

MEDICAL DOCTORS FOR CHOICE (MDFC)



PROCUREMENT POLICY

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Introduction

Purpose

This Procurement Policy sets out the general principles that govern the procurement of goods and services by or on behalf of the Medical Doctors For Choice (MDFC) and establishes a framework for decision-making with respect to such procurement. The purpose of this Policy is to ensure that Medical Doctors For Choice obtains the best value of money in the procurement of goods and services, by requiring the application of a clear and consistent approach to procurement that is based on the procurement principles.

Scope and Application

This Policy applies to all MDFC employees, consultants, officers, Board members, or agents (collectively referred to as “Covered Individuals”) who are directly or indirectly involved in the procurement of goods and/or services for or on behalf of the of Medical Doctors For Choice (MDFC).

It is the responsibility of such Covered Individuals to acquaint themselves with and adhere to this Policy. Any acts or omissions of a Covered Individual that are or may be perceived as a violation of this Policy will be dealt with under HR Policy and Policy on Ethics and Code of Conduct of MDFC, as applicable.

The Executive Director is responsible for ensuring the effective implementation of this Policy. Without prejudice to the foregoing and subject to any limitations contained in this Policy, the Executive Director may delegate in writing to other officers such authority as considered appropriate to the implementation of this Policy.

Code of Conduct

The standards of conduct that shall govern the performance of Covered Individuals in relation to the procurement of goods and/or services for or on behalf of the MDFC and administration of contracts for such goods and/or services are specified in the Policy on Ethics and Code of Conducts for MDFC. Any additional standards of conduct that apply specifically with respect to procurement may be specified in the Procurement Regulations.

Definition of terms

Terms	Definitions and Descriptions
Finance Associate	A Finance Associate means any official empowered to approve reports of the Tender Committee;
Bidding document	A bidding document is a document containing information required for the preparation of bids, the award process, and the tender execution.
Bidder	Bidder means any potential participant or participant in the procurement Proceedings.
Consultant	A professional individual or a firm that has technical know-how in a specialized area and is engaged to undertake an assignment described by some terms of reference.
Contract	It is a legally binding agreement between a purchaser or employer and the seller consultant or contractor;



Direct Contracting	This is a procurement method where the purchaser buys goods from the Seller directly without any competition. This method is used when the value of an item is very small, or there is only one seller due to the propriety nature of the goods.
Goods	Goods encompass a diverse range, including but not limited to office equipment, furniture, IT supplies, transport equipment, as well as various materials, supplies, and consumables.
Invitation to bid (request for quotations)	Letters with instructions sent to the sellers/suppliers or service providers inviting them to submit their price quotations to compete for the supply of goods or services;
Procurement audit	In a procurement audit, the procuring entity records are checked to see if appropriate procurement procedures have been followed. In this audit, the procuring entity will need to produce all documents related to procurement and these documents may include invitations to bid/requests for quotations, bidding documents, bid evaluations, bids, contracts, delivery notes, completion certificates, receipts, cashbook, and payment vouchers;
Procuring entity	Procuring entity means MDFC entering into a contract with a successful Bidder.
Purchaser	The Procuring Entity is a purchaser of goods, works, and consultant services
QBS (Quality Based Selection)	This is a consultant selection method where you invite and receive technical proposals from consultants and only quality is considered in selecting the consultant to provide the services. The cost is negotiated with the selected Consultant.
QCBS (Quality and Cost Based Selection)	This is a consultant selection method where you invite and receive technical and financial proposals from consultants and both quality and cost are considered in selecting the consultant to provide the services;
Seller or bidder	The supplier of goods or the service provider of services is a seller or a bidder;
Services	Services encompass a wide spectrum, including but not limited to translation, repair and maintenance, transportation, IT-related services, catering, consultancy, etc.
SBCQ (Selection Based on Consultant's Qualifications)	This is a consultant selection method where the consultant firm is selected based on the consultant's qualifications and experience;
SSS (Single Source Selection)	This is a consultant selection method where you approach or select one consultant to undertake an assignment without any competition.
Successful bidder	Successful bidder means a bidder whose offer has been accepted after being considered the most competitive both technically and financially. It also refers to one who has concluded a procurement contract with a procuring entity without having been subject to tendering proceedings;
Technical Specifications	Technical specifications mean the detailed description of technical characteristics of goods or works or non-consultant services.
Tender committee	A Tender Committee is a committee established by the procuring entity to assist the Procurement Unit, in the bid opening, and evaluation, and recommend forward of procurement contracts;
Terms of reference (ToR)	Terms of reference mean the document prepared by the procuring entity defining the requirements for an assignment and means to be made available, concerns to be taken into account as well as the expected results.

