

CORAF/WECARD

**West Africa Agricultural Productivity Program
(WAAPP)**

**& Programme de Productivité Agricole en Afrique de l'Ouest
(PPAAO)**

Operational Manual

(September 2007 Edition)

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1 Description of Project

1.1 Project Background and Justification

The agricultural sector in Sub-Saharan Africa recorded a tremendous decrease in productivity rates. The principal factors underlying this low agricultural output are as follows:

- i) Low public expenditure and private financing allocated for research, development and dissemination of improved technology ;
- ii) Low level of linkages between research systems, extension services, producers and agro-industrial concerns ;
- iii) The nonexistence of appropriate mechanisms for the dissemination and transfer of technologies evolved ;
- iv) And more importantly, the lack of integration and harmonization of national agricultural policies as a result of the tendency of countries to work independently despite the limited capacity and resources within their national systems

To ensure sustainable agricultural productivity, the African countries have understood the need to promote regional integration policies. The Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union (UEMOA) adopted this regional approach by supporting CORAF to prepare the West African Agricultural Productivity Program.

The support of the World Bank for WAAPP demonstrates the commitment of the latter in boosting regional agricultural cooperation in Africa. The objectives are twofold: i) to make agriculture more productive and sustainable; ii) to support regional integration.

1.2 Project Implementation phases

The WAAPP project is the first phase of a 10-year Adaptive Program Lending or APL). This APL will be gradually extended to all ECOWAS countries eligible for sub-regional support by the World Bank. The deliverable at the end of the 10-year program will be a 25% increase in productivity in the major sectors of the participating countries that are making headway in terms of regional priorities.

The 1st phase of the program is the logical framework of action especially regarding the mechanisms for the dissemination and sharing of improved technology, the creation of national specialization and financing centres of the DRABAC (Grant for Agricultural Research on Competitive Basis).

Phase 2 of the program will border on capitalisation and expansion which will find expression in the consolidation of the national specialization centres, the reinforcement of national systems for technology dissemination and development of a number of new improved technologies.

In its experimental phase, the WAAPP Project (phase 1 the APL) covers three ECOWAS countries which adequately fulfill the eligibility criteria for regional support by the World Bank: They are Ghana, Mali, and Senegal.

These three countries have a program of competitive grants for agricultural research (DRABC) which is managed i) in Ghana by the Council for Scientific and Industrial Research (CSIR) ii) in Mali by the National Committee for Agricultural Research (CNRA) ; iii) and in Senegal by the National Fund for Agricultural and Agro-food Research (FNRAA).

These countries have also put in place separate extension services for research institutions and operational consultative platforms that bring together producer organizations, research institutions, the private sector and civil society groups to identify R&D priorities.

1.3 Project Financing Mechanisms

The estimated cost of the initial APL over a period of 10 years is 90 million US dollars through funding by the IDA, that is 45 millions US dollars for each phase and 15 million US dollars per participating country.

Each participating country made a commitment of one third of the amount (5 million US dollars) of the total cost of the project from its regular grant provided by the IDA. The region committed itself to a contribution of two-thirds (10 million US dollars) like in all other regional projects supported by the Bank.

Moreover, each participating country committed itself to transfer 1 million US dollars to CORAF, or a total amount of 9 million US dollars to enable this institution to coordinate and monitor the activities of the Project at the sub-regional level. The outstanding financing by the IDA at the country level will be used to support the setting up of National Specialization Centres (NSC) focusing on the region and the national DRABC windows.

The Bank will sign a financing agreement with each of the participating countries and a draft agreement with the CORAF. Besides, each participating country will sign an alternative project agreement with CORAF/WECARD.

1.4 Project Objectives and Deliverables

The PPAO (or WAAPP in English) is directed at the development and dissemination of improved technology in the priority sectors of the participating countries as identified by CORAF: roots and tubers in Ghana, rice in Mali and cereals in Senegal.

The specific objectives of PPAO (or WAAPP in English) are as follows:

- i) Promote growth in the agricultural sector by facilitating access to improved technologies for the benefit of agricultural producers and agro-industries so as to ensure improved agricultural productivity and competitiveness of African agricultural products on the international market.
- ii) Improve the living conditions of consumers, especially those in the extreme poverty brackets through the provision of agricultural products at competitive and affordable prices.

The main outcomes expected are as follows:

- i) At least three improved technologies in the priority sectors were developed by the participating countries at the end of the first phase of the project ;
- ii) A gain in productivity with at least one of the improved technologies at the rate of 15 percent or more in each participating country ;
- iii) Three National Specialization Centers (NSC) in the priority sectors at national and regional levels were set up by the participating countries in their SNRA ;
- iv) At least 85% of the R&D sub-projects at the national and regional level were implemented with satisfactory results including their evaluation by a panel of independent experts.

1.5 Project Components and Activities

The WAAPP is centred on four main components as follows:

- i) Component 1 : Favourable Conditions for Regional Cooperation in terms of Development and Dissemination of Improved Technologies ;
- ii) Component 2 : National Specialization Centers (NSC) ;
- iii) Component 3 : Financing for Development and Adoption of Technologies ;
- iv) Component 4: Project Coordination, Management, Monitoring and Evaluation.

1.5.1 Regional Cooperation in the area of Improved Technologies

Component 1 : Favourable Conditions for Regional Cooperation in the area of Development and Dissemination of Improved Technologies is intended to ensure the reinforcement and harmonisation of systems (regulations, mechanisms and procedures) of registration and dissemination of technological products (germ plasm, pesticides and other products for the protection of vegetable goods) in order to facilitate the marketing and dissemination within the sub-region. It includes the following three sub-components. :

- a) Sub-component 1A : Common regulations for the registration of germ plasm and pesticides within the ECOWAS sub-region. The activities of WAAPP will consist of supporting efforts i) made by UEMOA and CILSS relating to the formulation of rules and technical standards for seedlings and pesticides ; ii) made by ECOWAS in the creation of a common platform in terms Intellectual Property Rights (IPR).

- b) Sub-component 1B : National Registration Committees of consumables and pesticides in the participating countries. The activities of WAAPP will consist of supporting i) the review, where necessary, of national procedures in order to align them with regional guidelines ; ii) the identification of the existing improved technologies that have not been officially published ; iii) the implementation of procedures for the dissemination of new technologies, ensuring their accessibility from the producers and private operators in the agro-food sector ; iv) the documentation on the characteristics of the technologies; v) the constitution of records on approved and disseminated technologies ; vi) the promotion of these technologies through the media.
- c) Sub-component 1C : An information system for agricultural technologies and skills in terms of research at the regional level. WAAPP will support the scientific information system put in place by CORAF/WECARD in order to consolidate the database on technologies and skills in the area of agricultural research available in the sub-region.

In terms of the implementation of this component, WAAPP will finance:

- i) Consultancy services aimed at studying and evaluating the existing policies, rules, and procedures in technology exchanges ;
- ii) Seminars and workshops to promote the participation of producer organizations and private agro-food operators in the preparation of rules and evaluation of improved technologies ;

iii) Short term training courses to improve the capacities in information and communication technology;

iv) Finally, consultancy services aimed at carrying out studies to limit operational costs of dissemination of improved technology (for example in the area of field tests, dietary tests and promotional materials, etc.....).

