

# PROCUREMENT OF GOODS, SERVICES & TECHNOLOGIES

## PRINCIPLES AND PROCEDURES

Updated on October 2020



**CUTS**<sup>®</sup>  
International



**Consumer Unity & Trust Society**

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## 1. INTRODUCTION

### PURPOSE

The purpose of this policy is to provide guidelines for purchase of goods, services, and work, etc. for day to day operations of the Consumer Unity & Trust Society (CUTS). Procurement is the acquisition of appropriate goods and/ or services at the best possible total cost to meet the needs of CUTS in terms of quality, quantity, time, and location. The Policy aims to promote fair and open competition while minimizing exposure to fraud and collusion in all transactions involving CUTS.

### SCOPE

The policies and procedures stipulated here shall be read and implemented in the context of CUTS mission and operations. This policy shall be applied when performing procurement for services, goods, or work.

### EFFECT

The issuance and implementation, and when necessary the revision, of this policy will be made with the approval of the Executive Board of CUTS. This Policy replaces all procurement policies and procedures issued previously and shall come into effect from 01 April 2020.

### 1.1. General Principles

This manual sets forth the policies and procedures which CUTS has established to guide each country office in the procurement process with the intent of ensuring compliance, consistency and transparency throughout the procurement process.

The following general principles and procedures shall be observed in carrying out procurement of goods and services by all CUTS Centre's with the only exceptions as to other agreements CUTS may otherwise come into terms with.

#### The following principles would be adhered to:

- *Competitiveness:* The procurement must be made on the basis of adequate search for the most qualified suppliers/contractors.
- *Transparency:* The procurement process must be transparent and with the participation of several individuals concerned in the decision-making process.
- *Accountability:* An appropriate record and information, oral or written, in respect of procurement shall be maintained.



## 1.2. Persons & Offices Affected

This policy applies to all CUTS offices and employees who have either direct and/or indirect interaction with vendors, manufacturers and consultants.

## 2. PROCUREMENT RESPONSIBILITIES

This policy defines responsibilities of the CUTS Society. The CUTS procurement function is to assure that goods, services and work required to support program operations are procured in a transparent and ethical manner while ensuring timeliness, quality and best overall value.

All relevant staff with authority in purchasing functions should have sufficient knowledge of the law to understand the legal consequences of acts that are performed in the name of CUTS. In summary, the acts of procurement personnel are binding upon CUTS, within the limits of the authority given to them.

### 2.1. Procurement Committee Responsibilities and Composition

The purpose of the Procurement Committee is to prioritize, investigate, and implement joint purchases of services and goods that are financially or otherwise advantageous to the benefiting institutions and/or associates.

**Composition:** At least three (3) members from the following areas will constitute a Procurement Committee

- Executive Director,
- Deputy Executive Director,
- Director - Finance

As needed, a technical expert in a certain field (for example, IT for computer equipment) can be a part of the Procurement team to assist with analysis of specifications, bids and vendor selection. The Procurement Committee reviews and approves bids up to INR 10,00,000 (INR Ten Lakhs) and above INR 10,00,000 (INR Ten Lakhs) will be presented to Secretary General for his approval. (See the Authorization Matrix specified in point 3)

**Composition:** Members of this committee may serve for a length of time or on an "as needed" basis. The size of the Procurement Committee may vary depending on the nature or complexity of procurement.

**Meetings:** The procurement committee will meet once in every three months and may be called upon earlier for emergency requirement. All members are to be present at meetings. If the members are unable to attend the meeting, the approvals can be obtained through an email.



## 2.2. Individual Procurement Employee Responsibility

Staff involved in the procurement process should understand the purpose of standard CUTS procurement procedures. Any problems which arise should be brought to the highest level necessary, including that of Executive Director, if necessary. Policies and procedures are not intended to restrict the efforts but to provide a foundation for complete and consistent consideration of all aspects of the procurement cycle.

