
February 2024

Policy

Procurement Policy

Revision history

Version	Date	Name	Description
2.0	29.03.2019	Marianne Iversen Zigler	New logo + handover of ownership to LRF
3.0	Winter 2019	WKS / LRF	Revisions and updates
3.1	04.11.2020	LRF/WKS/CSO	Sida Updates
3.2	28.01.2021	LRF	Sida Updates + Thresholds
3.3	01.01.2023	LRF	New Thresholds + CMS
4.0	28.02.2024	ABJ	Revision of policy + templates

Owner: ABJ
Approved/revised date: 28/02/2024
Category: Procurement

Contents

1 Introduction	5
1.1 Implementation and ownership	5
1.2 Definitions	6
2 General Procurement Principles	7
2.1 Basic principles	7
2.1.1 Best Value for Money (BVM)	7
2.1.2 Equal treatment and non-discrimination	7
2.1.3 Transparency	7
2.1.4 Proportionality	8
2.1.5 Sound procedural management	8
2.2 Ethical business practice and grounds for exclusion	8
2.3 Sustainable Procurement Provisions	9
2.4 Confidentiality and access to information	9
3. Procurement process and procedures	10
3.1 Identification of procurement procedure	10
3.2 Procurement templates	10
3.3 Consultants Remuneration Policy	10
3.4 Prequalification and short-list of suppliers	11
3.5 Preferred Supplier Agreement and Framework Agreements	11
3.6 Tender advertisement and time-frames	12
3.7 Tendering committee and scoring	12
3.8 Bid award and notification	12
3.9 Rejections and claims	13
3.10 Documentation	13
4 Other provisions and exemptions	13
4.1 Exemptions	13
4.2 Emergencies	13
4.3 Restricted countries	14
4.4 Procurement from informal vendors	14
4.5 Statens og kommunernes indkøbs service	14
Appendix I - Tender Threshold SOP	15
Appendix II - Procurement flow SOP	18

1 Introduction

Procurement at IMS is governed by this policy and by the *Consultants remuneration policy*. This policy is operationalised through a set of compulsory procurement templates, that are published on the Wire¹. The attached *Tender Threshold Table* and *Procurement Flow* are standard operation procedures (SOP:s) that provide guidance on what procedure to apply and what templates to use, respectively, when undertaking a procurement process. In the event of a conflict between this policy and the provisions of another policy, template and/or standard operating procedure, the provisions of the procurement policy shall prevail.

The purpose of this policy is to ensure that IMS achieves best value for money when organisational needs are met through purchases of goods and services. The procurement policy is founded on the basic principles of the Danish and European public procurement law and treaties, thereby making it compatible with the procurement requirements of IMS main back-donors. IMS procurement procedures align with international public procurement best practice. At the same time, recognising the limited volume of procurement in IMS' operations, IMS strives towards having an as efficient procurement procedure as possible while at the same time safeguarding the interest of the organisation and its back-donors.

IMS procurement policy applies to all purchasing activities undertaken by IMS. The process of selecting partners does not constitute a purchasing activity and is thereby not governed by this policy.

1.1 Implementation and ownership

All staff members doing procurement are responsible for complying with this policy. The Deputy Director of Finance and Resources has the ultimate responsibility for the procurement process. Within this mandate lies the obligation to ensure that all purchases are made in accordance with this policy and in the best interest of IMS.

The Deputy Director of Finance and Resources delegates the responsibility for various parts of the procurement process to employees according to their function but maintains ultimate authority over and responsibility for all issues regarding the procurement process. The responsibility to update this policy lies with the Institutional Business Advisor who is also providing advice and doing quality assurance of IMS' procurement.

¹ [Procurement \(sharepoint.com\)](#)