1.5.2 Component 2 : National Specialisation Centres

The National Specialisation Centres Component aims at reinforcing the conformity of national priorities with regional priorities within the framework of national agricultural research systems (NARS). It comprises four sub-components:

- a) Sub-component 2A : Rehabilitation of essential equipment of the NSC.The activities of WAAPP will consist of supporting in the execution of civil engineering works (where necessary) and the acquisition of material and scientific equipment with the aim of strengthening the viability , operationalisation and attractiveness of the centre at the regional level.
- b) Sub-component 2B : Capacity building among researchers. The activities of WAAPP will consist of supporting on the job training programs and exchange programs. The Project will also take care of the cost of research and traveling and boarding expenses such as (air tickets, per diems, accommodation, limited professional expenses) of participating researchers.
- c) Sub-component 2C : R&D Support programs. The activities of WAAPP will consist of supporting R&D activities focused on the development of plant material and the reduction of constraints (post-harvest losses) in all the sectors in order to promote the adoption of improved technologies with the active participation of producers and agro-industries operators.
- d) Sub-component 2D : Support in the area of surveys among farmers and a study of the sectors through cross-referral. The activities of WAAPP will consist of supporting activities for the identification of priority research areas and monitoring-evaluation of outcomes and the impact of technology transfer on agricultural productivity.

In the implementation of this component, WAAPP will finance:

- i) Civil engineering works (construction, extension and rehabilitation of buildings) ;
- ii) Consultancy services ;
- iii) Workshops and exchange seminars, training, etc.....;
- iv) Operational costs on the implementation of research and training programs (air tickets, allowances, per diems, lodging, etc.....).
- v) The admissible expenses relate to (a) civil engineering works, development and layout during rehabilitation, (b) supplies, computer and office equipment, (c) agricultural and scientific equipment, station and laboratory equipment (d) vehicles, (e) cost of training and consultancy services.

1.5.3 **Component 3: Development Financing and Technology Outreach**

The Financing Component for Development and Adoption of Technologies is intended to reinforce the transparent funding of mechanisms relating to R&D activities in the participating countries and within the sub-region. The activities of WAAPP will consist of supporting:

- i) CORAF which will be in charge of management of research financing on competitive basis at the regional window ;
- ii) The National Project Execution Units which will be in charge of the management of research funds on competitive basis through the national windows (Senegal, Mali, and Ghana).

The financing of R&D activities by the system of grants on competitive basis should take into account the principles of transparency, good governance and best practices and acceptable standards at the international level

In the implementation of this component, WAAPP will finance:

- i) Research programs in participating countries with a focus on the priority sectors of the region (rice, cereals, roots and tubers).
- ii) Cross border partnerships both in the area of supply (research, extension, universities) as well as on the demand side (producer organizations, private sector, civil society) working on issues of common concern ;
- iii) Participation in producer associations or groups or agro-industrial associations in the area of the execution of R&D activities at the regional level ;
- iv) Investments necessary for example : (a) vehicles, (b) supplies and equipment, (c) studies, (d) training of personnel, (e) workshops and training seminars or professional retraining, (f) publication and documentation, (g) participation of scientists in regional and national consultative meetings, (i) the M&E of R&D projects with the participation of producers.
- v) The direct costs :(a) minor investments directly related to the execution of research programs, (b) administrative expenses and operational expenditure incurred as a result of the research program including the salaries of staff recruited on contract ; (c) allowances and fringe benefits of researchers, (d) short term recruitment (e) traveling expenses of research teams;
- vi) Indirect costs of project especially in the maintenance and management of stations and equipment

1.5.4 **Component 4: Project Coordination Management Monitoring and Evaluation**

It is intended to put in place an institution and effective instruments for coordination, management and monitoring-evaluation at the national level on the one hand, and at the regional level on the other. Moreover, WAAPP will help in the establishment of effective coordination mechanisms between the regional level and the participating countries (Ghana, Mali, and Senegal).

At the regional level, WAAPP will be implemented by the CORAF/WECARD which has been mandated by ECOWAS to play the role of a regional executing agency (REA).

In view of this, the IDA will provide it with the necessary resources for the: i) coordination, monitoring and evaluation of the development and adoption of technologies in West Africa in a more effective manner; ii) more effective management of financial resources provided by the donors.

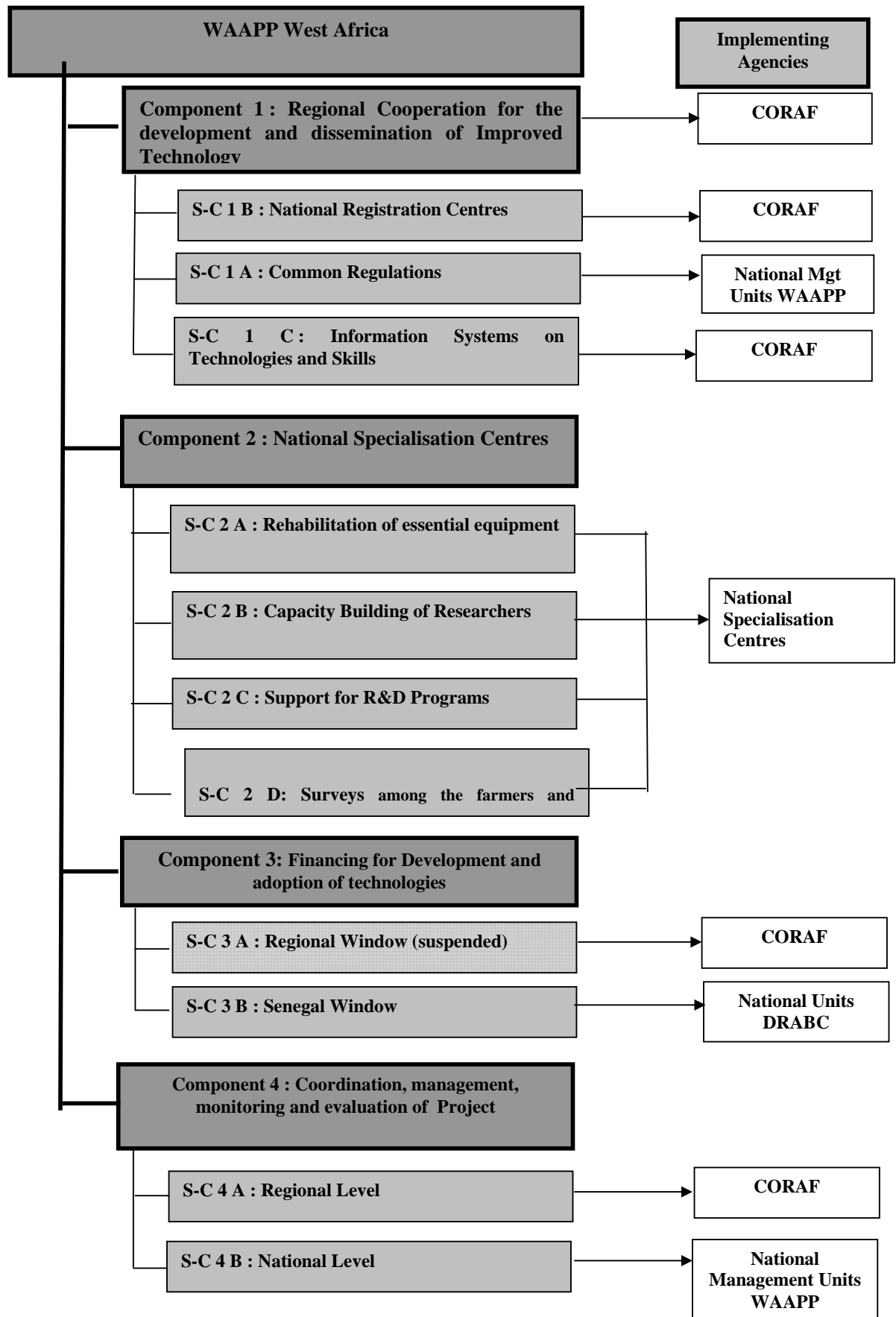
In the participating countries, WAAPP will be implemented by the national implementing agencies (NIA) empowered by their respective governments: i) the AGSSIP in Ghana; ii) the PSAOP 1 in Mali; iii) the PSAOP 2 in Senegal.

