



CCB Procurement Guidelines

Adopted by 2016 CCB General Meeting, Lviv (Ukraine)

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The Coalition Clean Baltic (CCB) is committed to transparent, efficient, and ethical procurement processes that support the organization's mission while ensuring compliance with donor rules and financial accountability. These guidelines establish the principles, procedures, and responsibilities governing all procurement activities funded by CCB

1. Purpose and Procurement Principles

These procurement guidelines apply to all procurements made using CCB's budget by the CCB Secretariat staff, Council members, advisers, observers, partners, and staff of CCB member organizations, and are intended to ensure that all goods and services procured

- Meet the required quality and specifications,
- Represent best value for money,
- Are obtained through a transparent, fair, and ethical process,
- Comply with donor requirements,
- Minimize environmental impact and corruption risks.

All procurement activities must follow the principles of transparency, non-discrimination, proportionality, and equal treatment. Green procurement should be applied whenever possible, referencing relevant guides (e.g. [EU Buying Green! Handbook \(2016\)](#), [SIDA Green Procurement Policy \(2002\)](#)).

Relevant internal policies such as the Travel Policy (2025), [Sustainability Event Management Guide \(2020\)](#) and Anti-corruption policy (2025) must also be consulted and taken into account during the procurement process for the corresponding purpose.

Note: In cases where donor procurement rules are stricter and compulsory, CCB shall follow the donor's rules.

1.1 Key Definitions

- **Procurement:** The structured process of acquiring goods, services, or works from external sources, including planning, solicitation, evaluation, contracting, and supplier performance management.
- **Supplier:** An individual or company that provides goods, materials, or products to CCB or its Member Organizations under agreed terms.
- **Quotation:** A written offer from a supplier specifying the cost and terms for delivering specific goods or services, typically used in lower-value or simplified procurement.

- **Tender:** A formal and competitive procurement process in which suppliers submit bids or proposals in response to a public or private request, usually for high-value or complex procurements.

2. Roles and Responsibilities

Procurement responsibilities are distributed across different roles to ensure transparency, accountability, and effective implementation:

General Meeting

- Adopts the Procurement Guidelines and any substantial amendments proposed by the Council.
- Monitors CCB's overall financial accountability, including procurement-related spending and risks, through annual reports.

Council

- Provides strategic oversight of procurement processes and ensures they align with CCB's mission, values, and risk management framework.
- Reviews and approves procurement policies, procedures, and updates, including major revisions to Procurement Guideline.
- Approves procurement plans and individual contracts exceeding €50,000 (incl. VAT) or those that fall under exceptions requiring high-level justification.

Executive Secretary

- Provides overall leadership and strategic oversight of procurement activities.
- Approves procurement actions and exceptions before implementation
- Responsible for contract management
- Chairs or appoints members to Evaluation Committees for open tenders

Financial manager/ Controller

- Ensures procurement activities align with approved budgets and donor financial requirements.
- Verifies compliance with reporting standards and procurement procedures.
- Supports vendor selection and monitors contract implementation from a financial compliance perspective.
- Maintains and updates standard procurement templates and documentation in the shared drive.
- Ensure that all suppliers to CCB are properly scrutinised against the EU and UN sanctions lists, and that the check is recorded in the CCB's Sanctions Check Register.

Requesting Officer

- Plan and initiate procurement processes in line with project needs and approved budgets.
- Ensure that all procurement documentation (e.g. Terms of Reference, quotations, evaluations, approvals, contracts) is accurately completed and uploaded to the shared drive.
- Ensure that the tenderers/suppliers have certified compliance with CCB's exclusion criteria prior to the contracting process, and record the check against the EU/UN sanctions lists in the CCB's Sanctions Check Register
- Coordinate technical evaluations and liaise with vendors as needed.
- Monitor timely delivery of goods and services
- Assist in contracting process

Member Organizations/ Observers/ partner organisations

- Must follow these procurement guidelines when carrying out procurement activities with CCB's budget, unless they have equivalent internal procedures aligned with CCB's standards.

3. Procurement Process Overview

1. Check Budget and Define Needs

Confirm the available budget and clearly define the required specifications (e.g. quantity, quality, and delivery timeline).

2. Solicit Offers

Obtain quotes. A minimum of three offers is required for competitive processes.

3. Evaluate and Select Vendor

Use clear, pre-defined criteria outlined in Section 5.