General procurement procedure

Procurement Planning

MDFC's procurement plan is meticulously developed, incorporating inputs from various departments aligned with the annual action plan. The plan includes:

- Definition of requirements and contextual analysis.
- specification determination and cost estimation
- selection of appropriate procurement methods ensuring competition, economy, and efficiency.
- Consideration of pre-qualification, if applicable, with timely issuance of documents.
- Preparation and issuance of bidding documents.
- Arrangement and scheduling of public bid openings and evaluations.



- Establishment of transparent bid evaluation criteria and processes.
- Identification of procurement performance indicators for progress monitoring.
- Formation of dedicated teams for end-to-end process management.
- Detailed cost estimation and financial planning for procurement activities.
- Continuous monitoring evaluation and learning for iterative improvements.

Requisitions and Procurement Process.

Control over requisitions for goods and services is paramount to our procurement efficiency:

- Requisitions, as per the procurement plan, are submitted to the Procurement Officer for verification and to the Executive Director for approval.
- Centralized control by the Procurement Officer and Financial Officer ensures bulk purchase of common goods and services.
- A transparent tendering process, initiated by the Executive Director upon request from the Procurement Officer or relevant department, invites competitive bids.
- Evaluation by the Internal Tender Committee is based on best quality, price, and specific conditions and criteria. Additional evaluation criteria may be incorporated at the discretion of the Committee.
- Negotiations with the chosen bidder(s) are conducted by the Tender Committee and technical staff to secure the best price before issuing the official notification.
- All procurements shall be managed by a procurement committee established by the Executive Committee. The committee shall approve all requests, solicit quotations, analyze the quotations, select a suitable supplier, and order for the items.

Internal Tender Committee

Composition and Appointment

MDFC's establishes a Tender Committee, comprising a minimum of three members, contingent upon the organization staff size. Committee appointments span three years, renewable only once. To ensure impartiality, over half of the members cannot serve for consecutive terms unless staff numbers remain unchanged. The Executive Director appoints the committee, reserving the right to alter members if warranted. The committee must designate a chairperson, Vice Chairperson and Secretary, with the organization's Procurement Officer serving as the permanent secretary.

Committee Membership

The Committee includes staff proficient in administrative management, capacity building, and senior coordination roles. Additional members, chosen by the Executive Director, may be appointed from non-conflict-of-interest positions within MDFC, excluding the Executive Director, finance officers, auditors, legal staff, logistics, and check signatories.

Responsibilities

The Tender Committee oversees bid opening and evaluation. The Tender Committee oversees bid opening and evaluation, recommending procurement contract awards. While the Committee can engage consultants, these consultants must have no direct or indirect interests in the tender or bidder relationships. Committee decisions require a 60% quorum, with consultants having no voting rights. The Committee generates a concise bid evaluation report, signed by attending members, detailing the evaluation process, bid comparison, and recommendations.



Chairperson's Role

The Committee's Chairperson acts as the process coordinator, ensuring impartiality and transparency. Committee members making bid evaluation decisions assume responsibility for the consequences arising from these decisions.

Secretary's roles (Procurement Officer)

The Procurement Officer (Secretary) holds responsibilities including procurement planning, bid document preparation, bid publication, bid opening and evaluation participation, report generation, and filing. Additionally, the Secretary manages tender award notifications and collaborates with User Departments for contract preparation and execution.

Bid Evaluation Timeline

Bid evaluations occur within 7 calendar days post-bid opening, unless exceptional circumstances necessitate a delay, with notifications promptly issued to concerned parties.

Procurement Strategies and Methods

Competitive Quotation (CQ)

The Competitive Quotations method is a streamlined procurement approach focused on comparing price quotations obtained from multiple suppliers. MDFC employs this method to ensure competitiveness and value for money within acceptable timeframes. Competitive quotations must include essential information such as the supplier's legal name, tax or corporate identification number, contact details, delivery terms, detailed description of goods or services, unit price, total price, applicable taxes, and currency. Additional relevant details like warranty information, payment methods, delivery locations, and complementary services may be required based on the nature of the goods or services procured.