Specifically, WAAPP will ensure the implementation of the following activities: i)

- i) The reinforcement of the financial management systems as well as procurement by CORAF/WECARD and the National Implementing Agencies(NIA) so that the implementation of the activities of the Project is done according to IDA guidelines and procedures;
- ii) The introduction systems of report writing and reporting by CORAF/WECARD and the NIA according to the standards of IDA and international accounting standards ;
- iii) The strengthening of M&E at CORAF/WECARD and in the NIA in order to ensure effective monitoring of agricultural productivity, development and adoption of new technologies;
- iv) The consolidation of communication and information systems of CORAF/WECARD and the NIA.

Within the framework of the implementation of this component, WAAPP will finance consultancy services (surveys and studies relating to impact) vehicles, computer equipment, seminars and workshop for short-term training and the operational costs of the implementing agencies at both national and regional levels.

LOGICAL FRAMEWORK OF WAAPP



1.6 Cost of Project

2 Institutional Framework of Project

2.1 Regional Steering Committee

2.1.1 Composition

The Regional Steering Committee (RSC) comprises 15 members as follows:

- i) 09 Government representatives of the participating countries; i.e. 03 per country. The 03 representatives of each country will be made up of:
 - A representative of the Ministry of Finance,
 - The representative of the technical sector Ministry (Agriculture and Rural Development, Scientific Research depending on the country) ;
 - The Coordinator of the National Unit in charge of coordinating the implementation of WAAPP.
- ii) 03 representatives of CORAF/WECARD ;
- iii) 03 regional representative of civil society (producer organizations, professional associations of private operators, NGOs).

2.1.2 Mandate

The Regional Steering Committee (RSC) is the policy and decision-making organ of WAAPP. Its mandate includes the following:

- Examines and approves the PTBA ;
- Examines and approves Disbursement Plans ;
- Examines and approves Procurement Plans ;
- Examines and approves annual technical reports ;
- Examines and approves annual financial reports;
- Examines and approves annual audited reports.

Operations

The RSC meets at most two times a year :

- In November (not later than 30th of the month) to examine and approve the PTBA, Procurement Plans and Disbursement Schedules of the year N + 1 ;
- In May (latest by 31st of the month) to examine and approve financial reports, technical and audited reports of the year N – 1.

The decisions of the Regional Steering Committee (RSC) of WAAPP are taken by simple majority voting. The Chairmanship and the Technical Secretariat of the RSC are exercised on a rotation basis by the representatives of the ministries in charge of the technical sector of WAAPP including the Coordinators of the National Project Management Units (NPMU) of WAAPP.

The Vice Chairmanship of the RSC is exercised by a representative of Civil Society.

2.2 Regional Fiduciary Agency of the Project

The three participating countries shall mandate the Directorate of Debts and Investments (DDI) of the Ministry of Finance and Economic Planning of Senegal to exercise the role of Regional Fiduciary Agency of WAAPP. In this light, the DDI will be responsible for :

- The examination and approval of requests for initial fund restoration of the Fund dubbed WAAPP/CORAF ;
- The examination and approval of (requests for approval of funds) RAF and the termly RSF submitted by the RPMU (CORAF/WECARD) ;
- The forwarding of the RAF and the termly RSI to the IDA for its non objection opinion ;
- The write and sign cheques for payment to third parties (suppliers, consultants, research establishments, etc.....) with regard to the Account dubbed WAAPP/CORAF ;
- The examination, approval and forwarding of direct payment request of third parties on the credit account dubbed WAAPP/CORAF
- Steering the annual audit missions of the WAAPP accounts.

2.3 Regional Project Management Unit : CORAF/WECARD

2.3.1 General Overview of CORAF/WECARD

CORAF/WECARD is an International Association created on 15 March 1997. Its constitution was approved on 19 July 2001.

The vision of CORAF/WECARD (in article 3 of its constitution) can be directly compared with that of the Forum for Agricultural Research in Africa (FARA). Its ambition is to attain an agricultural growth rate of 6% for West and Central Africa by the year 2020 by bringing about an appreciation in the reliability and efficiency in the national systems of agricultural research in the sub-region in order to contribute to agricultural development, economic growth and the sustainable use of natural resources

CORAF/WECARD whose mandate is to implement sub-regional agricultural research policy defined by the political authorities whose institutions are members, has the following objectives:

- i) Promote cooperation, consultation, information sharing among the member institutions on the one hand, and the partners on the other,
- ii) Define the objectives and the priorities of similar research at the sub-regional and regional levels ;

- iii) Serve as a consultative body for any research carried out by sub-regional, regional or international organizations operating in the sub-region ;
- iv) Formulate common research programs to consolidate complementarity of its activities and those of the partners ;
- v) Harmonize the activities of the associated research networks and facilitate the creation of new networks or any other operational sub-regional research unit.

2.3.2 **Mandates assigned to CORAF/WEACARD by WAAPP**

CORAF/WEACARD was mandated by ECOWAS as an implementation agency of WAAPP at the regional level. In pursuance of this mission, it is in charge of the RPMU/WAAPP and is thus responsible for the management, implementation, coordination, monitoring of the effectiveness of the mechanisms for the dissemination of technology and the growth of productivity indicators and competitiveness of the agricultural sector in the countries participating in the WAAPP.

Besides, CORAF/WEACARD will assume the following responsibilities:

- i) Management of the regional window of WAAPP under the program for the allocation of competitive grants for agricultural research (DRABC) in accordance with the manual of procedures appropriate and suitable for the Bank;
- ii) Counsel and screening body for the allocation of competitive grants for agricultural research DRABC in the national windows and the National Specialisation Centres (NSC) ;
- iii) Compilation and summary of information produced by the national monitoring -evaluation systems under the activities of the Project.

2.3.3 **Organisation**

The organs of CORAF/WEACARD are as follows:

- The General Assembly (GA) ;
- The Board of Directors (BD);
- Scientific and Technical Committee (STC) ;
- Executive Secretariat (ES).

2.3.3.1 *The General Assembly*

The General Assembly (GA) is the highest body of CORAF/WEACARD. Its principal responsibilities are to ensure :

- i) The examination and approval of the management reports of the Board of Directors ;
- ii) The approval of annual accounts of the Association ;

- iii) The election of members of the Board and the President of CORAF/WECARD ;
- iv) The definition of the general guidelines and the annual priority objectives of the Association ;
- v) The approval of the nomination of the Executive Secretary proposed by the Board ;
- vi) The appointment of an Auditor for the Association.

The decisions of the General Assembly are taken from the floor by simple majority of votes except in situations where a quarter of the delegates request that the voting be held by secret ballot. In the event of a tie, the President has a casting vote.

2.3.3.2 *The Board of Directors*

The Board of Directors is the management organ of the Association and enjoys wide powers to act on its own behalf under the general guidelines as defined by the General Assembly (GA). The Board exercises the following mandates :

- i) Convenes the General Assembly ;
- ii) Authorises purchases, disposal or renting, borrowings or loans needed for the smooth functioning of the Association ;
- iii) Manages the property of the Association ;
- iv) Proposes a candidate for the post of Secretary to the GA ;
- v) Appoints senior staff for the Executive Secretariat based on the proposal by the Executive Secretary ;
- vi) Examines and approves programs and annual budgets ;
- vii) Examines and approves activity reports, financial report and annual accounts of the Association.