1.2 Definitions

Terminology	Definition
Approver	The IMS employee who is authorised to approve the procurement request, purchase and/or payment of goods or services
Best Value for Money (BVM)	The optimal balance in a purchase between quality and price
Bid	A legally binding document (quotation) that contains a financial and technical offer reflecting the criteria IMS has defined in the given tender
Bidder	A legal person bidding on an IMS tender
Call-of order	A legal document that regulates the deliverables performed under a preferred supplier agreement or framework agreement
Goods	Tangible items that are either consumed during its usage (consumables, supplies and office stationery) or that can be used more than one time (fixed assets)
Preferred Supplier	A supplier which has been contracted through a competitive process to perform a recurring and well-defined need over a longer period of time, i.e.
Procurement	The acquisition of goods and services above a certain value that goes through a documented and competitive process
Purchasing	The acquisition of goods and services regardless of the value
Request for Tender	A formal invitation to potential bidders to participate in an IMS tender
Requestor	The IMS employee who has a need that is met through purchases and who is responsible for carrying the procurement process
Service contract	A legal document that regulates the duties and obligations of IMS and a service provider
Service provider	A legal person performing services for IMS
Services	Non-tangible goods or actions supplied to IMS that are either time-bound (a consultancy) or recurring (e.g. travel agency services)
Single source procurement	Direct contracting or purchases from a supplier without going through a procurement process. Applies to purchases below a certain threshold
Sustainable procurement	Procurement processes where IMS needs are met in a way that achieves best value for money while respecting the economic, social and environmental pillars of sustainable development
Supplier	A legal person supplying goods or services to IMS
Tendering	The process of asking the supply market of its ability to deliver goods and services that IMS needs

2 General Procurement Principles

2.1 Basic principles

IMS' Procurement follows international best practice. This means that the procurement process - operationalised through a set of templates and SOP:s - is structured around a number of basic procurement principles. Responsibilities throughout the procurement process are separated and delegated to several functions, which provides a set of checks and balances that minimize the risk of errors, dishonest behaviour, and irregularities. For IMS offices where the number of staff is limited, the mandates for conducting procurement that do not meet a sufficient level of segregation of duties, must be approved by the Deputy Director of Finance and Resource, and documented on file.

2.1.1 Best Value for Money (BVM)

IMS' Procurement policy aims at achieving BVM when IMS purchases goods and services. This shall be understood as striking the optimal balance between quality and cost, taking aspects such as functionality, quality standards, safety and sustainability concern, price, expertise, expected lifespan, after-sales warranty, availability, and delivery-time into consideration. IMS is expected to demonstrate cost-consciousness in all its purchases. However, this does not mean that IMS should always choose the alternative offering the lowest up-front purchasing price. Instead, IMS shall choose the most economically advantageous alternative that meets all mandatory technical and other requirements and where the supplier can deliver within the expected timeframe.

To achieve BVM, criteria should be defined that balance technical factors with the purchasing price. A rule of thumb is that the more standardised the goods or services IMS needs to purchase are, the more weight should be allocated to the price. For goods or services that are less standardised, and where the output or deliverables will differ significantly depending on the methodology applied and, on the experiences, and competences of the supplier, more weight should be allocated to technical criteria. One example of the former is office stationery, while evaluation services is an example of the latter.

2.1.2 Equal treatment and non-discrimination

Equal treatment and non-discrimination mean that IMS should treat all potential bidders and suppliers equally. Potential bidders shall be given a fair chance of competing in all tenders they are eligible to participate in. Bidders and suppliers should therefore not be discriminated against in any way, i.e. through the introduction of technical or other requirements that are not relevant or justified based on the nature of the goods or services being purchased. One example of this could be to require a specific national technical certification that can be met through international or equivalent standards. Equal treatment also means that all requirements set out in the tender document must be respected by IMS, so that no one is given beneficial treatment. If for instance IMS accepts bids submitted after deadline, this means that those bidders have been given more time to elaborate their proposal than the bidders who met the deadline.

If donors have specific rules of nationality and origin, these rules apply and thereby supersede IMS' procurement policy.

2.1.3 Transparency

Transparency means that information concerning any procurement process IMS undertakes shall be open and easy to understand. Information regarding the tender shall also be available to anyone, e.g. through public

advertisements of tenders when this is required by the procurement procedure. For tenders that are advertised locally or globally, it is important that the criteria and requirements, compulsory as well as non-mandatory ones, are well defined in the tender document so that it is clear to all stakeholders what need IMS is going to fulfil and how. Potential and actual bidders, as well as the public and any other interested party, shall be informed of the outcome of the tender evaluation process.

2.1.4 Proportionality

Proportionality means that the level of requirements and conditions IMS sets for a tender should be reasonably proportional to the nature and scope of the contract to be awarded. If there are different options for fulfilling a need, the least demanding alternative shall be chosen, as this allows for more bidders to participate in the tender. IMS has established three different documented procurement procedures that require different levels of administrative rigour, where the highest valued purchases require the most stringent procurement procedure. There is also a lower threshold², under which no formal procurement process is required. In these cases, IMS can do direct purchases from a supplier without going through a competitive process, so called single-source procurement. However, cost-efficiency shall still be considered when doing single-source procurement why market research is recommended so that IMS can assess the local market offer and chose the supplier who will be able to offer IMS BVM.