Single Sourcing/Direct Procurement

Single Sourcing or Direct Procurement is utilized under exceptional circumstances where competition is not feasible. MDFC may employ this method when there is only one vendor capable of supplying specific goods or services, or when the value of an item is very small. The decision to opt for Single Sourcing is made based on rigorous evaluation and justified by the MDFC management.

Emergency Procurement

Emergency Procurements are employed for unforeseen requirements below the specified threshold. MDFC ensures that emergency procurements are justified by genuine emergencies, supported by documented evidence. The Procurement Coordinator is responsible for obtaining original invoices or receipts, comparing at least three quotations, and ensuring value for money. Emergency procurements are not used to evade appropriate procurement methods or for continuous or repeated supply needs.

Restricted Bidding

Restricted Bidding involves direct invitation of bids without open advertisement, limited to a specific number of pre-qualified or shortlisted providers. This method is employed when goods or services are only available from a limited number of providers, in emergency situations, or when the procurement value does not exceed the specified threshold. MDFC conducts the selection and evaluation of bidders in line with the network's policies.

Procurement Thresholds

MDFC can purchase materials and services, which are minimal in nature and that do not exceed five hundred thousand Rwandan Francs (500,000 RWF) through cash/petty cash, all other procurement settlements shall be made by cheque. MDFC adheres to specific procurement thresholds based on the estimated value of the procurement.



Threshold Range (Rwf)	Procurement Type	Requirements
≤1,000,000	Direct Procurement	Single source supported by receipts and invoices
1,000,001 to 5,000,000	Competitive Quotations	A minimum of 2 quotations are required
5,000,001 to 10,000,000	Competitive Quotations	A minimum of 3 quotations are required
≥10,000,001	Public Tender	15 days of public advertisement, full proposals to be submitted

Approval Limits

To ensure effective financial coordination, all purchases shall be approved by the Executive Director or their designated representative. The approval process is designed to maintain fiscal responsibility and uphold the organization's procurement integrity.

Procurement Procedures

Adherence to Regulatory Framework

When utilizing public funds, MDFC complies rigorously with Law No, 12/2007 of 29/03/2007 on Procurement, and the ministerial order No: 001/08/10/min of 16/01/2008, which establishes the regulations governing public procurement and standard bidding documents in Rwanda.

Preparation of Invitation to Tender

The Procurement Officer is responsible for drafting a comprehensive invitation to tender. This document includes, but is not limited to:

- ❖ MDFC's name and address.
- ❖ Unique tender number assigned for identification.
- ❖ Detailed specifications or terms of reference for the required goods, works, or services, along with the expected delivery or completion timeframe.
- ❖ Clear instructions on submission deadlines and the tender opening schedule.

Thorough Bidding Documents

The Procurement Officer prepares meticulous bidding documents that foster fair competition among potential bidders. These documents include, but are not limited to:

- ❖ Specific requirements for the goods, works, or services, and the stipulated delivery or completion timeline.
- ❖ General and specific contractual conditions.
- ❖ Detailed instructions for tender preparation and submission.
- ❖ Transparent procedures and criteria for bid evaluation and comparison.
- ❖ A statement outlining MDFC's prerogative to cancel bids before contract finalization.

Invitation to Tender

MDFC ensures that invitations for tender reach interested parties. The preparation time for extensive tenders in open competitive bidding, exceeding Rwandan Francs 10,000,000, is at least fifteen (15) calendar days. The division of tenders is strictly prohibited.



Comprehensive Bid Evaluation

Bids, whether submitted electronically or in sealed envelopes, undergo rigorous analysis by the Internal Tender Committee. Evaluation criteria encompass:

- ❖ Competitive price, inclusive of discounts.
- ❖ Superior quality of goods and services
- ❖ Favorable delivery terms and conditions.
- ❖ After-sales services, including warranties, maintenance levels, and goods transportation.
- ❖ Recognition and expertise in the specific domain of interest.
- ❖ Bidders' reputation in upholding principles of gender equality, environmental protection, and social inclusion, where applicable.

Bid Analysis and Decision-Making

Upon meticulous bid analysis, the Procurement Committee, under the aegis of the Internal Tender Committee, makes informed decisions. The Administrator or relevant officer subsequently prepares the purchase order or contract. An evaluation report, summarizing the analysis and bid comparison, is prepared and signed by all present evaluation committee members.

