Bena Charity
For Human development
جمعية بناء الخيرية
للتنمية الإنسانية

BCFHD

Procurement Policy

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About BCFHD		
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1.Introduction:
All procurement and supply operations within the Association are governed by this manual, which sets forth the general rules to be followed as an effective guideline and provides step-by-step procedures to assist relevant procurement staff in executing their duties.

1-1 Objective
This manual aims to clarify the standards, policies, and procedures to be followed in the procurement of goods within the Association. These standards, policies, and procedures have been developed for the following purposes:
A) Providing guidance in procurement processes;
B) Establishing unified procedures for the procurement and contracting of goods;
C) Ensuring transparency in all operations, as required;
D) Enhancing the efficiency and effectiveness of operations;
E) Encouraging the consistent application of legal best practices in procurement by leveraging international practices and procedures in this regard.

2- Scope and Limitations:
1- This manual applies to all procurement, supply, and service operations within the Association, including projects funded by donors, provided they do not conflict with donor policies.
2- This manual also covers the standard procurement cycle stages, from the initial phase (Purchase Requisition) to the completion of execution or supply, inspection, and final acceptance procedures.

- The ultimate goal is for this manual to undergo continuous development to reflect any regulatory amendments, changing needs, and the commercial environment, and to adopt improved procedures and practices in this regard.

3- Procurement Documentation Cycle Forms:

- Preliminary Purchase Requisition Form (Stock Issue/Purchase)
- Material Specification Form for Purchase Requisitions
- Estimated Cost Preparation Form
- Decision Form for Establishing a Technical Specifications and Tender Documentation Committee
- Tender Documents (Announcement, Instructions to Bidders, Data Sheet, General Conditions, Special Conditions, Technical Specifications, Price Schedules, Guarantees, Contract Form (the annex includes templates for various announcements and guarantees)).
- Tender Documentation
- Submission Form for Escalating Tender Documents from the Lower-Level Tender Committee to the Higher-Level Tender Committee
- Submission Form from the Specifications Committee or the Standing Technical Committee to the Chairman of the Tender Committee for Approval of Specifications, Procurement Method, and other Tender Documents
- Tender Committee Decision Form regarding the Approval of Tender Documents
- Registry of Bidders for the Purchase and Receipt of Tender Documents
- Registry of Specifications for Standard Samples Provided to Bidders
- Registry for the Receipt and Registration of Bid Envelopes and Samples Submitted by Suppliers
- Decision Form for Establishing a Bid Opening Committee

- Attendance Registry for Bid Opening Sessions (Bidders or their Representatives)
- Registry of Minutes for Bid Opening Committees
- Decision Form by the Chairman of the Tender Committee for Establishing a Technical and Financial Evaluation Committee
- Technical and Financial Analysis and Evaluation Report Form + Annexed Tables
- Submission Form to the Chairman of the Tender Committee and subsequently to the Tender Committee regarding Approval of the Evaluation Report (Technical + Financial / Technical Only / Financial Only)
- Tender Committee Award/Recommendation Decision Form, with the completion of related procedures
- Notice of Award (Letter of Acceptance)
- Contract Form

Appendices

Appendix (A): Templates for Announcement Forms

1. Template for Prequalification of Suppliers Announcement in the field of ....
2. Template for Tender Announcement based on Single-Envelope Submission (Technical and Financial)
3. Template for Letter of Invitation (LoI) for Limited Tendering (Technical and Financial Proposals)

Appendix (B): Templates for Guarantee Forms

4. Bid Security / Bid Bond Template
5. Performance Guarantee / Performance Bond Template
6. Advance Payment Guarantee Template
7. Quality Guarantee / Warranty Bond Template

Appendix (C): Procurement Flowcharts

8. Flowchart illustrating Pre-Procurement Procedures
9. Flowchart illustrating the Selection of Procurement Method

Flowchart illustrating Post-Contracting Procedures

Appendix (D): Standard Documents
Standard documents for supplies and contracting in Arabic.

4- Procurement Numbering System:
The objective of the procurement numbering system in this manual is to ensure that every request is assigned a specific and unique identifier. This helps in streamlining procurement operations, tracking, and auditing, as well as facilitating the retrieval and filing of procurement records. The procurement number is assigned during the Purchase Requisition stage, and the numbering system is considered an integral part of the Procurement Information Management System (PIMS) upon its implementation.

The procurement number is retrieved from the designated register at the Procurement and Warehouse Department within the Association / Beneficiary Project. Care must be taken to ensure no number is reused, even if the original procurement process for that specific number was canceled.

4-1 Use of Procurement Numbers:
The procurement number must appear on all correspondence and documents related to the respective procurement process.

5- General Guidelines:

Procurement Principles
Transparency, Accountability, and Ethical Principles
In all executed procurement operations, the following rules and conditions must be adhered to:
A) Ensuring that approved funds are used only for their designated purposes;
B) Avoiding the fragmentation of purchase requests to circumvent the appropriate procurement method;
C) Obtaining all necessary approvals;
D) Verifying value by comparing it with market prices;
E) Adhering to the code of business ethics by all personnel involved in procurement operations.

This manual also includes provisions and procedures to encourage transparency, accountability, and ethical principles in the operation and management of procurement processes.

6- Professional Code of Ethics:
6-1 Guiding Principles:

The principles underpinning ethical conduct in procurement operations consist of a commitment to impartiality, independence, and integrity.

6-2 Responsibilities:
6-2-1 Senior officials in the Association shall undertake the following:
A) Providing instructions and guidance to employees, especially when there is a potential risk of being accused of non-compliance with ethical and professional principles;
B) Encouraging employees to adhere to ethical principles and creating an environment where openness and transparency are the standard;
C) Ensuring all employees comply with instructions and guidelines, including the necessity of maintaining documented records;
D) Establishing appropriate levels of financial authority delegation and ensuring the separation and rotation of duties.

6-3 Lower-level employees are responsible for the following:
A) Complying with the provisions of this manual;
B) Following management instructions and procedural guidelines;
C) Remaining vigilant regarding any conduct indicating unethical behavior;
D) Reviewing guidance from their direct supervisor or audit specialists regarding any emerging matters that require familiarization.

6-4 Code of Ethics:
All Association employees involved in procurement or supply operations must adhere to ethical principles to avoid legal accountability.

6-5 Ethical Principles:
If a member of the Tender Committee has a direct or indirect interest in a submitted tender, they must notify the Chairperson of the Association of that interest and recuse themselves from the tender process.

In the application of this manual, "interest" means that the member—or their spouse, children, brothers, or sisters—is the bidder, holds any share regardless of its size, is a board member of the bidding company or institution, or is an employee, agent, or guarantor thereof.

Every employee of the Association must maintain and enhance the Association's reputation by:

10. Maintaining the highest standards of honor and integrity in all relationships, whether internal or external to the Association;
11. Developing levels of professional competence.
12. Using funds and other resources responsibly to achieve the Association's public interest;
13. Adhering to both the letter and spirit of the following:
14. The Association's internal regulations and its Articles of Association;
15. Accepted professional ethical principles;
16. Contractual obligations.

6-6 Conflict of Interest
Any employee of the Association must declare if they may be personally affected, or if their personal interests may be compromised, by the duties assigned to them, or if such duties could be perceived as such by others.

6-7 Confidentiality and Information Accuracy:
Association employees working in procurement must respect the confidentiality of information acquired during the performance of their official duties. They shall not use such information for personal gain or for the benefit of any competitor or supplier.
Information provided by an employee during the performance of official duties must be truthful, fair, and non-misleading.

6-8 Competition:
Association employees must treat all competitors (suppliers) fairly and impartially, avoiding any practical arrangements that might hinder the effective application of the principle of equal competition.

6-9 Acceptance of Gifts from Businessmen:
An Association employee must not accept any gifts from businessmen working for current contractors or suppliers, or from those who are potential future suppliers.

6-10 Hospitality:
Any Association employee must refrain from accepting any hospitality from businessmen that could be perceived by others as having an influence on decisions related to procurement and supply activities.

6-11 Reporting:
An Association employee has a duty to report to their supervisors or auditors any unethical behavior by a colleague, bidder, or supplier.

6-12 Examples of Unethical Behavior:
Prohibited behaviors or actions under ethical principles include, but are not limited to:

1. Disclosing "insider" or confidential information to any actual or potential bidder, whether directly or indirectly;
2. Discussing the procurement process with any actual or potential bidder in a manner that deviates from the official procurement rules and procedures;

- **3. Bias or Discrimination:** Favoring a participant or potential participant, or discriminating against either in the formulation of technical specifications, standards, or during the tender evaluation process.
- **4. Document Tampering:** Destroying, damaging, removing, or improperly altering any official documents related to procurement.
- **5. Accepting Inducements:** Accepting or soliciting money, travel, meals, gifts, services, discounts, or anything of material value from participants or potential participants.
- **6. Future Employment:** Discussing or accepting future employment offers from any current or potential participant in the tender.
- **7. Overlooking Misconduct:** Condoning any illegal or unethical act or activity by participants, including any offers of personal incentives or rewards.

7- Communications and Records Management:

7-1 Correspondence and Communications:
Correspondence and communications are vital in managing relationships with suppliers, contractors, service providers, and other parties. However, any communication issued by the Association may be binding or restrictive, carrying legal, contractual, or financial implications. Therefore, all Association correspondence or communications related to procurement operations must be in writing and issued by authorized personnel in accordance with their job responsibilities and duties.

7-2 Documentation and Records Management:
7-2-1 Documentary Records:
Documentary records, whether in hard copy or electronic format, are essential for managing activities effectively and efficiently. They provide supporting evidence for decisions made and instructions issued, ensuring appropriate oversight to demonstrate transparency and accountability.
Proper records management is crucial to ensure that data is stored and organized effectively for easy retrieval. Specialists must obtain full supporting documentation and maintain it in an orderly and organized manner.

Conversely, officials authorized to approve an action or procedure must ensure that any operation they approve or authorize is backed by the necessary documentation.

7-2-2 Archive and Records Management System:

Procurement and Warehouse departments/sections generally serve as the secretariat for the Tender Committee; therefore, they are responsible for maintaining contract records and keeping documents in secure locations. Managers of these departments must ensure that complete documentation for each tender is kept separately, allocating one or more files for each procurement process.
Accordingly, a specific individual within the Procurement and Warehouse Department must be designated as responsible for maintaining files and records. No document shall be allowed to leave the archives without official authorization to avoid the following:
A) Maintenance of partial or incomplete records by departments or individuals;
B) Access to records by unauthorized persons;
C) Delays in taking required actions in a timely manner.

8- Tender Committees:

For the purposes of implementing this manual, Tender Committees are defined as follows:

8-1 Tender Committee Composition:

The committee shall be formed as follows:

1. President of the Association – Chairperson
2. Secretary-General or Vice President – Vice Chairperson
3. Financial Officer (Board Member) – Member
4. Executive Director – Member & Rapporteur
5. Committee Secretary – Member

8-2 General Responsibilities of Tender Committees:

The committees shall execute the tasks and competencies defined in this manual, holding regular meetings—at a minimum—to ratify procurement procedures. The committee reserves the right to seek assistance from technical experts and specialists who are not members of the committee, as needed, to prepare specifications, tender documents, open bids, and evaluate tenders. Each of these sub-committees shall be established by a decision issued by the President of the Association (Chairperson of the Tender Committee), naming its chairperson and members.

Below are the general duties and competencies of the Tender Committees:

1. Prior to approving the publication of the tender announcement, the following must be verified:
   A) Availability of financial allocations for execution;
   B) Approval of the selected procurement method;
   C) Approval of the tender documents (technical specifications, bills of quantities, drawings, general and special conditions) as appropriate for the case;
   D) Approval of the announcement text or the Letter of Invitation (LoI), and the shortlist of qualified firms (depending on the requirements of each case).
2. Approving the opening of bid envelopes through a designated sub-committee formed for this purpose;

3. Approving the bid analysis process through a designated sub-committee, reviewing evaluation reports, and approving the contract award to the winning bidder;
4. Issuing the final awarding decisions for tenders;
5. Approving the final contract form;
6. Recording decisions and results in official minutes and notifying the relevant parties.

8-3 Secretariat of Tender Committees:
The Tender Committee shall have a dedicated secretariat established by a decision from the Chairperson of the Tender Committee. The Procurement and Warehouse Manager of the Association shall undertake the secretariat duties.

8-4 The Secretariat of the Tender Committees shall have the following duties:
A) Receiving, registering, and presenting documents and any other issues to the Tender Committee;
B) Performing all administrative activities related to the Tender Committee, including:

1. Preparing correspondence, notifications, and minutes of committee meetings, and communicating committee decisions or inquiries;
2. Photocopying and duplicating documents;
3. Filing and organizing documents (Archiving).

C) Coordinating with technical committees, bid evaluation committees, and specification committees as directed by the Committee Chairperson or Vice-Chairperson.
D) Performing any other tasks assigned by the Chairperson of the Tender Committee.

8-5 Committees for Preparing and Reviewing Technical Specifications and Other Tender Documents:
Specifications committees are formed by a decision from the President of the Association (Chairperson of the Tender Committee), designating its members. These committees must include experienced technical specialists in technical, financial, and legal fields relative to the nature and type of the project to be implemented. Their role is to prepare and review technical specifications, requirements, tender documents, and estimated costs, then submit them to the Chairperson of the Tender Committee for review and referral to the relevant Tender Committee for appropriate decision-making. The duties of the Specifications Committee will be detailed in the step-by-step procurement procedures chapter later.

The Specifications Committees shall undertake the following:

1. Providing recommendations regarding the procurement method.
2. Preparing detailed technical specifications and classifying them into groups.
3. Determining packaging, marking, and delivery methods.
4. Preparing tender documents, announcements, or shortlists as appropriate.
5. Formal submission of all documents and recommendations to the Tender Committee.

9- Selection of Procurement Method:
The flowchart illustrating the appropriate selection of procurement methods provided in Appendix (D) offers a concise overview of the factors to be considered when deciding which method to employ.

Under no circumstances shall purchase/contracting requisitions be fragmented into two or more operations to circumvent the correct procurement method or to avoid obtaining the Tender Committee's approval (for homogeneous procurement). In cases where the fragmentation of non-homogeneous procurement is necessary, it must be subject to the prior approval of the Chairperson of the Tender Committee.

10- Procurement on a Turnkey Basis:
This refers to a comprehensive execution contract under which the design, preparation of technical specifications, and other engineering studies are carried out according to the specific nature of each case. It requires full supply, installation, operation, and construction through a single contract.

This system is followed when it is necessary to supply certain goods—such as medical equipment, power generators, or any machinery or equipment—that require delivery, transportation to the site, installation, and operation, including all associated construction works based on the specific nature of each unit, leading to the final handover to the Association.

11. Supplier Registration:

- The Procurement Department of the Association shall maintain a database of suppliers who have been evaluated as meeting the appropriate standards for specialized requirements. It shall also be responsible for registering and classifying suppliers and maintaining a "Blacklist" of suppliers who have demonstrated non-compliance with ethical and professional principles or have breached their contractual obligations, in order to take necessary legal action against them.
- The Tender Committees hold overall responsibility for approving the inclusion of suppliers in the Suppliers Register or their removal therefrom.
- Except in cases of Open Tenders, and where no other pre-qualification method is employed, appropriate bidders may be selected from the Suppliers Register.

12- Insurance of Goods:
12-1 The supplier shall be responsible for insuring the goods or supplies until their delivery to the Association's warehouses. This includes all customs duties, taxes, transportation, and any other costs until the completion of inspection and acceptance procedures in accordance with the legal procedures specified in this manual.
13- Standard Tender Documents:

13-1 Purpose of Tender Documents:
Standard tender documents are utilized to define all instructions, conditions, and requirements necessary for bidders to submit their bids correctly. The content and complexity of tender documents vary according to the type of procurement process, its value, and the procurement method. The tender documents must clearly and accurately describe the tender requirements, including technical specifications, bills of quantities, terms and conditions, delivery or performance requirements, evaluation criteria used in the bid evaluation process, submission procedures, and the terms applicable to the resulting contract agreement.

The standard documents issued for regular and small supply works cover all necessary requirements and must be adhered to; no other tender documents shall be used. Should there be a need to use alternative documents, prior approval from the Association's Board of Directors must be obtained. An exception to this prior approval is made for procurement funded by financing institutions that mandate the use of their own specific documents.

13-2 Standard Tender Document Models:
The following models represent the standard tender documents available for this manual:

A) Documents for the procurement of regular goods whose cost exceeds the amount specified in the regulations (subject to abbreviation based on the nature and quality of the contract). Their components are as follows:

1. Announcement Template;
2. Instructions to Bidders (ITB);
3. Bid Data Sheet (BDS);
4. General Conditions of Contract (GCC);
5. Special Conditions of Contract (SCC);
6. Requirements;
7. Technical Specifications + (Drawings, if required);
8. Price Schedules;
9. Guarantee Templates (Bid Security, Performance Guarantee, Advance Payment Guarantee);
10. Bid Submission Form;
11. Notice of Award (Letter of Acceptance);
12. Contract Form.
    Certain items may be abbreviated or added depending on the type and complexity of the required procurement process.

B) Documents for the procurement of simple goods for purchases that do not exceed the cost of the amounts specified in the regulations. Its components are as follows:

1. Announcement or Request for Quotations (RFQ) Template;
2. Terms and Conditions;
3. Technical Specifications + (Drawings, if required);
4. Price Schedules;
5. Notice of Award;
6. Contract Form.

C) Procurement documents for routine purchases/Quotations:
(Purchase Requisition – Request for Quotations – Bid Analysis – Notice of Award – Purchase Order – Inspection and Acceptance, etc.) and Direct Award through a proposal submitted by the competent department and approved by the Association's Senior Management.

13-3 Preparation of Requirements Schedule and Technical Specifications:
The Requirements Schedule and Technical Specifications are considered among the most critical components of the tender documents. They aim to clarify the nature and quality of the project to be implemented in a complete and clear manner. Based on these specifications, the technical responsiveness of the bids and their

fitness for purpose will be determined. Therefore, those assigned to prepare these schedules must be specialized technicians with relevant experience and integrity, according to the nature of the materials to be purchased or supplied, installed, and operated.

13-3-1 The Requirements Schedule consists of the following:

- List of Goods and Delivery Schedule (Time and Place).
- List of Related (Incentive/Supplementary) Services.

Price Schedules:
The Price Schedule form attached to the tender documents is a standard template provided as part of the documentation to be completed by the bidder (in figures and words). This facilitates the clear and complete entry of pricing data and items according to the nature of the tender, ensuring the data can be easily read and extracted.

If the procurement process requires designing special price schedules that align with the specific nature of the purchase, they may be prepared and added as part of the documents, provided they do not omit essential data such as unit price, quantity, and total prices.

whether for quantities per unit or the overall total, and the country of origin—with the necessity of referencing these templates within the tender documents.

Drawings:
If the nature of the tender requires the preparation of technical drawings as part of the tender requirements, those responsible for preparing the requirements schedule must ensure the drawings are clear and complete in terms of location, dimensions, materials, etc.

In cases where the nature of the tender necessitates that the bidder provides the drawings, the personnel preparing the requirements schedule must clarify this within the tender documents, ensuring they are submitted as an integral part of the bid documentation.

14- Detailed Guidelines for Various Procurement and Supply Operations:

14-1 Preparation for Procurement Operations:
Appendix (D), attached to the documentary cycle, provides flowcharts for the following:

1. A flowchart illustrating pre-procurement procedures.
2. A flowchart illustrating the selection of the procurement method.
3. A flowchart illustrating post-contracting procedures.

