# crslogo

**The CRS Procurement Manual**

This Procurement Manual is for Catholic Relief Services location:

**“Insert the name of your CRS CP office here”**

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**Location: “insert the name of your CRS CP office here”**

## Introduction:

## Instructions: Catholic Relief Services has one Procurement Manual that serves One Agency which supports the brand new Agency Strategic Priorities FY13-18. Each CRS CP office and sub office should create a unique “Appendix” at the end of the core manual which defines Standard Operating Procedures, SOP’s, that are in place for that CRS office location. Each CRS location should insert their office name at the beginning of the manual, in the blue box, under “The CRS Procurement Manual” title. Location specific SOP’s to be addressed:

|  |  |
| --- | --- |
| Location Specific SOP Checklist |  |
| * **Specify the Level 1 and Level 2 approvers** * **Set dollar threshold for requiring (3) supplier quotations** * **Set the dollar threshold and conditions when a Bid Committee is used** * **What ‘positions’ should be on Bid Committees** * **State how often “supplier agreements” have to go out for rebid** * **Tax and Duty Exemption** * **Import/Export Regulations unique to this CRS location** * **Contracts and Agreements** * **Segregation of Duties** * **Delegated Procurements** * **Approved Supplier List** * **Procurement Officer Job Description** * **(optional) CP Mission Statement and history of programming** |  |

## Every CP/Region should have the CR and DRD/MQ sign off on the ‘appendix’ section.

## CRS employees can access the Global Procurement HQ manual on the CRS Intranet under ‘support communities’ then ‘Procurement - Global’ for updates, revisions, and other procurement tools.

**Note: please use the following ‘naming format” for your manual: Procurement Manual -CP name- office. For example: “Procurement Manual-Angola-Lobito.docx”**

The CRS Procurement Manual contains minimum procurements standards and represents mandatory policy for all procurement matters throughout the Agency. CP’s may establish stricter standards if they wish but should not loosen SOP’s unless they seek and receive approval for a waiver related to a specific task/procedure. Any deviation from the standard procedures requires the documented approval of the Global Procurement Director.

Catholic Relief Services, in carrying out its mission of providing relief and development assistance to the economically disadvantaged in the developing world, is often required to engage in the purchase/procurement of goods and services that will, directly or indirectly, benefit those we serve around the world.

Fundingfor the work of CRSis received from individuals, foundations, other donor agencies such as the Global Fund and CIDSE - Coopération Internationale pour le Développement et la Solidarité (International Cooperation for Development and Solidarity) networks, intergovernmental agencies United Nations and European Union, local governments as well as the United States government. To all these donors, CRS has the responsibility of optimizing all available resources and ensuring that all materials and services acquired are done so in an efficient, equitable, cost effective manner while striving to provide rapid and quality responses to those in need.

The Agency Procurement manual covers procurement minimum standards and staff is required to follow all donor requirements that may be more strict/restrictive than our own.  Staffs responsible for managing donor resources are required to have a clear understanding of donor requirements defined in funding agreements or regulations and ensure compliance with those requirements that are more restrictive than the SOPs defined in this manual (i.e. lower threshold, increased sampling of bidding, international tenders, etc.)..

## Procurement Manual Objectives:

This manual defines CRS’ procurements standards and requirements for all departments, regional offices, and country offices. Its primary purpose is to communicate policies and give guidance to all staff with procurement authority. All staff members are responsible to adhere to the policies contained in this manual. Procurement gives prime consideration to the agency’s interests, while seeking to maintain and further long-term, mutually profitable, ethical supplier relationships.

The objectives of the Procurement department and procurement of goods/services in general are to acquire materials and services:

* of the right quality
* in the right quantity
* at the right time
* from the most appropriate supplier
* at the lowest or best possible price
* delivered to the right location.
* that offers ‘warranties’ that protects and minimizes risk and cost to the Agency
* Buy competitively and to develop good relationships with the supplier community.
* Maintain adequate records to allow the management of CRS to evaluate suppliers' performance, assess accountability and control, and take necessary corrective measures to ensure ethical and sound business practices.
* Exercise the necessary controls to ensure compliance with all donor requirements and CRS guidelines with regards to purchase transactions so as to optimize value and minimize disallowances.

Note: Contact the Overseas Support Department (OSD), for any questions related to donor specific procurement requirements and the Office of Legal Counsel (OLC) and for inquiries about Export Controls and Sanctioned Countries (see Section II (i) below)

Revisions and Updates:

This manual will be revised and supplemented, as required, to meet new needs, statutes, and conditions. An important part of this updating process depends on the constructive comments, information, and suggestions received from you, the users. Your comments are encouraged, and should be provided to the Director of Global Procurement at CRS Baltimore.

###### Procurement Ethics/Code of Conduct:

As a world class organization which lives its mission through the moral teaching of the Church, CRS has the responsibility to ensure accountability to the highest ethical behavior as it relates to all CRS suppliers and the employees of CRS worldwide. Depending on the circumstances, those who do not adhere to the Code of Ethics and other requirements in CRS’ Procurement Manual could face disciplinary consequences. CRS has instituted a reporting system to allow employees and partners to report any concerns they may have regarding suspected financial misconduct and fraud. Ethics Point, an independent third-party company, administers this reporting system. Please click on link for further information: Click here for [Ethics Point link](https://secure.ethicspoint.com/domain/media/en/gui/12748/index.html).

Policy Statement:   
CRS’ World Headquarters, Regional Offices, and Country Program Procurement departments and designated personnel will purchase all goods and services on the best terms consistent with the required quality and delivery, and at the lowest total cost. Acquisition will be without favoritism and on a competitive basis, whenever practical, to obtain maximum value for each dollar spent. All interested suppliers shall receive fair and impartial consideration.  
  
Affirmative action will be taken when feasible to provide maximum practical opportunity to minority, women's, and small businesses, to participate as suppliers and contractors in the acquisition of goods and services by CRS. Those responsible for procurement shall continuously conduct market analysis and price comparisons, and always search for new sources of supply. Any form of discrimination is prohibited in the procurement processes.

Use of Funds:   
All applicable regulations and procedures regarding use of and accounting for donor funds must be specifically followed. Any deviation from donor regulations or contractual terms, including emergency situations, shall be undertaken only after the written approval of the appropriate donor official.

Business Relationships and Ethics:   
Employees conducting business transactions on behalf of CRS hold a position of trust, which dictates that their actions should be governed by the highest standards of personal and business conduct. CRS does not purchase goods or services for the personal use of its employees except under specific programs approved by the Executive Management Team. All transactions must be undertaken for the exclusive benefit of the agency and its mission.

