

PROCUREMENT POLICY AND PROCEDURE

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Part A: Procurement policy

Introduction

AmplifyChange is a not-for-profit private company, limited by guarantee and registered with the Companies House for England & Wales. The organisation is preparing to apply for charitable status. This Policy and Procedure supports the Board in meeting the Charity Commission's best practice guidance in managing charity finance.

We provide financial and technical support for civil society organisations who advocate to improve Sexual and Reproductive Health Rights (SRHR). In 2020, AmplifyChange evolved from a fund led by a consortium to become an independent, not-for-profit organisation. We provide grants for projects addressing five priority themes:

1. Eliminating gender-based violence;
2. Removing barriers to safe abortion;
3. Challenging stigma and discrimination;
4. Improving the sexual health of young people;
5. Increasing access to comprehensive reproductive health services.

AmplifyChange is a bilingual fund, operating in English and French. More information can be found on our website (www.amplifychange.org).

As a non-profit organisation receiving and managing public funds, AmplifyChange is committed to implementing robust processes for approving and procuring goods and services from third parties. We are equally committed to demonstrating our ethical behaviour, transparency, accountability, and value for money throughout our supply chain.

Our Senior Management Team (SMT) and Board have endorsed the core principles and processes within this Policy and Procedure, which we consider essential to achieving our vision and stewardship responsibilities and securing the maximum economy, efficiency, effectiveness, and sustainability (social, environmental, and economic) from the resources we deploy.

This Policy and Procedure supports the organisation in the delivery of our strategic objectives and business plans. It is also one of the mechanisms by which we hold ourselves to account to donors, partners, and other stakeholders, for our transparency, decision making and integrity in the way we undertake our work.

Our aspiration is that, over time, we are able to work with more suppliers from low and middle-income countries, as part of a developing procurement strategy. This Policy and Procedure reflects the way we work at present.

Purpose

The purpose of this Procurement Policy and Procedure is to describe the principles we adopt when procuring services and good from third parties, and the procedures adopted that support the implementation of those principles.

A separate Procurement Manual provides practical information and guidance to AmplifyChange's employees, and contractors who buy on the organisation's behalf, on the procurement processes and documentation to be completed, and on their respective responsibilities.

Scope

We define 'procurement' as the whole process of acquisition from third parties covering consultancy and other service provision, and goods. This process includes planning, sourcing, supplier selection, contracting, supplier relationship management, contract performance management, risk assessment and mitigation, and payment. This Policy and Procedure covers this entire lifecycle within its scope.

The scope of this Procurement Policy and Procedure does not include grant-making by AmplifyChange, which is covered by a separate Financial Management Framework for Grant Making, and a Grants Management Manual. This Policy and Procedure applies to the following individuals: all AmplifyChange employees, consultants, and contractors involved at any stage in our procurement from third-party suppliers. It also applies to procurement carried out by AmplifyChange's grantee partners.

This Policy and Procedure describes our general approach to all procurement exercises. However, it is acknowledged that there will always be unique circumstances where the nature of the service to be procured requires adaptations or a dispensation to this general approach. These are set out in Part B to this document and further guidance on how to manage adaptive processes and dispensation is provided in the detailed Procurement Manual.

Core principles

In procuring goods and services, and in overseeing contractors and partners who do so on the organisation's behalf, the following eight core principles are enshrined in the way we work:

- **Value for money** - subject to the financial thresholds set out in the Procedure (Part B), we will always seek to procure goods and services that represent the most economically advantageous supply.
- **Avoidance of conflicts** - our procurement policies and procedures are designed to avoid conflict of interest at all stages of the procurement process in compliance with our code of ethics and other policies.
- **Fairness** – we procure goods and services through an open competitive process that is fair and non-discriminatory. We will never split procurement exercises to circumvent the procurement rules or these principles.
- **Transparency** – we aim to be wholly transparent throughout the entire procurement process. Where, in exceptional circumstances, we do not follow an open competitive process, we record the justification for so doing and retain an audit trail of that rationale.
- **Objectivity** – we apply objective criteria to the evaluation of all quotes and proposals, the criteria having been determined, and communicated, in advance.

- **Accountability** – we will retain sufficient and appropriate records as evidence of the process followed for each procurement exercise, the evaluation of competitive quotes, and the rationale for the decisions made. We will retain and make available this information to auditors or donors, where appropriate and provided for under a funding agreement.
- **Sustainability** – we are mindful, in procuring services and goods from third parties of the environmental and social impacts of the work we do and the resources we consume.
- **Compliance** – the implementation of our procurement policy is through processes that are drawn from international best practice and from legislative requirements; that meet the specific requirements of relevant donors and funders; and are proportionate for the financial threshold and nature of the services or goods being procured.

Managing conflicts of interest

Our Conflict-of-Interest Policy sets out the standards and guidance through which we identify and manage any actual or perceived conflicts of interest that may arise. The Policy specifically references those that may arise in procuring goods and services. All individuals covered within the scope of this Procurement Policy and Procedure are also covered within the scope of the Conflict-of-Interest Policy.