14-2 Identification of Needs:
The needs for all procurement operations and various supplies are determined through the prior preparation of annual plans and estimates. This ensures the identification of the types of supplies required to conduct operations without delay, according to organized procedures that guarantee obtaining materials with the best

technical specifications at the lowest possible cost. These needs are also defined and updated according to the requirements of various project activities.

To this end, the Procurement and Warehouse Department, in coordination with other relevant departments, shall determine the requirements for all purchases, provided that:
A) The requested materials (needs) are genuine and directly related to the execution of work.
B) The quantities of materials (needs) requested are balanced, meaning they are not exaggerated and do not fall below the actual requirement for the execution of work.
C) If the requested materials (needs) are for large-scale project supplies involving supply, installation, operation, and training, they must satisfy all study phases from all social and economic aspects, and that they align with priorities in terms of actual importance.

14-3 During this stage, the Procurement and Warehouse Department shall undertake the following:

A) Receiving various purchase requisitions submitted by the requesting departments to the President of the Association using Preliminary Purchase Requisition Form No. (1), which are referred to the department to verify the availability of these materials in the warehouses. If available, the issuance procedures are completed using the [Stock Issue Form]. If unavailable, a report is submitted to the President of the Association stating that these materials are out of stock and that procurement procedures may be initiated in accordance with the regulations and this manual.

B) Confirming, prior to commencing procurement procedures, that the financial allocation is available in the Association's budget, specifying the allocated amount and ensuring it is designated for the procurement process identified in the preliminary purchase requisition.

C) Following up on the completion of the procurement process steps.

Description of Needs:
Upon receiving the Preliminary Procurement Form (attached with Form No. (3) for Preliminary Description and Form No. (4) for Preliminary Estimated Cost) to identify the need, ensure funding availability, and obtain the President's approval to proceed, the required needs must be accurately described. This is achieved by establishing the required technical specifications transparently to ensure fair competition, obtaining the best technical specifications at the lowest costs. Therefore, the description of needs (technical specifications for supplies) is prepared as follows:

A) For purchases falling within the financial thresholds of limited tenders, practices, or direct awards specified in the regulations: The materials identified in the purchase requisition shall be described by the Procurement and Warehouse Department in coordination with the requesting department and the Technical Department, if necessary.

B) For simple purchases with financial thresholds specified in the regulations: If the nature of the procurement involves materials with standard specifications that have been previously purchased multiple times, and the Procurement and Warehouse Department can easily coordinate with the department requesting department and the technical department to prepare accurate and clear specifications.

For regular purchases with thresholds specified in the regulations, the description must be prepared by the requesting department and reviewed by both the Procurement Department and the auditors.

15- Procurement Methods (Financial Thresholds for Various Procurement Methods):

Procurement Methods:

1. **Open Tender:** For amounts exceeding $15,000.
2. **Limited Tender:** From $10,001 to $15,000.
3. **Shopping (Request for Quotations):** From $1,001 to $10,000.
4. **Direct Award (Direct Purchase):** From $1 to $1,000.

15-2 Emergency Procurement Methods:

In the case of emergency projects, disasters, or short-term projects (less than four months) with procurement values exceeding $10,000, the Tender Committee is authorized to select the appropriate execution method, and a formal decision shall be issued to that effect. For emergency and short-term project activities with procurement values less than $10,000, the procurement or service contracting method shall be via Direct Award, utilizing the updated register of specialized suppliers in their respective fields.

15-3 Open Tender:

The Open Tender is considered the primary method for all contracting related to the procurement of goods and supplies.

Depending on the nature and quality of the required supplies, the announcement for an Open Tender may be issued in one of the following ways:

- **A) Domestic:** Announced exclusively within the Republic of Yemen.
- **B) International:** Announced both within the Republic and abroad.

15-4 Definition of Open Tender:

It is a set of technical and administrative procedures that opens the door for competition among qualified bidders to purchase goods, provide required materials, machinery, and equipment, or deliver required services. The goal is to reach the lowest evaluated bid with the required quality through an announcement published by the Association via widespread media (newspapers, official tender websites) to obtain the largest possible number of bids. In addition to newspaper publication, announcements may be made through local radio and other available means.

15-5 Advantages of Open Tender:

As previously mentioned, the Open Tender is the primary method mandated by this manual for all contracting related to the procurement, maintenance, and repair of goods, supplies, and equipment. This is due to its adherence to the principles of competitiveness and broad transparency, which distinguish it from other methods that are considered exceptions. These exceptions may only be followed when necessary for economic or technical reasons and in specific cases based on fundamental rules. Its advantages can be summarized as follows:

- **A)** The announcement of the Open Tender is a core principle, carried out through publication in widespread official newspapers as a primary means of verification for the Association's tenders.
- **B)** Opening the door for absolute competition among the largest possible number of qualified bidders wishing to participate, in order to obtain the lowest evaluated prices that comply with the technical specifications and conditions set forth in the tender documents.
- **C)** Ensuring equal and fair treatment for all applicants in the tender without any discrimination, and without granting any person or specific sector any preferential advantage over other bidders in all tender terms and procedures.

D) In the event of any obstacles preventing commitment to Open Tender procedures—such as security conditions or a limited number of service providers—a transition is made to the Limited Tender method or Direct Contracting, depending on the nature of the procurement or service, as is the case in emergencies and disasters.

15-6 General Rules for Other Procurement Methods:
Other procurement methods may be employed for purchases exceeding their respective financial thresholds, provided there is compliance with the following:

1. Utilizing alternative procurement methods progressively: starting with the Limited Tender method, followed by Shopping (Request for Quotations), and then the Direct Award method.
2. Meeting the specific conditions outlined in the Request for Proposals (RFP), the regulations, and this manual when utilizing any of the alternative procurement methods.
3. Adhering to all procedural steps defined in the regulations and this manual, with the exception of the public announcement.

Under no circumstances shall procurement be fragmented for the purpose of altering the procurement method from Open Tender to Limited Tender, Shopping, or Direct Award; nor from Limited Tender to Shopping or Direct Award; nor from Shopping to Direct Award.
Furthermore, similar items required for the same exhibition/purpose must be aggregated.
All committees involved in executing tender procedures must maintain the confidentiality of information, data, and documents throughout all stages of the process.

Contracts for the procurement, maintenance, and repair of all items and equipment shall be conducted via Open Tender, following all procedures and conditions stipulated in this manual. When necessary, and while observing the conditions of the Open Tender, procurement may be conducted through one of the following methods:
A) Limited Tender, within the financial threshold specified in the regulations.
B) Shopping (Request for Quotations), within the financial threshold specified in the regulations.
C) Direct Award, within the financial threshold specified in the regulations.

Procurement shall be subject to the approval of the Chairperson of the Tender Committee or their authorized representative.

15-7 Limited Tender:
It is a set of technical and administrative procedures where competition is opened to a minimum of three qualified suppliers with whom the entity has previously dealt, ensuring competitive pricing and a proven track record of performance in delivering contracted goods and supplies. All Open Tender procedures apply to it, except for the public announcement. The Limited Tender is considered an alternative procurement method conducted by issuing a direct invitation to a shortlist of pre-qualified suppliers. In cases of necessity, procurement via Limited Tender may be permitted even if the value exceeds the financial limits specified in the regulations and this manual, in the following instances:
A) When the value of the required goods falls within the financial threshold of the Limited Tender as defined in the regulations.
B) When linked to tenders for which pre-qualification has already been conducted according to the procedures specified in the regulations.
C) When the items are of a specialized nature or provided by a limited number of persons, making an Open Tender impractical.
D) When two Open Tenders have been conducted without achieving a positive result.
In all cases, the approval of the Tender Committee must be obtained before resorting to this method, and the committee must verify that the prices are aligned with current market rates.

15-8 Procurement by Shopping (Request for Quotations):

- It involves requesting price quotations from at least three bidders to review their prices and products, and to select the best offer with the highest specifications and the lowest price, provided it does not exceed the financial threshold specified in the regulations.
- While observing the conditions of Open and Limited Tenders and obtaining the necessary approval from the competent Tender Committee, the Shopping method may be used in cases of necessity even if the value exceeds the specified financial limits for Shopping in the following instances:
  A) When the goods are available only through a limited number of suppliers.
  B) When the project to be implemented is in a remote area where contractors are reluctant to work.
  C) When the works to be executed have been subject to two Limited Tenders without achieving a positive result.
  In all cases, approval from the competent Tender Committee must be obtained before resorting to this method, and the committee must ensure that the prices are aligned with market rates.
- The use of standard documents for procurement via Shopping is particularly appropriate when purchasing simple goods or items with standard specifications of low value. For urgent requests of higher value or complex requests, appropriate standard competitive bidding documents should be used, and procurement should be conducted through formal contracting to protect the Association.

15-9 Direct Award Mechanisms:

- This is a direct agreement between the Association and a supplier through negotiation based on direct free selection, within the amount specified in the regulations, while observing the conditions for

Open, Limited, and Shopping tenders. The Direct Award method may be followed if the purchase amount exceeds the financial ceiling specified in the regulations, provided that the submitted prices are close to the estimated cost and prevailing market prices, and after obtaining approval from the competent Tender Committee stating the reasons for resorting to this method.

15-9-1 Procurement by Direct Award from a single supplier (Sole Source) is permissible in the following cases:
A) When the value of the work to be executed falls within the financial threshold for Direct Awards.
B) When the purchase or the required work is restricted to a single entity or person only.
C) When the items are spare parts for equipment and machinery available only from a single source.
D) For technical works that require execution by specific technicians and specialists.
E) When the procurement, execution of works, or performance of services has undergone two Shopping processes without achieving a positive result.

- In all cases, the approval of the Tender Committee must be obtained before resorting to this method, and the committee must verify that the prices are aligned with current market rates.

16- Guarantees:

16-1 Definition and Types of Guarantees:
A guarantee is an amount provided by the supplier to the Association, either in the form of a certified check or an unconditional and irrevocable bank guarantee issued by a bank authorized by the Central Bank. It must adhere to the duration and format specified in the tender documents and remain at the Association's disposal upon first demand if the supplier breaches the tender conditions. Guarantees are returned once the requirement for them ends and the contractual obligations are fulfilled.

16-1-1 There are four types of guarantees:

A) Bid Security (Bid Bond):

- by the supplier either as a certified check or an unconditional and irrevocable bank guarantee issued by a bank authorized by the Central Bank. It must be valid for at least (90) days, unless the tender documents specify a longer period, and must follow the format provided in the Bid Security template within the documentation cycle (Appendix B). Exceptions may be made for certain requests, such as service delivery where payment is made upon completion, or when all competitors are required to submit for a unified period.
- Regarding bid securities for simple purchases exceeding the financial threshold specified in the regulations, the validity period must not be less than (60) days. Securities are returned to suppliers upon completion of the analysis, submission of the performance guarantee, and signing of the contract with the winning bidder.
- **The Bid Security shall be forfeited in the following cases:**
    - If the bidder withdraws from the tender during the specified bid validity period.

- If the bidder does not accept the arithmetic corrections made to the bid.
- If the winning bidder fails to attend the contract signing or fails to provide the performance guarantee.

B) Performance Guarantee (Performance Bond):

- The Performance Guarantee is submitted by the winning bidder within fifteen days (or as required by the interest of the Association) from the date of receiving the Notice of Award. The guarantee amount shall be at least 15% of the winning bid value for goods (supplies), and 10% for contracting and services. This shall be provided via an unconditional and irrevocable bank guarantee issued by a bank authorized by the Central Bank, following the guarantee format specified in Appendix (B) of the documentation cycle. The duration of this guarantee extends from the date of issuance until the completion of inspection and provisional acceptance procedures.
- This guarantee is returned to the supplier after the completion of inspection and provisional acceptance procedures for the contracted materials, and upon confirmation of the inspection and acceptance minutes—signed by all committee members without reservations or remarks—stating that the materials comply with the technical specifications and conditions set forth in the tender documents.

- It is a lump sum amount, not less than 2% and not exceeding 3% of the estimated cost. It is submitted
C) Operational Guarantee (Maintenance Guarantee):

- This is the amount retained from the bid value as a guarantee for the delivered materials or against installation, operation, and training (depending on the nature of the procurement). The retained amount or guarantee shall not be less than 10% of the contract value, unless the tender documents stipulate a higher or lower percentage. It shall be valid for the period specified in the tender conditions or as determined by the Tender Committee, starting from the date of the provisional inspection and acceptance minutes that are free of reservations or remarks.

This amount is returned after the completion of final inspection and acceptance procedures for the contracted materials, and upon confirmation of the final inspection and acceptance minutes—signed by all committee members without reservations—verifying that the materials are operating in accordance with the data, technical specifications, and conditions on which the award was based, and that the supplier has fulfilled all contractual obligations.

D) Advance Payment Guarantee:

- It is a bank guarantee provided by the supplier in exchange for receiving a sum from the Association to enable the commencement of work, equivalent to the value of the provided guarantee. The advance payment amount shall not exceed 20% of the bid value, provided it is specified in the tender documents in advance. The letter of guarantee must be issued by a bank authorized by the Central Bank and must be unconditional and irrevocable, in accordance with the guarantee format specified in

Appendix (B) of the documentation cycle or the tender documents. The full amount of the advance payment must be recovered before 80% of the contract execution period has elapsed.

E) Quality Guarantee (Warranty):

- A guarantee is provided by the manufacturer ensuring the contracted items for a period of eighteen months from the date of the provisional acceptance minutes against any technical defects resulting from manufacturing, or any malfunctions during the warranty period caused by poor manufacturing, packaging, or crating, in accordance with the guarantee format specified in Appendix (B) of the documentation cycle or as per the tender documents.

"Guarantees shall be issued by CBY-licensed banks that are neither sanctioned nor at risk of bankruptcy."

Forfeited Guarantee Value:
The value of forfeited guarantees shall be deposited into a "Trust Account" (Escrow Account). If the supplier provides and delivers the items or types according to the specifications agreed upon in the contract, the value of the guarantee shall be returned to them via a check debited from the trust account in the supplier's name. However, if the supplier fails to fulfill part or all of their contractual obligations, the guarantee, or a portion thereof, shall be subject to final forfeiture and recorded as revenue for the Association.

17- Technical Specifications Committee:

- The Specifications Committee within the Association is responsible for preparing or conducting a thorough review of technical specifications, defining supply conditions and delivery methods, proposing the procurement method, and reviewing tender documents and announcements/invitations to bid. This is done in consultation with the requesting department, the relevant technical department, or the technical specifications and tender documentation committee formed for this purpose. It also conducts a final review or preparation of the estimated cost and confirms that all prior procedures are complete and in accordance with the forms specified in the documentation cycle.
- Upon completion of all preliminary work, the committee submits the documents—pursuant to Form No. (8) of the documentation cycle prepared for this purpose—to the Chairperson of the Tender Committee in the Association for referral to the Tender Committee for approval if the estimated cost falls within its authority. If the estimated cost is below the Tender Committee's threshold, it may be approved directly by the Chairperson.

The Technical Specifications Committee shall undertake the following:

- **A)** Receiving Preliminary Purchase Requisition Form No. (1) or (2), Purchase Requisition Description Form No. (3), Estimated Cost Form No. (4), and other tender documents.
- **B)** Reviewing and developing technical specifications as the case requires, ensuring they are detailed, accurate, and do not reference any specific trademarks or products from a particular supplier. Brand names should not be used unless necessary, in which case a full justification must be provided or the phrase "or equivalent" must be added.
- **C)** Categorizing items to be purchased into homogeneous groups, if necessary, to achieve the maximum level of competition among bidders.

- **D)** Ensuring that specifications for goods and the required conditions meet the needs at an appropriate quality level.
- **E)** Preparing or reviewing the estimated cost accurately and according to the principles outlined in Item No. (23) of this manual; the committee is held responsible for the accuracy of the preparation or review of the estimated cost.
- **F)** Verifying the availability of financial allocations for execution.
- **G)** Determining the bid security amount as a lump sum of not less than 2% and not more than 3% of the estimated cost.
- **H)** Determining the procurement method to be used [refer to the decision-making flowchart in Appendix (D)]. If there is a recommendation to use an alternative to the Open Tender, the conditions specified in this manual for each procurement method must be met.
- **I)** Supervising the preparation of draft tender documents and contract documents to ensure that all necessary conditions have been included according to the standard tender documents or donor templates, as required.
- **J)** Arabic is the approved language for tender and contract documents, unless an additional language is specified as required within the tender documents.
- **K)** Preparing the announcement format according to the template specified in the tender documents, the format in Appendix (A) of the documentation cycle, or the invitation format in Appendix (A) for submission and determining the value of the tender fees to be paid by participants in the Open Tender for obtaining the tender documents, while ensuring that the bid opening day does not fall on a weekend, public holiday, or official vacation.

L) Preparing Procurement Form No. (8) (Request for Approval of Specifications, Procurement Method, Announcement Format, and other Tender Documents) in two copies; the original, along with all attachments, shall be submitted to the President of the Association, while the second copy is retained in the Specifications Committee's file. Utmost attention must be paid to the confidentiality of these documents and information during submission or storage by the committee.

M) The original Procurement Form No. (8), along with all necessary attachments, is delivered to the Chairperson of the Tender Committee for review and referral to the Tender Committee for approval of the draft tender documents, procurement method, and the draft tender announcement or invitation to bid, provided that the estimated cost falls within its authority. If the estimated cost of procurement is below the threshold of the competent Tender Committee, approval may be obtained from the Chairperson of the Tender Committee alone.

Full minutes of the Tender Committee meetings must be maintained, clearly recording all decisions and recommendations made, and signed by all members of the Tender Committee

18- Estimated Cost:

It refers to the price estimates for the items to be purchased, including all costs until they reach the Association's warehouses or the execution site. To prepare this, Procurement Form No. (4) from the procurement documentation cycle is used.

18-1 Preparation of Estimated Cost:

- The committee formed to prepare technical specifications and other tender documents is responsible for preparing the estimated cost of the items or materials to be purchased. In all cases, the Association, as the entity that prepared or reviewed the estimated cost, bears full responsibility for its accuracy. When preparing the estimated cost for items and materials, the following shall serve as guidance:
  A) Prices of items purchased during the previous two years;
  B) Current market prices of the items.

Utilizing the internet to obtain similar price lists from manufacturers' or suppliers' websites.

18-2 Use of Estimated Cost:

- An accurately and correctly prepared estimated cost serves as a true indicator of execution costs. Its data shall remain confidential until the completion of the bid opening procedures, at which point it is handed over by the President of the Association to the Chairperson of the Analysis and Evaluation Committee, along with other documents and bids from competing companies and suppliers. It is utilized during the financial evaluation to compare bid prices and identify balanced versus anomalous price items (whether excessively high or low) and serves as a safety valve for the awarding process.

The allowable financial limit for bid prices exceeding the estimated cost is a maximum of 10% of the total estimated cost or the prevailing market prices during the same period. This is subject to a clear review and study of the reasons for such deviation, which must be presented to the Tender

- Committee, which holds the right to accept or reject it based on clear and convincing justifications provided in the analysis committee's report. As for prices lower than the estimated cost, a decrease of up to 15% is permissible, provided it does not affect quality or execution; the Tender Committee may accept or reject this based on the analysis committee's report.

19- Approval of Specifications, Procurement Method, and Tender Documents:
All competent Tender Committees, within their designated financial authorities, must approve the tender documents, terms and conditions, technical specifications, bills of quantities, and drawings (depending on the nature of the tender), as well as the procurement method and the date for publishing the announcement or issuing the invitation (as applicable), prior to the commencement of the bidding process.