The BD meets at least two times a year, at the instance of the president or at the request of 2/3 of the members (09 in all). It deliberates validly if 2/3 of its members are present. The decisions of the BD are taken by simple majority. In case of a tie, the President has a tie-breaking vote.

2.3.3.3 *The Scientific and Technical Committee*

The Scientific and Technical Committee (STC) is the consultative and brainstorming organ of the Board. It comprises 12 experts from the SNRA and partner institutions. It is in charge of :

- i) Examining and advising the Board regarding the quality and the relevance of projects and research programs ;

- ii) Assisting the Executive Director in his role of facilitation and scientific coordination ;
- iii) Evaluating scientific cooperation activities as well as scientific publications ;
- iv) Assisting in the preparation of the statement of financial position of scientific activities and facilitating scientific life ;
- v) Proposing any initiative intended to promote scientific outreach of the institution.

2.3.3.4 *Executive Secretariat*

The Executive Secretariat (ES) is the implementing organ of decisions taken by the GA and the BD. It is made up of the following staff :

- i) An Executive Director ;
- ii) A Director of Programs who has under him a Director in charge of Planning, an Official in charge of Monitoring-Evaluation and Officials in charge of Programs ;
- iii) An Administrative and Financial Director who has under him an Administrative Officer, a Chief Accountant and an auxiliary staff (for accounts, administration, logistics, etc.);
- iv) A Director in charge of Information and Communication ;
- v) An Internal Auditor.

Under the control of the GA and BD, the Executive Director is responsible for :

- i) Supervising the activities of the Executive Secretariat ;
- ii) Ensuring oversight responsibility of the implementation of decisions of the GA and the BD ;
- iii) Seeing to the regular monitoring of scientific activities;
- iv) Ensuring that financial and institutional audits of the ES, programs and projects ;
- v) Ensuring the promotion of scientific partnerships ;
- vi) Representing CORAF/WECARD among the partners ;
- vii) Managing human, material and financial resources ;
- viii) Ensuring effective management and operations in the institution ;
- ix) Preparing statutory meetings ;
- x) Overseeing the preparation of programs and budgets to be presented to the GA and BD ;
- xi) Ensuring the development of financial partnership and mobilisation of funds ;

- xii) Ensuring that the Secretariat prepares the meetings of the BD and the GA.

2.4 The National Project Management Units

2.4.1 Mandates

The National Project Management Units dates are responsible for the coordination of the implementation of WAAPP activities at the national level. More specifically, its mandates are as follows :

- i) To carry out the contractualisation and supervision (a) of the AE of the components ; (b) of external auditors and (c) of service providers recruited ;
- ii) Support the deployment of the AEs and the CHs, especially through the dissemination of information that explains the objectives of the Project and the role of the AEs ;
- iii) Monitor and coordinate the day to day activities of implementation of WAAPP, notably through support for the various AE ;
- iv) Encourage and facilitate information sharing and cooperation between the AEs and all the other stakeholders especially within the CHs;
- v) Coordinate and consolidate reports of the AEs with the view to preparing the termly reports of WAAPP activities ;
- vi) Consolidate and monitor the execution of procurement plans (PPM) prepared by the various AEs ;
- vii) Coordinate and consolidate the forecast timelines and the PTBA of the AEs and prepare the PTBA of WAAPP ;
- viii) Manage the designated account through collaboration with Directorate of Debts and Investments (DDI);
- ix) Prepare the meetings of the CP or implement or cause its decisions to be executed;
- x) Effect M&E, ensure the aggregation of the performance indicators of the Project and integrate them in the national system for monitoring poverty ;
- xi) Ensure regular contacts with financial partners.

2.4.2 Organisation

The National Project Management Unit of WAAPP (NPMU) comprises the following staff:

- A National Coordinator;
- A Procurement Official Responsable Passation des Marchés ;
- A Disbursements Officer ;*
- A Monitoring –Evaluation Official.

2.4.2.1 *The National Coordinator*

The National Coordinator will be in charge of :

- 1) Ensuring coordination of WAAPP ;
- 2) Supervising the technical and financial aspects of WAAPP, in accordance with the Guidelines and rules of procedure of the IDA ;
- 3) Coordinating the management of human, financial and material resources made available to WAAPP ;
- 4) Ensuring the preparation of annual auditing of accounts and procurement by an independent auditor and ensuring that reports submitted by the auditor are presented in a timely manner to the SC of WAAPP and the IDA;
- 5) Ensuring that the coordination of M&E of the activities and compilation of reports on the status of the project, including the update of performance indicators which will be reviewed at the meetings of the SC of WAAPP ;
- 6) Analysing activity reports of the AEs preparing reports of the UCTF;
- 7) Preparing status reports on the project and submitting them to the SC of WAAPP;
- 8) Organising and providing Secretarial services for meetings of the SC of WAAPP ;
- 9) Monitoring decisions taken at SC meetings of WAAPP ;
- 10) Preparing and coordinating oversight missions.

2.4.2.2 *The Procurement Officer*

The Specialist in charge of Procurement will be responsible for :

- 1) Preparing and updating the Procurement Plans (PP) of WAAPP ;
- 2) Consolidating the les PP of the various AE;
- 3) Monitoring the status of activities related to procurement;
- 4) Supporting the AEs in the preparation of procurement documents ;
- 5) Assisting the AEs in the process of opening and evaluation of bids to avoid any delays and ensuring that the stipulated guidelines are thoroughly followed;
- 6) Ensuring quality control of procurement documents including those that are not submitted for prior approval by the IDA;

- 7) Playing an advisory role for the AEs and ensuring coordination on all issues regarding procedures ;
- 8) Preparing and organising termly meetings for monitoring procurements ;
- 9) Preparing and facilitating, where necessary, capacity building sessions for the AEs;
- 10) Preparing and participating in termly reviews of projects under the portfolio of the IDA ;
- 11) Preparing in concert with the AEs the auditing of procurement ;

2.4.2.3 *The Disbursements Officer*

The Disbursements Officer will be responsible for :