Use of CRS tax-exempt status:

* CRS staff members are not permitted to use CRS tax-exempt status in the United States for making personal purchases so as to eliminate domestic sales tax.
* CRS international staff in overseas positions, when making personal purchases to eliminate local duties, should refer to the local laws of their specific country as to whether use of CRS tax-exempt status is allowed. Each country has its own laws governing this, generally, however, with a work permit and visa, international CRS staff is granted duty-free status to import certain personal effects during a specified period of time (typically six months from date of arrival). This is based on the staff person being employed by CRS and CRS having a country agreement for operating in the country.

Ethical business standards shall govern all transactions. Employees must be aware of situations and circumstances requiring prudent action, including the following:

Proprietary Information - Proprietary information exchanged during transactions shall be identified and treated in the manner clearly agreed upon by both CRS and the supplier e.g. specifications, proposal or quotation particulars, proofs, printing plates, drawings, etc.

Gifts - CRS regards each supplier as a business partner, and as such, the agency feels it is important to maintain an atmosphere of honesty and integrity in its affairs. CRS’ ethical policies are simple and straightforward. Selection of suppliers is based exclusively on quality, service, price, and suitability to the agency's needs. Employees shall not solicit, request, accept, or agree to accept any significant gift from a supplier or prospective supplier. A significant gift is defined as any tangible item, service, favor, credit, or discount of value, not available to others, that could influence actions. No monies are to be accepted as a gift for any reason whatsoever. In addition, CRS’ funds should not be used to provide gifts to suppliers or any other group.

Credits – Any applicable credits afforded to CRS by a supplier must be applied to the donor funding the activity.

Donations - All offers of donations to CRS by suppliers or vendors must be directed to the Donor Services department, who will accept on behalf of the Agency.

Honoraria - All honoraria received should be sent to the Finance department.

Entertainment, Hospitality and Meals - Supplier offers of entertainment and hospitality shall be refused tactfully, but clearly. Acceptance of invitations to business meals shall be subject to prudent judgment as to the appropriateness of the occasion, frequency, choice of facilities, and future opportunities to reciprocate.

Reimbursements: No employee may authorize his or her own reimbursements for expenses. His or her immediate supervisor should make authorizations for employee expenses.

CONFLICT OF INTEREST:

No employee, officer, or agent shall participate in the selection, award, or administration of a contract if a real or apparent conflict of interest is involved. Such a conflict would arise when the employee, officer, agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the supplier selected for an award. (Ref. Title 22 [USAID] CRF 226.42) and (Ref. Title 45 [HHS] CFR 74.42. Employees directly responsible for Procurement shall not have any personal or family interest, involvement, or financial relationship with a supplier that might impair objectivity or freedom of judgment. All employees, officers, directors, and others associated with the Agency may not obtain any personal or financial benefit for themselves, relatives, associates or friends, while procuring any type of goods or services for CRS.

* 1. **Supplier Eligibility Verification – USA Patriot Act:**

As a US-based organization, CRS must comply with the Patriot Act by demonstrating that individuals and or organizations with which we have transactions are eligible by law, having not been known to be involved in violent activities. This includes CRS staff, financial institutions, vendors, partners and monetization buyers. CRS cannot enter into any transaction with individuals, organizations or businesses known to be involved in terrorist activities. This pertains to all CRS direct vendors (including shipping related vendors); new and existing; minimum per transaction > $1,000 USD. All existing names in CRS systems are revalidated every six months (each September and March). Any new supplier’s should be vetted against Bridger XG prior to receiving a CRS RFQ. We are required to reaffirm eligibility as databases in Bridger software are continually updated by their sources. The Eligibility Verification Procedure Manual, which includes procedures for using the Bridger XG software, is in hard copy only due to the confidential nature of its content. In May 2005 the manual was sent to key HQ departments and to CP’s, Sub-Offices and Program Offices. Should you need additional copies of the manual please contact the OSD/PRG/BDT department.

## Procurement – Best Practices

## Procurement Functions:

The main functions of CRS’ Procurement department and country programs/regional offices, based on industry standards, can be summarized as follows:

* Identification of sources for goods and services, and negotiation of favorable terms.
* Selection of suppliers on a competitive basis with regard to price, item quality, delivery time, and warranties.
* Execution of purchases in the best interest of CRS, consistent with donor and other regulations.
* Placement of *Purchase Orders* with the selected supplier.
* Monitoring of the *Purchase Order* until the items are delivered to the designated location.
* Communicating with departments or regional offices throughout the procurement process until goods have arrived at the designated location.
* Maintenance of procurement records for control and reference.
* Development and maintenance of an approved supplier list [**policy # POL-PUR-SUP-001**](https://global.crs.org/communities/PurchasingAcquisition/Community%20Documents/POL%20PUR%20SUP%20001%20Approved%20Supplier%20List%20policy.docx)
* Respond to questions from the accounting department on billing issues.
* Overall ownership responsibility of the procurement process.
* Support for compliance with donor procurement regulations, especially those of the United States government and its agencies.
* Developing and sharing knowledge and best practices in the area of procurement, including the maintenance of agency policy.
* Advancing the use of technology and other improvements to the efficiency and effectiveness of agency procurement processes.
* Evaluation of sources with regards to quality of product and service, price, reliability, and delivery time.

## Best Procurement Practices:

**Donor Requirements:**

The Agency Procurement manual covers procurement minimum standards and staff is required to follow all donor requirements that may be more restrictive than our own.  This will require staff responsible for managing donor resources to have a clear understanding of donor requirements defined in funding agreements or regulations to ensure compliance.

**Fair Competition:**

All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and fair competition among suppliers. It is critical that we perform due diligence and demonstrate good stewardship of all donor-sourced funds. In order to achieve this, **CRS Country Programs/Regions and CRS Global Procurement department will “attempt” to solicit and receive at least three quotes for procurements estimated to be $1,000 USD or more.** If less than (3) three quotes are received then document the reason why for that particular transaction. Should CRS Global Procurement department or country programs become aware of non-competitive practices among suppliers, or a conflict of interest among suppliers where the same family may own multiple businesses run by family members, or between suppliers and any staff working for CRS, the agency will suspend the bidding process and start anew.

## Efficient Planning:

In order to obtain competitive prices, negotiate on proper terms and conditions with suppliers, and ensure the availability of goods and services when needed, it is important that there be:

* Timely and realistic advance planning of requirements by all departments/country programs, including verification with OLC that CRS has a valid OFAC or BIS license for countries where sanctions and export controls are particularly stringent, which include Sudan, Syria, Cuba, Iran, North Korea, Burma Somalia OR West Bank/Gaza. (see Section II (i) below) Requisitioning departments and country programs should familiarize themselves with “standard lead-times” by commodity, service type, or sanctioned country destination.
* Determination of priorities - The requisitioning department or country program should identify a logical sequencing of procurement needs in alignment with identified objectives and provide enough lead-time to avoid urgent requests.
* Verification of budgets, valid business unit account numbers, and available resources.
* Efficient stock control on fast moving items – departments and country programs should maintain an inventory of supplies and order new supplies with enough lead-time to avoid depletion of existing stock prior to receiving a requested shipment.