20- Approval of Tender Documents Funded by Donor Institutions/Entities:
All tenders are subject to the procedures outlined in this manual, whether self-funded by the Association or through other entities. If the procurement process is funded by a donor, and if necessity dictates, the funding entities may be involved or consulted in any tender procedure or for conflict resolution. Consideration shall be given to any guidelines provided by the funding entities. In the event of no response from the donor, the Tender Committee reserves the right to take the correct and appropriate measures to finalize the procurement or contracting process.

21- Announcement:

Technical and Administrative Arrangements Prior to Issuing the Tender Announcement:

- Once the procurement method, draft tender documents, and draft announcement are approved by the Tender Committee, the technical and administrative arrangements for announcing the tender must be finalized. For this purpose, the Secretariat of the Tender Committee shall undertake the following:

A) Reviewing the Tender Committee's decision—whether in light of its internal requirements or those of the funding entity—to ensure that full approval has been obtained and that it aligns with the approved funding. If the Tender Committee requests any amendments, they must be completed and resubmitted to the Committee to ensure they are incorporated and to obtain final approval for the full issuance of the documents.

B) Ensuring that the tender documents and the announcement are clear, complete, and sequentially numbered from the first page to the last, in accordance with appropriate procedures.

C) Ensuring that every page of the tender documents is numbered sequentially.

D) Confirming the date and specific time for bid opening with the Chairperson and members of the Bid Opening Committee, and ensuring that the venue for opening the bids is available and suitable.

E) Arranging the publication of the tender announcement or issuing the invitations to the entities on the shortlist.

F) Preparing sufficient copies of the tender documents, stamped with the Association's seal, and making them available to competitors by the first day of the announcement's publication, or publishing them online.

G) Ensuring that complete and up-to-date records are maintained and that all documents and instruments are kept in the procurement process file for easy reference.

22- Public Tender Announcement:

- The public tender shall be announced by publishing in widespread daily newspapers or official websites, and on the internet (the Association's official website). This aims to provide an opportunity for all interested suppliers who meet the participation criteria. The announcement must include all data and information specified in the "Announcement Content" clause, providing clear information about the items to be purchased or supplied. Care must be taken to ensure that the data in the announcement is identical to the data in the tender documents [Announcement Template - Appendix A].

22-1 Announcement Content:
The announcement must clarify how interested suppliers can receive tender documents and submit their bids, providing sufficient information to enable potential participants to decide on their participation, as per the appendix.

22-2 Local Tender Announcement (Within the Republic):

- The announcement shall be published according to the template in Appendix (A), as follows:

- **A)** Publishing the announcement on available official websites, such as the Yemeni Tenders website or others. The announcement period depends on the nature of the tender but must be at least seven (7) days.
- **B)** Any extension of the deadline for bid submission must be announced in the same newspaper or website where the original announcement appeared.
- **C)** If both domestic and international announcements are required, they must be drafted in both Arabic and English.

22-3 International Public Tender Announcement:

- International tenders are announced using the same methods as domestic tenders, with the following additions:
  - **A)** Publishing the announcement in at least one widespread international newspaper (or announcing on the internet via the Association's website).

22-4 Announcement of Extension:

- Any extension of the bid submission deadline must be announced in the same newspaper where the original announcement was published. The extension period shall not exceed 50% of the original announcement period and may be granted only once, provided that the Tender Committee's approval for the extension is obtained.

22-5 Procedures for Selling or Issuing Tender Documents:
A) Potential bidders have the right to inspect the tender documents, upon request, before proceeding to obtain them.
B) Those wishing to request tender documents must submit a written application, and the Secretariat of the Tender Committee shall:

1. Register the names and addresses (phone numbers, fax, e-mail) of every company that purchased the tender documents [in accordance with Procurement Form No. (10) of the procurement documentation cycle].

23- Invitation for Limited Tender:
Tender documents for Limited Tenders shall be issued to all participants identified in the shortlist after completing the pre-qualification procedures for supply works exceeding the financial ceiling specified in the manual, while observing the conditions for procurement via Limited Tender. As for purchases falling within the financial ceiling of the Limited Tender specified in the regulations, names shall be selected directly from the shortlist (no fewer than three suppliers) and notified simultaneously, either by registered mail or by hand delivery with a written acknowledgment of receipt. The Secretariat shall:
A) Prepare the tender documents in envelopes for distribution, containing the invitation letter and all complete tender documents.
B) Send the invitation by registered mail to each participant in the shortlist or deliver it by hand, obtaining a written acknowledgment of receipt.
C) If the tender is subject to matching a sample or samples, an acknowledgment of this must be obtained

from the bidders.
D) All legal procedures for Open Tenders apply to Limited Tenders, with the exception of the public announcement.

24- Request for Quotations (Shopping):

- Procurement by Shopping is conducted by requesting price quotations from at least three suppliers to review their prices and products, and to select the best offer with the highest specifications and the lowest price as a basis for contracting.
- This procedure shall be carried out by a sub-committee of the competent Tender Committee, established by a decision from the Chairperson of the Tender Committee, or through the Procurement Department and the Executive Management, provided that the following are observed:
  A) Bidders for Shopping shall be invited via registered letters or notifications delivered by hand against receipts.
  B) Obtaining the approval of the competent Tender Committee for the procurement method and the draft contract within the delegated financial authorities. The Tender Committee must clarify in its decision the reasons for opting for Shopping instead of an Open or Limited Tender.
  C) Ensuring that prices are reasonable and consistent with market rates.
  D) The agreement must be based on a written contract, with a copy provided to the Secretariat of the Tender Committee.

25- Request for Price Quotation via Direct Award:

- This is a direct agreement between the relevant Association and any supplier based on direct selection to purchase materials and items within the threshold specified for Direct Awards, in accordance with the Association's public interest. If the tender value exceeds the Direct Award threshold, procurement is conducted from the supplier selected as a "Sole Source" capable of execution, based on the conditions, instructions, and technical specifications defined in the tender documents prepared in advance by the Association. The bid from the sole supplier shall be submitted to a sub-committee of the competent Tender Committee, established by a decision from the President of the Association.
- The following must be observed:

A) The supplier shall be invited via a registered letter;

B) Obtaining the approval of the competent Tender Committee for the procurement method, the awarding recommendation, and the draft contract, within the limits of the delegated financial authorities. The Tender Committee must clarify in its decision the reasons for opting for procurement via Direct Award instead of Open Tender, Limited Tender, or Shopping (Request for Quotations).

C) Ensuring that the prices are comparable to prevailing market rates.

D) Executing the agreement based on a written contract and providing a copy of said contract to the Secretariat of the Tender Committee.

E) The required guarantees must be attached to the bid as follows.

26- Clarification of Tender Documents:

Bidders may request clarifications regarding the content of the tender documents. The period allowed for such clarifications shall be defined during the announcement period. In all cases, any response provided to one bidder must be circulated to all other participants.

27- Cancellation of Tender Prior to Bid Opening Deadline:
A tender may be cancelled for any justified reason upon the approval of the Tender Committee before the deadline for bid submission. To this end, the Secretariat of the Tender Committee shall perform the following:
A) Notifying all bidders who were issued tender documents of the cancellation.
B) Returning submitted bid envelopes to their owners in their original sealed condition.
C) Notifying all departments, units, sub-committees involved in the procurement process, or international funding institutions of the cancellation, if required.

28- Receipt of Bids and Bid Opening:

28-1 Receipt of Bids for Open and Limited Tenders:
All bids shall be received by the Secretariat of the Tender Committee or the Procurement and Warehouse Department and deposited in the locked bid box until the scheduled time for bid opening. Any bid submitted after the deadline for bid submission shall be considered a "Late Bid" and shall be returned to the bidder in its original sealed condition.
Tender documents must include clear instructions for bidders regarding the marking and sealing of bids and the procedures for their submission. Bids may also be delivered during the bid opening session in the presence of the bidder.

28-2 Opening of Bids for Open and Limited Tenders:
Bid Opening Committees shall be established by a decision from the President of the Association (Chairperson of the Tender Committee), consisting of no fewer than three members, including the manager of the relevant department or the Executive Director, in accordance with Procurement Form No. (12) of the documentation cycle. The decision shall name the Committee Chairperson, who is responsible for managing the bid opening session with wisdom and accountability. The Chairperson and members of the committee are responsible for completing the bid opening procedures at the time specified in the tender announcement during the same session, fulfilling all procedures defined in this manual, and recording the minutes of the bid opening session according to Form No. (13) of the documentation cycle.

28-2-1 Opening of Bids for Shopping (Request for Quotations):
If the value of the Shopping process falls within the financial threshold specified in the regulations, the bids shall be opened as follows:

- This process does not require a public opening session. However, all submitted offers must be opened at a pre-determined date and time by a Bid Opening Committee, typically composed of (the Manager of the Requesting Department, the Procurement Department, and the Executive Director), to prevent any competitor from knowing the prices offered by others.
- Regarding the registration and evaluation of offers for this process, the aforementioned committee shall conduct a comparison of the technical and financial aspects of all submitted offers. The committee reserves the right to seek assistance from a technician or specialist for optimal evaluation. The opening and evaluation process may take place in one session or two consecutive sessions on the same day.

29- Cancellation of Tender After Bid Opening:
Tenders may be cancelled by a decision from the President of the Association, following the approval of the Tender Committee, in the following cases:
A) If all bids are accompanied by unacceptable reservations and conditions.
B) If the committee verifies that the lowest bid exceeds market value and the estimated cost; or if there is only one bidder whose prices are unbalanced.

Action to be taken by the Secretariat or the Procurement and Warehouse Department:
A) Obtain the Tender Committee's approval to cancel the tender/procurement process.

B) Prepare a decision signed by the President of the Association to cancel the tender/procurement process.
C) Notify all participants in the tender/procurement process of the cancellation and return their tender documents and submitted guarantees.

Bid Validity Period and Extension:
The bid validity period is set for a minimum of (90) days for regular purchases within the financial threshold specified in the regulations, and no less than (60) days for simple purchases within their respective threshold, unless the nature of the tender requires a longer period, provided that the required duration is specified within the tender documents.

30- Acceptance of a Sole Bid:
The Tender Committee may accept a sole bid provided that:
A) The tender was announced for a period of no less than 10 days from the date of the first announcement.
B) The sole bid fully complies with the specifications and conditions set forth in the tender documents and is free of any reservations, among other requirements.
C) The bid value does not exceed the estimated cost by more than 10% or the prevailing market prices, and that the submitted prices are balanced and accurately calculated.

31- Technical Committees for Technical and Financial Bid Evaluation:
Technical committees shall be established by a decision from the President of the Association (Chairperson

of the Tender Committee) for each tender individually, or for a group of homogeneous and simultaneous tenders. The committee shall consist of specialized technicians with expertise and integrity in technical, financial, and legal fields. The decision shall name the Committee Chairperson to lead the analysis and evaluation process. This committee reserves the right to seek assistance from experienced and impartial specialists as dictated by the nature and quality of the tender, in accordance with Procurement Forms No. (16-17) of the documentation cycle (attached in Appendix F). The committee shall perform the following:

A) Reviewing pre-qualification bids submitted according to the criteria and standards defined in the pre-qualification documents (if the project requires pre-qualification).
B) Conducting technical and financial reviews of the bids to verify initial responsiveness in terms of compliance with the conditions and essential documents specified in the tender documents.
C) Reviewing technical proposals and comparing them with the specifications set forth in the tender documents to ensure full compliance with technical requirements.
D) Inspecting samples submitted with the bids to ensure they match the specifications or catalogs (according to the nature and conditions of the tender).
E) Conducting a precise review of the financial proposals to verify arithmetic accuracy and identify any unpriced items. If found, such items shall be treated according to the Tenders Law (evaluating their permissible or impermissible percentages with clear explanation).
F) Preparing technical and financial comparison tables and recording observations derived from these comparisons based on the technical specifications and conditions specified in the tender documents, in accordance with Form No. (17).
G) Preparing detailed and final reports of all findings in a clear and organized manner, providing full justifications for each rejected bid and each accepted bid.
H) Submitting the reports to the competent Tender Committee, accompanied by final recommendations for the award, specifying the final amount, the name of the winner, and the legal justifications for the award or submission.

with any other recommendation, clearly stating the legal, technical, and financial justifications for such a recommendation.
I) The report templates specified in the documentation cycle shall be used according to the evaluation nature defined in the tender documents, and they must be signed by all committee members.

If force majeure prevents the technical committee from completing its work within the designated period for large-scale or complex procurement, it may submit a written request to the President of the Association at an appropriate time to extend its working period. The extension must not exceed 50% of the original period, with careful attention to extending the validity of bids and guarantees according to the conditions specified in the "Bid Validity Extension" clause, while maintaining some flexibility regarding the duration of bid security for supplies.

32- Post-Qualification of Bids:

- If the nature of the tender requires post-qualification, this must be clearly stated in advance within the tender documents, establishing the principles, criteria, and requirements for qualification. The following procedures must be followed:

A) Post-qualification must be conducted before entering the technical or financial analysis of bids to determine the capabilities, qualifications, and resources of the applicants according to the criteria and conditions pre-defined in the tender documents.
B) Bids that do not meet the post-qualification conditions and requirements specified in the tender documents shall be disqualified, and the analysis and evaluation process shall continue for the responsive bids.
C) The disqualification of any bid during the post-qualification process requires strong justification, which must be clearly documented in the submitted technical qualification report or its annexes.
D) A historical background of poor performance by a bidder may be considered justification for failure in the post-qualification process, unless the bidder can prove that steps have been taken to resolve those past issues.

B) If any bid contains major deviations from the terms, conditions, or specifications stipulated in the tender documents, or expresses reservations about them, it is considered a clearly non-responsive bid. No bidder is permitted to correct or withdraw any material deviation or reservation after the bid submission deadline.

C) Minor omissions are not considered justification for disqualifying any bid. It is rare for an offer to be complete in every aspect. Below are examples of minor omissions:

1. Failure of the bidder to sign every page of the unmodified documents (this should be overlooked as a mistake, and the bidder shall be contacted to rectify it).
2. Spelling errors or simple arithmetic errors that can be corrected according to the financial evaluation procedures.
3. Bids addressed or sealed incorrectly, provided this was clarified during the bid opening session and that the envelope has not been tampered with.
4. Failure to list executed contracts, provided these documents are requested and provided by the bidder within a maximum of three days from the request.

D) The evaluation committee must examine the content of each bid to ensure that all required financial and technical data have been submitted in the format and detail required by the tender documents, including:

All specified documents such as a valid commercial register, a valid classification certificate, a valid tax card, annual accounts, evidence of past experience, legal authorizations, or the company's Articles of Association/incorporation contract.

2. Use of Checklist: The checklist provided in the evaluation tables within the documentation cycle shall be used to ensure that all criteria specified in the tender documents have been satisfied.

E) The Evaluation Committee shall determine bid responsiveness as per the tender document requirements through the following:

1. Completeness of the bid in terms of format and responsiveness to specifications.
2. Inclusion of all required items, unless the tender documents explicitly state that bids may be fragmented or allow bidders to submit offers for only certain items or partial quantities of a specific item.
3. Ensuring that all erasures, scrapings, additions, or other alterations are initialed by the bidder prior to submission.
4. Verifying that there are no missing pages in the original copy and no contradictions in model numbers or any specifications of key items.

F) Verification of the bidder's legal standing and the legal eligibility of the offered goods, based on the requirements specified in the tender documents, as follows:

1. The bidder or partners (Joint Venture/Consortium) must be citizens or recognized legal entities against whom no official ban has been issued by any government authority.
2. The country of origin for all goods must be among those not subject to an official trade ban by any government authority. For machinery and equipment, this test usually applies only to the final product offered in the bid and its clearly defined major components.
3. The bidder must not be disqualified due to a conflict of interest, such as being affiliated with a company that previously provided consultancy services related to the project subject to the tender.

G) Verifying the presence of the Bid Security, ensuring it is unconditional, and determining its compliance with the following conditions:

1. The security must comply with the requirements of the tender documents and be attached to the bid.
2. If provided as a bank guarantee, the text of the guarantee must match the terms and the template provided in the tender documents.
3. The Bid Security provided by the bidder must be issued in the company's name.
4. Submission of photocopies of the security is unacceptable and shall not be considered.
5. Bids submitted with a security amount or validity period less than what is specified in the tender documents will be rejected.

H) Verifying whether the bidder has placed unacceptable reservations on the delivery of items or other contract terms.

I) Recommending the disqualification of any bid that is non-responsive to the tender documents. Any minor deviations found should be mentioned in the evaluation report, provided they do not constitute material deviations.

33-2-2 Detailed Technical Evaluation:
Bids that pass the preliminary examination and are deemed substantially responsive to the tender documents are those that will proceed to the detailed technical examination. The procedures to be followed are:

A) Verifying the extent of compliance with technical specifications. Unacceptable deviations are those in technical specifications that, if accepted, would fail to serve the purpose for which the bids were requested, or would hinder fair competition with the compliant bids with the technical specifications. Examples include the following:

1. Failure to provide certificates, documents, and catalogs that confirm and guarantee the compliance of technical specifications with those specified in the tender documents.
2. Submission of samples that do not match the required technical specifications.
3. Non-compliance with required key dates or the work execution schedule regarding the phased sequence for contract commencement, or the delivery for supply, installation, and operation works.
4. Refusal to bear significant responsibilities and obligations specified in the tender documents, such as providing performance guarantees, maintenance guarantees, spare parts, or training (if requested).
5. Non-compliance of the technical outputs of the provided materials with the data and information required in the tender documents.
6. Subcontracting arrangements that differ significantly in terms of the specified amount or method.

B) The specification compliance form must be completed to record samples that match the specifications and those that do not.
C) All bids accepted technically during the technical evaluation process are the bids that will undergo financial evaluation.
D) It is recommended to disqualify any bid that is non-responsive to the basic technical specifications and conditions specified in the tender documents.

33-2-3 Financial Evaluation of Bids:
Only the bids that pass the technical evaluation are considered qualified for financial evaluation. In the case of bids offering various alternatives or models for a product, they are typically evaluated based on the lowest-priced alternative among the models offered, which meet all the requirements of the tender documents. The financial evaluation procedures are as follows:

- Any bids based on a percentage discount from the lowest bid submitted by others shall be disqualified as non-responsive. Similarly, any bid stipulating a price adjustment when fixed-price bids were requested may be disqualified as non-responsive.

- Any amendments made to the original bids prior to the bid opening must be reflected during the financial examination and evaluation process.
- Bids must be reviewed to correct any arithmetic errors as follows:
    - Where there is a discrepancy between the amount in words and the amount in figures, the amount in words shall prevail.
    - Where there is a discrepancy between the unit price and the total price resulting from multiplying the unit price by the quantity, the unit price as quoted shall prevail, unless the

committee determines there is an obvious misplacement of the decimal point in the unit price. In such a case, the total price for the item as quoted shall prevail, and the unit price shall be corrected.

- All corrections made in accordance with the procedures outlined in the tender documents shall be binding upon the bidder.
- **Pricing Unquoted Items:** When certain items are unpriced in some bids but quoted in others, the highest price submitted by other bidders for those items shall be applied for evaluation purposes only. If the tender is awarded to that bidder, they shall be deemed to have accepted payment based on the lowest price submitted among all bids for those specific items.
- Disqualification of any bid where the total arithmetic corrections exceed the legally specified limit of (3% of the total bid value).

Acceptable Deviations:
Bid prices shall be adjusted for any factors, such as delivery delays or payment schedules that differ from the rules specified in the tender documents. The adjusted bid price is used solely for evaluation and ranking purposes. Such deviations must be acceptable to the Association in the final contract.

Changes and Discounts:
Discounts submitted in accordance with the tender documents that are conditional upon the concurrent award of other contracts or groups ("Conditional Discounts") are not evaluated until all other evaluation steps are completed. At this stage, unconditional discounts are incorporated, provided they are recorded in the bid opening minutes, unless they were included in the offer submitted during the bid opening and signed by the Bid Opening Committee.