## 2.3. Minimum Segregation of Duties

"Segregation of duties" means that organizational roles and responsibilities have been divided between staff in such a way that no single individual has physical or system access to control all key aspects of a business process or transaction, from authorization —to receipt of goods or services —to record keeping. Segregation of duties is an essential of internal control and reduces the risk of both erroneous and inappropriate actions throughout the procurement process, whether unintentional or deliberate.

During the procurement, special care must be taken to ensure that adequate segregation of duties is maintained throughout all phases of the procurement process— from requisition to payment for goods or services.

The Committee must assure that each of the following tasks is performed by a different person:

- Vendor set up and vendor database management. This includes **Approved Vendor List (AVL)\*\***.

*\*\*Committee is also responsible for reviewing and approving AVL. New vendors being added to the Approved Vendor List (AVL) as well as blocking non-performing, or no longer needed vendors from future use (discontinuing vendors). HR/admin officer will be responsible to maintain the AVL on regular basis for the goods. Programme Coordinator of each project should also prepare a list for the Approved Vendors for availing the services of Consultants, Project Partners Hotels etc. The Procurement Committee will approve the AVL twice a year.*

*PLEASE NOTE: Adding or discontinuing a vendor requires two (2) Procurement committee members' approval.*

- Procurement of goods, services or consulting services
- Receipt of Goods
- Vendor's Payment

## 3. AUTHORITY & SIGNATORY APPROVALS

Director Finance would verify details submitted by the centres and assess required outputs, its quality, time-frame, required suppliers/contractors, financial implications, etc. and prepare a note on Annexure 1 for the sanctioning authority, which is as below mentioned Authorization matrix:



**Authorization Levels:**

Authorization levels for approving **Purchase Requisitions** (PRs) and **Purchase Orders** (POs), are detailed as below. These authorization levels are associated only with Procurement related transactions.

<b>3.1. Purchase Requisition (PR)- Authorisation Matrix for Capital Goods</b>		
<i>Approval of Requisitions for Fixed Asset Items</i>	INR 1 to 10,000	Director Finance
	INR 10,001- 50,000	Dy. Executive Director
	INR 50,001- 10,00,000	Procurement Committee (PC), headed by Executive Director. At least two members approval of the PC is required
	INR 10,00,001- 50,00,000	Secretary General
	INR 50,00,001 and above	Executive Committee
<b>3.2. Purchase Requisition (PR)- Authorisation Matrix for Hiring Services Under a Project</b>		
<i>Approval of Requisitions for hiring services of Consultants, Project Partners, Hotels and other Revenue expenditures covered by the project funds</i>	INR 1 to 50,000	Project Coordinator
	INR 50,001 to 2,50,000	Project Coordinator, Centre Head and Director Finance
	INR 2,50,001- 25,00,000	Procurement Committee (PC), headed by Executive Director. At least two members approval of the PC is required
	INR 25,00,001 and above	Secretary General

**4. PURCHASING CAPITAL GOODS & SERVICES**

Only goods and services reasonably necessary to accomplish work objectives may be purchased. Purchase of unnecessary items is to be avoided at all times. All procurement transactions must result in the selection of a vendor whose bid is responsible and is the most advantageous to the CUTS goals, objectives and operations.

The purchase requisition, purchase order and vendor payment must be in the same currency.

The following definitions apply for purchases of capital goods, services and consultancies:



**Capital Goods** are defined as tangible property that have a monetary value and, after purchase, CUTS receives the item and uses the goods in its operations and activities.

**Services** are defined as useful activities that are performed by individuals or companies for CUTS that do not produce tangible property. Service providers include a company or an individual that perform a specific task or service. Some examples include building repairs, housekeeping and security services.

**Consultants** are defined as a contractual arrangement between CUTS and an individual consultant or company in which the consultant performs a particular set of tasks and provide outputs over a defined period of time; usually a relatively short duration.

All fixed assets would be approved for purchase by the head office (HO). However, other procurements such as those related to consumables, maintenance contracts, repairs of assets, organizing events, etc. up to Rs 10,000/- per reference would be permissible at centres.