**Clear Specifications:**

Awards shall be made to the bidder whose tender fully complies with the solicitation and is most advantageous in terms of quality, delivery time, price, performance and any other relevant factors. For this reason, it is imperative that all requisitioners provide all necessary information and specifications accurately so that the solicitations sent to potential suppliers clearly establish all the requirements that the bidder is expected to fulfill.

**Specialized procurement:**

Programs with a specialized supply chain or technical specifications (e.g. Medical and health supplies, pharmaceuticals, equipment, etc.) must work closely with agency technical experts and the project team to define the procurement process to be used for the program. Programs should follow donor requirements related to the acquisition of material and/or services.

**CRS’ Right to Reject Quotes:**

CRS reserves the right to reject any or all quotes when considered to be in the best interest of the agency and/or the people it serves. All potential suppliers must be informed of this right. Instances when this might happen include, but are not limited to: tendered prices are considered high; suspected collusion between producers and (intermediary) suppliers; information received —prior to placing an order— that the needed items can be obtained at lower prices than those quoted by the bidders; conflict of interest between suppliers and CRS staff.

**Confidentiality:**

All contracting-related information provided by suppliers and/or potential suppliers must be treated confidentially and must not be disclosed to other suppliers or to any other third party. Collaboration with other NGO’s regarding supplier references, performances, and verification of market prices for commodities and services is permitted so long as the information is treated confidentially.

The Procurement department or country program will monitor the delivery of items by checking with suppliers to ensure that they carry out their contractual obligations. Appropriate measures will be taken, including the cancellation of an order, if a supplier is derelict in his obligation to CRS. It is critical that CRS’ Global Procurement department and country programs remain proactive in the continuous search for competent and reputable suppliers and that an “approved supplier” list, by commodity, is maintained with updated information on performance and pricing for use when new Procurement requests are made.

**Segregation of duties:**

Procurement staff should have segregation of duties with complementary functions relating to: payment requests, payment, receiving, inventory, and asset custody. Procurement officials should not be receive the supplier’s ‘invoice’ and prepare the ‘payment requests’ form, and please refer to the Business Process Mapping Flows for more information.The underlying concept is that no employee or group of employees should be in a position to commit and conceal fraud or errors in the normal course of performing their assigned roles, please see an excerpt from CRS Global Finance policy # PRO-FIN-ICS-024.02 below that illustrates which functions should not be performed by the Procurement Officer**:**

|  |  |  |
| --- | --- | --- |
| **Examples of Incompatible Functions** | | |
|  | **Who Performs This Function** | **Should Not Perform This Function** |
| **1** | **Initiates Purchase Requisitions** | **Receive goods, prepare receiving documentation** |
| **2** | **Procurement** | **Requisition goods or services for other depts. or projects** |
| **3** | **Procurement** | **Approve Purchase Orders or Service Contracts** |
| **4** | **Procurement** | **Receive goods, prepare receiving documentation** |
| **5** | **Procurement** | **Acknowledge or approve receipt of services** |
| **6** | **Procurement** | **Perform quality control tests or evaluate goods received** |
| **7** | **Procurement** | **Return goods to vendor** |
| **8** | **Procurement** | **Prepare, record or distribute payments to vendors** |
| **9** | **Procurement** | **Have custody over assets or goods purchased** |
| **10** | **Procurement** | **Receive invoices from vendors** |
| **11** | **Procurement** | **Have custody of blank checks** |

**Some CRS CP’s have small offices or sub offices** and may not be able to comply with the ‘standard’ Business Process Mapping –BPM. If you need help establishing segregation of duties please contact your regional office, Global Procurement or Global Finance for assistance.

* + - 1. **Procurement Contracts POL-PUR-POS-001**

This new policy provides guidance and criteria for determining whether a formal contract rather than a Purchase Order, commonly called a PO, should be the legal instrument to effect the purchase of goods or services. When considering whether to utilize a PO or a Contract please reference these general guidelines. For the purposes of this policy, the words “Contract” and “Agreement” are synonymous. Both refer to a formal legal document which establishes legally enforceable promises, offered and accepted by the parties, supported by the exchange of things of value (e.g. goods, services, money).

Click for policy

* [Procurement Contracts # POL-PUR-POS-001](https://global.crs.org/communities/PurchasingAcquisition/Community%20Documents/Procurement%20Contracts%20POL-PUR-POS-001.docx)

## Sole Source Procurements:

[Note: For Sanctioned Countries, please also see Section II (i) – Sanctioned Countries and Military Items](#sanctioned).

Sole sourcing exists when only one source is available. Local utilities are an example of a sole source. Sole sourcing also exists when only one source makes the item that the Agency seeks to procure. It might be a special product (i.e. type of medicine or specific piece of medical equipment) a technology, or service that only one supplier has available to the market. A sole source procurement is permissible when a requirement is available from only a single supplier or when only one supplier is deemed economically feasible. A requirement for a particular proprietary item does not justify sole source procurement if there is more than one potential bidder authorized to provide that item. Reasons for sole source contracts include:

* only one firm has a product that will meet the projects needs or only one firm can do the work;
* the existence of an unusual and compelling urgency;
* for purposes of industrial mobilization or expert services;
* an international agreement;
* sole source is authorized or required by law, e.g., socio-economic programs;
* national security and the public interest
* better pricing results from a much higher volume
* quality considerations dictate
* the buyer obtains more influence and clout with the supplier (typically a supplier, in times of shortages, will give priority to special customers)
* TCO (total cost of ownership)- lower costs are incurred to source, process, expedite, inspect, and ship
* the supplier holds critical patents
* special tooling is required, and the use of more than one supplier is impractical.

**Procurement Contract Sole Source Justification form:** **[Sole Source Justification Form](https://global.crs.org/communities/PurchasingAcquisition/Community%20Documents/The%20Sole-Source%20Authorization%20Form%20(SAF).docx)**

**Single Sourcing:** single sourcing exists when the Agency actively selects one supplier although many are available. This practice is becoming more common today as firms enter into strategic partnerships with key suppliers. Some of the reasons for this are administrative simplifications and efficiencies, joint schedule planning of requirements, smooth logistics links, and for pricing benefits. It’s important to remember to re-solicit quotes for supplier agreements every five years to ensure that CRS is paying market prices for their goods and services.