2.1.5 Sound procedural management

Sound procedural management means that by adhering to the principles above, IMS shall award the contract to the bidder that meets all mandatory requirements while offering the best value for money within defined timeframes. IMS institutional control framework, its Code of Ethics, Anti-Corruption Policy and Conflict of Interest Policy, ensure that the risks of collusion, conflict of interests, and other irregularities are minimised when IMS undertakes procurement. These policies together with the Procurement policy ensure that IMS shows integrity and transparency in its procurement activities, where all purchases shall be made in the interest of IMS.

2.2 Ethical business practice and grounds for exclusion

One important principal IMS considers in its procurement activities, is whom it does business with. IMS strives towards not doing business with suppliers who are violating IMS' core values as expressed in its institutional policies. To meet back-donor requirements and to safeguard the vision and mission of IMS, IMS reserves the right, without limitations, to exclude bidders on any of the following grounds:

- If there is a conflict of interest as defined in IMS Conflict of Interest Policy;
- If the bid is based on a misrepresentation of information required by IMS as a condition to participate in the tender or failure to supply this information;
- If the bidder is bankrupt or being wound up, is having their affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- If the bidder is convicted of an offence concerning their professional conduct by a judgment, which has the force of *res judicata*;
- If the bidder, its owners, representatives or other affiliates and related entities, are found on the 'European Union's Consolidated list of persons, groups and entities subject to EU financial sanctions';

² Please see the attached Tender Threshold Table in Appendix I for applicable thresholds.

- If the bidder is guilty of grave professional misconduct, including but not limited to sexual exploitation, abuse and harassment as defined in IMS' Policy on Prevention of Sexual Exploitation, Abuse and Harassment, proven by any means, which IMS can justify.

2.3 Sustainable Procurement Provisions

IMS understands sustainable procurement as a process whereby organisational needs of goods and services can be met in a way that achieves best value for money while respecting the economic, social and environmental pillars of sustainable development³.

In accordance with best practice, it is not efficient to introduce sustainability criteria and requirements that will increase the complexity or administrative burden of a tender, and/or that will generate additional costs, without generating a (measurable) positive sustainability impact. It is furthermore not in the interest of IMS to introduce sustainability criteria that the local supply market is not able to deliver on as this will limit competition by reducing the number of potential bidders, thereby reducing the possibility to achieve BVM.

To achieve as positive sustainability impact as possible through its purchases, IMS will focus on integrating sustainability consideration in the purchase categories that are assessed to have the biggest negative sustainability footprint. Based on a sustainability-spend analysis, IMS has identified a set of categories that are listed in the attached Sustainable Procurement Strategy (Appendix III). For each category, a category-specific sustainability integration strategy is provided as different goods and services have different footprints and thereby require different integration strategies. The purpose with the strategy is to make it as easy as possible to integrate relevant and effective sustainability considerations in a tender for purchases of any of the listed categories.

IMS is however not limited from implementing other and/or more ambitious sustainability criteria and requirements in tenders for goods or services included in Appendix III, or if deemed relevant and effective, in other categories of goods and services.

If assessed to be relevant to IMS' sustainable procurement efforts and implementation strategy, IMS shall engage with relevant sustainable procurement networks and initiatives. The Institutional Business Advisor is IMS focal point for sustainable procurement.

2.4 Confidentiality and access to information

In its procurement activities, IMS safeguards the business interests of potential and actual bidders. This means that the terms and conditions of any and all bids or purchases are kept strictly confidential. When briefing bidders of the outcome of a tender evaluation process, IMS shall anonymise the names of the other bidders. However, for transparency reasons and if requested by a bidder that lost the tender, it is recommended to provide as much information as possible concerning why the bidder lost, including copies of the bid evaluation scoring sheet, but always without compromising IMS confidentiality commitments to the other bidders.

³ IMS adheres to the definition of sustainable development as defined by the United Nations, meaning that development is sustainable if it meets the needs of the present without compromising the ability of future generations to meet their own needs.