Procurement for services pertaining to organizing events under projects would be requisitioned by outstation centres in their request for monthly funds. Centres in Jaipur would use Annexure 1 as also the advance requisition form already in use.

Request for procurement would be received at the Finance and Administration (F&A) division at HQ on the format at Annexure 1 duly filled in and forwarded to HQ by the Centre head. This would contain justification for purchase of services and details of budget available, if any, under projects which are being implemented.

#### **4.1. Procedures for Purchase of Goods and Services**

##### **4.1.1 Purchase Requisition (or Purchase Request) – PR**

A completed and approved Purchase Requisition (PR) is required for the purchase of goods, services or consultant services. The PR provides sufficient detailed guidance and specifications for Procurement to complete the purchase. (See Annexure-I). The Request must be approved by the Centre Head.

The project/program coordinator must submit PRs well in advance of the delivery deadline to allow the procurement Committee adequate time to source the item for best quality and prices. For example, a longer lead time is required for items that are procured from an overseas source.

The PR can be raised through email in a specified format but if not then the necessarily requirements and detail about the procurement of goods and services should be mentioned in email.



In a PR, following checks should ensure:

- That all accounting information is correct.
- The goods, service or consultancy is reasonably necessary to accomplish work objectives, and that the specifications are clearly identified.
- That inventory on hand has been checked and that the PR is only for what is needed.
- Justification for purchase is clearly mentioned and understood.
- Justification for recommendation is mentioned in detail.
- The purchase request should be approved by the respective

Centre Head

#### 4.1.2 Request for Quotations (RFQ)

A Request for Quotation (RFQ) is a document requesting quotes from prospective vendors, generally for capital goods. The RFQ provides a detailed description with full specifications of the items required, quantity required, date when the item should be delivered and other relevant terms and conditions as dictated by the project. At least three independent quotations should be procured from relevant suppliers/contractors that includes online suppliers (Amazon, Flip cart etc.) also. Three quotations are required for the purchase of goods and services for the procurement of more than Rupees 10000/-.

The procurement person will ensure the specifications as per the requirement and as per discussion with the vendor. After that the final and required specifications will be mentioned in the RFQ. The RFQ can be send through email and the responses to be received by email and in hard copy as well.

#### 4.1.3 Summary of Bid Analysis (Analysis of quotations)

Procurement staff will be responsible for preparing the summary of bid analysis (SBA). If specialized knowledge is required to analyze the quotes for technical and/or other reasons, procurement should work with the unit requesting the purchase and/or others who have the specialized knowledge and expertise.

The SBA must include:

- All quotes attached to this form
- The rationale for selecting the vendor

At this point, the SBA is provided to the Procurement Committee for approval. After approval from the Procurement Committee, informs the vendors who



have selected. Upon approval, a purchase order should issue in favor of the vendor.

#### **4.1.4 Purchase Order (PO)**

Purchase Orders (POs) are prepared based on a properly completed and approved purchase requisition note (See Annexure-II for Purchase Order).

A PO gives the vendor authority to ship and to invoice the ordered goods or services, and thus becomes the country office's commitment for the amount and value of those items. The PO and any attachments constitute the final and entire agreement between the vendor and CUTS.

#### **4.1.5 Receiving of Goods and Services (GRN)**

The goods, services or consulting services for CUTS are received using a manual General Receipt Note (GRN) form. (See Annexure-III)

The GRN is prepared and approved by staffs that do not have procurement responsibilities.

The original GRN is provided to the Finance along with other original procurement documentation. One copy of the GRN is kept for the PO file.

Vendor performance can be documented on the GRN with the receipt of all goods, services and consultancies.

#### **4.2. Single Source Procurement**

The following situations are justifiable for single source procurement:

- A product or service can only be provided by a single source because of exclusive capabilities, exceptional worth for the assignment, or proprietary rights.
- Extension of an existing contract awarded in accordance with Selective Tendering.
- For goods or work services of a similar nature when it is clearly economic and efficient, and where no advantage would be obtained by further competition.