**Preferred Supplier Agreements:** CRS department heads at HQ and CR’s need to conduct regular market analysis to make sure the preferred supplier continues to offer the best quality goods and services desired for the best price before supplier contract agreements are renewed on a sole source basis. If there is any perception that the preferred supplier is either not performing as expected, or prices continue to increase without clear market justification, then a new market analysis must be conducted to determine if the preferred supplier status should be maintained. It’s critical that we regularly re-validate that we are paying ‘market prices’ for our goods and services and that we are getting the best deals available in the market.

**“Post Tender Negotiations”:** – Procurement has many vital responsibilities. None is more crucial than selection of the right source. CRS Global Procurement as well as the CRS CP’s should strive to establish and explore opportunities for strategic partnerships with suppliers that have a history of strong performance and being reputable in their business dealings. But it’s also important that these “strategic suppliers” remain competitive versus their competition so “post tender negotiations” are permitted with “incumbent” preferred suppliers in order to bring their pricing in-line with the market. Most suppliers expect negotiations and often can improve their pricing by up to 10% or more typically and often expect experienced Buyers to come back and “nibble” on their prices. **When engaging in post-tender negotiations with a preferred supplier** **one should not disclose the names of the other suppliers quoting, should not share supplier quotes with other suppliers, nor share the prices submitted by other competing suppliers. Instead, let the incumbent preferred supplier know by what “percent” they need to lower their prices by in order to remain competitive with their competition.**

It is critical that all documentation related to request for quotes, bid responses, and bid selection/award be maintained for legal and audit purposes. Documentation should be held for at least twelve (12) years, three (3) years on-site.

## Restricted and Ineligible Procurements:

[Note: For Sanctioned Countries, please also see Section II (i) – Sanctioned Countries and Military Items](#sanctioned).

CRS must follow specific Procurement regulations in its execution of USG grants and agreements. As in the Title 22 CFR section 228.10 through 228.14 (USAID), “the grantee shall not procure any of the following goods and services (using grant funds) without the prior written authorization of the USG grant officer”:

* Agricultural commodities
* Motor vehicles (motorcycles are considered motor vehicles)
* Pharmaceuticals
* Pesticides
* Rubber compounding chemicals and plasticizers
* Used equipment
* U.S. government-owned excess property
* Fertilizer

The country program is required to request approval, in advance, to purchase “restricted goods or services” with funds from a USG grant or agreement. For locally funded grants, written authorization should be requested from the local mission. For grants funded by USAID Washington, CRS Baltimore “OSD Public Donor Liaisons”, i.e. regional team, should obtain written authorization from the agreement officer. Written approval to purchase a vehicle should be obtained, along with a waiver, if required, from the agreement officer. For clarification, please review the standard provisions for U.S., nongovernmental grantees, aid eligibility rules for goods and service. These standard provisions are attached to each government grant under restricted goods. These waivers should be obtained before submitting the requisition form to the CRS Global Procurement office, and copies must accompany the requisition. The country program must maintain copies of all approvals and waivers so obtained from government agencies. For detailed instructions for applying for USG waivers contact LACRO, Africa, or EURASIA OSD Public Donor Liaisons at CRS Baltimore. Note: for updates to the USG Title 22 CFR 228 or Title 45 CFR 74 (HHS), please go to the CRS web which is updated regularly.

**USG Ineligible Goods** - following items are called “Ineligible Commodities.”  These cannot be purchased with USG money:

* Military Equipment
* Surveillance Equipment
* Commodities and Services for Support of Police and Other Law Enforcement Activities
* Abortion Equipment and Services
* Luxury Goods
* Gambling Equipment
* Weather Modification Equipment

## Emergency Procurements:

[Note: For Sanctioned Countries, please also see Section II (i) – Sanctioned Countries and Military Items](#sanctioned).

The Procurement process shall remain the same in emergency situations. Any purchases, whether made locally or thorough Global Procurement/Baltimore, must be supported by any and all bid and supplier selection documentation. Under normal procurement circumstances, Global Procurement ranks the three key procurement factors in order of priority as such: quality, delivery, and price. In emergency situations the ranking factors change order of priority to: delivery, quality, and price. Delivery time often becomes the critical factor in emergency situations, especially during “rapid onset” or acute emergencies. Nonetheless, it is important that the procurement process is documented to reduce agency liability and to ensure adherence to donor requirements. Documentation does not imply additional delays in the delivery of goods. Should a particular situation dictate a rapid response, the situation should be documented— as with any purchase— noting the reasons, if warranted, why Standard Operating Procedures (SOPs) were not followed completely.

As per the procurement policy, purchases above $5,000.00 USD must receive the endorsement of the Global Procurement staff, who must review the integrity of the procurement process while approving local or central procurement requests. Communication between the CP/regional offices and Global Procurement serves to document the justification for deviations from SOPs. This can be done in a timely manner by telephone or e-mail. Depending on the specific situation, the need to obtain supplies in a timely manner may be addressed through a combination of local, regional, and central purchases. In all cases, it remains the responsibility of CP to ensure that the appropriate CRS Procurement Manual SOPs are followed to the extent possible given the conditions, and as there is operational improvement (more support and order etc.), then gradually CP should be able to ensure that all CRS Procurement SOPs can be fully applied in the emergency response operations. At no point should effort to comply be stopped with waivers and the CP should continually work to achieve full compliance.

CP’s, that are not a Sanctioned Country as set forth in Section II(i), can request an “Emergency Waiver” by filling out and getting approval from the following form:

Click for Form

[**Emergency Waiver Request Form**](https://global.crs.org/communities/PurchasingAcquisition/Community%20Documents/CRS%20Emergency%20Local%20Purchase%20Approval%20Waiver%20Request%20Form.docx)

## Services:

[Note: For Sanctioned Countries, please also see Section II (i) – Sanctioned Countries and Military Items](#sanctioned).

The purchase of services, whether it’s consulting or cleaning services, is subject to the same norms that govern the purchase of material items. CRS Procurement department and/or country programs are to contact at least three potential service contractors in order to determine what the ‘market price’ is for the services desired and to assure that these services can be provided within the approved budget established. Prior to soliciting for RFP’s CRS employees should make sure they have developed a well thought out and comprehensive Statement of Work (SOW) to issue to the contractor(s). The SOWshould identify what the contractor is to accomplish. The clarity, accuracy, and completeness of the SOW will determine, to a large degree, whether the objectives of the contract will be achieved. The planning phase of the SOW preparation is aimed at a thorough investigation of the *why* and *what* of the project. Project managers should use the following checklist when planning the SOW:

* Identify the resource, schedule, and compensation constraints for the project.
* Challenge the tasks identified, including sequencing and interrelationships of all required tasks.
* Identify contractor delivery requirements at specified points in time. Include details about the type and quantity of any deliverables.
* Identify specific technical data requirements such as plans, specifications, and reports.