Relationship with other policies and guidance

This Procurement Policy and Procedure forms part of a suite of policies and procedures approved by the Board of AmplifyChange. When procuring services and goods, all staff and contractors involved in that procurement are advised of these further policies and are responsible for ensuring the procurement exercise takes appropriate account of them.

The policies most relevant to, and mutually supportive of, this Policy and Procedure are:

- Whistleblowing Policy
- Conflict of Interest Policy
- Code of Ethics
- Corporate Social Responsibility & Sustainability Policy
- Environmental Policy
- Data Protection Policy
- Safeguarding Policy
- Health, Safety & Security Policy
- Modern Slavery Policy
- Anti-Corruption, Fraud & Bribery Policy
- Counterterrorism & Anti-Money Laundering Policy
- Equality & Diversity Policy

Policy review

This Policy and Procedure will be reviewed every two years, or sooner where there are changes to legislative requirements or significant changes to AmplifyChange's operations and/or donor requirements. Any review will reflect the learning acquired from procurement exercises undertaken.

Policy ownership

The Finance, Audit & Risk Committee holds the Board's delegated responsibility for reviewing and approving this Policy and Procedure.

It is the responsibility of the Head of Operations, under delegated executive responsibilities, to ensure that the principles, policies, and processes within this document are adhered to by all individuals included within its scope and that they are aware of, and trained in, how they are to be applied in practice.

Part B: Procurement Procedure

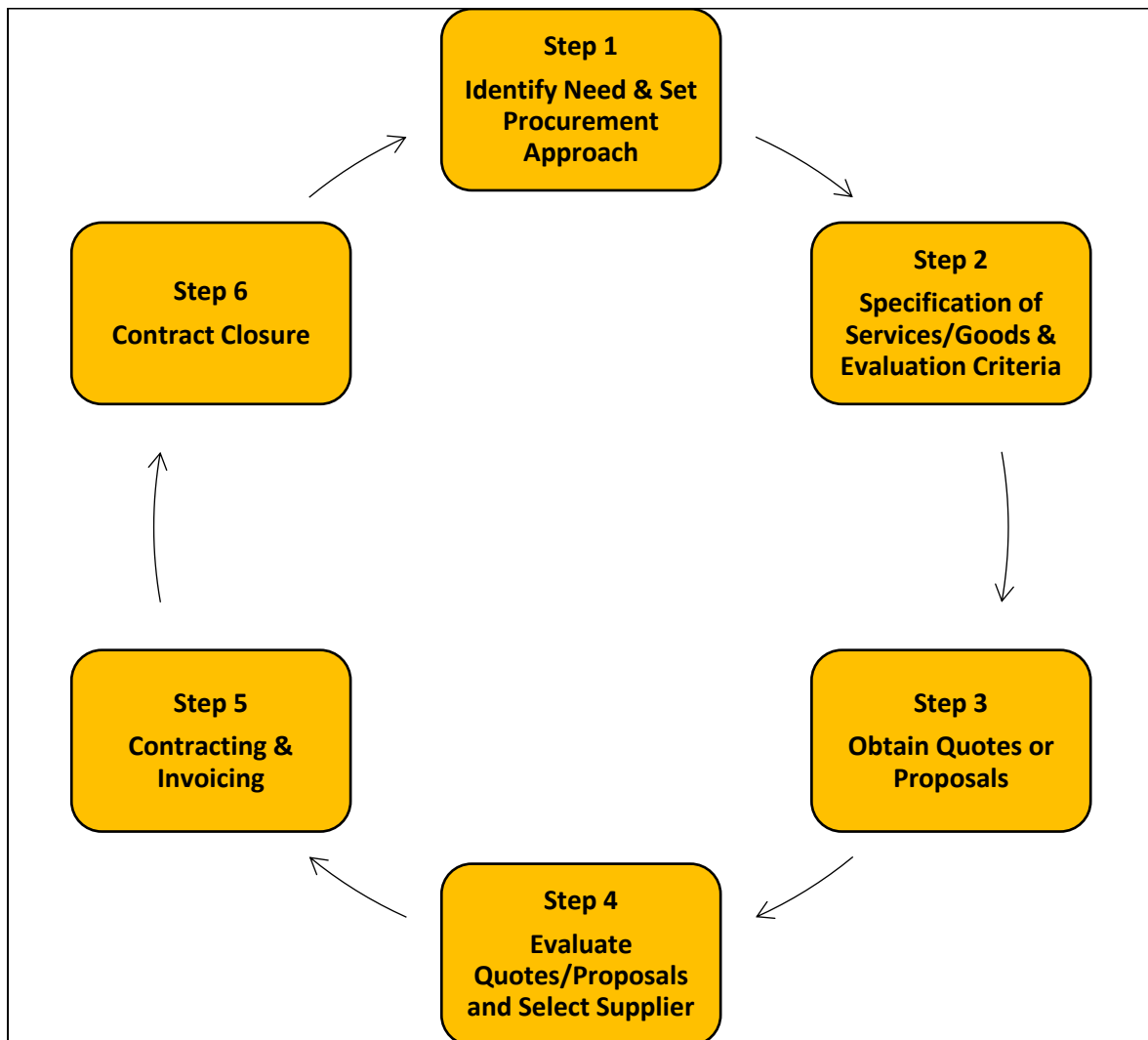
All procurement will follow the same core process, the application of which will differ depending on:

- (i) The nature and value of the goods and services to be procured;
- (ii) The type of procedure adopted, and any other requirements specified by funders;
- (iii) The extent to which specific technical or professional considerations need to be factored into the process.