3. Procurement process and procedures

3.1 Identification of procurement procedure

IMS procurement process is composed of three different procurement procedures, or flows, depending on the estimated value of the goods or services IMS needs. The thresholds for the procedures are defined in the Tender Threshold table in Appendix I. Single-source procurement is applicable for values below the minimum threshold. It is not allowed to artificially split a need, or a contract, in different slots, contracts or tenders to bypass the thresholds.

To establish what procurement procedure should be applied, the identified need for the goods or services shall be estimated for the coming twelve-month period. The requestor is responsible for searching the Contractee database to conclude whether additional contracts have been awarded to the same supplier. It is the combined contractual value awarded to a supplier over a twelve-month period that determines what procurement procedure to apply. Thus, if the need of an individual requestor is of a minor value and thereby allows for single source procurement but IMS has already awarded additional contracts during the last twelve-month period to the same supplier, a formal procurement procedure must still be made if the total amount falls above the maximum threshold for single-sourced procurement.

3.2 Procurement templates

The attached Procurement Flow SOP (Appendix II) defines what procurement templates shall be used for three different procurement procedures, respectively. The Procurement Flow SOP is designed as a flow chart, meaning that the requestor shall follow its chronology to ensure compliance with the procurement policy. Each template contains instructions on how it shall be used. All templates that are applicable to a given procurement procedure must be filled out correctly, and if needed, approved, before being uploaded on the procurement space on the contract workspace⁴.

3.3 Consultants Remuneration Policy

The *Consultant's Remuneration Policy* applies when single-source procurement is used for contracting of consultants. The purpose with the policy is to ensure BVM when IMS contracts consultants without doing a competitive price comparison. This is done by establishing maximum daily fees for three types of services. When formal procurement procedures are applied, it is not possible to apply the policy as it is the outcome of the tender process that determines what the daily fee will be. Please note that it is not necessarily the lowest priced bid that will be awarded the contract, but the bid that scores highest on a combination of technical criteria and price as defined in the specific tender. Therefore, a competitive process may generate an outcome with lower or higher daily fees than what is defined in the *Consultants Remuneration Policy*. The amounts can be used as a tool to help estimating the budget for consultant contracts that are subject to formal procurement procedures.

⁴ Please note that when setting up a contract, the procurement space is created automatically

3.4 Prequalification and short-list of suppliers

IMS reserves the right to conduct a prequalification assessment of the level of experience and capacity of potential suppliers expressing interest in undertaking a particular service contract or delivery of goods. This means that IMS makes a comparison of suppliers' ability to deliver on pre-defined criteria but without going through a formal tender process, and without awarding a contract or a preferred supplier agreement. IMS can establish a short-list of recommended suppliers for certain goods or services, that will make it easier for the requestor to obtain three qualified bids as no market research is needed and the potential bidders have already expressed interest in delivering the goods or services to IMS. Please note that the establishment of a short-list does not constitute a preferred supplier agreement as defined in section 3.5 below. When a short-list exists, formal procurement procedures should always be followed based on the calculation of the estimated value as described in section 3.1 above.

3.5 Preferred Supplier Agreement and Framework Agreements

For needs that are recurring, IMS has the right to establish either a Preferred Supplier Agreement or a Framework Agreement with one supplier or in the latter case, a set of (ranked) suppliers. The difference between the two set-ups is that with Preferred Supplier Agreements IMS is obliged to use the agreement whenever buying the goods or services covered by the agreement whereas a Framework Agreement provides IMS with the option to do so but when duly justified for operational reasons, IMS may go for other suppliers to satisfy the need in question.

The rationale behind the two types of agreements is to reduce the administrative burden by not having to go through a new procurement every time the same need arises. Instead, assignments under the two agreement types are regulated through call-off orders.

The Preferred Supplier Agreement or Framework Agreement establishes fixed prices for well-defined goods or services that are in recurrent need. The agreement can either consist of lump sums for specific deliverables or outputs, or it can consist of hourly or daily rates for specific consultants. In the latter case, it is recommended to establish a list of consultants and require that IMS shall approve any changes to the list so that IMS can ensure that the competences and experiences defined in the tender will be met throughout the entire duration of the preferred supplier agreement.