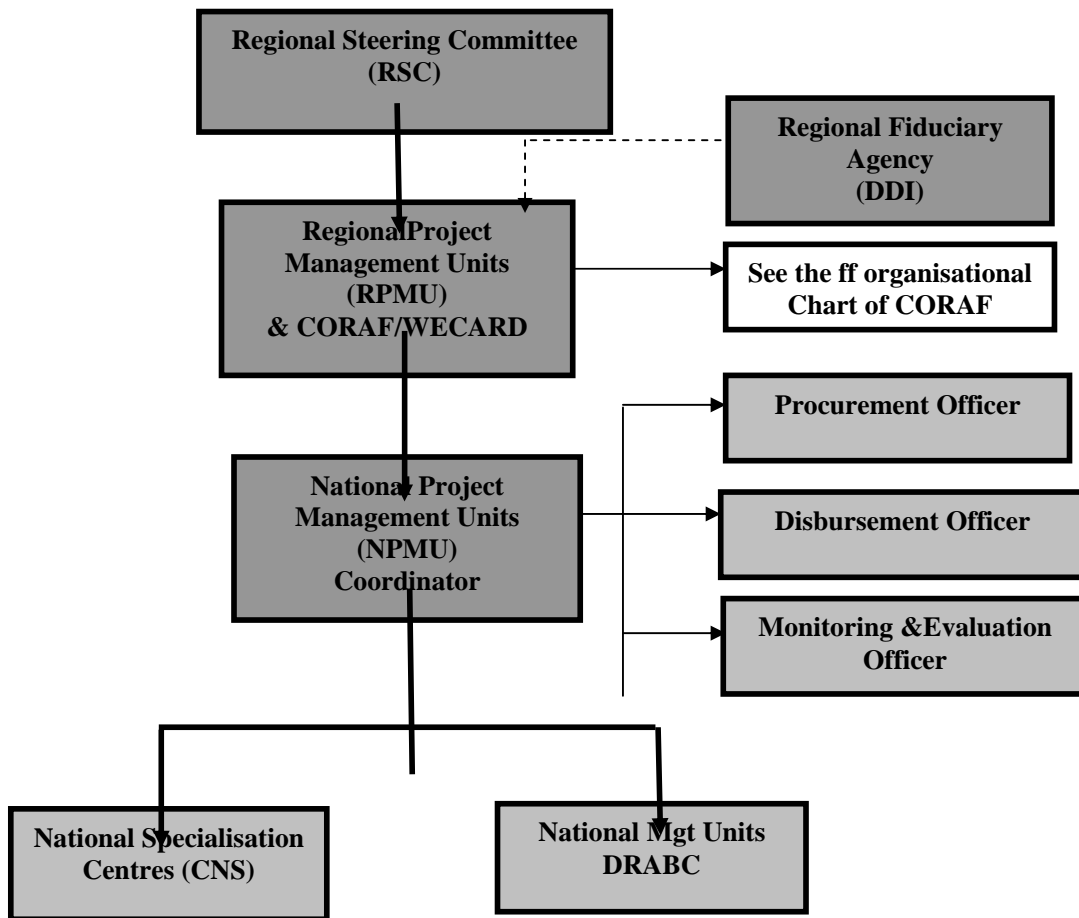
- 1) Working in close cooperation with his counterparts in the AEs ;
- 2) Recovering and verification of invoices ;
- 3) Keeping the accounting books and entering data in the accounting software ;
- 4) Monitoring transactions of the designated Account managed in cooperation with the DDI ;
- 5) Preparing the unaudited action items report (AIR) as well as the consolidated annual financial statements ;
- 6) Ensuring that annual audits are done ;
- 7) Providing on regular basis termly statements of disbursements on the project ;
- 8) Consolidating the annual budget of WAAPP ;
- 9) Ensuring monitoring of the budget execution of WAAPP.

2.4.2.4 *The Monitoring & Evaluation Officer*

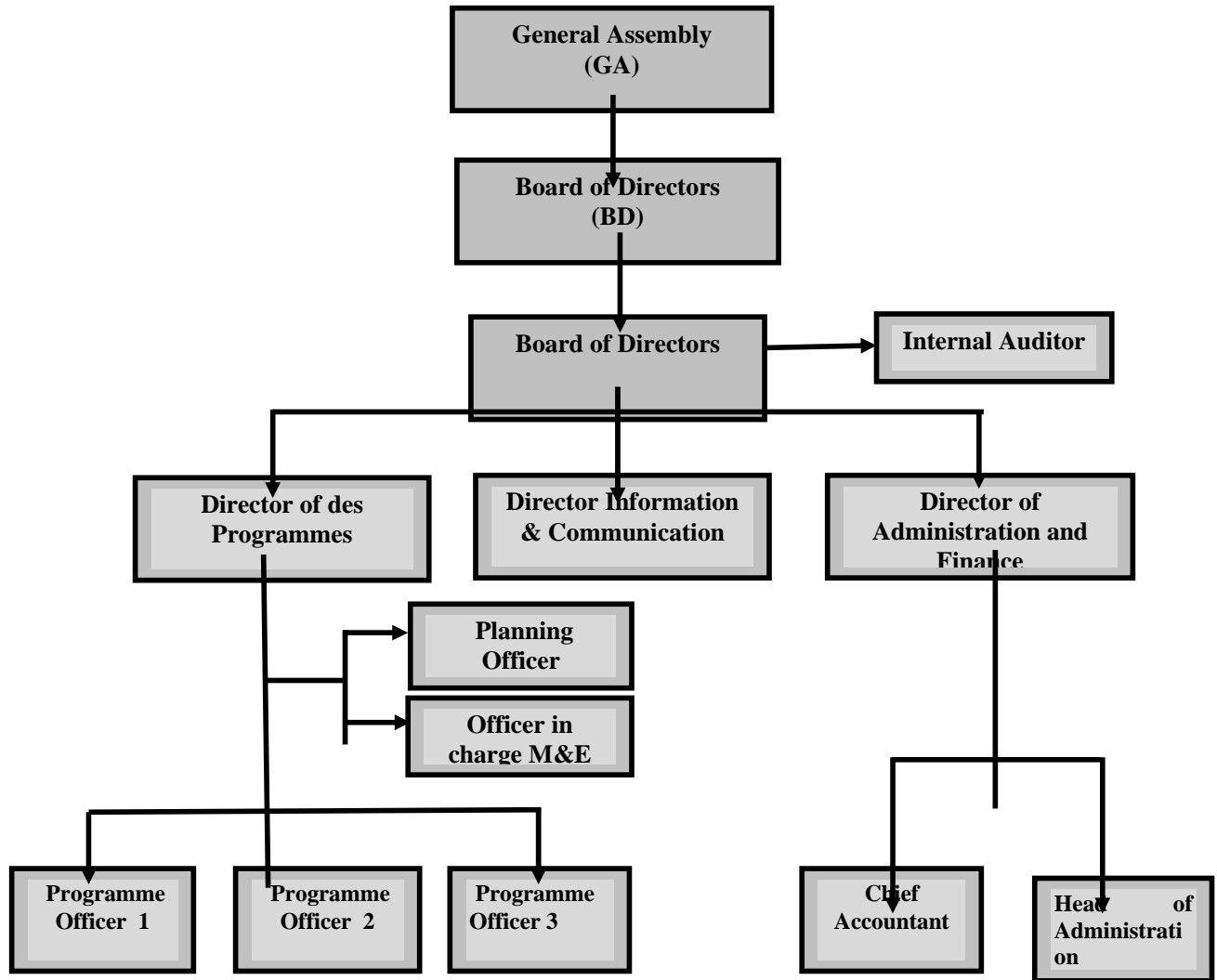
The officer in charge of M&E will be responsible for the implementation of M&E system of WAAPP, particularly :

- 1) The development, production and use of instruments for the monitoring and evaluation during the entire life span of the project and at all levels, the performance of the AEs and the activities of WAAPP ;
- 2) The exact verification of the computer data and statistics provided by the AEs ;
- 3) The use of the data, especially, the identification of any variance between the performance and planning, particularly the balancing of the technical M&E with the accounting and financial system;
- 4) The data analysis and aggregation on WAAPP indicators and their forwarding/ integration according to the prescriptions of the M&E Manual ;
- 5) The preparation of monthly and termly reports on the status of the project and the measurement of the performance indicators ;
- 6) The organisation of capitalisation of performance and the exchanges between the various AEs and between WAAPP and the financial partners.

INSTITUTIONAL FRAMEWORK OF WAAPP



ORGANISATIONAL CHART CORAF/WECARD



3 Planning and implementation procedures

3.1 RPMU Work Plans and Annual Budgets (WPAB)

3.1.1 Preparation of WPAB

The Work Plan and Annual Budget (WPAB) is a programme of activities and planned budgets covering the calendar year and is about works and services that the NPMU has been mandated to fund and support.