34- Balance of Bid Prices:
Examination of unbalanced bids—as well as handling bids with unpriced items or arithmetic errors.

If, during the financial evaluation of goods, it is found that a price item in the best-evaluated bids is unbalanced—meaning the cost of this item exceeds the estimated cost by no more than 10%, and differs from the same item in other offers by no less than 25%—the Tender Committee must investigate the reasons and justifications for this imbalance.

If the review results show that the reason for the price imbalance in this item is due to the inclusion of an item that significantly exceeds the specifications defined in the tender documents, and the total estimated cost has not been exceeded or has increased by less than 10% for the tender, then the procedures shall continue. The committee shall recommend awarding the contract to that bidder without adjusting the price of that item.

However, if the total bid exceeds the total estimated cost by more than 10%, the reasons for this increase must be studied, and the findings presented to the Tender Committee to take a decision.appropriate decision, whether by approval or rejection. If the increase exceeds the allowable 10% limit, the tender must be re-announced.

Furthermore, bids shall be disqualified if arithmetic corrections exceed 3% of the total bid value, or if minor reservations exceed 15%, subject to the Tender Committee's decision.

If the total value of unpriced items, after being priced at the highest submitted rates, reaches 10% or more of the submitted bid value, the bid shall be disqualified during the analysis and evaluation phase.

35- Discounts Linked to Multiple Awards:

35-1 Description of Discounts:
Conditional discounts are those offered by a bidder on the condition of being awarded more than one contract or more than one lot in the tender. In this case, the evaluation of conditional bids may be conducted as follows:

1. When the value of the submitted conditional discounts varies according to the number of contracts awarded to the bidder.
2. When the tender documents specify the number of awards or the total value that may be awarded to the same bidder based on their financial and technical capacities. Consequently, the award may not necessarily go to the best-evaluated bidder due to this restrictive condition. In all cases, the total award amount for the contracts must follow the scenario that offers the best quality and lowest cost in the public interest.

35-2 Discounts Based on Lowest Price:
Where conditional discounts for multiple awards are offered for procurements based on the lowest-cost selection, the evaluation committee shall select the best combination of awards to achieve the lowest overall cost for all contracts, in accordance with the evaluation criteria specified in the tender documents.

35-3 Reporting on Discounts:
Any calculations performed regarding conditional discounts must be clearly detailed within the evaluation report for all bids that submitted such conditional discounts.

36- Drafting the Evaluation Report and Recommendations:
The evaluation report is a fundamental document to demonstrate transparency in the analysis and evaluation process for all procurement and service tenders. It must be drafted with care and attention to detail, including all essential data and significant information, accompanied by all supporting documents and tables. For guidance in drafting the report, refer to the previously clarified "Evaluation Procedures" clause. When drafting the final report and recommendations, the following procedures must be observed:

A) Verifying the total price submitted by the best-evaluated bidder—who is both technically and financially responsive—in comparison to the estimated cost.
B) Completing the evaluation report with special attention to:

1. Recommendations.
2. Providing justifications for all decisions reached by the Evaluation Committee, including:
    - Disqualified bids.
    - The bid recommended for award.
    - Rejection of all bids and subsequent proposals if necessary.
3. Clearly specifying the actual value of the contract to be awarded.
   C) Clarifying any price conflicts found, as well as any price adjustments to the prices read during the

bid opening session.
D) Providing details on bids disqualified during the evaluation process, including photocopies of selected pages from those bids if necessary, to illustrate examples of objectionable findings.
E) Clarifying any significant arithmetic corrections that may affect the ranking of bidders, provided these corrections do not exceed 3% of the bid value before correction.
F) Clarifying any priced additions, modifications, or deviations that might affect the bidders' ranking.
G) Providing evidence for domestic preference eligibility for locally manufactured goods, in accordance with the conditions specified in the tender document.
H) Clarifying any conditional discounts for multiple awards that were not read during the bid opening session, provided the Bid Opening Committee members verified them with their signatures; otherwise, they shall be disregarded.
I) Attaching copies of all evaluation reports conducted by the committee in which it recommended awarding contracts to the same company—certified by the committee—during the previous two years.
J) Providing detailed justifications for any reasons that prevented recommending the award to the best-evaluated bidder.
K) If an alternative proposal is recommended for acceptance, a clarification must be provided addressing time delays, performance factors, cost implications, and justifications for any changes to the original contract scope and terms.
L) Clarifying all adjustments made to the evaluated price or the contract award price.
M) Submitting the evaluation report to the Tender Committee, accompanied by all documents, to request approval for the contract award (Form No. 18).

The Evaluation Committee may recommend the rejection of all bids in the following cases:
A) If all bids are found to be non-responsive to the tender documents.
B) If all bids are unreasonably high compared to the estimated cost, unbalanced, or inconsistent with market prices.
C) If all participants in the tender are found to be unqualified.

If the procurement process or the contract is funded by an international financing institution and their approval of the recommended contract award is required, such approval must be obtained in this case.

37- Complaints:
Complaints from Participants:

- Every bidder has the right to submit a complaint at any stage of the procurement procedures, provided that the complaint is written, signed by the responsible supplier, and addressed to the Chairperson of the Tender Committee. The complaint must specify its substance and include a commitment at the end that the complainant shall bear the penalties resulting from any malicious or incorrect complaint.
- If it is determined through review that the bidder's complaint is valid, the matter shall be presented to the Tender Committee for a final decision.
- Appropriate and suitable measures shall be taken to resolve the complaint and make the necessary decisions to complete the tender, either by announcing the qualification and submission of technical proposals, financial proposals, or both together.

38- Negotiations:

- Negotiations on prices are permissible after requesting price quotations if it is found that the lowest bid does not exceed the allowed percentage compared to the estimated cost, or if there is an imbalance in certain price items. This is done for the purpose of reaching prevailing market prices and achieving the public interest of the beneficiaries.

39- Tender Committee Approval of the Award Recommendation:
39-1 Review of the Evaluation Report:

- The relevant Tender Committee must review the Analysis and Evaluation Committee's report and its recommendations thoroughly and accurately. Before granting approval of the analysis results and recommendations, it must ensure that all submitted complaints (if any) have been reviewed according to the specified procedures and stages, and that they were addressed in a timely manner according to the tender conditions. If the Tender Committee finds that a complaint was not studied accurately, the final decision on the tender shall be postponed until full verification is complete. If the complaint proves to be incorrect, the procedures shall continue; if it proves to be valid, the tender shall be cancelled and referred to the Legal Department to determine the legal measures against those responsible.

39-2 Awarding:

- In all cases, the Tender Committee's approval to award the tender must be granted to the lowest evaluated bid that meets all technical specifications and conditions specified in the tender documents, provided that this bid is qualified and capable of executing the tender within the specified timeframe (Procurement Form No. (19) of the documentation cycle).

No bidder shall be required to perform any work not stipulated in the tender documents and conditions as a prerequisite for awarding the contract, nor shall they be asked to alter their original submitted bid. To this end, the following procedures are followed:
A) Conducting a precise review of the technical and financial evaluation report and the final recommendations reached by the Analysis and Evaluation Committee.
B) If the price of the best-evaluated bid exceeds the estimated cost by 10%, the Committee must determine whether there is a justification for such a price increase. If the increase is justified and the competent Tender Committee is satisfied, the remaining awarding procedures may be completed. However, if the increase is unjustified, the tender shall be re-announced, cancelled, or negotiated for a reduction, as deemed appropriate by the Tender Committee.
C) A full approval of the evaluation report shall be issued to allow for the issuance of the Notice of Award; otherwise, the Committee must reject the report, stating the justifications for such rejection. In that case, the evaluation report must be amended and resubmitted to the Committee, where it must.. ...obtain the Committee's approval before issuing any Notice of Award.
D) A full, unconditional approval shall be issued for the bid award or any other recommended action. The Evaluation Committee may be notified of the need to clarify required corrections to the evaluation report or

contract documents before final approval is granted.
E) It must be ensured that all recommendations and decisions of the Committee are recorded in the minutes of its meetings and signed by all its members.

40- Approval of Financing Institutions on Recommendations and Awarding (if externally funded):
A) All procurement or services funded by international or local financing institutions must be subject to the procedures of this manual. If their review and approval are requested, the following must be submitted to them:

1. A copy of the bid evaluation report;
2. Copies of all supporting documents;
3. Any additional information and justifications for the recommendations.
   B) Final awarding procedures should commence after receiving written "Approval" from the financing institution. In the event of no response within three days, the procurement or contracting procedures shall be completed according to the procedures followed by the Association.

41- Approval and Signing of the Contract Document by the Tender Committee (Chairperson of the Tender Committee):
The Tender Committee shall review the final contract document, particularly regarding compliance with any modifications it requested, based on which the analysis and evaluation results were approved. To complete the approval procedures, the following must be undertaken:
A) The contract format shall undergo a final and complete review after incorporating all data pertaining to the selected bidder and all agreed-upon terms and conditions. The Tender Committee shall then issue its full and final approval, directing the Procurement Department—in coordination with the relevant department—to prepare the contract document for signature by the President of the Association, the Vice President, the Secretary-General, or any officially authorized representative, alongside the supplier/contractor/service provider selected for contract execution or their officially authorized representative.

Procedures to be followed after the Tender Committee's Decision:

Upon the Tender Committee’s approval of the tender award and the final contract document, the Procurement and Warehouse Department or the relevant Technical Department shall undertake the following:

A) Completing and preparing the contract in six, two, or four copies, in accordance with Procurement Form No. (21) of the documentation cycle, or as required by the public interest to ensure the success of the contracting process.

B) Ensuring that the contract is properly recorded in the Contracts Register [Form No. (27) - Accounts] maintained by the Accounts Department.

C) Issuing a Notice of Award to the winning bidder within one week from the award date via registered mail or hand delivery, using the Notice of Award [Procurement Form No. (20) of the procurement documentation cycle]. The notice shall request the submission of the required Performance Guarantee and the bidder's attendance to sign the contract within a period not exceeding fifteen days.

D) The value of the submitted Performance Guarantee must be at least 15% of the contract value for supplies, and at least 10% for contracting or services, or as specified in the Notice of Award.

E) If the winning bidder fails to provide the Performance Guarantee within fifteen days (or the period specified in the notice) or refuses to attend the contract signing as requested, the matter shall be referred to the Tender Committee. The committee shall decide on forfeiting the Bid Security provided by the bidder, canceling the award decision, and awarding the contract to the next-ranked bidder. If an agreement is reached, the contract shall be awarded to them, provided the price does not exceed the estimated cost and prevailing market rates.

F) Receiving the Performance Guarantee after verifying that it is unconditional, fulfills the required amount and duration, and adheres to the legal phrasing specified in the tender documents (Appendix B/2 of the documentation cycle) or is otherwise legally acceptable. It must be reviewed before being referred to the Accounts Department for secure storage throughout the guarantee period specified in the contract.

G) Ensuring that all pages of the contract are properly signed and stamped by both the President of the Association (or an officially authorized representative) and the supplier (or an officially authorized representative) on the contract copies, which are distributed as follows:

- **Original:** Sent to the Accounts Department to be attached to the payment voucher (along with a copy of the Bid Evaluation Report).
- **Second Copy:** Retained by the Procurement and Warehouse Department (along with a copy of the Bid Evaluation Report).
- **Third Copy:** Provided to the Supplier.

H) Returning the initial Bid Securities to all tender participants once the award is approved by the Tender Committee and the contract is signed. The securities shall be handed over to their owners against a written acknowledgment of receipt

42- Contract Management:

Effective contract management is essential to ensure that procurement objectives are achieved and that all contractual obligations and activities are efficiently fulfilled by both parties. The Procurement and Warehouse Department, or the relevant Technical Department, must ensure continuous monitoring of contracts under execution to address any issues as they arise and take preventive measures if potential future problems are anticipated.

Several post-contract issues must be addressed, monitored, and resolved before the contract reaches completion, including:

1. Contract effectiveness;
2. Delivery and inspection of goods; performance claims; payments to the supplier;
3. Monitoring the progress of supply works or services;
4. Contractual disputes; delays in performance;
5. Claims for liquidated damages;

6. Provisional and final acceptance of goods;
7. Installation and commissioning of equipment;
8. Acceptance of deliverables;
9. Release of performance guarantees and retained amounts (maintenance and operational guarantees until the end of the specified tender follow-up period) from payments;
10. Contract termination.

43- Contract Effectiveness:

43-1 Contract Commencement Date:

- The contract becomes effective from the date specified in the signed agreement between the Association and the winning supplier, following the receipt of the performance guarantee and continuing until the end of the specified period.

43-1-1 Failure to Provide Performance Guarantee:

- If the supplier fails to provide the performance guarantee within fifteen days or fails to respond to a written notice, the matter shall be referred to the Tender Committee to decide whether the bid security should be forfeited, the award decision canceled, and negotiations initiated with the next-ranked bidder.

43-1-2 Contract Supervision:

- The Procurement and Warehouse Department, or the relevant department based on the project's nature, shall supervise the execution of goods procurement contracts. In most goods procurement operations, supervision and management should be streamlined; however, it is essential to monitor delivery schedules, process documentation, and inspect goods to ensure that the required items are delivered on time.

44- Monitoring Supplier or Service Provider Performance:

- The Procurement Department shall maintain a fair and transparent system for monitoring the performance of suppliers and various service providers in terms of compliance with specifications and fulfillment of contractual obligations.
- Suppliers failing to perform acceptably must be notified, identifying the deficiencies to be addressed and providing them with an opportunity to improve their performance level.

When evaluating a supplier's performance, necessary factors must be considered, especially those beyond the supplier's control, as well as any actions or shortcomings on the part of the Association—such as failure to pay due amounts or to provide necessary information in a timely manner.

45- Inspection and Acceptance:

- All procurement (various supplies) without exception must undergo an inspection and acceptance process based on the nature, quality, and volume of the materials to be delivered. This is to ensure full compliance with the technical specifications and conditions previously defined in the tender documents, using all internationally recognized inspection methods—whether through laboratory testing, matching submitted samples or catalogs, data verification, factory inspection, or any other means specified within the tender documents. The size and composition of the committee or the entity selected for inspection and acceptance shall depend on the nature of each procurement process.
- Due to its importance, the inspection and acceptance of goods and supplies delivered under the tender must be conducted comprehensively. The President of the Association shall issue a decision to establish an Inspection and Acceptance Committee, chaired by at least a General Manager. Members of this committee must not include individuals from the Tender Committee who approved the purchase or prepared the technical specifications, conditions, or other tender documents. Primarily, the membership must include technicians with specialized expertise and knowledge in the nature and quality of the materials being inspected. Their working period shall be defined in the establishment decision based on the nature of the items. The committee bears full responsibility for verifying the following:

1. Compliance of the delivered materials with the technical specifications defined in the tender documents.
2. Full compliance of technical outputs during operation and installation for projects that require such procedures.
3. Submitting the necessary inspection and acceptance reports to the President of the Association (Chairperson of the Tender Committee), stating the final opinion regarding compliance or non-compliance with specifications.

The following rules and principles serve as the basis for investigating and inspecting supplies:
The Inspection and Acceptance Committee must conduct a comprehensive inspection of supplies before acceptance and delivery to warehouses, or before installation and operation (depending on the nature of the procurement). This inspection includes:
Appearance, Quantity, Weights, Dimensions, Data, Catalogs, Expiry Date, Laboratory Testing, Direct Physical Inspection, Completeness of Components, Life Expectancy, Sample Matching, and Verification of Packaging.

All machinery and equipment with large and complex specifications across various fields (Electricity, Telecommunications, Public Works, Oil, Health, Industry, etc.) must undergo phased inspection and testing during the various stages of the manufacturing process. This ensures that all primary components of the product meet the required capacity, quality, and final technical outputs in accordance with the specified technical specifications. This can be achieved through:
A) Specialized technicians from the entity or any other body capable of supervising the phased manufacturing process.
B) A specialized inspection firm in the required field, selected according to the legal procedures defined in the Guidelines for Consultancy Services, without prejudice to the provisions of Item of this.

In all cases, this procedure does not exempt the requirement to perform the appropriate types of preliminary inspections mentioned above prior to final acceptance and delivery.

- The Procurement and Warehouse Department shall complete the warehouse delivery procedures and bear responsibility for the temporary receipt through the storekeeper until the Inspection and Acceptance Committee finalizes its work. To this end, it shall perform the following:

A) Materials shall be entered into the warehouse as "in-custody" (escrow) with the storekeeper against a temporary receipt note, recording observations regarding their apparent condition until the Inspection and Acceptance Committee convenes for formal inspection.

B) The supplier or their representative must be present during the inspection process and shall be responsible for opening the packages or hiring necessary labor for that purpose, with all labor costs to be borne by the supplier.

C) Rejection of any materials that do not comply with the specifications, or materials that are damaged or defective; such items shall be returned to the supplier to be replaced with materials/items that strictly comply with the technical specifications and conditions.

D) Issuing an inspection report for materials that comply with the technical specifications by the Inspection and Acceptance Committee, followed by their formal entry into the warehouses.

E) Notifying the Inspection and Acceptance Committee and the supplier of the scheduled date and time for conducting the official inspection and acceptance.

Invoices:
Receiving and recording invoices to proceed with their processing in the Accounts Department. Payment shall be made after the Inspection and Acceptance Committee issues its final report and opinion confirming that the supplied materials are complete and fully compliant with the technical specifications.

46- Issuing Goods to the Beneficiary Department:
The Procurement and Warehouse Department is responsible for maintaining records for all goods and movable assets that remain under the responsibility of specific individuals, departments, units, or concerned parties. These items shall be recorded as "custody" in the respective Procurement and Warehouse records and are subject to regular review and auditing.
The Storekeeper shall undertake the following:
A) Issuing or releasing items to the requesting department using the designated [Stock Issue Form].
B) Recording the issued items in accordance with the Association's automated systems.

47- Payment for Various Supplies:
No payment procedures for supplies shall be completed until the inspection and provisional/final acceptance procedures (or phased payments according to the tender nature and terms) are finalized by the Inspection and Acceptance Committee. The committee’s report must clearly state that the received materials (specified in the procurement process) have been inspected and comply with the technical specifications defined in the tender documents. This excludes the release of the advance payment, which is paid against an unconditional bank

guarantee of the same amount, provided that all payment procedures are completed in accordance with the Financial Law and its executive regulations.

48- Penalties for Delay and Payment:

48-1 Delay Penalties:
If the supplier fails to deliver the contracted supplies within the deadlines specified in the contract, a delay penalty shall be calculated for the first month at 7.5% of the value of the unexecuted items, as follows:
A) 1% of the value of the items subject to the penalty for the first week or any part thereof.
B) 1.5% of the value of the items subject to the penalty for the second week or any part thereof.
C) 2% of the value of the items subject to the penalty for the third week or any part thereof.
D) 3% of the value of the items subject to the penalty for the fourth week or any part thereof.
E) For any further delay, a penalty of 4% shall be calculated for each month or part thereof for each of the aforementioned periods separately, provided that the total penalty does not exceed 15% of the total contract value for supplies, and the maximum delay period does not exceed three months.

- If the penalty exceeds the previously specified percentage or period, the determined penalty shall suffice, and the performance guarantee (final security) shall be forfeited after taking the necessary legal measures.
- The supplier may be exempted from penalties for justified reasons acceptable to the Tender Committee or its Chairperson.

48-2 Payment Delay Penalty (Interest on Late Payment):

48-2-1 Conditions for Calculation:

1. Absence of any legal justification for the delay in payment.
2. Absence of any deficiency in documentation or data that led to the payment delay.
3. The penalty is calculated after (90) days have elapsed from the submission of the payment certificate and delivery progress reports, and the issuance of the final Inspection and Acceptance Committee report (free of reservations). In case of supplier interference, no penalty shall be calculated.
4. Non-interference by the supplier in the payment processing procedures.