Transparent Communication and Approval Process

MDFC promptly notifies both successful and unsuccessful bidders about the provisional outcome of the bid evaluation. The tender reports, notification letters, purchase orders, and contracts necessitate approval from the Executive Director before proceeding.

Prudent Use of Restricted Tendering

MDFC employs restrictive tendering in specific scenarios:

- ❖ Procurement of highly specialized or complex goods, services, or works, available from limited suppliers or contractors.
- ❖ Urgent tender activities due to unforeseen circumstances.
- ❖ Disproportionate time and cost required evaluating numerous bids concerning the goods or services' value.

Procurement within the restricted tendering categories adheres to the following guidelines.

- A. For values between RWF 1 and 1,000,000:** Goods and services procurement is conducted based on staff needs, verified and approved by the Executive Director.
- B. For values between RWF 1,000,001 and 5,000,000:** At least 2 Pro-forma invoices are required, analyzed by the Internal Tender Committee, and the Executive Director approves the procurement decision. The Internal Tender Committee decides on bidder invitations based on the existing procurement plan. Detailed technical specifications are sent to targeted clients, and the opening of bids occurs in the presence of the Tender Committee members. Procurement decision is based on predetermined criteria in the procurement policy.
- C. For values exceeding RWF 10,000,001:** Open competition is facilitated through extensive advertisement in newspapers, radio, websites, and other channels, adhering to a minimum period of fifteen (15) days. Analysis reports and payments align with MDFC procurement policy. Purchase orders are prepared, verified, and approved by the Executive Director before sending them to clients/suppliers.

Invitation for Restricted Tendering

Instead of publicizing invitations to tender, MDFC invites a minimum of three bidders selected equitably from a list of pre-qualified vendors.



Transparent and Evaluation

MDFC obtains quotations from at least three bidders for restricted tenders. Evaluation criteria include quality, quantity, price, and delivery conditions specified in the tender invitation letters. The Internal Tender Committee meticulously analyses offers, ensuring conformity with specifications and reality, culminating in a detailed tender report. The Executive Director's approval is mandatory before payment processing.

Efficient Tender Preparation Time

In restricted tendering, bidders are given a minimum of three (3) calendar days to submit price quotations or necessary bid documents. Exceptions are made for tenders open to local and international bidders, with appropriate timeframes ensuring fairness and competitiveness.

Contractual stability

To prevent repetitive tenders for similar low-value goods and services, MDFC insists on signing short to long-term contracts in restricted tendering cases.

Procurement Contract and Delivery Management

Upon bid selection, MDFC enters into a written procurement contract based on the bidding documents and the chosen bid. Delivery of items is supervised by the Administrative Officer. The secretary meticulously records the delivery and receipt of goods on the 'Stock Card'.

Quality Assurance and Utilization

Goods' distribution adheres strictly to existing requisition and utilization protocols. All goods must be checked for and recorded on the "stock card" before utilization.

Work/service Monitoring

MDFC establishes a robust mechanism for monitoring work and service quality according to the contract. The final acceptance of work/service must be verified and signed by the requesting activity's responsible person, approved by the Executive Director.

Quality Verification and Contract Management

MDFC establishes a robust mechanism for monitoring work and service quality according to the contract. The final acceptance of work/service must be verified and signed by the requesting activity's responsible person, approved by the Executive Director.

Approval and Timely Payment

Invoices for goods and services must be paid within five (5) working days from delivery. Invoices undergo scrutiny, approval, and determination by the Executive Director before being processed by the Finance Department. Payment preparation involves issuing a cheque signed by authorized personnel, ensuring timely payment to the supplier against a signed purchase receipt or a copy of the payment cheque/payment order.

Invoice Submission Requirements

Invoices submitted to the Administration and Finance Officer must be accompanied by the following documents:

- ❖ A list of supplied goods requested.
- ❖ The tender announcement.
- ❖ Received bids.
- ❖ The report analyzing offers and outlining the awarded contracted.
- ❖ The order itself.
- ❖ The packing list and completion report (Delivery note) of the requested goods/services.



Procurement of Consultants' Services

Transparent Advertisement

MDFC ensures transparency by advertising consultancy opportunities online, national/international newspapers, radios, or other appropriate media, based on budget availability.