The establishment of any Preferred Supplier Agreement or Framework Agreement must be subject to a competitive process in accordance with the required procurement procedure, and the decision to appoint one supplier shall be fully justified and documented. When a Preferred Supplier Agreement or Framework Agreement has been established following a competitive process, assignments under the scope of the agreement are defined and regulated in call-of orders. This significantly reduces the administrative burden for the requestor as no other documentation than a signed call-of order is required when using the preferred supplier agreement.

When establishing a Preferred Supplier Agreement or a Framework Agreement, the Institutional Business Advisor shall be consulted.

Preferred Supplier Agreements and Framework Agreements should be reviewed at least once every three years.

3.6 Tender advertisement and time-frames

The time limits for tenders will normally vary from two weeks to one month, depending on the size and nature of the tender. For complex tenders, it is recommended to plan well ahead of time so that a longer bidding period can be allowed.

Global tenders must be advertised on IMS' external web page and it is recommended to also circulate the advertisement in IMS' Social Media channels. This can also be done for local tenders, if assessed to be the most efficient way of reaching potential bidders. How local tenders are advertised will vary between different contexts. In some contexts, it may be common to place advertisement in printed press while in other contexts, there may exist designated web pages for publishing tenders.

It is recommended to plan for a bid information meeting where potential bidders can ask questions related to the tender, prior to submitting their bids. The answers provided in such meetings, and questions answered through any other means, shall always be shared with all bidders. There is no set format for this but a simple document containing questions and answers can be compiled and distributed to bidders who have expressed interest in the tender. The questions and answers can also be published together with the advertisement. Please make sure that the procedure for asking questions is detailed in the tender document (request for tender, or equivalent).

3.7 Tendering committee and scoring

For local and global tenders, IMS appoints a bid opening tender committee for the purpose of evaluating bids received. The committee shall be composed of at least three persons. It is recommended that the committee is composed of the requestor and IMS employees who possess knowledge relevant to the subject matter of the tender. It is also recommended to appoint members that supplements each other's competences. Management functions e.g. team leads and heads of units, can also be part of the board.

Bids received can either be opened on the committee meeting, or they can be distributed to the committee members before the meeting (but only after the bidding period has closed) to allow the members to read and score ahead of the meeting. It is possible to make an individual scoring and then calculate a weighted average score based on the individual scoring from the committee members. It is also possible to discuss and agree on a joint scoring during the committee meeting. What procedure to follow is determined by the nature and complexity of the tender in question.

It is possible for a committee member to express a diverting opinion against a majority decision of the committee. Such a reservation shall then be documented in the signed Tender committee minutes.

3.8 Bid award and notification

The authority to approve procurements, is defined by the Tender Threshold SOP. It is vested in the authority of the approver to reject the decision by the tender committee, or by the requestor for simplified tenders. If rejected, the tender should be remade, if the need still exists.

Bidders shall be notified within two weeks of the closure of the bidding period, unless unforeseen circumstances prohibit this. To ensure transparency and maintain good relationship with potential suppliers, IMS shall be available to provide factual arguments to losing bidders, explaining why they lost. When informing bidders, IMS confidentiality commitments towards the winner and other bidders shall always be respected as defined in section 2.4 above.

3.9 Rejections and claims

If IMS does not receive enough qualified bids to ensure BVM, IMS reserves the right to cancel a tender process and/or to republish it. It is recommended that the requestor consults the committee members and/or the person responsible for approving the tender process, if fewer than three bids have been received, or if the bids received are qualified but of inferior quality that may lead to difficulties in meeting IMS' needs in a satisfactory way.

In case of any problem detected upon delivery of goods (such as loss, damage, wrong quality, or quantity), or receipt of deliverable or output from services, IMS should not accept any non-conforming goods or services and immediately inform the supplier and take necessary action.

3.10 Documentation

All required tender templates and any other relevant documentation regarding a tender process shall be saved on the contract workspace. This includes, when applicable, proof of advertisement and communication with potential bidders, including questions and answers and any other relevant documentation that has influenced the content or outcome of the tender.

Procurement documentation shall be stored for at least 7 years or as long as required by applicable law and/or by back-donors.

4 Other provisions and exemptions

4.1 Exemptions

Any deviation from this policy or from a correct application of the procurement templates and SOP:s, requires a written prior approval from the designated authority as defined in the Tender Threshold SOP. The P9 template shall be used for this purpose. In it, the requisitioner shall duly justify the reasons for why it is not possible to comply with the procurement policy.