A) Calculation Method:
The penalty for delayed payment to suppliers, provided the payment conditions are met, is calculated according to the following formula:
(Value of Delayed Items × 15% × Delay Period) ÷ 365 Days

B) For contracts related to procurement funded by international financing institutions, the payment delay penalty is calculated according to the contract terms governing those agreements in line with the donor's requirements. If these contracts do not stipulate specific terms for calculation, the provisions of this manual shall apply.

48-3 Dispute Resolution:

- Most disputes that may arise can be resolved through reasonable discussion and mutual agreement between the competent official and the supplier to address the causes of the dispute. After investigating any complaint submitted by the supplier or any non-compliance observations, the matter is presented to the President of the Association, who may direct the summoning of the supplier for talks to reach an amicable solution consistent with the tender terms and documents. To achieve this, the following must be reviewed:
  A) Carefully examining the contract to identify all contractual terms related to dispute resolution.
  B) Determining if the Association is responsible for the dispute; if so, appropriate action should be taken to resolve the issue wisely and rationally.
  C) Inviting the supplier to an official meeting within 14 days from the date the dispute/complaint arose to discuss the aspects of the dispute and attempt to reach an acceptable compromise for both parties.

48-4 Contract Amendment (Variation):
Necessity may dictate the need to amend the contract due to price adjustments as per contract clauses, dispute settlements, additional or reduced requirements by the Association, or agreed-upon schedule extensions. The value of the procurement contract may be amended by up to 20% if necessary and in the public interest

48-5 Contract Termination:

- Termination of the contract should only be a last resort after considering all possible alternatives to resolve the existing issue—unless termination is the agreed-upon procedure or the legal action stipulated under the tender conditions by either party.
  The grounds upon which the Association may terminate the contract are as follows:
  A) If the supplier fails to deliver part or all of the goods within the periods specified in the contract, plus the maximum allowable period for liquidated damages, or within any extension period granted, provided the delay is not resulting from force majeure.
  B) If the supplier engages in fraud or deception to obtain or execute the contract, including:

1. Corrupt practices, such as offering, giving, or receiving anything of value to influence the decision of an official during the tender or contract execution.
2. Fraudulent practices involving misrepresentation of facts to influence the tender procedures or contract execution, including collusion among bidders (before or after bid submission) to fix prices at artificial, non-competitive levels and deprive the Association of the benefits of free and open competition.

- If the supplier or contractor refuses or delays the execution of works, the supply of items, or the performance of contracted services within the deadlines specified in the contract, they must be notified of the following:
  A) Calculation of delay penalties as specified in the "Delays" clause.
  B) Termination of the contract and assigning others to complete the unexecuted works at the supplier's expense, along with the forfeiture of the performance guarantee without the need for judicial recourse.

- If the supplier or contractor has executed the majority of the contract, but the competent Tender Committee determines that the remaining portion prevents the utilization of the executed part after the contract period expires, the delay penalty shall be calculated based on the total contract value. However, if it is determined that the delayed portion does not affect the utility of what has already been executed or supplied, the penalty shall be calculated based on the value of the delayed portion only.

If the Association decides to terminate the contract, the following steps must be taken:
A) The Association may terminate the contract partially or fully at any time via a written notice to the supplier, specifying that the termination is in the Association's interest or identifying the extent to which the supplier's performance under the contract is terminated.
B) Acceptance of goods ready for shipment (for usable materials not dependent on other non-supplied items) within 30 days of the supplier's receipt of the termination notice from the Association, according to the contract. As for the remaining goods, the Association may choose to:

1. Complete the remaining portion and receive it according to the contract terms and prices.

Cancel the remaining portion and pay the agreed-upon amount for partially completed goods, as well as the materials and parts previously purchased by the supplier and accepted by the Association without any reservations.

Appendix (F): Standards for Technical and Financial Bid Evaluation
• Each contractor/supplier shall submit a technical proposal and a financial proposal, each placed in a separate envelope. The technical proposal must be clearly marked as "**Technical Proposal**," and the financial proposal must be placed in a separate envelope clearly marked as "**Financial Proposal**." • Financial proposal envelopes will be opened in the presence of contractors/suppliers and recorded in the opening minutes; subsequently, the technical analysis will be conducted according to the technical criteria. • Bids that fail to meet the conditions of the Bank Guarantee (Bid Security), or fail to provide a Commercial Register or Tax Card, or if these documents are expired, will have neither their technical nor financial proposals considered. • Technically unqualified bids that do not achieve a score exceeding 60% in the technical evaluation will not have their financial proposals considered. • These criteria are an integral part of the documents that must be attached to other tender documents and distributed to participating contractors. The Opening Committee must ensure that each envelope contains a copy of these criteria. **First: Evaluation of Bid Documents (Administrative Evaluation - Initial Responsiveness):** 1. Attaching the required legal documents and licenses of the bidder (as stated in the announcement). 2. The minimum initial responsiveness criterion that allows a bidder to enter technical and financial evaluation is the attachment of: (**Bid Security** in accordance with tender conditions - **Valid Commercial Register** and **Valid Tax Card**).

Second: Technical Proposal Evaluation - 60 Marks (Scores will be distributed based on 100%):

The Maximum	Minimalism	Standard	م
%5	**Contractor/Supplier/Company Profile: A list of executed projects (including project schedule, client contact details (email & phone), and photos), as per the assessment of the Technical Expert or Consulting Engineer.**	**Technical Proposal (Qualification): Final Score 30 marks out of 100%**	1
%5	**Technical Staff: (Includes qualified engineers and experienced workforce, evidenced by their Curricula Vitae (CVs); please attach CVs outlining their respective skills and experience).**		
%10	**Equipment List: A detailed statement of owned machinery and equipment, with attached documentation verifying proof of ownership.**		
%20	**"Financial Capability: Attach audited financial statements certified by a Chartered Accountant, along with recent bank statements."**		
%30	Years of Experience: 3 years and above (Weight: 10%)		
%30	**Project Schedule: Attach a time schedule with a logical sequence and estimation (Weight: 15%)**		
%100	اجمالي الدرجات لجانب التأهيل		
%70	**Material Catalogues: Attach catalogues and photos illustrating the construction materials to be used (Weight: 20%)**	**Technical Proposal (Quality): Final Score 30 marks out of 100%**	2
%10	**Adherence to tender instructions, including the completion of official forms in ink without alterations, and the mandatory signing and stamping of all documents, drawings, and Bills of Quantities (BoQ)."**		
%20	**Quality Assurance based on the Warranty Period: (Covering defects arising from manufacturing or material faults related to equipment components, materials, or any associated malfunctions).**		
%100	**Total Qualification Score**	**60**	**#**

Second: Financial Proposal Evaluation (40 Marks):

- Any proposal will be rejected if it is proven upon opening that the attached Bank Guarantee (Bid Security) is less than the required value (The Opening Committee shall adhere to the announcement conditions, Yemeni Law, and the relevant Procurement Manual in this regard).
- All Bills of Quantities (BoQs) and submitted prices will be reviewed for arithmetic accuracy (multiplication and summation), and the total bid amount will be verified before and after any discounts, if applicable.

• Bids that exceed the estimated cost by more than 10% will be considered financially unqualified, as will those that fall below the estimated cost by more than 20%.	
للعروض المقدمة في الدرجة المالية40 marks shall be awarded to the lowest acceptable bid. The remaining bids shall be scored according to the following formula: **Financial Score = (Value of Lowest Bid × 40) / Value of the Bid Being Evaluated**	**Reasonable Price Evaluation**
Note: The designated Analysis Committee reserves the right to add to or amend certain evaluation criteria in the best interest of the Association, provided that prior approval is obtained in the event of any material change to the substance of the evaluation criteria.	

الملحقات

الجـــزء الثـانـي

الـدورة المستنـديـة + الملحقـات + دليل المستخدم لكيفية إعداد الوثائق النمطية للتوريدات

نموذج طلب الشراء التمهيدي طلب توفير أصناف من المخازن / شراء

الجمـهـوريـة اليـمـنيــة
جمعية بناء الخيرية للتنمية الانسانية

رقـم الطلب : (   )
تاريخ الطلب: /   /

نموذج مشتريات رقم (1)

طلـــب توفير أصنــــاف من المخـــازن/ شراء

/ المدير التنفيذي- - - - - - - - -   - - - - - - - - -المحترم
بعد التحية،،،
يرجى التوجيه للشئون المالية لتوفير الطلبات الواردة أدناه أو الموضحة بالكشف المرفق لحاجة العمل إليها.

1-   3-   5-
2-   4-   6-

مدير الإدارة الطالبة / رئيس القسم

الأخ/ المدير المالي -   - - - - المحترم-
للإحالة إلى إدارة /قسم المشتريات والمخازن لتوفير الطلبات أعلاه أو الموضحة بالكشف المرفق حسب التأشيرة، وفي حالة عدم توفرها أو جزء منها يتم الإفادة عن مدى توفر الاعتمادات اللازمة للشراء.

المدير التنفيذي

الأخ/ رئيس قسم المشتريات والمخازن   **المحترم**
إذا توفرت الأصناف المحددة أعلاه أو أصناف مشابهة أو بديلة تفي بالغرض المطلوب يتم الصرف حسب التوجيه .
مالم يتم التنسيق مع إدارة الحسابات للإفادة عن الاعتمادات المتوفرة بحسب التوجيه.

المدير المالي

الأخ/ المدير التنفيذي   **المحترم-**
الأصناف الموضحة أعلاه غير متوفرة بالمخازن، والاعتمادات المالية متوفرة ومخصصة لتنفيذ الطلب وبيانها على النحو التالي:

الباب	الفصل	البند	النوع	المبلغ

رئيس قسم المشتريات   **مدير الحسابات**   **المدير المالي**

لجمهورية اليمنية
جمعية بناء
الخيرية للتنمية
الانسانية

تابع نموذج مشتريات رقم (2/1)
طلـــب توفير أصنــــاف من المخـــازن/ شراء

رقم الطلب : (   )
تاريخ الطلب: /   /

الأخ/ المدير المالي/ مدير إدارة المشتريات   **المحترمين**
طالما والاعتمادات المالية للتنفيذ متوفرة – نوافق على استكمال اجراءات الشراء بحسب الخطوات الإجرائية المحددة في اللائحة والدليل الارشادي للسلع ورفع النتائج بحسب النماذج المحددة في الدورة المستندية للسلع.

المدير التنفيذي

الأخ/ المدير التنفيذي   **المحترم**
يرجى الاحاطة بأنه قد تم اعداد توصيف المشتريات المطلوبة بحسب نموذج المشتريات رقم (   ) من الدورة المستندية ، التكلفة التقديرية بحسب نموذج المشتريات رقم (   ) من الدورة المستندية .
للتكرم بالاطلاع والاحالة باستكمال اجراءات الشراء.

رئيس قسم المشتريات والمخازن   **المدير المالي**

ملاحظة للاسترشاد بها:

1. اذا كان مبلغ الشراء يندرج ضمن السقف المالي للمناقصة المحدودة / الممارسة المحددة في اللائحة يتم البدء بإعداد المواصفات الفنية بحسب النموذج رقم (   ) والتكلفة التقديرية بحسب النموذج رقم (   ) والتوقيع عليها من قبل ادارة المشتريات، مدير الادارة الطالبة، الادارة الفنية بحسب طبيعة الحالة والرفع إلى رئيس لجنة المناقصات بالاشتراك مع مدير عام الشئون المالية / المدير المالي.

2. اذا كان مبلغ الشراء يتجاوز السقف المالي المحدد للمناقصة ويندرج ضمن السقف المالي للمشتريات البسيطة يتم اعداد المواصفات الفنية من قبل ادارة المشتريات، مدير الادارة الطالبة، الادارة الفنية باستخدام وثائق المناقصات للمشتريات البسيطة والتكلفة التقديرية ، أما إذا كانت المواصفات الفنية معقدة فيتم تشكيل لجنة لإعدادها مع وثائق المناقصة الأخرى (تستخدم وثائق المناقصات النمطية للمشتريات البسيطة) والرفع إلى رئيس لجنة المناقصات للإطلاع والإحالة إلى لجنة المواصفات للمراجعة النهائية والرفع بحسب النموذج رقم( ).
3. اذا كان مبلغ عملية الشراء يندرج ضمن السقف المالي للمشتريات العادية يتم تشكيل لجنة بحسب نموذج الشراء رقم ( ) وذلك لاعداد المواصفات الفنية ووثائق المناقصة والتكلفة التقديرية على اعتبار ان المبلغ يندرج ضمن سقف الشراء للسلع العادية (تستخدم وثائق المناقصات النمطية للمشتريات العادية) والرفع إلى رئيس لجنة المناقصات للإطلاع والإحالة إلى لجنة المواصفات للمراجعة النهائية والرفع بحسب النموذج رقم ( ).
4. يجب توضيح اسم الشخص الموقع وتاريخ التوقيع في جميع مراحل اجراءات النموذج.
5. يجب أن يتم تدوين رقم الطلب وتاريخه بحسب الرقم المسلسل والحرص على
6. عدم تكرار الرقم في طلبات أخرى.

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جمعية بناء الخيرية للتنمية الإنسانية

رقم الطلب : (   )
تاريخ

نموذج مشتريات رقم (3)
تـوصيـف المواد المحددة في طلـــب الشـــراء

اسم الإدارة/
المشروع:...
السنة المالية: ....
رقم مسلسل: ....

موضوع المشتريات		المكان/الموقع	

رقم البند	الوصف لطلب الشراء	الوحدة	الكمية

المختصين   رئيس قسم المشتريات   رئيس قسم (الجهة الطالبة)   مدير إدارة / رئيس قسم الشئون الفنية

ملاحظات للاسترشاد:

1. يستخدم هذا النموذج لتوصيف المواد المطلوب شراؤها للمشتريات التي تزيد كلفتها عن السقف المالي للشراء بالأمر المباشر.
2. يمكن استخدام صفحات أخرى اذا تطلب الأمر ذلك او نموذج مقارب له .

الجمهورية اليمنية
جمعية بناء الخيرية للتنمية الإنسانية المشروع

رقم الطلب:(   )
تاريخ الطلب: / /

نموذج مشتريات رقم (4)
استمارة إعداد التكلفة التقديرية للمناقصات العامة / المحدودة
الممارسة / الأمر المباشر رقم (   ) لسنة   م
عن توريد ....

م	رقم الصنف بالفهرس	اسم الصنف او البند	الوحدة	المواصفـــــات	السعر السابق للوحدة	التكلفة التقديرية للوحدة	الكمية المطلوبة	التكلفة الاجمالية

ملاحظة:

1. يجب أن يتم التوقيع على هذا النموذج من قبل الاشـــخاص المخولين بالاعداد أو المراجعة ويكونوا
2. مسئولين عن صحة اعداد التكلفة التقديرية موضحا بالاسم والوظيفة والتوقيع.

جمعية بناء الخيرية للتنمية الإنسانية المشروع
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رقم الطلب:(   )

تاريخ الطلب: /   /

نموذج مشتريات رقم (5)
قرار رئيس لجنة المناقصات رقم (   ) لسنة   م.
بشأن تشكيل لجنة لإعداد المواصفات الفنية
ووثائق المناقصة الأخرى
للمناقصة رقم (   ) لسنة   م.
والخاصة بـ...............................

رئيس لجنة المناقصات:

بناء على المادة رقم (   ) من قانون المناقصـــات والمزايدات والمخازن الحكومية والمادة رقم (   ) من اللائحة التنفيذية للقانون او بحسب الإجراءات الأولية للمناقصة .

قــــــــرر:

تشكل لجنة لإعداد المواصفات الفنية والمتطلبات الأخرى المحددة في الوثائق النمطية للتوريدات بسيطة/ عادية) من الأخوة التالية أسمائهم:

	الاســـم	الوظيفـة	الصفــة
			رئيساً للجنة

1. يحق للجنة أن تستعين بمن تراه من الفنيين المتخصصين في إعداد المواصفات الفنية سواء من داخل الجمعية أو من أي جهة أخرى بعد موافقة خطية منا.
2. تمارس اللجنة المهام الموكلة لها وفقا للنصـوص المحددة في الائحته التنفيذية والدليل الإرشادي للسلع.
3. تســـتكمل اللجنة كافة الاعمال المطلوبة منها في موعد اقصـــاه (   ) يوم، والرفع إلينا بحسب الإجراءات القانونية المتبعة.

صدر بتاريخ   /   /   هـ. الموافــق   /   /   م.

رئيس لجنة المناقصات/ رئيس الجمعية

ملاحظة: يتم استخدام هذا النموذج للمشتريات التي تزيد تكلفتها عن السقف المالي للمناقصة المحدودة المحدد في اللائحة.

1/6 **الوثائق النمطية للتوريدات البسيطة.**

2/6 **الوثائق النمطية للتوريدات العادية.**

وثائق المناقصة (الاعلان - التعليمات للمشتركين - قائمة بيانات المناقصة - الشروط العامة - الشروط الخاصة المواصفات الفنية - جداول الأسعار- الضمانات- نموذج العقد (مرفق هناك عدد من نماذج الإعلان والضمانات))

ملاحظة:

1. **توجد نماذج الوثائق النمطية للتوريدات البسيطة / العادية بصورة منفصلة عن الدليل لسهولة انزالها للمتناقصين.**

تتضمن الدورة المستندية دليل للمستخدم لكيفية اعداد الوثائق النمطية بنوعيها البسيطة والعادية بنظام الخطوة خطوة بهدف تسهيل عملية اعداد الوثائق بصورة مكتملة وواضحة ضمن الملحق (د) ضمن هذا الدليل كما يمكن اختصار الدورة المستندية لما فيه تسهيل العمل وبشرط عدم تأثير ذلك على التنفيذ والأداء .

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جمعية بناء الخيرية ـ تعز
الإدارة / المشروع
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رقـم الطلب : (   )
تاريخ الطلب : / /

نموذج مشتريات رقم (8)
عرض يرفع إلى رئيس لجنة المناقصات
بشأن طلب الموافقة على المواصفات، وطريقة
الشراء ووثائق المناقصة
للمناقصة رقم (   ) والخاصة بـ ....
(يتم رفع هذا الطلب من لجان المواصفات لرئيس اللجنة ☐ المناقصات لطلب الموافقة)

موضوع الشراء: :		
المعلومات المرفوعة		
أ ☐ 1	**مصدر التمويل**	
أ ☐ 2	**طريقة الشراء المقترحة**	
أ ☐ 3	**بالنسبة لطريقة الشراء مناقصة عامة ـ يبين موعد المناقصة المقترح ونشر الإعلان عنها**	
أ ☐ 4	**قيمة وثائق المناقصة المقترح**	
أ ☐ 5	**أي معلومات أخرى ذات علاقة يتم ارفاقها والإشارة إليها أدناه**	

الوثائق المرفقة :

1. نموذج تقديم طلب الشراء الأولي مع مرفقاته .
2. محضر اجتماع لجنة المواصفات .
3. مسودة الإعلان، (حسب الحالة) .
4. مسودة وثائق المناقصة
5. التكلفة التقديرية التفصيلية.
6. أي وثائق أخرى تم عرضها على لجنة المواصفات .

يتم التوقيع من قبل رئيس وأعضاء لجنة المواصفات (حسب العدد المحدد):

الاسم	الوظيفة	التوقيع	التاريخ

ملاحظة: الاحتفاظ بتفاصـيل التكلفة التقديرية كبيانات سـرية في مظروف مغلق بعد إقرارها من لجنة المناقصات حتى موعد فتح المظاريف تسلم للجنة التحليل للاسترشاد بها...