When writing the SOW CRS employees must determine the *tasks* and *details* that need to be included. Some important provisions that should be considered and part of a SOW are:

* A ***performance plan*** – the contractor must be required to develop a non-subjective, quantifiable blueprint for providing the services.
* ***Quality monitoring system*** – the contractor should be required to establish fail-safe measures to minimize quality problems.
* ***Personnel plan*** – the contractor is required to develop and maintain recruiting and training programs acceptable to the CRS Project Manager.
* ***Performance and payment bonds*** – if CRS faces significant monetary risk then the contractor should provide performance and payment bonds that is equal to “X” percent of the value of the contract amount. Consult with CRS OLC for direction and advice on what that “X” percent should be.

Note: Contractors should never write the SOW for CRS.

References checks should be performed prior to entering into any contract with prospective supplier of services.

For “consultant” services CRS employees should involve the HR department. [Global HR Consultant Policy](https://global.crs.org/communities/EmployeeServices/Policies/_POL-HRD-EMP-0004.htm)

For “contract” services CRS employees should involve the OLC department.

## Fixed Assets Expenditures:

[**Note: For Sanctioned Countries, please also see Section II (i) – Sanctioned Countries and Military Items**](#sanctioned).

DEFINITION: Fixed asset expenditures (fixed or capital asset purchases) are defined as purchases of tangible long-lived assets (life of 3 years or greater) having a cost of $5,000 USD or greater. This would include any related group asset purchases as defined in accounting policies. Costs to repair or refurbish an existing fixed asset, even if the repair costs exceed $5,000 USD would not be considered capital expenditures unless the useful life of the asset had been significantly extended (example – repair of a vehicle damaged in an accident).

* All capital expenditures must have either been approved in the budget, or approved in the budget maintenance process, and received written approval from a Country Representative, Regional Director, HQ department director or manager prior to submittal of a requisition for purchase.
* All capital expenditures must be listed on a Fixed Assets Notice form (FAN) regardless of what donor source was used in acquiring the item. This form is to be submitted to Global Finance within the same month of acquisition. The “Fixed Asset Notice Form” is a Global Finance form and can be found on their Global Finance SharePoint site on the CRS intranet under forms and then fixed assets.

* + - 1. **Sanctioned Countries and Military Items**

**Sanctions** - Regardless of dollar amount ($0 dollar threshold) or donor source, all purchases for **Sudan (f.k.a. North Sudan), Syria, Cuba, Iran, North Korea, Burma, Somalia or West Bank/Gaza** require approval from OLC because the export or re-export of goods or services into these countries may require a license from the US Department of Commerce Bureau of Industry & Security (BIS) or the US Department of Treasury Office of Foreign Assets Control (OFAC). Local purchases within Sudan and Burma for items that are readily identifiable as non-US foreign-origin goods that are basic office consumables and not technology items may proceed under the local purchasing rules in this purchasing manual without OLC review, but items other than this must be reviewed and approved by OLC.

**Military Items** - The agency generally does not procure military items, but in the rare case where staff security may warrant consideration of such procurement, it is imperative that OLC is involved from the out-set. Regardless of dollar amount ($0 dollar threshold) or donor source, all purchases for all destination countries for military-grade items like body armor, vehicle armor, mine blankets, chemical or biological agent protection, night vision goggles or scuba gear, require approval from OLC because the export or re-export of these goods into any country may jeopardize our standing in the local jurisdiction and may require a license from the US State Department Directorate of Defense Trade Controls (DDTC).

## III. Country Program/Region Procurements

**Section III. – Applies to CRS staff located outside the USA.**

[**Note: For Sanctioned Countries, please also see Section II (i) – Sanctioned Countries and Military Items**](#sanctioned).

* **Business Process Mapping – Procurement Flow – Country Programs /Regions**



* **Typ****es of purchases by CRS Country Programs and Regional Offices NOT requiring prior “local purchase approval” through Global Procurement Baltimore department regardless of requisition value.**

Note: All approvals are subject to Section II part i. – Sanctioned Countries and Military Items

CRS Country Programs and Regional Offices may make purchases without requesting a “local purchase approval” from the Global Procurement Baltimore department for requisitions estimated to be greater than $5000 USD for the following types of materials:

* Farm animals – this includes sheep, cows, horses, chickens, goats or any other farm related animals.
* Seminars, training classes, workshops, and meeting events
* Local construction materials/services – this includes the following families of commodities, plumbing, electrical, and construction (examples: cement, bricks/blocks, lumber, roofing materials, and siding materials, road building-type materials)
* Local office furniture/office supplies - examples are desks, chairs, sofas, modular type furniture, and related Office supplies.
* Local Vehicle repairs – Repair and maintenance of motor vehicles
* Local transport services – Acquisition of transport services for distributing food aid to include gas/oil fuel-type contracts.
* Local telephone networks – Repair and maintenance of fixed telephone network
* Local miscellaneous contracts – Contracts for security services, printing services, milling services, and storage services.
* Local farming/agricultural tools – fishing nets, shovels, picks, machetes, wheelbarrows, rope, and axes.
* Local seeds and fertilizers associated with local planting programs/projects
* Local inland/internal transportation - Country programs should develop processes/procedures for making sure that awards are based on competitive/market prices. Transportation quotes/awards do not need to be reviewed by Global Procurement department.
* Any travel (inclusive of air and/or ground travel), hotel reservations, shows, or exhibits related bookings. See “Key Travel”
* Legal Services- CP’s should rebid supplier agreements at least every (5) five years.
* Country Programs and Regional Offices must still follow the bid solicitation and bid review process locally to ensure that prices paid for materials are in line with local market prices and that all documentation must be maintained for auditing purposes.

## Local Requisitions:

Country program/Regional offices must fill in all the required information on the *requisition form.*  Requisitioners should be sure to include enough information and details that would allow a supplier to quote as requested, the first time, rather than having procurement coming back to the requisitioner for more specific details which could prolong the placement of the order.

## Local Requisition Approvals and Dollar Thresholds:

Once the requisition has been generated and before it is forwarded to the Procurementdepartment, it must be reviewed by the relevant CRS authorizing official(s) for their concurrence and signature. Verification of budgets, valid business unit account numbers, available resources, and a valid BIS or OFAC license for sanctioned countries set forth in Section II(i.) above should be performed prior to authorizing purchase requests. Please note that the “requisitioner” and the “authorizing official” must never be the same person to comply with internal control requirements.