The motivation to use Single source procurement must be documented in a written Procurement decision document and signed by the Director Finance and must be approved by DED/ED.

#### **4.3. Preferred Suppliers**

**4.3.1** In order to speed up the regular procurement process, CUTS adopts the preferred supplier's system. Preferred suppliers are approved vendors with



which we form an agreement (after a competitive process) to purchase specific goods/services for a 1year period, and so do not require competitive procurement processes during the period of the agreement. A preferred supplier, once selected, is to be used for all services falling under the type of service/products it provides.

**4.3.2** A request must be submitted by the HR & Administration department to Procurement Committee to have preferred suppliers for a particular good. There should be three preferred suppliers for each item regularly purchased and agreements should be made for 1year intervals. The CUTS Preferred Supplier Agreement will be used to conclude the agreement with the supplier. The following procedures shall be used to select a preferred supplier through a competitive quotation process:

- The HR & Administration department identifies needs and prepares terms of reference and invite the quotations for submissions of the quotations.
- The quotations should be received in a sealed envelope by a member of HR/Admin staff and kept sealed. HR/Admin staff shall stamp the letter with the date received and keep them until delivery to the Procurement Committee on the date of the opening of submissions.
- The Procurement Committee will open the submissions at a meeting and record the quotations. A quotations summary will be prepared and will determine the preferred supplier/s, clearly noting the reasons of their selection (price, reliability, quality, etc.). Minutes of this meeting should be taken and filed with the quotations.
- The HR & Administration department will prepare 1---year contracts with successful suppliers.

#### **4.4. Approved Vendors**

##### **Approved Vendor Status**

Approved vendors are classified as Regular vendors or Permanent (required) vendors. These approved vendors consist of the following:

**Permanent (required) Vendors** - Vendors whom CUTS has selected resulting from a formal competitive bid process. A purchase agreement is in place which



includes a set price (or range of pricing) for specific goods or services over a set period of time.

**Regular Vendors** – All vendors other than “required” vendors that have been approved by the Procurement Committee.

### Approved Vendor Data

For each approved vendor, the following information should be included in the vendor file (See Annexure IV):

- Name of vendor
- Contact person
- Address
- Phone, fax, email (if available)
- Type of goods or services offered
- Delivery and payment terms
- Method of payment and bank account information (if payment is made via electronic funds transfer) etc.

Vendor Profile can be maintained as per the format prescribed in Annexure V.

## 5. EXCEPTION TO PROCUREMENT RULE

In emergent circumstances, the requirement for quotations may be waived. Such cases, regardless of the value of the procurement, must be reviewed by procurement committee i.e. Executive Director, the Deputy Executive Director and Director Finance. In permanent or temporary non availability of one of them, one of the other senior officer of CUTS would be a part of the panel.

## 6. PAYMENT TERMS & CONDITIONS

CUTS's standard terms and conditions for payment are **15 working days from the receipt of the invoice**. However, depending on the nature of the services provided by the vendor, these payment terms and conditions can be negotiated, especially when large amounts are involved.

### 6.1. Special Payment Terms

If there are any special payment terms and conditions, such as payment on delivery or staggered payment, **clearly note this** on the Purchase Order.

### 6.2. Cash Payments

Payments to the vendor should be made either by cheque or a bank transfer. Cash payments to vendors are not recommended and should be avoided. However, under extremely extenuating circumstances, a cash payment can be made if the amounts are of a lower value. The Director Finance with the approval of ED/DED will determine this.

### 6.3. Payment Currency



It is standard procedure to pay for all local or in-country purchases in the local currency i.e. in INR. All overseas purchases may be paid either in US Dollars or in any other currency as agreed to by the vendor and CUTS. In all cases, such terms and conditions should be incorporated into the Purchase Order or the agreement signed between the vendor and CUTS.