Shortlisting Process

A shortlist of bidders with the capacity to fulfill required services is compiled.

Request for Proposals

MDFC's management may issue a request for proposals to shortlisted consultants, outlining clear Terms of Reference.

Rigorous Proposal Evaluation

The Tender Committee evaluates technical and financial proposals based on disclosed criteria in the request for proposals. Selection prioritizes best quality and low-cost options, except in cases where quality or specific qualifications are paramount.

Negotiation and Selection

Negotiations with the selected consultant cover terms of reference, progress reports, facilities provided by MDFC, and the financial proposal. The consultant with the highest aggregate score, considering evaluation criteria and organization reputation, is selected, pending satisfactory negotiation conclusion.

Selection and thresholds of consultancy services

SELECTION METHOD	WHEN TO BE USED	CONDITIONS TO BE FULFILLED	THRESHOLD
1.QCBS (Quality and Cost Based Selection)	-When both the quantity and cost need to be considered	-Preparation of ToR; -Technical & financial proposals.	Ni limit
2.LCS (Least Cost Selection)	-Assignment of a standard or routine nature where well-established practices exist (i.e. audits)	-All proposals above the minimum qualifying mark (70%) compete only on cost.	<5,000,000
3.FBS (Fixed Budget Selection)	-When assignment is simple and can be precisely defined. -When budget is fixed.	-RFP shall indicate the available budget; -ToR should be well prepared to make sure that the budget is sufficient for consultants to perform expected tasks.	<5,000,000
4.CQS (Consultant Qualification Selection)	-For small assignments for which the need for preparing and evaluating competitive proposals is not justified.	-Prepare ToR; -Request for Expression of interest. -Select firm/consultant with the most appropriate qualifications and experience. -Selected firm shall be asked to submit a combined technical and financial proposal.	<10,000,000
5.SSS (Single Source Selection)	-Only used in exceptional circumstances e.g. in emergency cases. -When assignment is a continuation of previous work carried out by the firm/consultant. -Only one firm is qualified or has experience of exceptional work for the assignment.	-The organization shall ask the consultant to prepare technical and financial proposal on the basis of ToRs furnished, which shall then be negotiated.	<10,000,0000



Procurement Protocol for Private Funds

Compliance with Donor Specifications

In the utilization of private funds, the procurement processes are meticulously orchestrated to align seamlessly with the stringent criteria set forth by the donor entities. MDFC, in its pursuit of procurement excellence, ensures a meticulous adherence to the precise stipulations outlined by the respective donors. These specific conditions or requirements, as delineated by the benefactors, are critically conveyed to the esteemed MDFC Management well in advance.

Adherence to Donor-Agnostic Protocols

In the eventuality where the donor entities refrain from imposing any restrictions or requirements upon MDFC's acquisition of goods and services, the organization meticulously adheres to the established procurement procedures. MDFC's procurement protocols, steeped in precision and efficiency, become the guiding principles in such scenarios.

Contracts Management

Contract signing and Management

The process of contract management within MDFC is a critical facet of our procurement framework. Acknowledging the pivotal role played by the beneficiary department in contract management, MDFC emphasizes active involvement and commitment from all parties involved. The beneficiary department is integral to the success of the contract, responsible for receiving supplies, conducting quality assessments, and ensuring acceptance. Effective contract management is paramount to align procurement objectives and guarantee the efficient fulfilment of contractual obligations by both parties.

MDFC places a premium on proactive contract supervision and administration. The Procurement Coordinator, while overseeing contract administration for goods, collaborates closely with the beneficiary department. The Coordinator's role extends to:

- ❖ Monitoring delivery schedules rigorously, ensuring timely dispatch, delivery, or collection of goods.
- ❖ Addressing delays promptly by liaising with suppliers or shippers, investigating causes, and initiating necessary claims against insurance or suppliers.
- ❖ Reporting any supplier failures in contractual obligations promptly to the procurement committee for necessary action.

Key Roles in Contractual Management

Contract supervision and administration for goods are primarily overseen by the Procurement Coordinator at MDFC. While this process is generally straightforward, meticulous attention to detail is maintained. This includes monitoring delivery schedules, document processing, and goods inspection to ensure accurate and timely deliveries. In case of disputes, the User Department Manager acts on behalf of MDFC, informing the organization, disputes and their resolutions. Complex projects lacking in-house expertise necessitate the engagement of specialized Project Consultants for works supervision.

