiation will start with the next best-ranked bidder and so on until an agreement is reached. Should you be contacted for negotiations, you must be prepared

to furnish the detailed cost breakdown and other clarifications to the proposals submitted by you, as may be required to adjudge the reasonableness of your price proposals.

5. **Contract Negotiations:** Once the ranking is established based on the technical and financial scores, negotiations on the methodology, personnel and financial issues will be initiated with the organisation or individual ranked first. Financial issues cover financial due diligence and questions of tax good standing, relevant supporting documentation (e.g. registration documents) required, as well as the investigation into possible sanctions or offenses.

The negotiations should not substantially change the Terms of References, unit prices should not be altered, and experts should not be substituted, except if an acceptable justification can be provided. Successful negotiations will lead to a signed contract. If no agreement can be reached, the second ranked firm or individual will be approached. The draft contract is shared internally with the assignment team and then with the consultant for final comments. When contract is fully executed, the consultant will be notified. **Specific requirements of the donor must be considered when developing the contract to ensure compliance.**

The Compliance Unit will monitor the implementation of the contract to ensure consultants deliver outputs on time. Payment requests are forward to the Finance Unit and approved once written confirmation on the completion and acceptance of deliverables is received. Requests for renewals, amendments, cancellations must be submitted in writing prior to the expiration date of the original agreement. Request for amendment will be reviewed against the assignment contract and progress.

Contracting Methods

The type of contract will depend on the nature of the assignment, whether deliverables can be clearly defined and the distribution of risk. They can generally take the following forms:

- **Time-Based Contracts** are likely to be used for training assignments, advisory services and complex studies for which scope and outputs are difficult to define. They normally depend on a defined number of days and require timesheets.
- **Delivery-Based Contracts** can be used when the duration, outputs and the content is well defined. The contract value should include all costs and cannot be negotiated. Payments are linked to outputs. It is important to ensure that deliverables are realistic and attainable to minimise risk for both parties.
- A **Retainer Fee** may be used for Framework Consultants (see Section 2.1.). The retainer fee will ensure the consultant remains available for short-term and sporadic assignments.

The Consultancy Contract must make provision for a payment schedule, advance payment, personnel substitution in exceptional cases, as well as provisions for applicable law and the settlement of disputes. Donor specific clauses are added to the generic contract where necessary.

Currently remuneration is assessed and set using market related indicators. The NNF maintains a register of consultants and evaluates their performance upon completion of an assignment. The consultants' rates are recorded and regularly benchmarked against international standards.

6. **Monitoring and Evaluation:** Upon completion of the assignment, Consultants will receive a confidential report on their performance and is given the opportunity for comments. The reports should be archived and can be used in subsequent selection and evaluation processes conducted by the NNF. The NNF will keep a register of all Consultants previously worked with, their contact details and performance that may be considered for future assignments and Calls for Proposals.

6. Procurement Process in SAGE Intacct

The procurement process in Sage Intacct, is designed to streamline purchasing, approval, and payment workflows. Here's an overview of how the procurement process typically works within Sage Intacct:

1. Requisition Creation

- **Initiate Request:** Employees or department heads submit purchase requisitions through the system.
- **Item Selection:** The user selects items or services needed from a pre-approved catalog or by entering details manually.
- **Cost Center/Project Coding:** Requisitions are coded to the appropriate cost centers, projects, or grants for accurate tracking.
- **Approval Routing:** Once submitted, the requisition follows the pre-configured approval workflow based on the organization's rules (e.g., approvals by department heads, project managers, or senior finance staff).

2. Purchase Order (PO) Generation

- **Convert Requisition to PO:** After the requisition is approved, it can be automatically converted into a purchase order (PO).
- **Vendor Assignment:** The system helps users select a vendor based on historical data, pricing, and performance. Sage Intacct can store and manage vendor lists for easy reference.
- **PO Creation:** The system generates a detailed PO, specifying the items, quantities, agreed prices, and terms. It's sent electronically to the vendor via email or another method integrated into Sage Intacct.
- **Tracking Budget:** Sage Intacct checks the budget availability for the department, project, or grant, preventing overspending and helping with compliance.

3. Receipt of Goods/Services

- **Record Receipts:** When goods or services are delivered, the recipient can record the receipt in Sage Intacct. This confirms that the order has been fulfilled as specified in the purchase order.
- **Partial Receipts:** If an order is delivered in parts, users can record partial receipts, allowing for continuous tracking of outstanding items.
- **Quality Control:** Users can note any discrepancies or issues with the received goods or services for follow-up with vendors.

4. Vendor Invoicing

- **Invoice Matching:** Once the vendor sends an invoice, Sage Intacct's system matches the invoice with the PO and receipt to ensure all amounts and details align. This is part of the 3-way match process:
 1. **Purchase Order:** Ensures the invoice matches what was ordered.
 2. **Receipt:** Confirms the goods/services were delivered.
 3. **Invoice:** Verifies the charges are correct based on the agreed price.
- **Invoice Approval:** If discrepancies are found, the system flags the invoice for review. Otherwise, it routes the invoice for approval based on configured workflows.

5. Payment Processing

- **Automated Payments:** Once invoices are approved, they can be scheduled for payment based on vendor terms (e.g., net 30 days).
- **Payment Methods:** Sage Intacct supports various payment methods, including ACH, wire transfers, and checks.
- **Cash Flow Management:** Payment scheduling is linked to cash flow management, allowing organizations to plan their cash outflows efficiently.