When applying a procurement procedure that requires a comparison of at least three bids, but IMS has not received three qualified bids, it is possible to apply single-source procurement. It should then be documented on file that IMS has complied with applicable advertisement requirements but not received three qualified bids. It shall also be justified why it has been decided not to re-launch or cancel the tender in the absence of sufficient number of qualified bids to compare.

4.2 Emergencies

IMS reserves the right to claim an emergency when an unexpected situation that is so compelling that, if not acted upon immediately, would endanger lives, property or adversely affect IMS' operations. The emergency

can preclude procurement using applicable procedures, use of normal contracting methods and/or obtaining required prior approvals for the applicable procurement action.

Any procurement claiming emergency requires the approval of IMS' Deputy Director of Finance and Resources or IMS' Executive Director before initiation.

4.3 Restricted countries

The requestor is responsible to inquire on any applicable donor regulations on restricted countries and must ensure that goods and services purchased are not originating from these restricted countries.

4.4 Procurement from informal vendors

IMS should not make purchases from the “black market”. The “black market” is where vendors and individuals engage in illegal commercial activities. The “grey” market can be utilized for purchases within the threshold of Single Source Procurement. The “grey market” is a market segment of informal vendors that are not recognized or licenced by the government but tolerated in practice. Generally, the “grey market” should only be used in countries where there are few legally registered vendors, or where the capacity of the state is limited whereby it is in practice impossible to comply with local legislation, e.g. corporate registrations procedures, due to corruption, red tape, or equivalent. One example of the this is Iraq where the number of registered vendors in some areas and for some categories of goods and services, is limited.

4.5 Statens og kommunernes indkøbs service

Statens og Kommunernes Indkøbs Service A/S (or SKI for short or in English: National Procurement Ltd. Denmark) establishes framework contracts between the public sector in Denmark and suppliers of goods, services and public works. SKI acts as a ‘central purchasing body’ which is a contracting authority that can award public contracts or conclude framework agreements for works, supplies or services intended for other contracting authorities.

Under some circumstances, IMS may be eligible to use SKI framework agreements. When purchases are made by PIT or FIRE department, the requestor should investigate if there are qualified options available in SKI's [agreement database](#). The goods and services that IMS acquires through SKI have already been subject to a competitive tender process compliant with Danish procurement law, which means that IMS does not need to undertake any additional procurement process when using SKI:s framework agreements.

Appendix I - Tender Threshold SOP

IMS TENDER THRESHOLD SOP

17/09/2025, ABJ

TYPE	EXPLANATION	GOODS & SERVICES
		<i>Threshold in €</i>
Single Source Procurement	Purchases that are made directly from one selected supplier, even though there are other suppliers that provide similar products or services. <u>No procurement process is required.</u> <i>Note: Certain donors impose specific requirements on single-source procurement that IMS must follow. For instance, according to Norad's Procurement Provisions dated April 2024, there is a threshold of NOK 100,000 (approximately EUR 8,500). It is essential to always verify your grant agreement to ensure compliance, and adjust the thresholds in any relevant partner contract if necessary.</i>	0 – 20,000 <i>(unless the back-donor applies a stricter threshold)</i>
Simplified Tendering (RD Approval)	Potential bidders are invited to participate in the tender, without the tender being published. The procedural requirements are less comprehensive compared to the procedures for Local and Global Tendering. The invitation must be sent to at least three potential bidders.	20,001 – 100,000
Local Tender (DD FI-RE Approval)	The tender must be announced locally (newspapers, webpages, social media, etc.). All interested firms are given the same information on tender requirements and evaluation criteria. All eligible bidders are given an equal opportunity to submit their bid.	100,001 – 200,000
Global Tender (DD FI-RE Approval)	The tender must be announced globally (newspapers, webpages, social media, etc.). All interested firms are given the same information on tender requirements and evaluation criteria. All eligible bidders are given an equal opportunity to submit their bid.	200,001 - ∞
Waivers / Exemptions (DD FI-RE Approval)	Waivers and exemptions can be given in rare cases such as emergencies, or when safety and security are in question. The Deputy Director for Fire and Resources approves waivers. <i>In case of waivers, please fill out and upload the approved P9 template to the contract workspace.</i>	

Time limits

The time-limits for tenders must be long enough to give interested parties a reasonable and appropriate period to prepare and submit their tender.