الجمـــهورية اليــمنيـــة
جمعية بناء الخيرية ـ تعز
الإدارة / المشروع __________

رقم الطلب : (   )
تاريخ الطلب : / /

نموذج مشتريات رقم (9)
قرار لجنة المناقصات رقم (   ) لسنة   م.
بشأن الموافقة على وثائق المناقصة
للمناقصة رقم (   ) والخاصة
بـ.................................

اجتمعت لجنة المناقصات في تمام الساعة ________ من يوم ____________ الموافق / / ،
واطلعت على العرض المرفوع من قبل لجنة المواصفات وفقاً للنموذج رقم (   ) بتاريخ / / م. مع وثائق المناقصة المبينة في النمـوذج.
وبعد الـدراسة والمـراجعة المتـأنيـة للوثـائق والبيـانـات المرفـوعـة قـررت اللجنـة الآتي:

–
–
–
–
–
–

–رئيس وأعضاء لجنة المناقصات:

الاســــم	الوظيفة	الصفة	التوقيع
1-		رئيس اللجنة	
2-			
3-			
4-			
5-			
6-			

رقم الطلب : (   )
تاريخ الطلب :   /   /

الجمــهورية اليــمنيــة
جمعية بناء الخيرية ـ تعز
الإدارة / المشروع ______

نموذج مشتريات رقم (10)

سجل قيد المتقدمين لشراء/ استلام وثائق المناقصة رقم (   ) لعام   م.

بشأن ....

م	اسم المتقدم بشراء وثائق المناقصة	اسم الشخص المخول بشراء الوثائق	رقم وتاريخ مذكرة طلب الشراء	نوع ورقم وثيقة اثبات الشخصية	تاريخ بيع الوثائق	قيمة الوثائق	رقم سند القبض	العينات المرفقة بالمواصفات إن وجدت	عنوان الجهة والشخص الراغب للاشتراك في المناقصة

ملاحظة: يتم تعبئة مواصفات العينات بحسب نموذج سجل العينات النموذجية (بحسب الحالة).

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جمعية بناء الخيرية ـ تعز
الإدارة / المشروع ___________

رقـم الطلب : ( )
تاريخ الطلب : / /

نموذج مشتريات رقم (11)

سجل قيد مواصفات العينات النموذجية المسلمة إلى المتقدمين
للمناقصة رقم ( ) لسنة م
بشأن ....

م	اسم الصنف	رقم الصنف بالفهرس	الوحدة	مواصفات العينة	التوقيع من قبل المشترك في المناقصة المستلم للعينة

المختص	رئيس قسم المشتريات والمخازن
الاسم: التوقيع:	الاسم: التوقيع:

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جمعية بناء الخيرية ـ تعز
الإدارة / المشروع _________

رقـم الطلب : ( )
تاريخ الطلب : / /

نموذج مشتريات رقم (12)

سجل استلام وتسجيل مظاريف العطاءات والعينات ان وجدت المسلمة من الموردين قبل موعد فتح المظاريف عن المناقصة / .... رقم
( ) لسنة م
والخاص بـ________________

م	اسم المتقدم	عدد المظاريف المسلمة	توضيح مختصر للمظاريف المسلمة	العينة المسلمة	تاريخ الاستلام	ملاحظة

المختص	رئيس قسم المشتريات والمخازن
الاسم:	الاسم:
التوقيع:	التوقيع:

ملاحظة: يجب إصدار سند استلام لمقدم العطاء لإثبات انه سلم مظاريف العطاء والعينات اذا كانت مطلوبة أو التسليم في نفس جلسة فتح المظاريف بحضور صاحب العطاء او ممثله .

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جمعية بناء الخيرية ـ تعز
الإدارة / المشروع ___________

رقـم الطلب : (   )
تاريخ الطلب : / /

نموذج مشتريات رقم (13)
قرار رئيس لجنة المناقصات رقم (   ) لسنة   م.
بشأن تشكيل لجنة لأعمال فتح المظاريف
للمناقصة رقم (   ) لسنة   م.
والخاصة بـ..

رئيس لجنة المناقصات: بناء على ......

قـــــــرر :

1. **تشكل لجنة للقيام بأعمال وإجراءات فتح المظاريف من الأخوة التالية أسمائهم:**

	الاســـم	الوظيفـة	الصفــة
			رئيساً للجنة

2. **تتولى هذه اللجنة القيام باعمال فتح المظاريف وفقا للإجراءات القانونية المحددة في اللائحة والدليل الارشـادي في الموعد والمكان المحددين في إعلان ووثائق المناقصة.**
3. **تسـتكمل اللجنة جميع أعمالها في نفس الجلســة وتسـليم كافة الوثائق ومحضـر فتح المظاريف إلى رئيس لجنة التحليل والتقييم بعد التوقيع على محضـر فتح المظاريف.**

صدر بتاريخ / / هـ.

الموافــق / / م.

رئيس لجنة المناقصات/ رئيس الجمعية

ملاحظة: يجب أن يسلم نسخ من القرار إلى رئيس وأعضاء لجنة فتح المظاريف قبل ثلاثة أيام عمل من موعد وتاريخ فتح المظاريف بموجب استلام رسمي

الجمــهورية اليــمنيـــة
جمعية بناء الخيرية ـ تعز
الإدارة / المشروع ___________

رقـم الطلب : (   )
تاريخ الطلب : / /

نموذج مشتريات رقم (14)
سجل قيد حضور جلسة فتح المظاريف
لمقدمي العطاءات أو ممثليهم
عن المناقصة رقم (   ) لسنة   م.
والخاص بـ___________________

م	اسم مقدم العطاء	اسم المندوب /ممثل مقدم العطاء المخول بحضور جلسة فتح المظاريف	بموجب مذكرة رقم / تاريخ	نوع ورقم أثبات الشخصية	التوقيع

رئيس لجنة فتح المضاريف
لاسم:

التوقيع

الجمـــهورية اليــمنيـــة
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الإدارة / المشروع
____

نموذج مشتريات رقم (15)
سجل قيد محاضر لجان فتح المظاريف
عن المناقصة / .... **رقم** (   )
لسنة   م
والخاص بـــــــــــــــــــــــــــــــــــ

رقم الطلب : (   )
تاريخ الطلب : / /

اجتمعت لجنة فتح المظاريف المقدمة عن / المناقصـــــة رقم (   ) لســـــنة   م، وكان عدد الظروف المغلقة الســـليمة بالأرقام (   ) بالحروف (   ) ظرفاً وقامت اللجنة بمراجعة سجل البريد الوارد وصور مستندات استلام العطاءات الواردة باليد وتأكدت اللجنة من صحة العدد أعلاه

ثم قامت اللجنة بفتح المظاريف وترقيمها بأرقام مسلسلة وكان بيان المظاريف كالتالي:

م	اسم مقدم العطاء	عدد المرفقات	اجمالي قيمة العطاء	مبلغ ضمان العطاء	رقم وتاريخ الشيك أو الضمان	فترة صلاحية الضمان	البنك المسحوب عليه	ملاحظات
1								
2								
3								
4								
5								

التوقيع من قبل رئيس وأعضاء لجنة فتح المظاريف:

الاسم	الوظيفة	الصفة	التوقيع
1-		رئيس اللجنة	
2-			
3-			
4-			
5-			
6-			

الجمـــهورية اليــمنيـــة
جمعية بناء الخيرية ـ تعز
الإدارة / المشروع ___________

رقـم الطلب : (   )
تاريخ الطلب : / /

نموذج مشتريات رقم (16)
قرار رئيس لجنة المناقصات رقم (   ) لسنة م.
بشأن تشكيل لجنة للتحليل الفني والمالي
للمناقصة رقم (   ) لسنة م.
والخاصة بـ......................................

رئيس لجنة المناقصات:

بناء على...

قـــــــرر:

1. **تشـكل لجنة فنية للقيام بأعمال التحليل والتقييم الفني والمالي للعطاءات المتقدمة للمناقصــة رقم (   ) لسـنة   م، من الأخوة التالية أسمائهم:**

	الاســـم	الوظيفـة	الصفــة
			رئيساً للجنة

2. **تســتعين اللجنة بمن تراه من الفنيين أوالمختصــين المشــهود لهم بالكفاءة والخبرة في اية ادارة داخل الجمعية، أو من أي جهة أخرى بعد موافقة خطية منّا.**
3. **تمارس اللجنة المهام الموكلة لها وفقا للنصوص المحددة في الائحته.**
4. **تستكمل اللجنة كافة اعمال التحليل الفني والمالي والتوصيات خلال فترة (   ) يوم.**
5. **يتم رفع نتائج الاعمال المشار إليها آنفاً إلينا وفقا للنموذج رقم (   ) ومرفقاً بها كافة البيانات والوثائق الموضحة في النموذج، في مظروف / مظاريف مغلقة حرصا على سرية الوثائق والمعلومات.**

صدر بتاريخ   /   /   هـ.

الموافــق   /   /   م.

رئيس لجنة المناقصات/ رئيس الجمعية

نموذج مشتريات رقم (17)

رقم المناقصة	الرقم المسلسل للطلب

الجمـهورية اليـمنيــة
جمعية بناء الخيرية ـ تعز
الإدارة / المشروع ____________

نموذج مشتريات رقم (17)
تقرير لجنة التحليل والتقييم الفني والمالي للعطاءات وفقاً لأقل الأسعار المقيمة
للمناقصة رقم ( ) لسنة م

بشأن ....

بيانات المشروع :

- **اسـم المشــروع:** ....
- **الهدف من المشروع :**...
....
....
- **مكونات المشــروع :**...
....
....
- **المعتمد في الموازنة لعام ( ) مبلغ** ....
- **مصدر التمويل :**.................................
- **فـترة التنفيـذ :** ....

بناءً على قرار لجنة المناقصات رقم ( ) تاريخ / / بشأن الموافقة على وثائق المناقصة وإنزال إعلان المناقصة ، تم إتباع الإجراءات القانونية على النحو التالي:

طريقة المناقصة المتبعة:

تم إتباع إجراءات المناقصة العامة /.................../

حيث تم إنزال إعلان المناقصة بتاريخ / / م، في صحيفة ....، صحيفة.................... لمدة ثلاثة أيام متتالية، لفترة .... يوما، وحدد موعد فتح المظاريف يوم .... تاريخ / / م الساعة /.................
بمكتب/..

تم تمديد إعلان المناقصة بتاريخ / / م، ولمدة ( ) يوما بموجب قرار لجنة المناقصات رقم ( ) تاريخ / / م، وحدد موعد فتح المظاريف الساعة .... يوم .... تاريخ / / م، بمكتب :...............................

- **تقدم لشراء وثائق المناقصة خلال الفترة المحددة لبيع الوثائق التالية أسماؤهم:**

1.
2.
3.
4.

وتم إقفال بيع وثائق المناقصة بتاريخ / / م، وفقاً للفترة المحددة في إعلان المناقصة.

1. تعديل وثائق المناقصة بعد بيعها للمتقدمين ان وجد :-

بناء على قرار لجنة المناقصات رقم ( ) تاريخ / / ، بشان تعديل وثائق المناقصة بسبب..

تم ارسالها لجميع المتناقصين بموجب مذكرة رقم ( ) تاريخ / / ، كما تم الرد على الاستفسارات الخطية التي وردت من بعض المتقدمين وتم تعميم الردود على الاستفسارات إلى جميع المتقدمين بموجب مذكرة رقم ( ) تاريخ / /

حددت وثائق المناقصة قيام المشاركين في المناقصة بالزيارة الميدانية لموقع العمل (لاعمال التوريدات التي تتطلب تركيب وتشغيل في مواقع عمل) حيث حدد يوم .... تاريخ / / ، زيارة الموقع للإطلاع على طبيعة تنفيذ المشروع (مرفق بهذا محضر الزيارة).

2. جلسة فتح المظاريف:

عقدت لجنة فتح المظاريف المشكلة بالقرار رقم ( ) لسنة..... ...... جلستها المحددة في إعلان / تمديد إعلان المناقصة الساعة................

يوم .... تاريخ / / م

بمكتب/.. وذلك برئاسة/..

وبحضور أعضاء اللجنة والمتناقصين أو ممثليهم المفوضين بالحضور رسمياً الموضحة أسمائهم وصفاتهم (وفقا للنموذج رقم ( ) حيث كانت نتائج جلسة فتح المظاريف كما هو مبين أدناه:

- بعد التأكد من وجود / عدم وجود إخطار بالانسحاب أو تعديل للعطاءات، كانت النتائج على النحو التالي:

م	اسم المتناقص المنسحب/ التعديل	بيان يوضح إجراءات الإنسحاب أو التعديل
1.		
2.		
3.		

- تقدم للمناقصة عدد ( ) متناقص بعطاءاتهم وبدأ بفتحها على النحو التالي:

رقم العطاء	اسم مقدم العطاء	مبلغ العطاء المقدم والعملة	الضمان				ملاحظات
			مبلغ الضمان والعملة	البنك الضامن	رقم وتاريخ الشيك/ الضمان	تاريخ انتهاء الصلاحية	

- يتم قراءة وتدوين قيم البدائل للعطاءات مالم يذكر في وثائق المناقصة عدم تقديم ذلك.
- كما تم استلام العينات المقدمة وفقاً لنموذج استلام العينات (مرفق صورة)

إجراء التحليل والتقييم:

تم تشكيل لجنة التحليل والتقييم بموجب قرار رئيس لجنة المناقصات رقم ( ) بتاريخ / / (مرفق صورة من القرار).

باشرت اللجنة عملها بتاريخ / / م، وانتهت بتاريخ / / م،

الفحص الأولي (الاستجابة) والتقييم للمؤهلات والقدرات :

حددت وثائق المناقصة بأن جميع العطاءات سوف تخضع للفحص الأولي والتقييم للمؤهلات والقدرات لمعرفة العروض المستجيبة لشروط ووثائق المناقصة وكذا معرفة قدرة وإمكانية المتقدمين لتنفيذ العقد.

حيث حددت وثائق المناقصة الأسس والمعايير التالية، على سبيل المثال:

1. استيفاء الضمان للشروط القانونية المطلوبة؛
2. شهادة التسجيل والتصنيف، توريدات؛
3. البطاقة الضريبية سارية المفعول؛
4. الكادر الفني والإداري؛
5. الإمكانيات المالية والمادية؛

–

نتائج الفحص الأولي للاستجابة والتقييم للمؤهلات والقدرات :

أ – يبين الجدول رقم ( ) الخاص بالاستجابه والتقييم للمؤهلات والقدرات عدم استجابة عطاءات المتناقصين المتقدمين لشروط ومتطلبات وثائق المناقصة التالية اسمائهم:–

م	رقم العطاء	اسم مقدم العطاء	سبب الاستبعاد
1			
2			
3			
4			

ب– يبين الجدول رقم ( ) الخاص بالاستجابة والتقييم للمؤهلات والقدرات استجابه المتناقصين المتقدمين لشروط ومتطلبات وثائق المناقصة التالية اسماهم:

م	رقم العطاء	اسم مقدم العطاء
1		
2		
3		

إجراءات التقييم الفني للعطاءات المستجيبة والمؤهلة أولياً :

التقييم الفني للعطاءات:

وفقاً لما تم تحديده في وثيقة المناقصة فأن طريقة التقييم الفني ستكون للعطاءات التي استجابت لوثائق وشروط المناقصة وأهلت تأهيلاً أولياً.

بعد تفريغ المواصفات الفنية للعطاءات المقدمة ومقارنتها بالمواصفات الفنية المطلوبة والمحددة في وثائق المناقصة، وفقاً لنموذج التفريغ جدول رقم ( ) لعدد ( ) جدول، والذي يستنتج منه عدم مطابقة العطاءات التالية للمواصفات الفنية أو العينات المقدمة منهم على النحو التالي:

م	رقم العطاء	اسم مقدم العطاء	سبب الاستبعاد
1			
2			
3			
4			

رقم المناقصة	الرقم المسلسل للطلب

مطابقة العطاءات التالية للمواصفات الفنية و العينات المقدمة منهم على النحو التالي:

م	رقم العطاء	اسم مقدم العطاء
1		
2		
3		
4		

مرفق بهذا جدول رقم ( ) يوضح النتائج النهائية للتفريغ للعطاءات الذي يبين نتائج المطابقة للمواصفات.

التقييم المالي:

- **بعد تفريغ بنود أسعار العطاءات المستجيبة والمؤهلة فنياً، وفقاً للنموذج رقم ( ) والنموذج رقم( )، تم إجراء الآتي وفقاً للنموذج رقم ( ) :**

أ) التصحيحات الحسابية لكل عطاء على حدة ان وجدت .

ب) تسعير البنود الغير مسعرة وفقاً لأعلى الأسعار المقدمة ان وجدت .

ج) التسويات المضافة إلى قيمة العطاء بغرض التقييم ان وجدت .

- **واستناداً للشروط المحددة في وثائق المناقصة ، نستنتج ما يلي:**
- **استبعاد العطاءات للأسباب الموضحة في الجدول التالي:**

م	رقم العطاء	اسم مقدم العطاء	سبب الاستبعاد
1			
2			
3			
4			

- **العطاءات المؤهلة فنياً والمتنافسة هي على النحو التالي :**

رقم العطاء ( )،:___________
رقم العطاء ( )،:___________
رقم العطاء ( )،:___________
رقم العطاء ( )،:___________
رقم العطاء ( )،:___________

تابع نموذج مشتريات رقم (17)

رقم المناقصة	الرقم المسلسل للطلب

المقارنات الفنية والمالية بين العطاءات المقبولة فنياً ومالياً والنتائج التي تم التوصل إليها :

ملاحظات لجنة التحليل والتقييم الفني والمالي للعطاءات المقبولة فنياً ومالياً لكل عطاء على حده:

- العطاء رقم (1) --

1.
2.
3.

4.

* العطاء رقم (2) --

1.
2.
3.
4.

* العطاء رقم (3) --

1.
2.
3.
4.

مما سبق الإشارة إليها يتبين أن ترتيب العطاءات المستوفية وفقاً لأقل الأسعار المقيمة ومقارنتها مع التكلفة التقديرية (------------) على النحو التالي:-

م	رقم العطاء	اسم مقدم العطاء	مبلغ العطاء المقيم	نسبة الزيادة أو النقص عن التكلفة التقديرية (+) أو (-)
1				
2				
3				
4				
5				

تابع نموذج مشتريات رقم (17)

رقم المناقصة	الرقم المسلسل للطلب

توصية لجنة التحليل والتقييم الفني والمالي :

استناداً إلى المعايير والأسس المحددة في وثائق المناقصة، وإلى نتائج التحليل والتقييم الفني والمالي توصي لجنة التحليل والتقييم الفني والمالي بما يلي:

أولاً: استبعاد العطاءات التالية للأسباب الموضحة قرين كل منها:

م	رقم العطاء	اسم مقدم العطاء	سبب الاستبعاد
1			
2			
3			
4			

ثانياً: ترتيب العطاءات المستوفية للشروط والمؤهلة والمقبولة فنياً بحسب أقل الاسعار المقيمة على النحو التالي:

م	رقم العطاء	اسم مقدم العطاء	المبلغ المقيم	المبلغ النهائي في حالة الإرساء
1				
2				
3				
4				

ثالثاً: الإرساء على .... بمبلغ ( ) فقط(..................................) .