The WPAB planning process comprises seven (07) major stages :

- 1) Stage 1 : The Heads of the RPMU of WAAPP (The Executive Director, the Program Head, the Head of Administration and Finance) and the Planning Officer shall meet by latest the 10th of August of each year to identify the WPAB orientations and priorities for the coming year.
- 2) Stage 2 : Every year during the months of August and September, the Planning Officer in collaboration with other officers concerned (by way of components 1 and 4), shall coordinate the preparation of the WPAB for the coming year by taking into account the specific objectives and mandates of WAAP;
- 3) Stage 3 : The Planning Officer shall submit to the Office of the RPMU (The Executive Director, the Program Head, the Head of Administration and Finance) the draft WPAB for validation (by latest 30th September) ;
- 4) Stage 3 : By receiving the WPAB targeted at stage 2, the Office of the URGP of WAAPP will take a look at the documents and order the necessary corrections.
- 5) Stage 4 : The validated WPAB shall be submitted for approval :
 - by the RSC (Regional Steering Committee) of WAAP which will organise a specific technical and budgetary meeting by latest 30th October ;
 - by the Board of Directors of CORAF/WECARD which will meet in an extraordinary session by latest 30th November.
- 6) Stage 6 : Documents adopted will then be submitted to IDA for Notice of non-objection by latest 30th November.
- 7) Stage 7 : The approved WPAB shall be submitted to the Accountant of WAAPP for processing, initialization and WPAB networking.

The first WPAB will comprise a detailed program for the first year, per component and will be submitted to the RSC of WAAPP and to the Board of CORAF/WECARD for assessment 60 days after the start of the WAAPP project. The WPAB is then submitted to the IDA (for Notice of non-objection).

3.1.2 Presentation of the WPAB

. The following documents shall make up the WPAB :

- 1 The assessment of the technical and budgetary implementation of the first three quarters of the current year ;

- 2 The analytical plan of identified activities and their indicators, per component and per sub-component;
- 3 The time chart of execution of activities, responsibilities undertaken by the RPMU. The time chart will be a major tool for monitoring activities to ensure regular update (every three months) ;
- 4 The Budgetary Resource Management Plan (BRMP), such as the financing plan (FP), plan for the award of contract and treasury plan.
 - Plan of activities

The table of activities will comprise activities set aside for the component with details of activities by sub-component and by beneficiary. Each activity in the table will comprise: (a) an analytical code that will enable to position the activity in the logical framework / a general analytical plan (b) two or three M&E indicators (performance and impact) (c) the list of task or actions per activity.

The plan of activities will also provide: (a) measures helping to ensure a smooth execution of the mandate in the course of the coming year, (b) the list of task planned and those in charge, (c) the deadlines, (d) the sources of verification, (e) monitoring indicators, (f) expected progress (% per indicator) etc.

- Projected time chart

The time chart will be the graphic representation over twelve months and fifty two weeks of WPAB activities by horizontal lines representing assignments in a chronological order of succession. It shall equally bring out (a) the deadline of each task and the critical points and (b) the timing and duration of mobilization of planned materials (future financing plan).

- Budgetary resources management plan

The BRMP will present the draft of the annual budget planned by component and sub-component. The complete BRMP will comprise :

- 1 A projected status of expenditure with : (a) the analytical code of the task ; (b) description of expenditure (equipment, training, mission, etc.), (c) the quality (number, volume, weight, etc.), (d) the unit price, (e) the total amount ;
- 2 The financing plan (FP) for a breakdown of the budget in financial flow based on the projected time chart. It will present the quarterly allocation of the actual flow expected during the year. The financing plan for each activity will comprise : (a) the code and description of the activity, (b) the budget, (c) the budget allocation based on the quarterly needs revealed by the time chart ;
- 3 The contract awarding plan for a comprehensive presentation (a) of contracts, (b) contract awarding methods, (c) implementation schedule.

3.2 Regional WAAPP consolidated Work Plans and Annual Budgets

3.2.1 WAAPP consolidated WPAB

The WPAB of NPMU and RPMU approved by IDA are consolidated by the Head of Administration and Finance of CORAF/WECARD.

The consolidated WPAB will serve as a major planning tool ; it will bring out the optimal way by which material, human and financial means will be pooled together to achieve the objectives set to be achieved within 12 months. It will be made of

- 1 The list of grouped activities identified through analysis and their indicators, for all the AE / components and for activities under the responsibility of the;
- 2 The aggregated quarterly/annual time chart for the execution of activities, including agreements entered into with other donors and partners for the execution of follow-up activities;
- 3 The BRMP, including the PPPFIN and PPM for all the components / AE and the UCTF
- 4 The operating report and monitoring and evaluation data to be verified for the period.

3.2.2 The WAAPP consolidated budget

The consolidated WAAPP budget is prepared by the CORAF/WECARD Head of Finance and Administration and made up of the following documents :

- i) The summary report of budget not used during the previous year, with an explanation of deviations related to forecast of expenditure and explanation of correction-making mechanisms to be applied;
- ii) A summary presentation of the proposed annual budget with (a) component and activity specific costs, (b) costs of capacity strengthening, (c) budgeted administrative expenses;
- iii) The financing plan and an outline of planned cash disbursements for the coming year;
 - A projection of planned award of contracts indicating the nature and quantities of goods, equipment or services.

The aggregated WPAB project will be consolidated / validated by the NPMU prior to its submission to the RSC for approval.

3.2.3 The WPAB first year specifications

The WPAB for the first year should state the execution of activities related to the efficient establishment of WAAPP, particularly :

- 1 at the institutional level : first meeting of the RSC; strengthening the capacity of RPMU ;
- 2 at the operational level : adequate material, technical and financial capacities ; installation of computerised accounting and management systems , setting up of M&E, setting up of supply systems, opening of a flagged account, etc.....

3.3 Technical and financial implementation reports

3.3.1 Deadlines for reports

Quarterly and annual reports will be submitted by the NPMU Coordinator to the SC and then to IDA within the following deadlines:

- 1 Quarterly reports : 45 days after the end of the period ;

- 2 Annual reports : 60 days after the end of the period.

3.3.2 Technical and financial reports of the NPMU

- **Quarterly reports**

NPMU will submit to RPMU quarterly reports of activities with the following sections:

- 1 The progress of WPAB (that can be reviewed and updated in accordance with UCTF);
- 2 Difficulties encountered and attempted solutions put in place;
- 3 Relations with parties involved;
- 4 Financial statement (information related to various cash disbursements, acquisition of materials and equipment, budget execution, contracts awarded).

- **Annual reports**

The annual reports will recapture the quarterly reports and will bring out with more details:

- 1 Performances of the Institution with regards to the WPAB and to its mandates;
- 2 The level of execution of activities in technical and financial terms ;
- 3 The values of the performance indicators for the period.

3.3.3 Technical and financial reports of the NPMU

1 Aggregated quarterly report

Quarterly reports done on the basis of the AE will present the following information :

- A component specific technical assessment, presenting a reminder of the objectives (quantifiable ones) or forecast pursued over the past period ; and an analysis of the rate of achievements (physical)
- Simplified financial statement presenting an analysis of the level of achievements (financial) ; and the RSF ;
- Assessment per activity presenting the explanatory factors or the bases behind the differences between the forecasts and achievements and Elements of solution to the problems encountered ;
- The monitoring operating report.
- Annexes : two summary tables, one for the physical quantities and the other for the level of disbursement or expenses.

2 Aggregated annual report

The consolidated annual report will mainly comprise the assessment of activities per component, an analysis of processes and the state of the project implementation (activities and results). The annual report will recapture the same structure as the quarterly reports.