The following time limits apply from the date of publication:

- | | |
|----------------------|---------|
| 1) Simplified tender | 15 days |
| 2) Local tender | 30 days |
| 3) Global tender | 30 days |

For very large and complex tenders, the time limits should be extended above 30 days. Please consult the Institutional Business Advisor for further support.

Appendix II - Procurement flow SOP

Procurement Flow			
Procedures and templates for purchases > EUR 20,000			
<u>Steps</u>	Simplified (3 bids)	Local	Global
1) Create Contract workspace on Wire	Contract flow	Contract flow	Contract flow
2) Determine Selection Criteria	P1	P1	P1
3) Conduct a Price Assessment (for services)	P2	P2	P2
4) Fill out a Purchase Request	P3	P3	P3
5) Obtain approval of P3 prior to launching the tender and/or reaching out to potential bidders	RD	DD FI-RE	DD FI-RE
6) Prepare tender documents (P5 + attachments) and share with invited bidders (Simplified) or attach to the advertisement (Local and Global), or do both	P5	P5	P5
7) Bid opening committee needed?	No	Yes	Yes
8) Open & evaluate the bids	P6A	P7A	P7A
9) Document selection of supplier & verify the number of contract awarded to the winning bidder during last 12 months	Done in P6A	P7	P7
10) Notify winner & losers	P8A & P8B	P8A & P8B	P8A & P8B
11) Create Contract and pursue contract workflow	Contract flow	Contract flow	Contract flow

Appendix III - Sustainable Procurement Action Plan

IMS procurement volume in relation to its total budget, is limited and constitutes less than 10% of IMS expenditures. When breaking down the procurement budget, the largest part is made up of consultant service contracts, where the sustainability impact is limited to mainly the negative environmental footprint stemming from the consultants' travel. IMS procurement of goods is very limited, and IMS does not rely on the use of land or natural resources for its operations, nor are the operations of such character that they require raw materials or processed, industrial or semi-industrial products to function.

The categories of goods and services that IMS has assessed to have the biggest sustainability footprint, is the purchase of fixed assets and consumables. As these purchase volumes are limited in scope, in line with sustainable procurement best practice, IMS has adopted a "following-the-leader" approach when integrating sustainability for the procurement of the different categories. This means that for each category, IMS has assessed the supply market to understand the level of market maturity in terms of sustainability features and chosen to adopt sustainability criteria that are readily available and for which effective price competition can be achieved.

In the table below, the priority categories are listed together with a sustainability integration strategy for each category:

Category	Sustainability integration strategy
Office stationery – paper	IMS will only buy FSC-certified, or equivalent Ecolabel, paper.
Office stationery – cleaning material	All cleaning material should be certified with the Nordic Swan Label, or equivalent Ecolabel.
Electricity for IMS premises	HQ energy supplier is Orsted, which is an acknowledged renewable energy provider. In this link, is stated how they are working with Sustainability: Sustainability report 2022 Electricity consumption at HQ is monitored to identify possibilities to improve energy efficiency. All bulbs in IMS are LED certified.
Laptops	Lap top should be certified by TCO Development, or equivalent. IMS preferred provider is Lenovo due to its quality and sustainability track-record. Lenovo T14 3generation footprint is estimated to 208 kg of CO2e in accordance with the IEC TR 62921 standard. Lifespan is set to 4 years in IMS. Documentation regarding CO2 footprint can be provided from PIT on request. Here is a link to Lenovo Environmental, Social and Governance Report 2022/2023

Screens	IMS preferred supplier for screen is Lenovo. Their screens have a footprint of 675 kg of CO2e, in accordance with the IEC TR 62921. Lifespan is set to 5 years. Documentation regarding CO2e footprint can be provided from PIT on request. Here is link to Lenovo Environmental, Social and Governance Report 2022/2023
Recycling Laptops/Servers	All laptops/servers at IMS are sent to recycling when the lifespan is ended. It is done in cooperation with suppliers there are specialized in sustainable recycling of IT hardware.
Catering & food supplies	IMS is providing employees with complementary coffee, tea, fruits, milk etc. IMS will only buy ecologically certified food supplies.
Recycling	IMS is sorting its waste and at HQ follows the recommendations from Copenhagen Municipality on how to sort waste. It is done in following areas: - Bio waste - Bulky waste - Cardboard - Electronic waste - Glass - Hazardous waste - Metal - Paper - Plastic - Residual waste For each area there is a designated bin to sort waste in.