كونه مستوفياً لكافة متطلبات الاستجابة والتأهيل والمواصفات الفنية والشروط المطلوبة في وثائق المناقصة وأقل الأسعار المقيمة، ووفقاً للتالي: (أي مقترحات للجنة توضح أدناه)

.1
.2
.3

توقيع رئيس وأعضاء لجنة التحليل والتقييم الفني والمالي:

الاسم	الصفة	التوقيع
-1	رئيس اللجنة	
-2		
-3		

– **المرفقات :**

– **وثائق المناقصة .**

– **الإعلان /الدعوة .**

– **قائمة باسماء المتقدمين الذين اشتروا وثائق المناقصة.**

– **محضر فتح المظاريف.**

– **نموذج سجل حضور جلسة فتح المظاريف.**

– **نسخ ضمانات العطاء.**

– **العروض الفنية والمالية.**

– **تقرير التأهيل (بحسب الحالة) .**

–**الجداول الفنية والمالية التفصيلية ، الجداول رقم (1، 2، 4، 5) من الملحق رقم (ج) اجمالي عدد الجداول المرفقة( ) جدول.**

– **أي وثائق أخرى تم الإشارة إليها في التقرير.**

ملاحظة: يتم التوقيع من قبل رئيس وأعضاء لجنة التحليل والتقييم الفني والمالي على كل صفحة من صفحات التقرير.

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نموذج جدول تحليل رقم (1) مرفق بتقرير التحليل رقم (17)
لعملية الفحص الأولي (الاستجابة) والتقييم للمؤهلات والقدرات
للمناقصة رقم (   )

الرقم المسلسل للطلب

اسم المشروع:............................	السنة المالية :...	رقم مسلسل:.......	رقم المناقصة :....	رقم العقد:......

	1	2	3	4	5	6
اسم صاحب العطاء						
معايير الاستجابه	(مستجيب/ غير مستجيب)	(مستجيب/ غير مستجيب)	(مستجيب/ غير مستجيب)	(مستجيب/ غير مستجيب)	(مستجيب/ غير مستجيب)	(مستجيب/ غير مستجيب)
- الضمان الابتدائي طبق للشرو ط المحددة في وثائق المناقصة.						
- البطاقة الضريبية سارية المفعول						
- شهادة مزاولة المهنة سارية المفعول						
- البطاقة التأمينية سارية المفعول						
- وثائق العطاء مكتملة (نسخة اصلية موقعة ومختومة + عدد ( ) نسخ من العطاء						
- نسخة من التسجيل والتصنيف						
- المقدره المالية						
- الإمكانيات المادية (الآليات والمعدات)						
- الكوادر الفنية والإدارية						

- التفويضات من المصنع إذا كان العمل توريدات						
- عقد تأسيس الشركة/ أو عقد شراكة الائتلاف معمد من الجهة المختصة						
- أي طلبات أخرى تم تحديدها في وثائق المناقصة						
الاستنتاج	(مستجيب/ غيرمستجيب)	(مستجيب/ غيرمستجيب)	(مستجيب/ غيرمستجيب)	(مستجيب/ غيرمستجيب)	(مستجيب/ غيرمستجيب)	(مستجيب/ غيرمستجيب)

	الاسم	التوقيع		الاسم	التوقيع
1			4		
2			5		
3			6		

ملاحظة :

- يمكن مواصلة الجدول في صفحات إضافية إذا تطلب الأمر ذلك
- يجب أن تعكس الأسس والمعايير للفحص الأولي (الاستجابة) بصورة واضحة في وثائق المناقصة والذي على أساسها سيتم طرحها في هذا النموذج بحسب طبيعة كل مشروع على حدة.

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الإدارة / المشروع
□□□□□□□□□

نموذج جدول رقم (2) مرفق بتقرير التقييم التحليل رقم (17)
لتوضيح النتائج النهائية لمطابقة المواصفات الفنية
(فقط للعطاءات المستجيبة في الفحص الأولي) للمناقصة رقم (   )
بشأن ....

الرقم المسلسل للطلب

اسم المشروع:....................................	السنة المالية:............	رقم مسلسل:............	رقم المناقصة :............	رقم العقد:............

رقم العطاء	اسم مقدم العطاء	مطابقة المواصفات الفنية		مطابقة العينات		(أسباب عدم المطابقة)
		مطابق	غير مطابق	مطابق	غير مطابق	
1						
2						
3						

ملاحظة :

- قبل إعداد هذا النموذج يجب استكمال أعمال التفريغ التفصيلية للمواصفات الفنية للعروض المقدمة للمقارنة بينها وبين المواصفات المحددة في وثائق المناقصة، ولأجل ذلك يتم بإعداد النماذج بحسب طبيعة ونوعية عملية الشراء المطلوبة بشرط ان تكون هذه النماذج شفافة وواضحة للمقارنة ويمكن استخلاص النتائج النهائية لمطابقة المواصفات أو عدم مطابقة المواصفات للعروض بصورة مبسطة وسهلة.
- يجب إرفاق النماذج التفصيلية للمقارنات الفنية بهذا النموذج والتوقيع عليها وعلى هذا النموذج من جميع أعضاء لجنة التحليل والتقييم ويعتبر جزء لا يتجزأ من هذا النموذج.
- ترفق أي وثائق أو معلومات للمواصفات الفنية لكل العروض إذا تطلب الأمر ذلك (بحسب الحالة).
- يتم إرفاق كشف بنتائج فحص العينات لكل متقدم على حدة إذا طلب ذلك في وثائق المناقصة او على لجنة التحليل فحصها واضافتها في تقرير التحليل .

الجمـهورية اليـمنيــة
جمعية بناء الخيرية ـ تعز

الإدارة / المشروع ____________

نموذج جدول رقم (3) مرفق بتقرير التحليل رقم (17)
لتوضيح التصحيحات الحسابية، تسعير البنود الغير مسعرة
والتسويات المضافة إلى قيمة العطاء بغرض التقييم فقط للمناقصة رقم (　　　)
بشأن ....

اسم مقدم العطاء : ....

أ) جدول يوضح التصحيحات الحسابية (±)

رقم البند	وصف البند	العطاء كما تم تقديمه			العطاء بعد التصحيح			الفارق	
		الكمية	سعر الوحدة	الجملة	الكمية	سعر الوحدة	الجملة	(+)	(-)
						المجموع ±(	)		

ب) جدول يبين بنود الأعمال الغير مسعرة.

رقم البند	وصف البند	أعلى الأسعار المقدمة			ملاحظات
		الكمية	سعر الوحدة	الجملة	
	المجموع				

ج) التسويات المضافة إلى قيمة العطاء بغرض التقييم (للتحفظات الثانوية فقط).

العمل المطلوب حسب ماهو محدد في وثائق المناقصة	ما تم تقديمه	طريقة التقييم المحددة في وثائق المناقصة	الاحتساب	المبلغ
	المجموع			

ملاحظة:

- قبل اعداد هذا النموذج يجب استكمال اعمال التفريغ التفصيلية لبنود الاسعار للعروض المقبولة فنيا وتوحيدها إلى الريال اليمني (اذا كان هناك عروض اسعار بعملات مختلفة بحسب نشرة البنك المركزي لليوم والتاريخ المحدد في وثائق المناقصة) ومراجعتها بصورة متكاملة، وفقا للأسس المحددة في الدليل الإرشادي ولأجل ذلك يتم تصميم النماذج المناسبة لذلك حسب طبيعة ونوعية عملية الشراء المطلوبة بشرط ان تكون هذه النماذج شفافة وواضحة للمراجعة واستخلاص النتائج النهائية بصورة مبسطة وسهلة.
- يجب ارفاق النماذج التفصيلية لبنود الاسعار بهذا النموذج والتوقيع عليها وعلى هذا النموذج من جميع اعضاء لجنة التحليل والتقييم.

الجمـهورية اليـمنيــة
جمعية بناء الخيرية ـ تعز

الإدارة / المشروع ____________

نموذج جدول رقم (4) مرفق بتقرير التحليل رقم (17)

موجز لنتائج التقييم للأسعار

(فقط للعطاءات المستجيبة والمطابقة للمواصفات الفنية) للمناقصة رقم (   )

بشأن ....

اسم المشروع:...	**السنة المالية**:............	**رقم مسلسل**:............	**رقم المناقصة** :........	**رقم العقد**:............

م	رقم العطاء	اسم مقدم العطاء	مبلغ العطاء بحسب فتح المظاريف	مبلغ التصحيحات الحسابية		مبلغ البنود الغير مسعرة	مبلغ التسويات	مبلغ نسبة الأفضلية	مبلغ نسبة التخفيض المشروطة لاكثر من عقد	إجمالي قيمة العطاء المقيم	المبلغ النهائي للإرساء
				(+)	(-)						

ملاحظة:

يعتبر هذا الجدول خلاصة للجداول المالية السابقة.

الجمـهورية اليـمنيــة
جمعية بناء الخيرية ـ تعز
الإدارة / المشروع ____________

نموذج مشتريات رقم (18)

رقم الطالب: (   )
تاريخ الطلب: /   /

عرض يرفع إلى رئيس لجنة المناقصات
طلب الموافقة على تقرير لجنة التحليل والتقييم للعطاءات
(الفني +المالي / الفني فقط / المالي فقط)

موضوع الشراء/ الأعمال/ الخدمات:...

المعلومات المرفوعة		
ب ☐ 1	**تقرير التقييم الفني، والمالي**	
ب ☐ 2	**اقتراح إجراء مفاو ضات مع اقل الأ سعار المقيمة حول التحفظات الثانوية إن وجدت أو رفض كل العطاءات (توضيح المبررات)**	
ب ☐ 5	**أي معلومات أخرى ذات علاقة يتم ارفاقها والاشارة اليها أدناه**	

الوثائق المرفقة: (تبين أي وثائق أخرى / أو حذف ما لا تنطبق عليها الحالة)

1. نموذج التقرير الفني والمالي رقم (17) مع جميع الجداول المرفقة بالتقرير + جميع الوثائق الأساسية لإجراءات المناقصة وفق للنماذج المحددة في الدورة المستندية أو أي جداول اضافية تم اعدادها بحسب طبيعة المناقصة.
2. محاضر المفاوضات التي تم إقرار إجرائها سابقًا بموجب قرار لجنة المناقصات رقم (   ) بتاريخ   /   /   م.
3. نسخ للعطاءات / للعروض المقدمة.
4. وثائق المناقصة المعتمدة.
5. أي وثائق ذات علاقة مرفوعة سابقا: (يمكن الرجوع إليها بطلبها من سكرتارية لجنة المناقصات).

إن المعلومات الواردة في هذا النموذج والوثائق المرفقة به مكتملة ومدروسة بدقة وفق للقانون واللائحة، ووثائق المناقصة.
يتم التوقيع من قبل أعضاء لجنة التحليل والتقييم الفني والمالي (حسب عدد أعضاء اللجنة):

الاسم	الوظيفة	التوقيع	التاريخ

رقم الطلب: ( )
تاريخ الطلب: / /

الجمهورية اليمنية
جمعية بناء الخيرية - تعز
الإدارة / المشروع ____________

نموذج مشتريات رقم (19)
نموذج قرار لجنة المناقصات بالإرساء/ التوصية
للمناقصة رقم ( ) لسنة م.
بشأن ....

اجتمعت لجنة المناقصات في تمام الساعة ______ من يوم _____ الموافق / / ، واطلعت على محضر لجنة فتح المظاريف الفني والمالي رقم ( ) بتاريخ / / م. وتقرير لجنة التحليل والتقييم الفني والمالي.
حيث كان عدد العطاءات المقدمة ( ) فقط ....
وبناء على ذلك قررت اللجنة الآتي:-

أولاً: استبعاد العطاءات التالية للأسباب المبينة أمام كل منها:

م	رقم العطاء	اسم مقدم العطاء	سبب الاستبعاد

ثانياً: حددت العطاءات المستجيبة للشروط والمواصفات الفنية والمتطلبات الأخرى المحددة في وثائق المناقصة وفقاً لأقل الاسعار المقيمة على النحو التالي:

م	رقم العطاء	اسم مقدم العطاء	المبلغ المقيم	المبلغ النهائي في حالة الإرساء

ثالثاً: الموافقة على إرساء المناقصة على .... بمبلغ ( ) فقط (..).
كونه مستوفياً لكافة متطلبات الاستجابة والتأهيل والمواصفات الفنية والشروط المطلوبة في وثائق المناقصة وأقل الأسعار المقيمة.
رابعاً: إعداد إخطار قبول العطاء بحسب النموذج المعد لذلك وإعادة ضمانات العطاء لأصحاب العطاءات الأخرى التي لم يحالفها الحظ بعد تقديم ضمان الأداء وتوقيع العقد مع صاحب العطاء الفائز.
رئيس وأعضاء لجنة المناقصات:

الاسم	الوظيفة	الصفة	التوقيع
-1		رئيس اللجنة	
-2			
-3			
-4			
-5			
-6			

مرفق محضر لجنة المناقصات

الملحقـــــات

الملحق (أ) : نماذج لصيغ الإعلانات

1- نموذج صيغة اعلان للتأهيل المسبق .
2- نموذج صيغة اعلان على اساس تقديم العطاءات الفنية والمالية .
3- نموذج صيغة الدعوة .

الملحق (ب) : نماذج لصيغ الضمانات

1- نموذج صيغة ضمان تقديم العطاء .
2- نموذج صيغة ضمان الأداء .
3- نموذج صيغة ضمان الدفعة المقدمة .
4. نموذج صيغة ضمان الجودة .

الملحق (ج) الرسوم البيانية للمشتريات

1. رسم بياني يوضح اجراءات ما قبل الشراء .
2. رسم بياني يوضح اختيار طريقة الشراء .
3. رسم بياني يوضح اجراءات ما بعد التعاقد .

الملحق (هـ) الوثائق النمطية للمناقصات (نموذج رقم 6 من الدورة المستندية)

1/6 نموذج دليل المستخدم لكيفية اعداد الوثائق النمطية للتوريدات البسيطة .
2/6 نموذج دليل المستخدم لكيفية اعداد الوثائق النمطية للتوريدات العادية .

ملاحظة : دليل المخازن والمدونات الأخرى التابعة لسياسة المشتريات في ملحقات مستقلة

الملحق (أ) : نماذج لصيغ الاعلانات

1- نموذج صيغة اعلان للتأهيل المسبق
2- نموذج صيغة اعلان على اساس تقديم العطاءات الفنية والمالية
3- نموذج صيغة دعوة للمناقصة المحدودة

ملحق (أ/1)

إعـــــــلان عن تأهيل موردين في مجال ....

تعلن / يعلن ______________ عن رغبتها في تأهيل موردين لتنفيذ /توريد ____________
____
____

والتي سيتم تمويلها من المصادر الآتية:

أ)

ب)

ج)

على الراغبين المشاركة في التأهيل التقدم بطلباتهم الخطية إلى (يذكر مكان بيع الوثائق) لاستلام وثائق التأهيل خلال فترة الدوام الرسمي من العنوان أدناه (يذكر العنوان بوضوح، مع ذكر تلفون، فاكس،ص.ب.وخلافه) __________
____

-- وآخر موعد لبيع الوثائق هو تاريخ / / م.

سيتم التأهيل وفقا للشروط والمعايير المحددة في وثائق التأهيل، وتوجيه الدعوة للمشاركة في مناقصة التنفيذ للشركات المؤهلة فنيا فقط، لاستلام وثائق المناقصة نظير مبلغ وقدره ________ لا يرد خلال فترة الدوام الرسمي من إدارة ______________.

تقدم الطلبات إلى إدارة المشتريات والمخازن، وآخر موعد لاستلام المظاريف هو الساعة ( ) من يوم ( ) الموافق / / ، ولن تقبل العطاءات التي ترد بعد هذا الموعد.

كما لن يلتفت إلى أي من العطاءات الغير مستوفية للشروط المحددة في وثائق المناقصة.

وسيتم فتح المظاريف بمقر (________________) في نفس الموعد أعلاه، بحضور المقاولين أو الموردين أومن يفوضونهم رسميا بالحضور.

ملحق (أ/2)

إعــلان المناقصة رقم ( ) لسنة م

تعلن ____________ عن رغبتها في إنزال المناقصة العامة رقم ( ) لعام م
لتوريد / توريد وتركيب وتشغيل _________________________
____

والتي سيتم تمويلها من المصادر الآتية:

أ)

ب)

ج)

على الراغبين المشاركة في هذه المناقصة التقدم بطلباتهم الخطية خلال أوقات الدوام الرسمي
إلى العنوان التالي _________________________ _________________________

لشراء واستلام وثائق المناقصة نظير مبلغ وقدره ______________ لا يرد .

-- وآخر موعد لبيع الوثائق هو تاريخ / / م.

يقدم العطاء في مظروف مغلق ومختوم بالشمع الأحمر إلى إدارة المشتريات والمخازن ومكتوب عليه اسم الجهة والمشروع ورقم المناقصة ، واسم مقدم العطاء، وفي طيه الوثائق التالية:

1. ضمان بنكي غير مشروط بمبلغ مقطوع قدره ( ) ريال / دولار، صالح لمدة _____ يوما من تاريخ فتح المظاريف، أو شيك مقبول الدفع.
2. بطاقة ضريبية سارية المفعول (على المتناقصين الأجانب الذين لا تقومون بأي أعمال في اليمن تقديم نسخة من وثائق التسجيل لضريبة القيمة المضافة من بلدانهم)
3. بطاقة تأمينية، سارية المفعول (تطلب بطائق التأمين فقط من الشركات التي لديها عمال في اليمن و التي يحق لها الاستفادة من العوائد المقدمة من المؤسسة العامة للضمان الاجتماعي في اليمن) وزكوية سارية المفعول .
4. شهادة تسجيل وتصنيف سارية المفعول (في حالة ارساء العقد وإذا لم تكن الشركة التي فازت بالمناقصة مسجلة حينها سيطلب منها تقديم إثبات تسجيلها في الجهات ذات العلاقة في اليمن وذلك كمطلب لتفعيل العقد).

– يجب ترقيم وتوقيع وختم كافة وثائق المناقصة

– آخر موعد لاستلام العطاءات وفتح المظاريف هو الساعة ( ) من يوم ( ) الموافق / / ولن تقبل العطاءات بعد هذا الموعد ولن يلتفت للعطاءات الغير مستوفية للشروط أعلاه أو الواردة في وثائق المناقصة

– سيتم فتح المظاريف بمكتب ______________ بحضور اصحاب العطاءات أو من يمثلهم بتفويض رسمي موقع ومختوم.

– يمكن للراغبين في المشاركة في هذه المناقصة الاطلاع على وثائق المناقصة قبل شراؤها وذلك خلال الدوام الرسمي.

ملاحظة / يمكن إضافة او تعديل في الصيغة والمضمون لما يحقق المصلحة العامة .

ملحق (أ/3)

نمــوذج دعـــوة
للشركات للتقدم بعروضها الفنية والمالية
في المناقصة المحدودة رقم ( ) لسنة م

الأخ/ الأخوة/ المحترم/ المحترمين

يسرنا أن نوجه لكم هذه الدعوة للمشاركة في المناقصة المحدودة الخاصة بتوريد : ....

والتي سيتم تمويلها من المصادر الآتية:

أ)

ب)

وعليه يتم حضوركم أو من يمثلكم بمذكرة خطية لاستلام وثائق المناقصة وذلك إلى (يذكر مكان تسليم الوثائق) لاستلام وثائق المناقصة خلال فترة الدوام الرسمي من العنوان الواضح أدناه (يذكر العنوان بوضوح، مع ذكر تلفون، فاكس ، ص.ب. وخلافه)

____

– وآخر موعد لتسليم وثائق المناقصة هو تاريخ / / م.