The RPMU (CORAF/WECARD) will also write an annual synthesis report that will border especially on the following points : i) execution of activities per component ; ii) a summary description of activities; iii) a description and analysis of achievements and; iv) a measurement of result and performance indicators ; v) satisfaction of beneficiaries about activities and finally, vi) results of evaluation and self-evaluations conducted during the period and an evaluation of the performances of the AE

4 Procedures for award of contracts

4.1 Criteria for the award of contract

Funds from Bank loans can only be disbursed to pay for works done or services provided by nationals of member states of the Bank, and products locally manufactured or coming from member states.

Nationals of non-member states or people proposing to offer services are not qualified to compete for contracts funded entirely or partially by the Bank.

4.2 Preparation of plans for the award of contracts

From the date the credit is allocated, CORAF/WECARD will set up a plan for the award of contracts for the WAAAP components. The WAAAP is in charge of the implementation of the WAAAP components. The plans for the award of contracts are developed on the basis of the WPAB (Work Plans and Annual Budgets).

The plans for the award of contracts will indicate the type of contract (works, equipment and supplies, consultancy services), contract amount, method of acquisition (national or international invitation for bids, open or selective tendering), method of selection (highest bidder, lowest bidder). They should indicate for each stage of the process of award of contract, the implementation agency of the action as well as the deadline for delivery that must not be exceeded.

4.3 Procedure for the selection of consultants

4.3.1 Preliminary contracting and examination thresholds by IDA

For consultancies, technical and financial audits and trainings, CORAF/WECARD will select consultants (Consultancy firms, Bureaux d'études, audit bureaux, individual consultants) whose qualifications, experience, mandate and terms of employment are judged to be satisfactory by the IDA.

All documents related to the selection of consultancy firms (short lists, terms of reference, invitation letter, evaluation criteria, selection method, evaluation reports, draft contract,) will be submitted to the Bank for a preliminary examination for contracts of a higher value than the equivalent of:

- 1 US \$ 100.000 for the consultancy firms
- 2 US\$ 50.000 for individual consultants.

The IDA preliminary examination is always required, no matter the amount of the contract, for what is related to ;

- i) Terms of reference ;
- ii) Contracts awarded by single tender without competition ;
- iii) Services of critical nature as determined by the IDA .
- iv) Amendments that are to increase the amount of contracts above the limits indicated as follows.

CORAF/WECARD will particularly ensure that :

- i) A register of the consultancy firms be established from notices given to trade associations, in newspapers or trade magazines conforming to the Bank's

requirements. The short lists of consultants will be drawn from this register.

- ii) The short lists will be made up of at least 03 types of consultants and at most six (with at most 02 coming from the same country if it is about an international consultancy). For contracts' value lower than the equivalent of US\$ 100 000, the short lists can only contain local consultants, with the condition that at least 03 firms be in the position to provide a quality service and at affordable costs at the local level. In any case, if foreign consultancy firms or individual consultants show interest, they must also be considered.
- iii) The main selection criteria will be the quality of delivery. Though the factor set aside must be taken into consideration, its related weight must not exceed 20%.
- iv) If the price is not the selection criteria, the invitation letter will include prescriptive elements in terms of remuneration (mainly the cost estimate stated in monetary terms) that will enable the Consultants to prepare a methodology adapted to the available budget. This data will facilitate contract negotiation.
- v) If the price plays a role in the selection of the Consultant, the invitation letter will indicate an estimate of the number of man-months required for the execution of the mission.
- vi) For contracts related to financial audits, non complex missions by standard, the selection will be based on the lower bidder, on condition that the tenderer in question technically obtains a mark equal or higher than the minimal required mark.
- vii) Services that individual Consultants can provide (basic research works, seminars, trainings etc.....) will be awarded to those who showed interest or those who will be contacted. The selection will be done on the basis of qualifications and experience of at least 06 individual Consultants.
- viii) The criteria to be used for the selection of Consultants, with their respective weights, will be indicated in the bid documents.
- ix) The IDA preliminary non-objection will be required for contracts the amounts of which exceed the equivalent of US\$ 100 000 for the firms and US\$ 50 000 for individual Consultants.

4.3.2 Methods for the selection of Consultants

4.3.2.1 Selection Based on Quality and Cost

The process for the award of contract by the SBQC is made up the following stages :

- 1) Formulation of TOR by the external Consultant, Procurement agent;
- 2) Request of IDA' s NO by CORAF Head of Finance and Finance;
- 3) Preparation and publication of Solicitation of Interest by the Procurement Agent by CORAF Head of Finance and Administration;
- 4) Drawing up of the short list by the AE and submission to IDA for Notice of non-objection ;
- 5) Preparation of Request for Proposal by the external Consultant, Procurement

agent after IDA's notice on the short list

- 6) Submission of the RfP to the Head of Finance and Administration and to all other CORAF officers for notification;
- 7) Request of the NO of IDA on the RfP in case of preliminary examination;
- 8) Submission by the Head of Finance and Administration to the Consulting firms short-listed;
- 9) Reception and opening of bids on the same day of tenders by the competent body ;
- 10) Preparation of minutes of the opening of tenders by the external Consultant
- 11) Appointment of a committee for the technical evaluation of bids. It will be made up of at least three experts from the field in question assisted by the external Consultant as a rapporteur ;
- 12) Evaluation of bids by the appointed Committee ;
- 13) Drafting by the external Consultant of the assessment report of tenders based on minutes of the technical Committee ;
- 14) Request of the NO of the IDA on the assessment of the tenders ;
- 15) Sending of invitation letters by the Head of Finance and Administration to Consultancy firms that have obtained the required minimal mark for the opening of bids. The date for the opening will be fixed such that the firms will be able to participate ;
- 16) Sending of information letter by the Head of Finance and Administration to the firms that did not obtain the required mark of minimum quality;
- 17) Public opening and drafting of minutes;
- 18) Examination of bids, final evaluation and ranking of the consultancy firms by the committee ;
- 19) Writing of final evaluation report by the external Consultant ;;
- 20) Notification and invitation to the firm ranked first at the negotiation by the Head of Finance and Administration of CORAF;
- 21) Writing of minutes of contract negotiation by the Head of Finance and Administration;
- 22) Elaboration of a draft contract by the Head of Finance and Administration ;
- 23) Submission of all documents (evaluation report, minutes of negotiation and draft contract) to the UCTF before the Non objection request from IDA if required ;
- 24) Signing of contract at the receipt of favorable evaluation from IDA, between the winner of the contract and the Executive Director of CORAF
- 25) Publication of results of the award of contracts is necessary ;
- 26) Submission of the signed contract to the Executive Director of CORAF.
- 27) Filing of all documents by the Executive Director of CORAF.

4.3.2.2 *Selection based on Quality and Technique*

The SBQT procedure of award of contract comprises the following stages

- 1) Preparation of ToR by the external Consultant ;
- 2) Request for Non objection by the Bank about the ToR by the Head of Finance and Administration ;
- 3) Preparation and publication of request of Expression of interest by the external Consultant ;
- 4) Preparation of the short list by the Head of Finance and Administration et submission to IDA for non objection notice ;
- 5) Selection of the most competent Consultants by the evaluation Committee,
- 6) Notice to Consultant inviting him to put up a proposal and a bid ;
- 7) Negotiation of contract with the Head of Finance and administration and the external consultant,
- 8) Preparation of minutes of the negotiation,
- 9) Preparation of draft contract by the Head of Finance and Administration of CORAF and submission to IDA for non objection if required,
- 10) Signing of contract after receipt of the Bank's non-objection,
- 11) Publication of results in an suitable support.