Document the evaluation using:

- The Template for Evaluation and Selection for procurements between EUR 5,000 and EUR 49,999 (including VAT), or
- The Template for Open Procurement and Decision for procurements of EUR 50,000 and above (including VAT).

4. Conduct Compliance Checks

Verify that the potential supplier have certified compliance with CCB's exclusion criteria with Exclusion Criteria Declaration (appendix 3).

Record the check against the EU/UN sanctions lists in the CCB's Sanctions Check Register.

5. Approve and Issue Contract

Obtain necessary approvals according to procurement thresholds. Use contract templates.

6. Inform Tenderers of Award Decision

All tenderers shall be formally informed of the outcome of the procurement process once a contract has been awarded. including justification for the award decision.

7. Receive and Check Deliverables

Ensure that delivered goods or services match the order specifications.

In case of non-compliance, CB reserves the right to withhold payment, require corrections, or terminate the contract as per terms. Document any issues accordingly.

8. Authorize and Make Payment

Verify the invoice against the contract and deliverables. Make payment within the agreed terms.

9. Record and Archive

Enter the payment into the accounting system. Archive all procurement documentation for a minimum of seven years.

10. Document the Entire Process

All steps of the procurement process must be documented in writing. This includes quotations, justification of the selected vendor, exclusion criteria declaration, approval records, signed contracts, and any deviations from standard procedures.

Procurement activities must remain within the project's approved scope, budget, schedule, and resource constraints.