This Procedure offers a variety of approaches for procuring services and goods, and the criteria to be considered in choosing the approach that will leverage the best value for money.

Procurement Steps

The following diagram sets out the 6 Steps to AmplifyChange's Procurement Procedure. A summary description for each element is set out below. More detailed guidance, templates and process notes are included within a separate Procurement Manual.



Step 1: Identify Need and Set Procurement Approach

Identify Need

Staff members review their work plans and budgets on a continuous basis to identify when there is a requirement to purchase goods or services to meet business and operational needs. Procurement needs may be identified through an assessment of urgent or short-term requirements, or through a longer-term review of planned needs as part of AmplifyChange's annual business cycle.

The primary responsibility for identifying when there is a need to procure goods or services to meet operational requirements is held by the respective budget holder, supported by Technical Leads.

The senior management team, in consultation with the Board, where necessary, is responsible for identifying longer-term and strategic procurement needs.

At this early stage of the process, the budget holder liaises with their nominated Technical Lead to make a broad estimate of how much the supply may cost. From this initial assessment, the appropriate procurement process to be followed is determined by the budget holder, based on the Threshold Table (below). The Technical Lead records the procurement route decision made on the basis of that assessment.

At this early stage in the process, before the detailed service specification is completed, the assessment of cost will need to be based on reasonable assumptions. There will be an opportunity to re-assess the indicative cost at the end of Step 2. Where the budget holder and Technical Lead are unsure of the threshold to apply, they should follow the higher threshold requirements.

AmplifyChange operates the following standard thresholds for procurement, which may be varied by the Board from time to time, or where a funder agreement requires alternative specific thresholds to be adopted. All values are stated exclusive of value added tax (VAT).

Threshold Table

Note: 'Value' means the total cost over the life of the contract

Approach	Value	Quotes and proposals	Approval of Quote/Tender
Simple	£0 - £999	May be by invitation. A minimum of 1 written quote required.	Budget holder
Request 1 Quote (R1Q)	£1,000 - £2,499	May be by invitation. A minimum of 1 written quote required. Written Terms of Reference mandatory	Budget holder
Request 3 Quotes (R3Q)	£2,500 - £19,999	May be by invitation. 3 written quotes required. Written Terms of Reference mandatory.	Budget Holder
Request for Proposal (RFP)	£20,000 - £49,999	Written Terms of Reference mandatory. Publication with invitation to tender posted on AC website. Minimum of 3 proposals. Choice of tender procedure.	Budget holder, & Head of Finance
Request for Proposal (RFP+)	£50,000 +	Written Terms of Reference mandatory. Publication with invitation to tender posted on AC website and in relevant procurement publications. Minimum of 3 proposals. Choice of tender procedure.	Procurement committee

Our Policy is mindful of the need for proportionality in the processes adopted, commensurate with the materiality and risk of the procurements to be undertaken. AmplifyChange therefore adopts competitive processes for procurements of £2,500 or above, but below that level accepts single quotations.

Assigning Responsibilities

Once a need has been identified, which may be by an employee, budget holder, senior management team, or the Board, a Technical Lead is nominated to run the procurement exercise. This applies to all procurement exercises.

The role of the Technical Lead is to:

1. Document the procurement process, from start to completion.
2. Develop a specification or Terms of Reference for the exercise, for all procurements over £1,000.
3. Analyse the market for potential suppliers.
4. Develop a procurement plan, based on the appropriate financial thresholds and other factors.
5. Source the procurement.
6. Manage the deliverables.

The Technical Lead takes full responsibility for the initiation, implementation, and outcomes of the procurement exercise.

Set the Procurement Approach

The Technical Lead will develop the procurement approach or plan to be adopted for all procurements, regardless of value. This will be informed by:

- (i) An initial assessment of the estimated cost of the identified need (in line with the Threshold Table);
- (ii) The nature of the goods or services to be procured and the extent to which the organisation understands the marketplace for them;
- (iii) Whether the organisation has already set up a preferred supplier relationship for the required services or goods (see below, and the Glossary for description of Preferred Suppliers).

The Technical Lead determines the appropriate procurement approach based upon this assessment.

Preferred Suppliers

Where the senior management team identifies a strategic or operational need to establish a longer-term relationship with a supplier for the delivery of services or goods, they may approach the procurement with the aim of establishing a preferred supplier relationship. Once established, the preferred supplier relationship will have a validity period of three-years, after which time the expectation would be to repeat the competitive process to provide ongoing assurance over value for money, or, by exception, an extension may be approved by the Head of Operations.

The approach will still be through a competitive process, as set out in this document, with an assessment of financial values over the contract to determine the threshold and route adopted. The main difference in establishing preferred supplier relationships is one of intentionality in the relationship to be developed. The preferred supplier contract may result in fee rates being agreed in advance and/or may allow for future negotiation for each assignment given to the supplier under the agreed contract. This will be determined as part of the procurement process.