4.3.2.3 *Selection Based on the Lowest Cost*

This method will be set aside for standard references (exp. : audits) for which there are established principles and standadards. The process for the award of contract consists of the following stages :

- 1) Preparation of ToR by the external Consultant
- 2) IDA's position about the ToR;
- 3) Expression of interest and prepration of shortlist by the Head of Finance and Administration ;
- 4) Preparation of the DP by the external consultant and submission to the Head of Finance and Administration and to all CORAF officers qualified to examine and opine;
- 5) Request for the non-objectin of IDA on the shortlist and DP (if required) ;
- 6) Receipt of favorable opinion from IDA or eventual observations;
- 7) Corrections and submission of DP to firms shortlisted;
- 8) Receipt of tenders and bids ;
- 9) Opening of tenders ;
- 10) Evaluation of tenders by eliminating Consultants who failed to obtain the minimum required mark announced by the DP ;
- 11) Submission of technical evaluation report prepared bu the external consultant

to the Head of Finance and Administration and Executive Director and other qualified CORAF officers for their opinions

- 12) Final evaluation and filing based on the lowest bid, for the eligible bidders during the technical evaluation, having thus obtained the minimal technical mark, (others are returned non open to the bidder);
- 13) Invitation by CORAF Head of Finance and Administration of the consultant ranked first to negotiate his contract ;
- 14) Submission of the final evaluation report, contract proposal, minutes of negotiation and negotiated contract to IDA for its opinion (if it is required);
- 15) Signing of the contract;
- 16) Submission of the signed contract to IDA, the Head of Finance and Administration, to the DE for archiving ;
- 17) Publication of the award in the appropriate channel.

4.3.2.4 *Selection base on the comparison of CVs*

This method shall be used for standard references (exp. : audits) for which there are established principles and standards. The process for the award of contract comprises the following three stages :

- 1) Preparation of the ToR by the external Consultant ;
- 2) Submission of the ToR to IDA for non objection
- 3) Request for expression of interest;
- 4) Comparison of at least six CVs (6) and the selection of the most suitable Consultant for the task ;
- 5) Invitation to the shortlisted consultant to put up a technical proposal and a financial bid ;
- 6) Contract negotiation ;
- 7) Submission of negotiated contract to IDA for opinion (if required);
- 8) Signing of the contract;
- 9) Submission of the signed contract for execution ;
- 10) Submission of signed contract to IDA, Head of Finance and Administration for archiving.

4.3.2.5 *Selection through single tender*

This method will only be used for exceptional cases. The justifications will be examined by IDA in the best interest of the project by way of efficiency and economy, but also for equal access to markets. Award by single tender could occur in the following situations :1) for services in direct continuation with a previous engagement ;2) for very short engagements ;3) when just a firm / a consultant has the required qualifications ;and 4) for justified emergency cases, following a disaster.

All contracts will be submitted to the prior non objection of IDA and the list of contracts will be published in the D Business and the DG Market.

4.4 Procedure for the acquisition of equipment and supplies

4.4.1 IDA preliminary threshold for execution and examination

Equipment and supply markets with an amount higher than 250.000 US dollars must go through an international competitive bidding (ICB) in line the directives of the Bank.

Equipment and supply markets with an amount below the equivalent of 250.000 US dollars must go through local competitive bidding (LCB). The procedure for the LCB will be launched in conformity with country's rules and regulations of execution in force, in a way that :

- i) bidders have adequate time to preparer their bids ;
- ii) bid documents clearly specify the method of evaluatoin of bids and the qualification of bidders;
- iii) no preference is given to local suppliers ;
- iv) Contracts are awarded to the lowest bidder ;
- v) bid documents receive the prior consent of the Bank.

The equipment and supply markets with an estimated cost below 50.000 US dollars as well as standard products of a low value will be subect to a short consultation with local or international suppliers.

The supply contracts with an estimate cost of 20.000 US dollars as well standard products of low value will be subject to a direct consultation with local or international suppliers ;

The prior non objection by IDA is only required for contracts exceeding the equivalent of 250.000 US dollars. It is necessary for all any contract modifications, specifications, etc.... that will lead to a more than 15% rise of the original price.

The shortlist must fearture at least 03 suppliers and at most 06 suppliers.

CORAF/WECARD must keep, for the purposes of end of year audit of account, all documents and letters that will help to prove that consultations were held in obtaining competitive prices in line with the directives of the Bank.

4.4.2 Methods of award of contracts

4.4.2.1 *International competitive bidding*

The award of contract through the ICB procedure comprises the following stages :

- 1) Definition of the technical specifications by the external consultant ;
- 2) Preparation of the competitive bidding by the external consultant by the help of the Standard Competitive Bidding Document (SCBD) of IDA ;
- 3) Submission of the draft Competitive bidding Document to the Head of Finance and Administration of CORAF for his opinion ;
- 4) Submission of the Competitive Bidding Document to the Executive Director of CORAF, to IDA for non objection,

- 5) Receipt of comments and / IDA's non objection over the Competitive Bidding Document;
- 6) Correction if necessary of CBD by the external consultant based on the observations and comments of IDA ;
- 7) Publication by the Head of Finance and Administration of the tender notice in the local and international media and in UNDBusiness and DG Market ;
- 8) Receipt and opening of bids by the contract awarding Committee
- 9) Setting up of the bids evaluation committee ;
- 10) Award of contract by the contract awarding committee ;
- 11) Drafting of evaluation and contract awarding report by the external Consultant ;
- 12) Request for the IDA non objection by the Director General of CORAF about the award of the contract,
- 13) Receipt of comments and /or IDA non objection ;
- 14) Elaboration of the draft contract by the external consultant ;
- 15) Signing of the contract by the CORAF Executive Director and the Co-sponsor of the contract ;
- 16) Publication of all results in the UND business.

4.4.2.2 *Local competitive bidding*

The award of contract by LCB comprises the following stages :

- 1) Definition of technical specifications by the external Consultant ;
- 2) Preparation of the bid document (BD) by the external Consultant by using the Standard Bid Document (SBD) of Government Procurement Code for all local biddings agreed with the IDA or acceptable by it.
- 3) Submission by the BD to the Head of Finance and Administration and to all the relevant officers of CORAF for their opinion ;
- 4) Publication by the Head of Finance and Administration of the Local Competitive bidding in the local media
- 5) Receipt and opening of bids by the contract awarding committee ;
- 6) Setting up of the bid evaluation committee ;
- 7) Award of contract by the contract awarding committee ;
- 8) Drafting of the contract award evaluation report by the external Consultant ;
- 9) Request for IDA non objection by CORAF Head of Finance and Administration;
- 10) Receipt of comments and /or IDA non objection ;
- 11) Preparation of draft contract by the external Consultant ;
- 12) Signing of contract by the Executive Director of CORAF and the co-contractor ;

13) Publication of the results of the award of contract in the local news media ;

4.4.2.3 *Quotation of suppliers*

The procedure for the award of contract by quotation consists of the following stages :

- 1) Preparation of technical specifications by the external Consultant ;
- 2) Preparation of the quotation request document by the external Consultant and submission of the draft quotation request to the Head of Finance and Administration for his opinion;
- 3) Submission of the quotation request document to shortlisted suppliers ;
- 4) Receipt and opening of bids by the Committee at CORAF
- 5) Preparation of the evaluation report about bids and award of contract
- 6) Notice and signing of contract;
- 7) Filing of all records related to the quotation.

4.4.2.4 *Single tender*

The award of contract by single tender consists of the following stages :

- 1) Request for IDA authorization to award the contract by single tender by specifying the the justification of the single tender, name of supplier and amount of contract;
- 2) Preparation of contracts after IDA clearance ;
- 3) Receipt of IDA non objection on the draft contract ;
- 4) Signing of the contract
- 5) Filing of the signed contract.