على أن تقدم العطاءات في مظروف مغلق ومختوم بالشمع الأحمر مكتوب عليه اسم الجهة والمشروع ورقم المناقصة ، واسم مقدم العطاء، ومرفقا به البيانات الآتية:

1. ضمان بنكي بمبلغ مقطوع قدره ( ) ريال، صالح لمدة مائة وعشرين يوما من تاريخ فتح المظاريف، أو شيك مقبول الدفع.
2. بطاقة ضريبية سارية المفعول (على المتناقصين الأجانب الذين لا تقومون بأي أعمال في اليمن تقديم نسخة من وثائق التسجيل لضريبة القيمة المضافة من بلدانهم)
3. بطاقة تأمينية، سـارية المفعول (تطلب بطائق التأمين فقط من الشـركات التي لديها عمال في اليمن و الذين يحق لهم الاسـتفادة من العوائد المقدمة من المؤسـسـة العامة للضـمان الاجتماعي في اليمن)
4. شهادة تسجيل وتصنيف سارية المفعول (في حالة رساء العقد وإذا لم تكن الشركة التي فازت بالمناقصة مسجلة حينها سيطلب منها تقديم إثبات تسجيلها في الجهات ذات العلاقة في اليمن وذلك كمطلب لتفعيل العقد)
5. الترقيم والتوقيع والختم على جميع وثائق العطاء المقدمة.

وذلك إلى إدارة المشتريات والمخازن، وآخر موعد لاستلامها هو الساعة ( ) من يوم ( ) الموافق / /

ولن تقبل العطاءات التي ترد بعد هذا الموعد.

– لن يلتفت إلى العطاءات الغير مستوفية للشروط أعلاه أو الواردة في وثائق المناقصة.

– سيتم فتح المظاريف بمقر (___يحدد المكان___) في نفس الموعد أعلاه، بحضور المتقدمين أو من يمثلهم بتفويض رسمي موقع ومختوم.
يمكن للراغبين في المشاركة في هذه المناقصة الاطلاع على وثائق المناقصة قبل شراؤها وذلك خلال الدوام الرسمي
ملاحظة / يمكن إضافة او تعديل في الصيغة والمضمون لما يحقق المصلحة العامة .

(ملحق ب/1)

نموذج ضمان العطاء

الأخ/ الأخوة: (يذكر اسم المشتري): ....

العنوان: ....

اسم المناقصة: .... رقم المناقصة ( ) لسنة............ م

طبقا للشروط الواردة في البند رقم (18) من التعليمات لمقدمي العطاءات والذي ينص على تقديم ضمان العطاء . نحن (يذكر اسم البنك)

___________ طبقا لتعليماتكم أعلاه نوافق على أن نضمن [يذكر اسم المورد ....] ضماناً مطلقاً

غير مشروط وغير قابل للإلغاء بصفتنا ملتزمين رئيسيين وليس مجرد كفلاء – على أن ندفع إليكم (يذكر اسم المشتري)

___________ مبلغ وقدره (بالأرقام) .... (بالحروف)..

عند أول مطالبة رسمية من قبلكم بدون أي تحفظات أو اعتراض من جانبنا،

ويعتبر هذا الضمان ساري المفعول لمدة (...........) يوم يبدأ من تاريخ / / م.

إمضاء وختم: ___________ اسم البنك: ___________

العنوان: ___________

التاريخ: ___________

(ملحق ب/2)

نموذج ضمان الأداء (حسن التنفيذ)

الأخ/ الأخوة: (يذكر اسم المشتري): ....

العنوان: ....

اسم العقد : .... رقم العقد ( ) لسنة............ م.

طبقا للشروط الواردة في البند رقم (16) من الشروط العامة والذي ينص على تقديم ضمان أداء . نحن (يذكر اسم البنك) ___________ طبقا

لتعليماتكم أعلاه نوافق على أن نقدم ضمانا مطلقاً غير مشروط وغير قابل للإلغاء بصفتنا ملتزمين رئيسيين وليس مجرد كفلاء – على أن ندفع إليكم (يذكر اسم المشتري)

___________ مبلغ وقدره (بالأرقام) .... (بالحروف).. عند أول مطالبة رسمية من قبلكم بدون أي تحفظات

أو اعتراض من جانبنا.

وبالإضافة إلى ذلك فنحن نوافق على أن أي تغيير أو إضافة أو أي تعديل في بنود العقد أو في الأعمال موضوع العقد أو تغيير أي من مستندات العقد والتي يمكن أن يكون (يذكر اسم المشتري) ___________ قد اتفق عليها مع المورد لن يخلي مسئوليتنا أو يعفينا من أي مسئولية تترتب على هذا الضمان، ونحن هنا نتنازل عن إبلاغنا بأي من هذه التغييرات أو الإضافات أو التعديلات.

ويسري هذا الضمان من تاريخ / / م، وحتى انتهاء ....

إمضاء وختم: ____________________

اسم البنك:________________________

العنوان: _________________________

التاريخ: _________________________

(ملحق ب/3)

نموذج ضمان الدفعة المقدمة

الأخ/ الأخوة: (يذكر اسم المشتري): ....

العنوان: ....

اسم العقد : .... رقم العقد ( ) لسنة............ م

طبقا للشــروط العامة والذي ينص على تقديم ضـــمان الدفعة المقدمة . نحن (يذكر اســم البنك) ___________ طبقا لتعليماتكم أعلاه نوافق على أن نضمن [يذكر اسم المورد ....] ضماناً مطلقاً غير مشروط وغير قابل للإلغاء بصفتنا ملتزمين رئيسيين وليس مجرد كفلاء – على أن نــدفع إليكم (يــذكر اســـم المشـــتري) ______________ مبلغ وقــدره (بــالأرقــام) .... (بالحروف)... عند أول مطالبة رسمية من قبلكم بدون أي تحفظات أو اعتراض من جانبنا،

ويعتبر هذا الضمان ساري المفعول من تاريخ استلام الدفعة المقدمة وحتى يتم استردادها بالكامل من قبل المشتري (حدد اسم المشتري) من المورد.

إمضاء وختم: ______________________

اسم البنك:__________________________

العنوان: __________________________

التاريخ: __________________________

(ملحق ب/4)

نموذج ضمان الجودة

نكفل جميع صـناعاتنا وأجهزتنا لمدة . ... من تاريخ الفحص والاسـتلام الابتدائي ونقوم بتصـليح أو تغيير أي قطعة في الجهاز خلال مدة هذه الضمانة إذا كان العطب ناتج عن أخطاء مصنعية أو معدنية متعلقة بقطع الجهاز ومعدنها وذلك بدون مقابل.

أما الأخطاء التي لا تجري عليها الضمانة فهي استخدام الجهاز بخلاف التعليمات الخاصة بالاستخدام والكسر والإتلاف وأيضا القطع المتعلقة للتآكل من كثرة الاستعمال.

يصبح الضمان لاغيا اذا قام بالإصلاح أشخاص غير مخولين بذلك أو إذا لم تستعمل القطع الأصلية لقطع الغيار المصنوعة لدى الشركة.

(التوقيع والختم من قبل المخول بذلك من قبل الشركة المصنعة أو الوكيل الرسمي لها)

رقم الطالب: (   )
تاريخ الطلب: / /

الإدارة / المشروع ___________

نمـــوذج العقـــــــد/ نموذج مشتريات رقم (21)

أنه في يوم .... الموافق / / م تم توقيع عقد الاتفاق بين كل من :-

الـــــمشـــــــتـــــــري:..، ويـــــمـــــثـــــلـــــهـــــا

الأخ ....ووظيفته: .... ويشار إليه في هذا العقد بالطرف الأول.

وبين المورد: ....، ويمثلها الأخ/ : ....،ووظيفته: :............. ، ويشار اليه في هذا العقد بالطرف الثاني.

وفقـاً للتالي:

بند (1) : توريد/توريد وتركيب وتشـغيل :..، مرفق البيان التفصـيلي للمواد المطلوبة بحسـب المواصـفات الموضحة في وثائق المناقصة رقم ( ) لسنة م والمحددة من قبل الطرف الأول وقبلها الطرف الثاني وتعتبر جزء من هذا العقد.

بـــنـــد (2) : قـــيـــمـــة الـــعـــقـــد (بـــالأرقـــام.......................... فـــقـــط مـــبـــلـــغ وقـــدره/ (بالحروف) :..،

بند (3) : طريقة السداد (الدفع) وفقا لما هو محدد في الشروط الخاصة.

بند (4) : مدة التوريد أو التنفيذ:

- التاريخ المتفق عليه لبدء التوريد / / م. التاريخ المحدد لانتهاء التوريد / / م.

بند (5) : تعتبر الوثائق التالية هي جزء لا يتجزأ من هذا العقد:

1. اخطار قبول العطاء؛ عطاء المورد بالكامل وأي مراسلات أو وثائق تم قبولها قبل توقيع العقد؛ الشروط الخاصة؛
2. الشروط العامة؛ 5- أي وثائق أخرى تشكل جزء من العقد؛

بند (6) : لا يحق للمورد أن يتنازل كليا عن العقد أو تحويله إلى أي مورد آخر أو أي جهة أخرى كما لا يحق له التنازل أو تحويل جزء من العقد أو بنوده إلا بموافقة المشــتري وبما لا يتجاوز 10% من قيمة العقد ويكون المتنازل والمتنازل اليه مســئولين مسـئولية كاملة عن جميع الاخطاء او الاهمال او أية اخلال ببنود العقد من قبل المتنازل اليه.

بند (7) : يجوز للطرف الأول شراء الاصناف التي لم يقم الطرف الثاني بتوريدها أو الاصناف المرفوضة والغير مطابقة للمواصفات من شخص آخر وعلى حسابه وبأي طريقة كانت ويتحمل الطرف الثاني ما ينتج عن ذلك من زيادة في الاسعار مضافا إلى ذلك ما يستحق من غرامات التأخير عن التوريد في المواعيد المحددة بهذا العقد.

بند (8) : يلتزم الطرف الثاني بتسـليم المواد المتعاقد عليها إلى الأماكن والمواعيد المحددة في جدول المتطلبات (المسـتلزمات) والشـروط الخاصـة لهذا العقد خالصـة من جميع المصروفات والرسوم وغيرها ومطابقة للمواصـفات المتعاقد عليها من ناحية العد والوزن أو المقاس ومطابقة للعينات المعتمدة كما يتعهد بسـحب الاصـناف المرفوضـة خلال اسبوع واحد من تاريخ اخطاره بذلك كما يلتزم الطرف الثاني بإحضـار العمال اللازمين لفتح الطرود وتسليمها إلى مخازن الجهة (حدد المكان).

بند (9) : أ- يحق للطرف الأول طلب زيادة كمية الأصـناف المتعاقد عليها او تخفيضـها في حدود 10% من قيمة العقد وبنفس اسـعار هذا العقد دون أن يكون للطرف الثاني الحق في الاعتراض أو المطالبة بأي تعويض بسبب هذه الزيادة أو هذا النقص.

ب- مدة ضـمان الأداء (حسـن التنفيذ) [..........................] من تاريخ اسـتلام المواد وفحصـها وأنها مطابقة للمواصـفات في حالة التوريدات للآلات والأجهزة أو أي مواد أخرى تحتاج إلى فترة صـيانة ويكون الطرف الثاني مسـئولاً أثناء مدة الضـمان الموضـحة بهذا العقد عن صلاحيتها ويلتزم بإصلاح أي خلل أو عيب يظهر خلال تلك المدة وعلى حسابه الخاص وفي حالة التأخير يحق للطرف الأول القيام بعملية الإصلاح على حساب الطرف الثاني وتحت مسئوليته.

ج- يجب على الطرف الثاني الالتزام الكامل بفترة ضمان الجودة المحددة بـ..........................

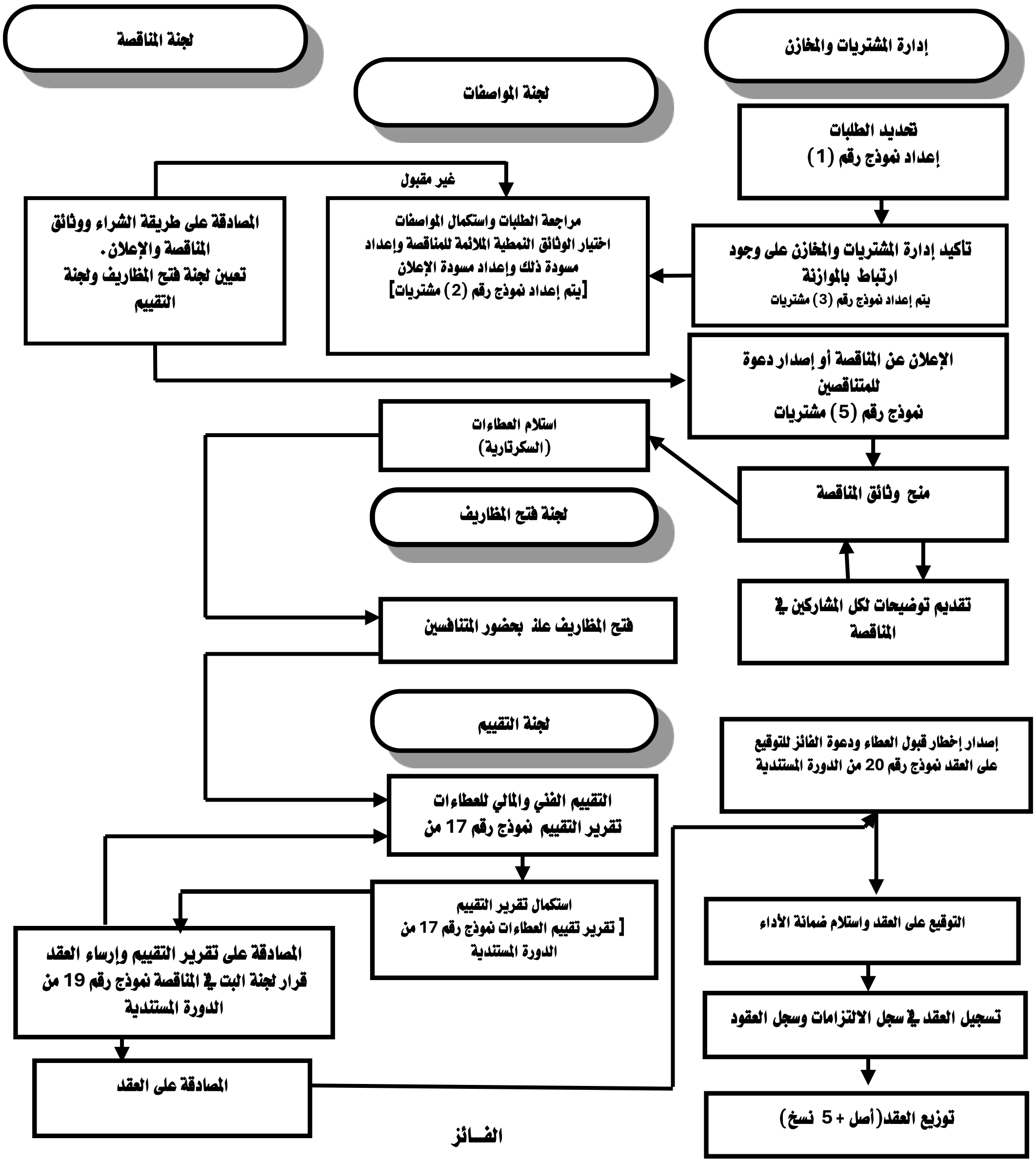
بند (10) : تعتبر الجمعية هي الجهة المختصة في تفسير أي بند من بنود هذا العقد أو مكملاته.

بند (11) : حرر هذا العقد من نسختين اصليتين نسخة بيد كل طرف .

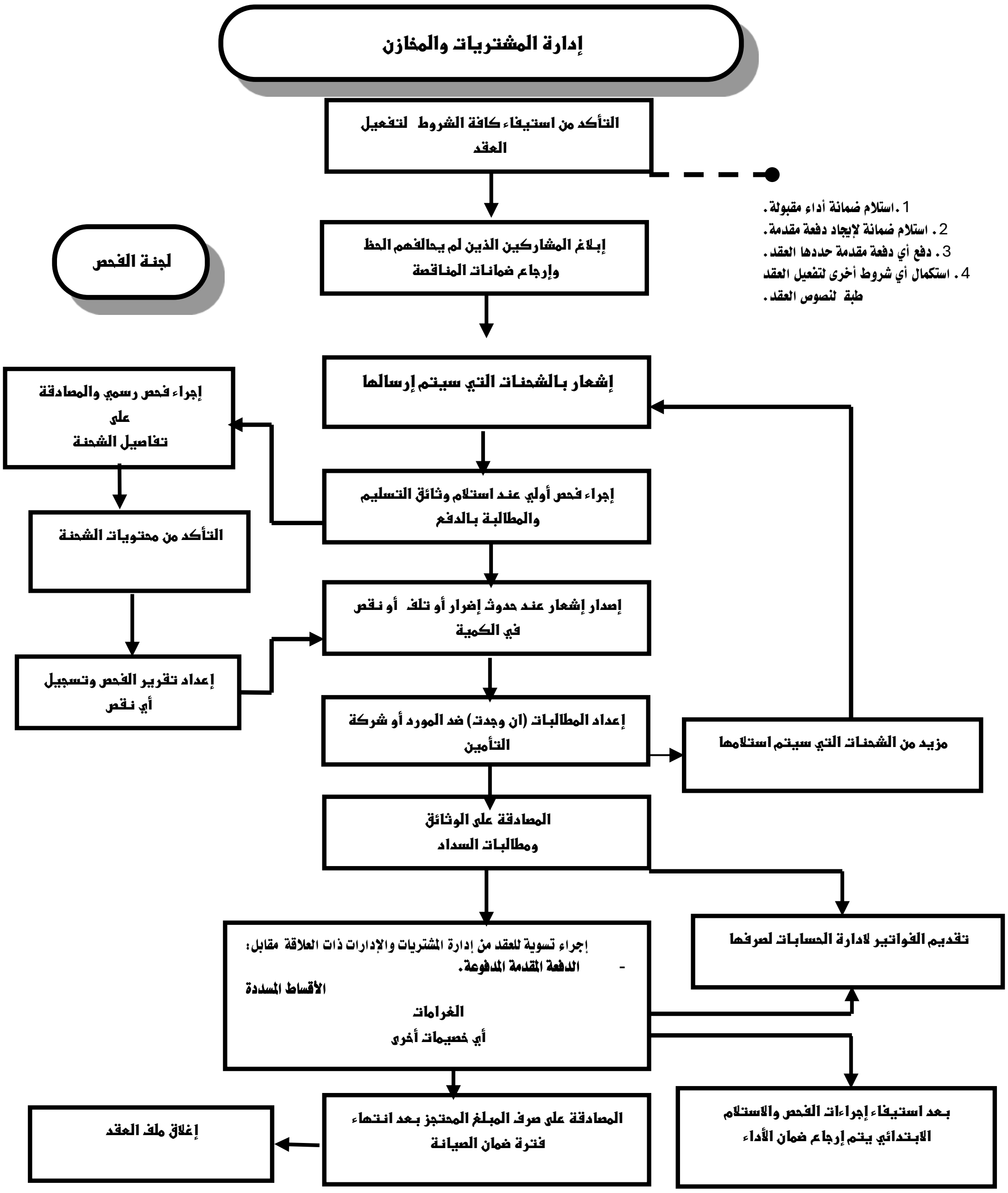
الطـــــرف الثاني	الطـــــرف الأول
الإسم:.................التوقيع: ....التاريخ / /	الإسم: ....التوقيع: التاريخ / /
ختم المورد	ختم الجمعية.

يحق إضافة البنود والشروط التي تضمن جودة التنفيذ

رسم بياني ملحق رقم (د/1)
يوضح الإجراءات ما قبل الشراء



رسم بياني ملحق رقم (د /2)
يوضح إجراءات ما بعد التعاقد



Approved by Administrative Board