Note: PR, PO and payment must be in the same currency

#### 6.4. Deposit (or Advance) Vendor Payments

As a normal course of business, CUTS does not make advance payments prior to delivery. However, if an exception is necessary, Procurement shall check with the Director Finance before making any commitments to the vendor.

#### 6.5. Penalty Clause

Where delivery of any item is to be made within a definite period and delays are likely to cause serious program interruptions, a penalty clause for delayed delivery should be included in the Purchase Order or the agreement signed between the vendor and CUTS. This clause could either be a termination of the contract or a penalty fee being levied for each day of delay.

#### 6.6. Large Payments

The finance unit should be informed **if large amounts of funds** for vendor payments are needed and/or when funds are needed urgently.

#### 6.7 Minimum Documentation Required for Payment

When payment is being made, the following documents should be attached:

1. Original invoice from the vendor
2. Purchase Order
3. General Receipt Note (GRN) - this is a **mandatory requirement** whether in an emergency or a non-emergency situation.

### 7. FILE DOCUMENTATION & FILE RETENTION

This section explains the necessity and importance of proper documentation of all processes related to procurement. It is essential to maintain separate files for all vendors/payees and proper documentation on all procurement purchases. Such files should be available at all times, including for verification/review at the time of audit.

All files pertaining to vendors and purchase orders shall be kept by CUTS Finance team.

All procurement activities must be fully and transparently documented with a procurement file for each transaction. The finance unit will maintain all original



documents and procurement function shall maintain separate vendor's/payee files and purchase order files. Contents of these files are detailed below.

### 7.1. Purchase Order File

The Procurement Unit will keep copies of the following documents to assist with future purchases:

- Purchase Requisition (PR)
- Bids received
- Bid Analysis
- Approval on Procurement Note
- Purchase Order (PO)
- General Receipt Note (GRN)
- Invoice

### 7.2. Procurement Tracker

In order to ensure that everything goes well through to the end, a track on the all steps of procurement will help to assess the progress of the procurement.

Each and every procurement will need to enter into Procurement tracker even if the Purchase order has been issued or not. The Order of procurement of goods and services in Procurement tracker should be same on the documentation set of procurement.

All the procurement will require a check list ensuring all the necessary documents are in place. The checklist should attach on the top of the documents for each and every procurement.

### 7.3 Procurement Checklist

S.No	Description of Procurement Document or Process	Yes/ No
1	Purchase Request and Approval Note	
2	Request for Quotations (RFQ) – can be sent to vendor online or offline	
3	Quotations or Performa Invoice	
4	Summary Bid Analysis	
5	Purchase Order	
6	Consultant Agreement (If required)	
7	General Receipt Note	
8	Invoice	



## **8. PROCUREMENT CODE OF CONDUCT**

Procurement and vendor representatives should adhere to strict standards in order to assure ethical conduct in business practices. All relationships shall be professional and managed in a manner to ensure free and competitive prices. In addition, procurement activities must be done in a way to prevent personal or organizational conflicts of interest.

All CUTS staff involved in procurement activities should be aware of the standard policies and procedures relating to conflict of interest, confidentiality and the acceptance of gifts and gratuities. Through this awareness, both the employee and the organization can be protected from breaches in ethical conduct, whether intentional or not. CUTS staff must maintain the highest ethical standards and any breach could lead to disciplinary action.

### **8.1. Losses & Fraudulent Acts**

CUTS's reputation is an enormously valuable asset. We must all work to maintain the highest degree of accountability to our donors, and avoid or prevent situations that may compromise our position. This policy applies to any irregularity, or suspected irregularity, involving not only employees, but also vendors and other outside parties. Investigations will be conducted without regard to length of service, position, title, or relationship.

### **8.2. Conflict of Interest**

We must scrupulously avoid any conflict between individual interests and the interests of CUTS (a "conflict of interest"). If a staff or a family /of CUTS staff have a possible conflict or even the appearance of a conflict with CUTS interests, it is a duty of the staff to disclose the circumstances to the centre head. For the purposes of this policy, family includes a spouse, brother or sister, parent, child.