6. Reporting and Analysis

- **Procurement Reports:** Sage Intacct allows users to generate detailed procurement reports that show spending patterns, vendor performance, and budget compliance.
- **Audit Trail:** Every action taken during the procurement process is logged in Sage Intacct, providing a full audit trail for compliance and donor reporting.
- **Real-Time Visibility:** All stakeholders have real-time visibility into procurement status, spending, and budget impacts across various projects or departments.

Key Features of Sage Intacct's Procurement Process

1. **Customizable Approval Workflows:** You can design approval hierarchies based on roles, amounts, or projects.
2. **Automation:** Requisitions, purchase orders, receipts, and invoices are automated, reducing manual entry and errors.
3. **Budget Tracking:** Integration with budgeting tools ensures that all procurements stay within approved limits.
4. **Compliance Support:** Sage Intacct supports compliance with internal policies and external regulations, including donor and grant requirements.
5. **Vendor Management:** The system includes tools to track vendor performance, manage contracts, and handle multiple vendors.
6. **Expense Allocation:** Allocate expenses across multiple projects, grants, or departments during the procurement process.

Procurement Cycle in Sage Intacct:

1. Requisition → 2. Approval → 3. PO Creation → 4. Goods/Services Receipt → 5. Vendor Invoice Matching → 6. Invoice Approval → 7. Payment Processing → 8. Reporting and Reconciliation

7. Key Considerations

7.1. Conflict of Interest

Conflict of Interest occurs when an individual or organisation has interests that could have a potential negative impact on activities or assignments, as well as the capability of this party to perform their responsibilities, contractual obligations or affect compliance with relevant laws and regulations. NNF's Conflict of Interest Policy can be found in NNF's Code of Ethics. When a Conflict of Interest is identified, the proposal will be rejected by the NNF. Situations with a Conflict of Interest can include:

- **Conflict between Consultancies:** A Consultant cannot be hired for two assignments that may stand in conflict with one another.
- **Relationships with NNF Staff:** Consultants may be disqualified from bidding to provide services, if they have a relationship with a NNF staff member who was involved in the drafting of the Terms of Reference, supervises the assignment, or is involved in the selection process.

7.2. Fairness and Transparency

To ensure fairness and transparency, Consultants should not receive a competitive advantage from completing similar assignments or other assignments directly related to the consultancy services in question.

To this end, the NNF will ensure that vital information on the evaluation of shortlisted candidates is accessible to all the shortlisted organisations and/or individuals.

7.3. Cooperation between Consultants

Consultants that decide to cooperate to complement their areas of expertise, strengthening the technical component of their proposal, and potentially offer lower prices are encouraged by the NNF. For contractual and administrative matters within the NNF, one organisation will represent the cooperation or association. However, all individuals that will work on a specific assignment will sign the agreement and will be liable for the successful completion.

7.4. Fraud and Corruption

Consultants are expected to adhere to the highest standards as well as NNF's Code of Ethics. To this end, the NNF will reject proposals or terminate contracts if Consultants are proven to engage in fraudulent, corrupt, coercive, or collusive practices:

- **Fraud** includes misrepresentations and intentional or reckless misleading to obtain benefits or avoid an obligation.
- **Corruption** includes the offering, giving, receiving, or soliciting anything of value to influence actions and decisions of another party.
- **Coercion** includes harming or threatening to harm someone to influence their actions and decisions.
- **Collusion** includes the cooperation, arrangement, or association of two parties to improperly influence actions and decisions of another party.

Engagement in any such behaviour can also lead to sanctioning and blacklisting of this organisation or individual for future consultancy services and assignments.

8. Policy Provisions

This policy aims at achieving the elements below:

- **Integrity** - Procurement personnel must conduct all transactions and interactions with honesty, transparency, and ethical behavior. They should avoid conflicts of interest and ensure that decisions are made in the best interest of the organization.
- **Objectivity** - Procurement decisions should be impartial and based on a thorough assessment of supplier qualifications, pricing, and quality, without favoritism or bias.
- **Competence** - Procurement personnel should have the required expertise to evaluate suppliers, negotiate contracts, and manage procurement processes with professionalism and proficiency.
- **Confidentiality** - Procurement personnel must handle supplier information, bidding details, contract terms, and other confidential data with discretion to protect the interests of the organization.
- **Professionalism** - Procurement professionals should exhibit professionalism in their interactions with suppliers, colleagues, and stakeholders. They should adhere to ethical practices and maintain a positive image of the organization.
- **Accountability** - Procurement personnel are accountable for their decisions, processes, and outcomes in procurement activities. They should be transparent about their actions and decisions.
- **Compliance** - Procurement activities must align with legal requirements and organizational policies. Procurement personnel should ensure that suppliers and contractors also adhere to relevant regulations.

1. Policy Implementation

The Director of Operations is responsible for the implementation of this policy. All supervisors in all departments are responsible to ensure employees reporting to them do adhere to the provisions of this policy.

2. Recommendation

This policy is based on the principles of professionalism and integrity, fairness, and equity as well as avoidance of real or apparent conflict of interest. This should enable employees of the NNF to serve the organisation's procurement efficiently and effectively.

3. Policy Review

This policy is not exhaustive, in the event of any uncertainties, revisions and new clauses can be added periodically to account for new developments in the field. The Operations Department shall be responsible for overseeing the review of this Policy at the NNF when necessary.

This policy will be revised as the need arise and not later than every two years or as soon as any of the information within the policy becomes invalid or amendable.