Click to review the policy that deals with CP authorizations[**POL-FIN-ICS-024 - Internal Control**](https://global.crs.org/communities/FinancialManagement/Community%20Documents/POL-FIN-ICS-024%20-%20IC%20Policy%20%2004-03-09%20Final.doc)

|  |  |  |  |
| --- | --- | --- | --- |
| Approval Levels | Internal Authorization Limits for Approvals Needed Prior to: | | Notes |
| Commitments | Payments |
| Level 1 – Country Program – limited to local purchases or other local commitments, and in-country payments | $5,000 (if sole approver)  $25,000 (as secondary approver) | $5,000 (if sole approver)  $25,000 (as secondary approver) | Level1 approvers are to be designated by the Country Representative (CR).  These would normally include:  Project Officers, Program Managers, Heads of Administration or Logistics, Deputy State Representatives, and CP Technical Advisors.  To ensure that financial duties are properly segregated, the Finance Manager should not be the final approver on commitments or payments. |
| Level 2 – Country Program – limited to local purchases or other local commitments, and in-country payments | $5,000 (if sole approver)  $25,000 (as primary  approver) | $5,000 (if sole approver)  $25,000 (as primary  approver) | Level 2 approvers are to be designated by the Country Representative and should normally be limited to the following:  DCRs, ACRs, Chiefs of Party, State Representatives, Heads of Sub offices, or Senior Program Managers. |
| Level 3 – CR | $250,000 | $250,000 | Level 3 approvers consist of CRs or CR equivalents, such as Country Managers, Heads of Office, Subregional Representatives, or Zonal Representatives, as applicable. |
| Level 4 – CR + RD | $500,000 | Full Amount |  |
| Level 5 – CR + RD + EVP | $1,000,000 |  |  |
| Level 6 – CR + RD + EVP + President | Above $1,000,000 |  |  |

## Local Bidding/Quoting Procedures:

Please click on link to see how to develop and use ‘approved supplier lists’:

[**Approved Supplier List Policy POL-PUR-SUP-001**](https://global.crs.org/communities/PurchasingAcquisition/Community%20Documents/POL%20PUR%20SUP%20001%20Approved%20Supplier%20List%20policy.docx)

Please click on link to see how the CP’s should standardize the formatof their approved supplier lists- ASL. The approved supplier list is a living document that needs updated as changes occur with a CP’s approved supplier base. The CP approved supplier list should be maintained on a shared or public folder. The CR should approve all CP Approved Supplier Lists: [**Format for CP Approved Supplier Lists**](https://global.crs.org/communities/PurchasingAcquisition/Community%20Documents/CP%20Approved%20Supplier%20List%20Format%20%2019%20April%202013.xlsx)

**Note:** CP’s can deviate from this format but must use Excel and be able to perform the same analysis as ‘format’ version. When complete please send these ASL to my attention.

**Because accepted standards of conduct establish that procurement transactions must maximize “open and fair competition” the country program/region is required to “attempt” to obtain at least three quotes from different suppliers for any procurements estimated to be $1,000.00 USD (one thousand dollars) or more**. (Note: a combination of “local” quotations and “HQ” quotations equaling a total of three is allowed).

**Approved Supplier List:**

The procurement official in the CP will pick the suppliers off the “Approved Supplier List” when selecting suppliers for their Requests for Quotations (RFQs) unless it’s a brand new supplier quoting for the first time. If the new supplier wins the order then due diligence should be conducted before they receive a second RFQ. If more quotes can be easily obtained, it is advisable to do so. If three quotations cannot be obtained, then the purchaser must document the reasons in a memo or it be expressed in the bid review and/or bid comparison summary that will be attached to the file. The purchase will then be made based on the quotes that are available (please see Sole-Sourcing for more details on how to proceed if it is only possible to obtain one quotation).

**Clear specifications:**

When sending out the requests for quotations, be sure to give as much information as possible on the items desired. Potential suppliers should have a clear idea of exactly what they need to provide. Specify in your RFQ request that the suppliers should quote their prices including the delivery cost to the CRS Country Program or local office. Awards shall be made to the supplier whose quote or offer is responsive to the CRS solicitation and is most advantageous in relation to: quality, delivery, and price and other specifications and factors considered. Therefore, please make sure that all CRS solicitations clearly establish all requirements and specifications that the supplier needs to fulfill in order for their quote or offer to be considered.

**Awarding:**

Remember that CRS always reserves the right to reject any quotes or offers when it is in our interest to do so.

Ideally, quotes should be submitted in sealed envelopes. However, in this age of electronic e-mails, faxes, and global communication, it is now accepted practice to request and receive quotes by e-mail or fax. In these cases, however, the Country Program or Regional Office must take great care not to divulge the offers received to competing suppliers or to other CRS staff that might have a preference for a particular supplier. All quotes received should be on supplier letterhead. If CP’s are concerned about just (1) one person receiving email quotations they can instruct the suppliers, when quotations are solicited, to send their email quotations to multiple persons in the CP

**Repeat/follow on purchases:** Repeat orders, which have previously under gone a bidding process, do not need to go through the bidding process again if the supplier has already agreed to “hold” specifications and pricing for a specified amount of time. Document this fact by making copies of the previous quotes and include as documentation with the new Purchase Order or reference the original PO #. If the ‘repeat order’ is more than (6) six months after original order then re-bid entire purchase request as market prices may have changed.

## Local Selection of Supplier:

Bid Committees –thresholds and staffing – the CR should establish a dollar threshold for when Bid Committees are required and specify in their Procurement manual appendix’s what staff ‘positions’ should be included. Bid Committees should be utilized when dealing with: high value procurements; procurements that are in sectors that are notorious for corruption; procurements of new types of goods and services that the agency is less familiar with and does not have an establish database of prices and performance; and procurements where there is a high potential liability to the Agency if something were to go wrong in the process. Note: Procurement is a non-voting member of Bid Committee.

Analyzing bids:

Bid committees are utilized to ensure thorough and objective analysis of all options and decision making; document the basis for supplier selection; and provide final authorization to commit Agency funds. The Procurement Officer should convene the Bid Committee once at least (3) viable quotations from suppliers have been received. The first order of business for the Bid Committee is to verify that procurement has three (3) quotations and that each of the suppliers bidding is on the “Approved Supplier List”.A brand new supplier may not be on the Approved Supplier List. This is allowed and should be noted in the documentation. If the new supplier wins the bid then due diligence should be done before the next RFQ is issued to them.If there is any discrepancy with the quotations then the Bid Committee should stop the process and have the procurement officer go back out get the proper information that satisfies the process requirements.

**Selecting the winning supplier:**

In order to facilitate and document the selection of the winning bidder, the local Procurement Officer will list all offers on a Bid Comparison Form*.* The form will document the winning bid and should be signed and dated by all those on the Bid Committee. A clear explanation should be given on this form for why the final supplier was chosen, and whenever the chosen supplier is not the lowest bidder a clear justification must be given.