Step 2: Specification of Service or goods to be procured and Evaluation Criteria

Specifying the service or goods

Before the procurement process is progressed the requirement is further specified when drafting the Terms of Reference using the Terms of Reference (ToR) template. A Terms of Reference must be completed for all planned procurement where the estimated cost is £1,000 or more over the life of the proposed contract. No Terms of Reference is required where the estimated value is below £1,000.

The process for specifying differs depending on whether the supply is one of goods or services.

- (a) **For goods** – the specification will depend on the nature of the goods to be procured and whether the supply of such goods is covered by an existing preferred supplier relationship that has, itself been procured through a competitive process.
- (b) **For services** - Terms of Reference are drawn up to specify the requirement explicitly and gather any additional information needed at the start of the exercise. This is because services generally include a more variable and qualitative aspect than goods. The information developed at this stage by the Technical Lead includes:
- Background to the requirement
 - The scope of the work/project
 - The required deliverables
 - The key risks associated with the work
 - Data protection particulars
 - Reporting arrangements
 - Fees and expenses
 - The contract duration period
 - The application process
 - Any specific further information to be included in appendices

The Technical Lead develops the specification/Terms of Reference and shares it with the budget holder to ensure that the definition of the requirements is wholly relevant to the identified need, and that there are no requirements that would be unfairly prejudicial to one or more potential suppliers or do not favour an individual supplier. This step helps the budget holder to clarify, and potentially, re-assess the scale and specificity of the goods or services to be procured and acts as a quality assurance mechanism.

As the Terms of Reference will form part of the contract with the supplier, the information contained within it should be only that relevant to the contractual requirements. Other information, such as the evaluation criteria used to assess the proposals or quotes should therefore not be included within the Terms of Reference themselves but would be shared with potential suppliers as part of the invitation to submit a quote or proposal (RFQ) (RFP).

The Terms of Reference will be included within the Request for Quote or Proposal documentation. Other information to be included in the Requests is set out on Page 15 below.

Setting the evaluation criteria

Quotes and proposals will be evaluated against a set of objective criteria established by the Technical Lead prior to issuing Requests for Proposals (RFPs), (RFP+), or Requests for Quotes (R3Qs). Evaluation criteria are agreed for all procurements that involve a competitive process, i.e., all procurement over a threshold value of £2,499. This supports AmplifyChange in demonstrating and evidencing the implementation of the eight core principles set out in this Policy.

The criteria, which may be simpler for lower-value procurements (under £20,000), are included in the invitation documentation (quote or proposal requests), including the relative weighting of each criterion, to ensure transparency.

The criteria are designed to select the supplier that offers the most economically advantageous proposal, taking into account price and quality. Any quality measure chosen for inclusion in the criteria will be informed by the nature of the services or goods to be procured and may, for example, include one or more of the following:

Meeting technical, functional, design, or visual requirements;

- (i) Addressing environmental, social or governance (ESF) requirements or meeting accessibility and other equality and inclusion conditions;
- (ii) Adequately specifying and describing manufacturing or service delivery requirements, including the supplier's quality control processes;
- (iii) Demonstrating an appropriate level of staff skills, experience, and capability to undertake the service or supply the goods;
- (iv) Ability to meet required delivery timescales and provide follow-on support and assistance.

In setting the final criteria, the Technical Lead reviews them with the budget holder, prior to issuing the RFP, to ensure they are clear and precise, support a fair competition, and do not discriminate against any individual, group, or organisation from applying.

The Technical Lead may also define the minimum requirements for some/all the criteria to be demonstrated by potential suppliers, and make it clear in the RFP documentation that proposals falling short of those minimum requirements will be rejected.

Appendix 2 sets out the circumstances in which an individual or organisation would be excluded from participating in a procurement exercise. The Technical Lead will ensure that these are clearly communicated to any potential applicant within the Terms of Reference and invitation issued.

Once the evaluation criteria are agreed, they cannot be changed at any stage of the subsequent procurement process unless new information comes to the attention of the Technical Lead that necessitates an amendment to the criteria. For example, the Terms of Reference may have omitted a critical element of the requirement, or, through the receipt of quotes and proposals, additional requirements emerge that require additional evaluation. In such cases, the Technical Lead must document any changes to the evaluation criteria and communicate those changes to all bidders for that procurement. Where the change is significant, bidders should be given the opportunity to add additional information to their previous bid. This supports a fair and transparent process.

Step 3: Obtain Quotes or Proposals

Following the specification stage of the process, and completion of the Terms of Reference for service requests, the Technical Lead will review and re-confirm the

procurement approach or plan to be adopted. This will be based on the assessment criteria set out in Step 1 above (Set the Procurement Approach).