Contract Execution/ Delivery

Before accepting any consignment, MDFC mandates a thorough inspection process. This includes:

- **Careful Examination:** Packages are scrutinized for completeness as per the delivery Documents, checking for signs of physical damage or tampering.
- **Verification:** Packages suspected of tampering are reweighed, and any discrepancies are documented.



- **Rejection Protocols:** Any rejected goods are removed promptly by the Supplier according to the terms stipulated in the contract.

Payments

MDFC follows a meticulous three-way matching process involving purchase orders, packaging slips, and vendor invoices. Discrepancies are addressed promptly to ensure accuracy. Payments are made in accordance with the agreed terms, and the Finance Department processes payments upon verification of goods received and services rendered.

Payment Considerations

Prior to payment disbursement, the Finance Department requires submission of the vendor's invoice along with the relevant agreement documents. These documents must be duly signed by authorized signatories, attesting to the satisfactory provision of goods and services. Payments are scheduled bi-weekly, with requests received on Friday and Monday processed for payment on Tuesday. Requests received on Wednesday are processed for payment on Thursday.

Re-evaluation of Supplier Appraisal

MDFC conducts an annual re-evaluation of pre-qualified suppliers through the Procurement Committee. The re-evaluation criteria encompass:

- **Quality of Suppliers:** assessing the consistency and quality of suppliers provided.
- **Cost Effectiveness:** Evaluating prevailing costs in the market and supplier pricing.
- **Reliability:** Reviewing the supplier's track record in meeting contractual obligations.
- **Financial stability:** Evaluating the financial capability and stability of the suppliers.

Following re-evaluation, the Procurement Coordinator updates the list of pre-qualified suppliers, ensuring that MDFC engages with suppliers of the highest standards and reliability.

Asset Disposal

Introduction

Asset disposal is a pivotal facet of MDFC's comprehensive approach to strategic asset management. It encompasses the discerning evaluation, efficient utilization, and responsible divestment of resources, ensuring optimal allocation of financial resources and fostering sustainability. The disposal process is meticulously orchestrated, aligning with advanced technical protocols, international best practices, and a commitment to financial prudence.

Asset Lifecycle Management

In the life cycle of MDFC's assets, disposal constitutes the final phase. Initiated post-procurement and utilization, it represents a judicious decision-making process geared towards curtailing operational overheads, maximizing residual values, and adhering to rigorous health and safety standards.

Establishment of Disposal Oversight Committee

MDFC shall institute a Disposal Oversight Committee, comprising a multidisciplinary team of experts. This committee shall consist of a Finance Officer, a Procurement Officer (acting as the secretary), and three departmental heads, appointed by the Board of Directors. The Committee shall be chaired by a member selected from its ranks. Meetings will be convened quarterly, ensuring proactive decision-making.

Disposal Protocol

The Executive Director, in collaboration with the designated procurement officer, will meticulously curate a comprehensive inventory of assets slated for disposal. This inventory will delineate each asset's condition and value.



Subsequently, the list will be subjected to rigorous scrutiny and approval by the Board of Directors, affirming transparency and accountability.

Public Notification and Auction

Prior to the commencement of the asset sale, MDFC shall issue a public notice in widely circulated publications, ensuring broad visibility. This notification period shall extend for no less than fifteen (15) days from the date of publication. MDFC's assets shall be divested through a transparent public auction, fostering equitable access and fair market representation.

Accounting and Financial Compliance

Assets liquidated by MDFC shall be promptly expunged from the network's financial records in strict adherence to MDFC Financial Procedure Manual. This meticulous accounting practice ensures accurate financial reporting and compliance with regulatory standards.

Payment and Asset Transfer

Upon the conclusion of the public auction, payment for acquired assets shall be processed within two business days. Any delay in payment beyond this stipulated period shall render the sale null and void. Asset transfer to the acquiring party shall commence immediately after the receipt of the agreed-upon payment, facilitating seamless ownership transition.