Suppliers will be selected based on the following criteria:

* Capacity to supply the item required
* Quality of the item quoted
* Price as compared to market
* Estimated time of delivery/effectiveness
* Past performance, if information is available

**Awarding:**

The competitive-bidding process itself implies that the lowest qualified bidder will normally get the Purchase Order or Contract, though of course near lowest quotes from preferred providers, or one with better reputations for quality, can be justified as the better choice if there is a good argument why. Still though it is important to highlight that it is this expectation that the lowest bid will usually win which serves to motivate all interested suppliers to compute their costs and assess their competitive position carefully before submitting its bid, and to always try to be that lowest bid. This competitive pressure is a key advantage for CRS in our procurement process, and so in order to maintain this and consistently obtain suppliers best prices on the first bid, CRS should normally try in most cases of near equal quality and price to award the PO/Contract to the lowest bidder to keep this competition going. As long as the suppliers see that in most cases it is the lowest that wins they should continue to be enticed back to the bidding process for attempts at securing the lowest bid.

It is critical that all documentation related to request for quotes, bid responses, and bid selection/award be maintained on file for legal and audit purposes, though all originals will be filed in Finance with copies in procurement.

* 1. Local Awarding Purchase Orders or Contracts:

After it is determined which supplier best responds to the RFQ a Purchase Order is generated, and the procurement officer will have the CR or their delegate sign the PO or contract. The PO or contract, when signed by a CRS authorizing official, and acknowledged by the supplier, becomes a legal contract between the CRS CP/Regional office and the supplier. The procurement official is required to send the ‘originals’ of the **PR, RFQ’s, supplier bid responses, bid comparison form,** and a **‘copy’ of PO** (original PO goes to supplier)**,** and **SOW** (if applicable)to the administration or logistics staff person assigned to Receiving and the person who is making the payment request. Please note that for segregation of duty considerations the Procurement Officer should not receive or make the payment requests to finance and it is always advisable to assign these duties to another administration or logistics staff person.

|  |  |
| --- | --- |
| Document Type Check List: Procurement docs to “Receiving area” | QTY Needed |
| **Purchase Requisition** | **1** |
| **Request for Quote** | **1** |
| **Supplier quote Responses if > $1,000 USD** | **3 minimum** |
| **Approved Bid Comparison Form** | **1** |
| **SOW (if applicable)** | **1** |
| **Purchase Order (copy)** | **1** |
|  |  |

## Local Receiving of Goods:

All goods must be received and processed by CRS employees responsible for the **‘receiving’** activity, which is **independent from the procurement, requisitioning, and finance functions**. Goods purchased by CRS Country Programs can be delivered either to the local CRS offices, a Regional office, or to one of its warehouses, depending on the nature of the item. In most cases involving importation, shipments are insured until they are delivered to the recipient and any damages or shortages are to be noted on delivery documents. The receiving staff will compare the received goods to the Purchase Order. Great care must be taken to accurately count the items received, verify labeling and note any damages or shortages. Next, they should compare the supplier’s “Delivery Note” or “Waybill”, and the supplier’s “Invoice” against the copy of the PO. If there are no discrepancies between the goods any of these supplier documents, and the PO, then the receiving staff person will complete a “Goods Received Note” (GRN). If there are discrepancies with the receipts then the receiving staff will contact the procurement official to resolve the discrepancies with the supplier. A copy of the GRN should be sent to procurement so they know that the goods have been delivered. If the CP doesn’t have a designated logistics receiving person, then someone in Administration, other than the procurement official, should perform the receiving and payment request function.

Whoever is responsible for receiving and making the payment request should send originals of the “Goods Received Note”, “Delivery Note”, and the supplier’s Invoice along with the documents received from procurement, which include the following PR, RFQ’s, supplier bid responses, bid comparison form, and a ‘copy’ of PO (original PO goes to supplier), and SOW (if applicable) to Finance with the approved Payment Request Form ,which should be approved by the appropriate official according to the CR’s “authorization matrix chart”. The person tasked with the receiving function should then ensure that the goods are delivered to the requesting staff person or entered into the inventory system. If the goods are fixed assets the receiving personnel must inform the personnel responsible for managing fixed assets.

|  |  |
| --- | --- |
| Document Type Check List: Receiving docs to Finance | QTY Needed |
| **Supplier Invoice** | **1** |
| **Delivery Note** | **1** |
| **Goods Received Note** | **1** |
| **Purchase Requisition** | **1** |
| **Request for Quote** | **1** |
| **Supplier quote responses (if >$1,000 USD 3-quotes; if < $1,000 USD 1-quote)** | **3** |
| **Approved Bid Comparison Form (if applicable)** | **1** |

## Local Finance Payment:

This section refers to purchases made by Country Programs that are paid through the local Country Program’s Finance department. CP’s should reference the following policy:

**Goods:**

Finance ensures they have all the appropriate documentation, as specified in the *‘receiving docs to Finance’* table above, and processes payment request and has CR or delegate sign check and approve the CD journal entry. Finance reduces commitment, records and posts disbursement, issues check to supplier, and obtains acknowledgement from supplier. Next, Finance inserts suppliers’ acknowledgement into voucher, cancels all documents in voucher and files voucher with all the original documents.

**Services:**

The assigned finance person should have the person(s) who received the services being invoiced approve payment by signing, and dating the original invoice. The approved invoice should then be matched up with the PO. An invoice for services should not be paid until all discrepancies are resolved.

After successfully performing the matching process and preparing the Payment Request Form the CR or delegate sign check and approve the CD journal entry. Finance will next reduces commitment, records and posts disbursement, issues check to supplier, and obtains acknowledgement from the supplier. Finally finance will insert supplier acknowledgement into voucher, cancels all docs in voucher and files voucher.

Click for policy

* [**POL-FIN-DOC-008 Transaction Documentation**](https://global.crs.org/communities/FinancialManagement/Community%20Documents/POL-FIN-DOC-008,%20Documentation%20Policy.docx)

###### IV. Global Procurement for all US, Country, and Regional Offices - Procurement Process > $5000 USD:

**Section IV. – Applies to CRS staff located in country programs/regional offices overseas and deals with situations where Global Procurement Baltimore gets involved with the transaction by either placing the order for the requesting CP or by granting a ‘local purchase’ approval.**

[Note: For Sanctioned Countries, please also see Section II (i) – Sanctioned Countries and Military Items](#sanctioned).