General points

The following general points are applicable to all procurement exercises regardless of the financial threshold and procurement approach:

- (i) Bidders are advised in the Terms of Reference that information received from them will be received in good faith and that any subsequent discovery of deliberate misinformation being provided or of any illegal or corrupt practices being undertaken will result in the offer being rejected or any contract awarded being terminated.
- (ii) Attention of bidders is drawn in the Request for Quote or Proposal to the exclusion conditions set out in Appendix 2, for which they are invited to self-declare compliance.
- (iii) Communication with bidders during the procurement process is handled carefully to ensure that a bidder is not given an unfair advantage to the detriment to other bidders. Where clarification questions are made from a bidder, the responses are provided to all bidders.
- (iv) A written record of the procurement process, including decisions on the approach taken, the assessments and decisions made shall be maintained for all procurements over the value of £2,500 (i.e., where a competitive process has been applied).

We adopt five different recognised tender procedures in our procurement processes, the choice of which is assessed by the Technical Lead, liaising with the relevant budget holder:

Simple approach

This approach is adopted where the initial estimate of the cost of supply is below £1,000. The budget holder has the authority to request that the Technical Lead procures the supply, using an existing supplier, where similar previous supplies have been made, or through sourcing and inviting a single supplier to quote for that particular supply.

The Technical Lead will retain a record of the supply purchased and is responsible for ensuring that the service or goods are supplied within that financial threshold. If the budget holder or Technical Lead identifies during the process that the estimate will be exceeded, the Simple approach will be adapted to the next appropriate route.

For this Simple approach, Terms of Reference or a detailed specification of the requirement are not mandated but may be used if helpful in defining the need. Evidence of a written quote may include a price advertised on a supplier's website.

Request 1 Quote (R1Q)

This approach is adopted where the initial estimate of the cost of supply is between £1,000 to £2,499. For this approach, the Technical Lead is required to prepare a Terms of Reference (see above) that specifies the requirement and to obtain at least one written quote.

Request 3 Quotes (R3Q)

This approach is adopted where the initial estimate of the cost of supply is between £2,500 and £19,999. It follows a similar approach to the Request 1 Quote approach described above, but quotes should be obtained from 3 different suppliers.

Request for Proposal or Applications 1(RFP)

This approach is adopted where the estimated cost of supply is between £20,000 and £49,999. It is also adopted where the requirement is more complex and requires the expertise of the supplier to propose solutions. The terms 'Request for Proposal' and 'Tender' are used synonymously.

Under this RFP approach, an invitation to tender is prepared and is published on AmplifyChange's website. The invitation to tender opportunity is communicated through the organisation's social media channels and with appropriate contacts. The publication of the invitation is free to access.

In inviting proposals, the Technical Lead will make an assessment of the most appropriate tendering procedure to be applied. The procedures include Open, Restricted, Closed (Simplified), and Negotiated.

AmplifyChange aims to adopt, by default, an Open Tender procedure when adopting a Request for Proposal approach to procurement but recognises there may be a business need in certain cases to adopt an alternative procedure. In such cases, the rationale for so doing, is documented by the Technical Lead, and approved by the Head of Operations.

Appendix 1 summarises the procedures themselves. In selecting the procedure, the Technical Lead will consider the pros and cons of each, which may include the following:

1. Open Procedure

Best used when:	Advantages:	Disadvantages:
<ul style="list-style-type: none"> • The requirement and evaluation criteria are relatively straightforward and allow for simple comparisons. • It is expected that only a small number of organisations will respond. 	<ul style="list-style-type: none"> • Increased competition. • Non-discriminatory so may attract range of creative solutions. • No pre-qualification stage so timescales may be reduced. • Enables supplier market to be fully tested. 	<ul style="list-style-type: none"> • Time consuming to review and assess larger number of bids; administratively more expensive. • Increases the risk of challenge to a decision due to volume of bids. • May invite poor quality or speculative bids. • No chance to discuss or refine the bids.

2. Restricted Procedure

<p>Best used when:</p> <ul style="list-style-type: none"> • The requirement and evaluation criteria are more complex. • It is expected that a large number of organisations will respond. • Unfamiliar with the potential supplier market for the service. 	<p>Advantages:</p> <ul style="list-style-type: none"> • Restricts the number of organisations invited to tender making the review process more efficient. • Enables a detailed supplier selection assessment (Stage 1). • Quality of the bids is likely to be better as higher chance of a bidder being selected than Open process. 	<p>Disadvantages:</p> <ul style="list-style-type: none"> • Risk of speculative selection questionnaires being submitted as full tender requirements not issued at Stage 1. • Two stage process so increased timescales. • More burdensome process for suppliers so some may exclude themselves. • No chance to discuss or refine the bids.
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3. Negotiated Procedure

<p>Best used when:</p> <ul style="list-style-type: none"> • The requirement is complex and cannot be fully defined. • The organisation is confident in its capacity and capability to negotiate. 	<p>Advantages:</p> <ul style="list-style-type: none"> • Lack of competition. • Restricts number of organisations invited to tender so saves administration time. • Enables a 'best fit' solution through detailed dialogue. • May lead to a more innovative solution. 	<p>Disadvantages:</p> <ul style="list-style-type: none"> • Negotiation can extend the timescales. • Additional resource required for suppliers and AmplifyChange to undertake the negotiation. • If AC lacks commercial negotiation skills, it may result in an unfavourable contract.
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4. Closed (Simplified Procedure)