Ethical Conduct of Rwanda Staff

In adherence to MDFC's commitment to the highest standards of ethical conduct in procurement activities, all staff members entrusted with purchasing authority are expected to adhere to the following principles:

- I. **Transparency and Equity:** MDFC promotes complete transparency by providing clear and consistent information to all potential bidders. Equally, it ensures fairness by granting equal opportunities to multiple bidders, fostering healthy competition within the procurement process.
- II. **Efficiency and Resource Optimization:** Procurement processes at MDFC prioritize efficiency, considering factors such as quality, price, and delivery time. We emphasize the optimal utilization of resources, ensuring that the investment in the procurement process aligns with the value and impact of the procured goods or services.
- III. **Accountability and Responsibility:** Staff members are accountable for promoting the network's best interests. They must exercise responsibility in their roles, making decisions that enhance the overall welfare of the organization and its stakeholders.
- IV. **Elimination of Corrupt Practices:** Any form of corrupt attitudes or practices is strictly prohibited within MDFC procurement activities. Engaging in such behavior will result in severe consequences, reflecting our unwavering commitment to integrity.
- V. **Conflict of Interest Management:** MDFC staff involved in procurement must diligently manage potential or actual conflicts of interest. Personal affiliations, financial interests, or relationships that might compromise impartiality must be disclosed promptly to relevant authorities for appropriate resolution.
- VI. **Confidentiality and Data Security:** Information obtained during procurement processes is considered confidential and must be safeguarded. Details of suppliers' offers should never be disclosed to competitors and must be used exclusively for legitimate evaluation purposes.



- VII. **Supplier Relationships and Fair Competition:** While fostering ongoing relationships with suppliers, MDFC ensures that these relationships do not hinder fair competition or compromise competitive pricing. Any arrangements that impede fair competition are to be avoided.
- VIII. **Prohibition of Inducements:** MDFC strictly prohibits any form of personal inducements from suppliers to its employees. Instances of such offers must be reported immediately to the relevant authorities.
- IX. **Authorized Purchases and Accountability:** Purchases made by MDFC staff are only considered valid when authorized under proper authority. Any unauthorized purchases may lead to personal financial liability, and severe disciplinary actions, including termination, depending on the gravity of the situation.
- X. **Gifts and Hospitality Guidelines:** Acceptance of gifts beyond nominal items of value and substantial hospitality is strictly prohibited without prior approval from appropriate management authorities. Employees are encouraged to decline any gifts or hospitality that could compromise their objectivity in business decisions.
- XI. **Equality and Diversity Compliance:** MDFC ensures that all procurement contracts include terms and conditions promoting equality and diversity. Suppliers are required to comply with MDFC's policies, preventing any form of discrimination based on sex, race, disability, sexual orientation, age, religion and belief, gender identity, pregnancy and maternity, and marriage/civil partnership.

Appeal and Review Procedure

Eligibility for Appeal

Any prospective or existing bidder involved in the procurement proceedings under the jurisdiction of MDFC may, at any stage and in accordance with this policy, request a review of any conduct during the procurement process that is believed to be in violation of MDFC's procurement regulations.

Grounds for Appeal

An appeal application will only be considered if it clearly identifies a specific act of omission or commission that contravenes MDFC's procurement regulations.

Submission of Appeal

All appeals must be submitted in writing to the Executive Director before the procurement contract is finalized. An appeal will only be valid if it is submitted within seven (7) days from the bidder became aware of the circumstances leading to the appeal.

Review Committee Appointment

Upon receiving the appeal, the Executive Director will appoint a specialized committee, which may include members of the Independent Technical Committee (ITC) and other independent experts, to review the appeal thoroughly.

Review Process

The appointed committee shall conduct a comprehensive review of the appeal and provide recommendations to the Country Director. If the appeal is not resolved to the satisfaction of the appellant, the Country Director shall suspend the procurement proceedings. Within seven (7) days of receiving the appeal, the Country Director will issue a written decision explaining the reasons and, if the appeal is valid, outline the corrective measures to be undertaken.



Board of Directors Review

If the committee fails to issue a decision within seven (7) days of receiving the appeal, or if the appellant is dissatisfied with the decision, the appellant has the right to lodge a formal complaint with the MDFC Board of Directors (BoD). The BoD will conduct a comprehensive review of the entire process and provide the final decision.

Violation Consequences

Any violation of these appeal procedures and MDFC's working principles by staff or leaders within MDFC is considered a grave offense. Violators will face disciplinary action in accordance with MDFC's internal rules and regulations. Appropriate measures will be implemented to ensure compliance and uphold the integrity of the procurement process.

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