Heightened scrutiny is applied to procurement staff, and employees who periodically requisition goods or services for CUTS.

An impartial person or committee may be appointed to review a situation involving conflicts of interest if appropriate or necessary.



## ANNEXURE - I: Purchase Request Form

**CUTS**  
International

## Requisition and Approval Note for Procurement



No.: CUTS/HO/PROC/

Date:

Requisition for, Items/Service sought	
Justification of requirement	
Date of receipt of requisition	
Request made by	
Date by which required	

Following the above requisition the following quotes were sought<sup>1</sup>

S. No.	Name of Supplier	Details of quotation	Amount in Rupees
1.			
2.			
3.			
4.			
5.			

Recommendation:

Supplier	
Brand/Make	
Price	
Availability	
Guarantee	
Local servicing	
Training if any required	
Delivery schedule	
Technical requirement, if any	

Justification:

--

 Requisitioned By  
 Name:  
 Designation:  
 Date:

Approved By

Date:

<sup>1</sup> Finance implications (At least 3 independent quotations be attached for goods worth > 10000)

## ANNEXURE - II: Purchase Order Form



## Purchase Order Form



Purchase Note No.	
Purchase Order No.	
Date	

Proprietor Name	
Address	
Contact No.	
Email	

Ship to	
Contact person	
Contact No.	
Email	

S.No.	Details	Quantity	Unit Price	Total
1				
2				
3				
4				
Note:			Subtotal	
			Tax	
			TOTAL	

Rupees in Words :

**Terms and Conditions**

Delivery Schedule	
Payment Term	
Tax	
Any Other	

Signature of Authorized Person

CUTS Seal



## ANNEXURE - III: Goods Receive Note



## Goods Receive Note



Purchase Note No.	
Purchase Order No.	
Date of GRN	

Proprietor Name	
Address	
Contact No.	
Email	

Ship to (Address)	
Contact person	
Contact No.	
Email	

S. No.	Item description	Quantity ordered	Quantity delivered	If any damage or difference in quantity	Remarks
1.					
2.					
3.					
4.					
5.					
6.					
Remarks:					

Note: Please mention the payment terms if any damage or difference found in quantity receive.

\_\_\_\_\_  
Name and Signature of Receiver



## ANNEXURE – IV: Vendor Database

## Vendor Data Base

S. No.	Name of vendor/Firm	Full Address	Phone number of contact person	Email Id	Category	Status of Vendor	Type of goods and services offered	PAN	TIN/GST No.	FCRA Reg. No.	Bank Name	Bank Account No.	IFSC Code	Approved/Not Approved
1														
2														
3														
4														
5														



**ANNEXURE – V: Vendor Setup Form**

<b>Vendor Set Up Form</b>	
<b>General Information</b>	
Name of vendor/Firm	
Full Address (Line 1)	
Full Address (Line 2)	
Phone, fax, email (if available)	
Contact Person Name	
Phone Number of Contact Person	
Email ID	
<b>Other Information</b>	
Type of goods and services offered	
Dealer/Retailer	
Mode of payment	
PAN	
TIN/GST Number	
FCRA Registration Number	
<b>Bank Information</b>	
Bank Name	
Bank Account No. (Local)	
Bank Account No. (FCRA)	
Address	
IFSC Code	
<b>Vendor Status</b>	
Status of Vendor	
Signature (Vendor)	
Date	
<b>To be filled by CUTS</b>	
Signature (HR/Admin Officer)	
Date	
<b>Approved/Not Approved</b>	
Signature (Procurement Committee)	
Date	



**ANNEXURE - VI: Abbreviations**

HO	Head Office
FY	Fiscal Year
F&A	Finance and Admin
PR	Purchase Request/Requisition Form
SBA	Summary of Bid Analysis
RFQ	Request for Quotation
PO	Purchase Order
GRN	Goods Receive Note
AVL	Approved Vendor List