<p>Best used when:</p> <ul style="list-style-type: none"> • There is a good understanding of the supplier marketplace. • There is an urgent business need that cannot be met by adopting a more open and competitive approach. 	<p>Advantages:</p> <ul style="list-style-type: none"> • Inviting fewer proposals may save time and cost. • Inviting only those reputable suppliers known to the organisation. • Can facilitate more collaboration and longer-term relationships. 	<p>Disadvantages:</p> <ul style="list-style-type: none"> • Is, by design, exclusive and may miss the chance to explore what else is available. • May lack challenge where there is an incumbent supplier relationship.
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The RFP documentation, to be prepared by the Technical Lead, and including the invitation to tender, must include the Terms of Reference and the following information:

- The eligibility criteria for organisations, including any minimum compliance requirements.
- Any templates that need to be completed for technical and commercial proposals.
- The specification including, type of expertise, technical requirements, level of experience and other specific requirements in relation to the procurement.
- Details of the process and how this will be handled by AmplifyChange.
- Terms and conditions that will be applied if the proposal is successful and leads to a contract.
- Any special conditions such as environmental aspects associated with the procurement.

The RFP will clearly state the timescale by which proposals must be received, the communication route by which they are to be provided (post, email, Dropbox etc) and the contact name and details of to whom within AmplifyChange they must be sent.

Our approach is to request that tenders are submitted to the named Technical Lead by email. The Technical Lead records the date and time of the submission on the tender review form. This ensures that the timescales for submission of the tenders are adhered to, and that there is an audit trail. The reviewer(s) assess the tenders against the pre-determined criteria. The Technical Lead is responsible for overseeing the integrity of the review process, in line with the detailed guidance within the Procurement Manual.

At least 3 proposals and the Technical Lead's recommendation are presented to the budget holder and Head of Finance for review and approval prior to the procurement being progressed further.

Request for Proposal or Applications (RFP+)

Where the estimated cost of supply is £50,000 or above, the RFP process described above is enhanced to include wider publication of the invitation to tender, and to add scrutiny over the process and final decision through the adoption of a Procurement Committee.

At least 3 proposals and the Technical Lead's recommendation should be presented to the Procurement Committee for formal approval prior to progressing the procurement further.

Procurement Committee

The Procurement Committee comprises at least three members and includes one member of the Finance, Risk and Audit Committee, the Head of Finance, and the budget holder. If the Head of Finance is also the budget holder, the Head of Operations joins the Committee. The Committee will always have an odd number

of members, at least three, with all the technical and administrative capacities necessary to give an informed opinion on the tenders.

The Committee generally meets only when tenders of over £50,000 excluding VAT require consideration. The Committee's role is to evaluate the outcomes from the procurement process and to reach its decisions based up on a review against the Terms of Reference.

However, where the procurement approach taken is informed by specific requirements for a Procurement Committee to be assembled to evaluate the outcomes of a tender below this threshold, the Committee will meet to review that procurement.

Step 4: Evaluate Quotes/Proposals and Select Supplier

Evaluation of Quotes/Proposals

The Technical Lead and any other pre-determined reviewers will assess the quotes or proposals received against the weighted evaluation criteria established during Step 2 of the Procedure (see above). No other evaluation criteria are introduced at this stage of the process. Each reviewer will undertake their own assessment independently. The Technical Lead then prepares a recommendation for consideration by the relevant approver (s).

The approvers, as defined by the threshold table, review the information provided by the Technical Lead, scrutinising the process followed. They will be seeking the following assurances:

- (i) That the procurement approach adopted was appropriate for the financial threshold and the nature of the supply;
- (ii) That the Technical Lead had reviewed the evaluation criteria and submission timescales for fairness.

The approvers will review the Technical Lead's recommendation and, where alternative proposals were obtained, will review the evidence provided against the evaluation criteria to arrive at an evidence-based, objective decision.

Where, as part of this scrutiny, the approvers have further questions for clarification, they will request that the Technical Lead contacts the prospective suppliers to elicit the required information. In so doing, the Technical Lead will ensure that there is no opportunity for discriminatory or unfair advantage to be applied at this clarification stage.

Communicating the decision

Once a decision on the preferred supplier's quote or tender has been made, the approvers will confirm their decision by email to the Technical Lead, as an instruction to proceed. The approvers will also confirm whether any of the other shortlisted applicants might be appointable in the event that due diligence and contracting with the preferred supplier leads to non-appointment.

The Technical Lead will communicate the decision firstly with the selected supplier and confirm that the appointment is subject to satisfactory due diligence (for new suppliers to AmplifyChange) and to agreement of the contract terms.

Upon agreement of the contractual terms (fees and timescales), the Technical Lead will notify the unsuccessful suppliers.

At the point at which all details of the supplier contracting, due diligence and approvals have been completed, the Final Procurement Decision is documented by the Technical Lead.