# **General:**

A key CRS strategic objective is to “achieve high standards of efficiency and accountability”. Our work entails a sacred trust from our donors to maintain high standards of efficiency and accountability. That means operating with a high degree of efficacy as well as a high consciousness that we are stewards of people’s trust as they support our efforts. For these reasons we have established the $5,000 USD (five thousand dollar) threshold for purchase requests that require review and approval by the CRS Global Procurement department in Baltimore***,*** *except for sanctioned countries listed in Section II (i.) above.*

*Except for sanctioned countries listed in Section II (i.) above****,*** CRS country programs can make local purchases without the involvement of CRS Global Procurement-Baltimore for budgeted expenditures for amounts under $5,000 per requisition. It is recommended that country programs involve Global Procurement- Baltimore in those purchases of less than $5,000, particularly if it is known that Baltimore can obtain better prices and meet country program requested delivery dates. Estimated purchases whose value exceeds $5,000 must be channeled through the Global Procurement department at CRS Baltimore, even if the purchase is to be made locally, which waiver does not apply to the sanctioned countries listed in Section II (i.). This $5,000 limit applies to material/goods purchases and service contracts. The definition of over $5,000 is any single item or the sum of multiple items that make up a single purchase request.

* **Business Process Mapping – Procurement Cycle Through Global Procurement Baltimore:**



## 

## 1. Requisitions:

When Global Procurement is requested to purchase on behalf of the country program or a “local” purchase approval is being sought then Country Programs and regional offices should fill out the CRS intranet electronic requisition form, which can be found, via the front page of the CRS Global Intranet, under “Popular Links”, and then “Purchasing Requisition Form”.

The ***requisition form*** must always be submitted to Global Procurement Baltimore when purchases are projected to be greater than $5,000 USD. If it is determined that a local procurement would be desired over international via Global Procurement Baltimore, then the country program should at the time the requisition form is being filled out click either yes or no on the question “Are you requesting a local purchase?” The Country Program should provide quotations from potential local suppliers as well as reasons for recommending any of them. If Country Programs/Regional Offices know in advance that they will be requesting a “local purchase”, they should notify Global Procurement via a *requisition form* at the same time that they submit “request for quotes” to local suppliers. Following this procedure will prevent any possible delays and allow Global Procurement in Baltimore time to receive supplier quotes internationally if necessary. When the CRS Programs/Regional offices receive their minimum of (3) three local quotations on supplier letterhead, they should be scanned and sent to Global Procurement in Baltimore for final review. Global Procurement will review all quotes submitted and make the decision together with the CP to either “approve local purchase request” or to have Global Procurement place a Purchase Order on behalf of the Country program/Regional office.

## 2. Requisition Approvals, Dollar Threshold’s, and Routings:

Once the requisition has been generated and before it is forwarded to the Global Procurement Baltimore department, it must be brought to the relevant CRS authorizing official(s) for their concurrence and signature. Verification of budgets, valid business unit account numbers, and available resources should be performed prior to authorizing purchase requests. Please note that the “requisitioner” and the “authorizing official” should never be the same person, and always seek approval from next level supervisor even if this means going to the next level of operation such as CP to Region.

|  |  |  |  |
| --- | --- | --- | --- |
| Approval Levels | Internal Authorization Limits for Approvals Needed Prior to: | | Notes |
| Commitments | Payments |
|  |  |  |  |
|  |  |  |  |
| Level 3 – CR | $250,000 | $250,000 | Level 3 approvers consist of CRs or CR equivalents, such as Country Managers, Heads of Office, Sub regional Representatives, or Zonal Representatives, as applicable. |
| Level 4 – CR + RD | $500,000 | Full Amount |  |
| Level 5 – CR + RD + EVP | $1,000,000 |  |  |
| Level 6 – CR + RD + EVP + President | Above $1,000,000 |  |  |

When therequisition formis prepared via the CRS Global Intranet method, the requisitioner has the responsibility of following through to make sure that a CRS authorizing official(s) approves the request for procurement, and that the document is routed to the CP Procurement Officer for processing. Requisitioners should retain a copy of the requisition for future reference if needed. The “authorization” process is as follows:

* Once the Procurement officer has made the procurement request to CRS Global Procurement then both requisitioner and CRS authorizing official will receive, via email, the “system-assigned requisition number”, with instructions that say this:

“This is to confirm your requisition number as **#####** per your requisition submitted below. Please refer to this requisition number regarding all inquiries.

**Instructions:  
Both the Requisitioner and CRS authorizing official are receiving this purchase request, the requisition # notification. The CRS authorizing official should click on link and review and “Forward” this notification to “Procurement” stating their approval, and copy the requisitioner. Procurement cannot move forward with this request until CRS approval is given.**

**Please note: If CP is requesting a “local purchase” the requisitioner, once they receive the CRS authorizing approval, should attach their bids to the email (usually three supplier bids) and “Forward” to HQ “Procurement”. If documentation is included HQ Procurement will issue a “Local Purchase Approval”.**

The CRS “authorizing official” will, through a link, review the purchase request and **forward** the email to CRS Baltimore “Procurement”, copying the originating requisitioner. The authorizing official should have, as part of the email text, a statement indicating approval of the order, i.e., **“I have reviewed and approve requisition number “#####”.**

**3a. If Global Procurement – HQ is procuring then refer to their Appendix section or the BPM - Business Process Mapping on page 26.**

## 3b. Is County Program/Region requesting a “local purchase” approval? Click here for next procedural steps: [Local Bidding/Quoting Procedures:](#_Local_Bidding/Quoting_Procedures:)

Click here

THE END – One CRS Procurement Manual for One Agency

**SUPPLEMENTAL APPENDIX:**

**Location: “insert the name of your CRS CP office here”**

## Instructions: Catholic Relief Services has one Procurement Manual that serves One Agency which supports the brand new Agency Strategic Priorities FY13-18. Each CRS ‘location’ should create a unique “Appendix” at the end of the core manual which define SOP’s that are in place for that CRS location. Each CRS location should insert their ‘location’ at the beginning of the manual, in the blue box, under “The CRS Procurement Manual” title. Location specific SOP’s to be addressed:

|  |  |
| --- | --- |
| Location Specific SOP Checklist |  |
| * **Specify the Level 1 and Level 2 approvers** * **Set dollar threshold for requiring (3) supplier quotations** * **Set the dollar threshold and conditions when a Bid Committee is used** * **What ‘positions’ should be on Bid Committees** * **State how often “supplier agreements” have to go out for rebid** * **Tax and Duty Exemption** * **Import/Export Regulations unique to this CRS location** * **Contracts and Agreements** * **Segregation of Duties** * **Delegated Procurements** * **Approved Supplier List** * **Procurement Officer Job Description** * **(optional) CP Mission Statement and history of programming** |  |

## Every CP/Region should have the CR or DRD/MQ sign off on the ‘appendix’ section.

## CRS employees can access the Global Procurement HQ manual on the CRS Intranet under ‘support communities’ then ‘Procurement - Global’ for updates, revisions, and other procurement tools.

**Note: please use the following ‘naming format” for your manual: Procurement Manual -CP name- office. For example: “Procurement Manual-Angola-Lobito.docx”**