Actions following the Final Procurement Decision

When the Final Procurement Decision has been made the Technical Lead will then update the procurement Terms of Reference with:

- The finalised contract start and end dates (which may have been impacted by the duration of the contracting process)
- The contract duration period (in weeks/months)
- The final agreed fees and quantification
- The payment terms, including any staged payments, payments on account etc.
- The agreement on expenses to be paid under the contract, including any prior approval needed.
- The level of effort required under the contract and any changes to identified risks.
- Any other amendments

Upon completion of this updated documentation the Technical Lead requests the Operations Specialist to produce a contract, including the finalised Terms of Reference. The Operations Specialist issues one of two questionnaires to the consultant/supplier to gather contractual information:

- (i) Pre-Contracting Questionnaire (PCQ) where the supply is one of a consultancy nature, or
- (ii) Supplier Pre-Contracting Questionnaire (SPCQ), where the supply is for non-consultancy.

The Operations Specialist also requests identification in the form a National ID card or passport. Upon receipt of the completed questionnaire and ID information, the Operations Specialist requests the Fiduciary Risk Team to undertake supplier due diligence.

Undertake supplier due diligence.

Prior to the award of a contract, a due diligence check is completed on information provided by the consultant or supplier in the respective pre-contracting questionnaire. Checks include the following:

For all supplies

- (i) Verifying the names and contact details provided to ensure they have the authority to represent the organisation;
- (ii) Verify the legal form and ownership structure of the organisation;
- (iii) Check of the consultants or organisation's principals against Dow Jones- and Factiva databases to identify sanctions or negative media coverage;
- (iv) Checks into any conflicts of interest disclosed during the procurement process and in the Pre-Contracting Questionnaire.

For contracts with a value of £20,000 and above:

- (v) Financial due diligence - a check to ensure that the consultant/supplier has the necessary resources to deliver the supply over the life of the contract.

More detailed guidance and templates for undertaking a due diligence process are included within the detailed Procurement Manual.

Further vetting

Under AmplifyChange's Safeguarding Policy, we adopt safe recruitment practices that apply to the appointment of all employees, consultants, strategic advisers, Technical Review Panel members, and directors. Where the procurement process includes these, or other similar individuals, the Safeguarding Policy requirements are included in the due diligence process.

The need for more detailed checks and vetting, beyond the above due diligence is considered during the Terms of Reference stage and is relative to the unique nature of the job in question. The requirement for vetting can vary and be tailored for the specific context, contract, and the appropriate national law.

Step 5: Contracting and Invoicing

Develop and agree the supplier contract

The Operations Specialist is responsible for developing the appropriate contract for each supplier. We adopt standard templates for each type of contract, which have been reviewed by legal advisers. They include the following:

- AmplifyChange Consultancy Agreement (Individuals)
- AmplifyChange Consultancy Agreement (Service Company)
- AmplifyChange Supplier Agreement Template

The Operations Specialist ensures that legal compliance matters are addressed appropriately and, through discussion with the Head Of Operations, that any specific requirements, identified through the procurement process, are reflected in the contract.

When the draft contract is complete, it is reviewed and signed by three parties using DocuSign:

- (i) the Technical Lead
- (ii) the Budget Holder, and
- (iii) the CEO

The CEO, subject to the Board's approval, may delegate contract signing authority, within agreed financial thresholds, to other budget holders where expedient and appropriate.

The consultant or supplier then signs. The third party is prohibited from undertaking the specified work for AmplifyChange until the contract has been fully executed by both parties. However, there may be agreement from all parties to hold briefings related to the work in advance, with the cost of such briefings being included within the contract duration and value.

When fully executed, contracts are securely stored to conform with the processes set out in AmplifyChange's Data Protection Policy.

Invoicing and payments

All invoices must be submitted to the central mailbox of finance@amplifychange.org. The supplier/consultant's invoice must be accompanied by any specified AmplifyChange completed invoicing template, setting out all the requirements needed for review, approval, and processing.

Invoices are reviewed by the appropriate Technical Lead who is responsible for approving satisfactory completion of the work undertaken or progress to date.

Invoices, once approved, are processed for payment in accordance with the organisation's financial processes and procedures.

Managing contract amendments.

There may be circumstances in which a variation is needed to the approved terms of reference and/or the contract. These may be identified during the delivery of the contract by AmplifyChange and/or by the consultant or supplier. The capacity for making contract amendments is set out in the original contract, where applicable.

A request for amendment is made by the Technical Lead and a contract addendum is prepared.

The budget holder is responsible for providing assurance that the additional request is a legitimate exception and does not represent a new or additional service that ordinarily should have been subject to a procurement process. An amendment will not be approved where it would have altered the award decision in the original procurement process.

Any financial implications of the amendment are approved by the respective approver(s) in line with delegated authorities. Where the value of the addendum would have raised the procurement above a financial threshold that would otherwise have led to a different procurement approach, this should be noted by the Technical Lead and considered during contract closure as a learning point for future exercises.

Step 6: Contract closure

Upon completion of the procured goods or services, the performance of the supplier against the Terms of Reference is reviewed by the Technical Lead and

budget holder. The outcomes of that review are documented as a reference point for any future procurement.

Exceptions or Dispensations

This Policy and Procedure has been developed to meet best practice and to provide sufficient flexibility to respond to AmplifyChange's operational and strategic needs, as well as to reflect the specific procurement requirements of individual donors.

Any request for making an exception or dispensation to this Policy will be approved by the Head of Operations, and, if over £20,000, by the CEO.

Any exceptions made to the Policy and Procedure will be reported to the Procurement Committee.

Lessons Learned

The Head of Operations will evaluate the effectiveness of AmplifyChange's procurement policy and procedures in delivering the organisation's business and strategic goals. The evaluation will consider the effectiveness and efficiency of the processes adopted, identifying any general or specific learning points identified by budget holders or Technical Leads. This review will be undertaken bi-annually, and any adaptations required from lessons learned included in any subsequent review of this Policy and Procedure and the Procurement Manual.

Appendix 1: Glossary

Terminology	Definition
<p>Open Procedure</p> <p>[Time limits: min of 20 days from date of publication]</p>	<p>In an Open Procedure any organisation may submit a tender or proposal.</p> <p>Any natural or legal person wishing to tender may ask to receive the tender documents in accordance with the procedures specified in the contract's notice. The tenders are examined, the eligibility (including grounds for exclusion - Appendix 2) and the financial, economic, technical, and professional capacity of the tenderers are checked to arrive at a selection. The tenders are assessed to ensure they meet the requirements, the tender is evaluated according to set criteria and the contract is awarded. No negotiation is allowed.</p>
<p>Restricted Procedure</p> <p>[Time limits: min of 20 days from date of publication]</p>	<p>In a Restricted Procedure, any organisation may ask to submit a tender but only those who satisfy the pre-selection criteria may be invited by AmplifyChange to do so. The selection criteria and the tasks to be undertaken are described in the published contract notice. A 'long list' of all the candidates replying to the notice is reduced to a shortlist of the best qualified, on the basis of their replies. At the shortlisting stage, before the list is approved, AmplifyChange checks that none of the candidates or their partners fall into an excluded category.</p> <p>AmplifyChange sends the tender documents to the shortlisted candidates. To ensure fair competition, tenders must be submitted by the same service provider or consortium which requested to tender, which was shortlisted and to which the invitation to tender was addressed. No changes to the identity or composition of the tenderer are permitted, unless good reasons have been given and AmplifyChange has given its prior approval in writing. Once the tenders have been analysed, they are compared, and the successful tenderer is chosen. No negotiation is allowed.</p>
<p>Closed (Simplified) procedure</p> <p>[Time limits: min of 15 days from date of publication]</p>	<p>Under the simplified procedure, AmplifyChange invites at least three applicants of its choice to submit tenders. The evaluation (including the use of the procurement committee, where appropriate), and the award of the contract follow the rules of the open procedure.</p>

Terminology	Definition
Negotiated procedure	<p>AmplifyChange may decide to use a negotiated procedure on the basis of a single tender. A single tender is where only one supplier is invited to submit a proposal, e.g, where they are under an existing preferred supplier agreement, or the requirement is specialist in the marketplace. The intention to do so is set out clearly in the invitation to tender. For all negotiated procedures, a negotiation report is produced, explaining how the participant(s) in the negotiations were chosen, how they met the selection criteria, how the price was set, and the grounds for the award decision.</p>
Technical Lead	<p>This is the term given to individuals within AmplifyChange who have responsibility for identifying and specifying business and operational requirements that require a third party to fulfil. Technical Lead includes members of the senior management team and other named managers, which may be amended by the CEO from time to time. As with all AmplifyChange staff members, Technical Leads will have signed a Conflict of Interest form every year.</p>
Preferred Supplier	<p>A preferred supplier is an organisation or individual that has been vetted and approved by the procuring organisation to provide services or goods. This will typically be where they have been previously subject to a competitive procurement process and due diligence has been undertaken on their integrity and value for money. Examples often include IT and HR service providers but may also include consultancies. They are generally adopted where the nature of the service is business-critical and where a longer-term relationship is needed.</p> <p>Preferred suppliers are recorded on a preferred supplier listing, retained by the procuring organisation. The term of the relationship will generally be for a period of up to three years and will then be reviewed at the end of that period as part of a renewed competitive process or, by exception, extended.</p>

Appendix 2: Organisations excluded from participation in procurement procedure

<p>These individuals or organisations may not be invited to be included in an AmplifyChange procurement process</p>	<ol style="list-style-type: none"> 1. They are bankrupt or being wound up or are subject to an administration order. 2. They have otherwise suspended business activities, are subject of proceedings concerning those matters, or have breached legal or regulatory conditions. 3. They or those with powers over control and decision-making have been convicted of an offence concerning their professional conduct. 4. They have been guilty of proven grave professional misconduct. 5. They have not fulfilled obligations relating to the payment of social security contributions or taxes. 6. They or those with powers over control and decision-making have been convicted for fraud, corruption, involvement in a criminal organisation or money laundering. 7. They make use of child labour or forced labour and/or practise discrimination, and/or do not respect the right to freedom of association and the right to organise and engage in collective bargaining pursuant to the core conventions of the International Labour Organization (ILO). 8. They do not support the general aims and values of AmplifyChange. 9. Have any business relationships with the tobacco industry or affiliates, including accepting payments or receiving support from any tobacco product manufacturer or wholesaler, and/or having business relationships with any person, interest group, advocacy organization, or other business or organization that represents the interest of the tobacco industry.
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