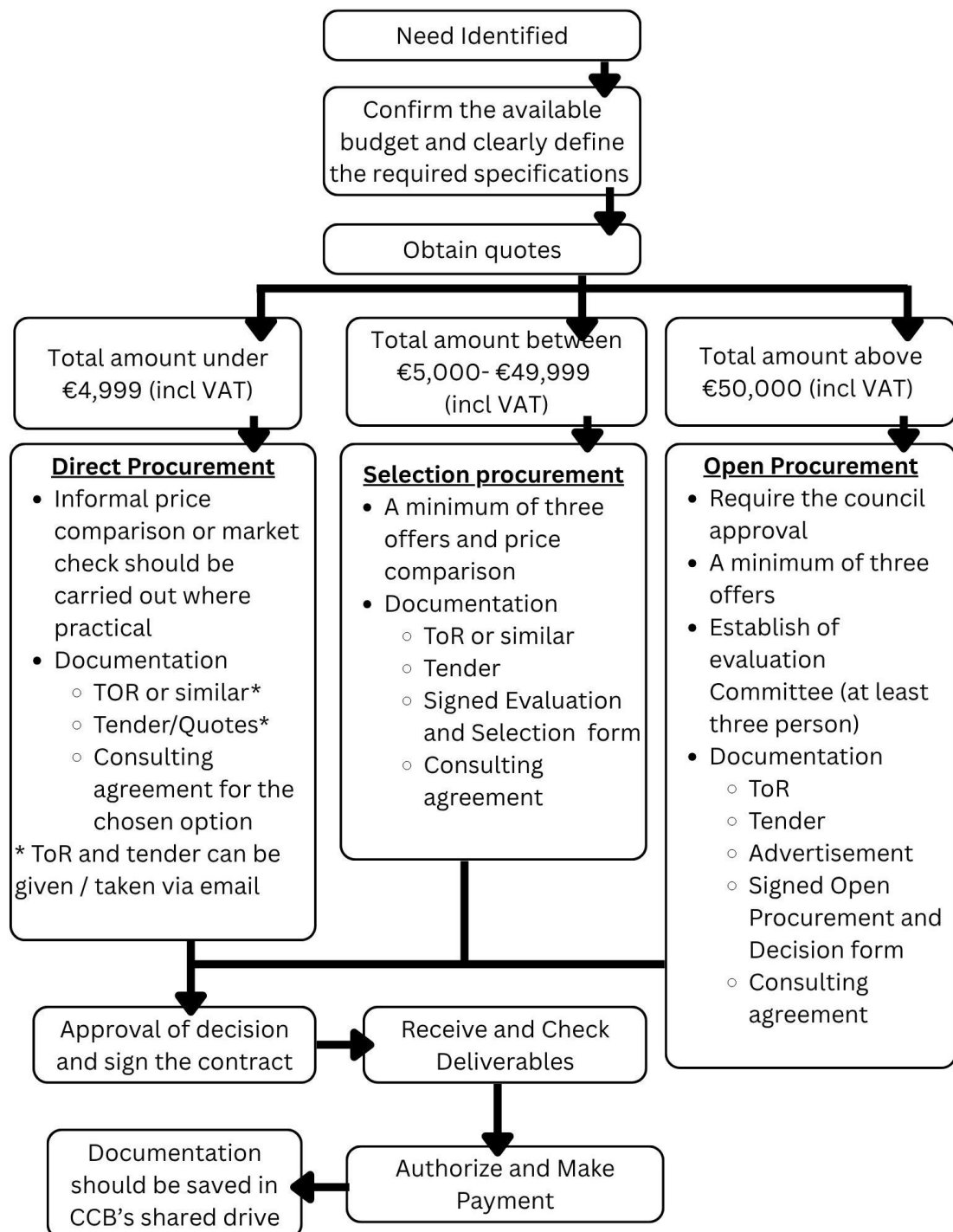


Figure 1 Standard procurement process

3.1. Exceptions and Special Procedure

Exceptions to standard procurement may be justified when:

- Only one supplier is available (e.g., Specialized equipment, Compatibility with existing systems),
- Urgent need arises (e.g., emergencies),
- No suitable tenders are received after a competitive process (e.g., no bids meeting technical or budget requirements)
- Extensions are needed under existing contracts (e.g., additional support or services, limited to agreed terms and duration)

All exceptions must be documented and approved by the Executive Secretary and Controller in advance. Council approval is required for exceptions involving contracts over €50,000 (incl. VAT).

4. Procurement Categories and Procedures

Procurement processes at CCB vary based on the value and complexity of the purchase. CCB adopts three procurement methods:

1 Direct procurement- Purchase directly from a single supplier without competitive bidding. Used for low-value or urgent purchases.

2 Selection Procurement and Price Comparison: Informal competitive process involving price comparison or quotations from at least three suppliers to ensure cost-effectiveness. All tenderers shall be informed of the procurement outcome, together with a brief justification of the award decision.

3 Open Procurement: Transparent, open tender inviting bids from any qualified supplier, suitable for high-value or complex procurements, requiring formal advertisement and evaluation. All tenderers shall be informed of the procurement outcome, together with a brief justification of the award decision.

The Procurement processes at CCB are summarized as follows:

Amount (EUR) incl. VAT	Procurement Method	Requirements
Under €5,000	Direct procurement	▪ Documentation: e.g ToR or similar, Tender, Consulting agreement for the chosen option

Amount (EUR) incl. VAT	Procurement Method	Requirements
		(ToR and tender can be given / taken via email) * Informal price comparisons or market checks should be carried out where practical to ensure fair pricing and cost-effectiveness.
€5,000- €49,999	Selection procurement and price comparison (Request for quotation to at least three suppliers)	- Documentation: ToR, Tender, Template for Evaluation and Selection (signed), Procurement Exclusion Criteria Declaration, Consulting agreement - Tenderers shall be informed of the outcome and award justification.
From €50,000	Open Procurement (Require the council approval)	- Documentation: Terms of Reference (ToR), Advertisement, Tender, Procurement Exclusion Criteria Declaration, Template for Open Procurement and Decision (signed), Consultant Agreement - Other: Evaluation committee appointed - Tenderers shall be informed of the outcome and award justification.

5. Selection Criteria

Vendor selection will be based on:

- Quality and technical merit,
- Price and value for money,
- Delivery schedule,
- Environmental and ethical standards*,
- Past performance.
- And other specific requirements for each procurement

* Refer to the Sustainable Management Event and Travel Policy for additional guidance on environmental and ethical considerations

6. Risk Management

Procurement involves several risks — including unrealistic expectations, vendor non-performance, conflicts of interest, and cost or schedule overruns — all of which must be actively managed throughout the project lifecycle. Procurement risks should be regularly reviewed in project meetings by providing information on potential risks that may affect the procurement process.

One of the key mitigation strategies is the exclusion of suppliers who pose legal, ethical, financial, or reputational risks. CCB will make reasonable efforts to identify and exclude suppliers who pose legal, ethical, financial, or reputational risks. CCB will exclude suppliers from procurement if there is evidence or credible reason to believe that they:

- Have been convicted of serious offenses such as bribery, fraud, corruption, or environmental crime;
- Appear on EU/UN sanctions lists;
- Are bankrupt, insolvent, or undergoing similar financial distress;
- Have underperformed in previous CCB-funded contracts;
- Have failed to meet tax or social security obligations.

Contracts may not be awarded to tenderers if, during the award process:

- Links to CCB or its employees raise concerns about objectivity;
- The bidder has knowingly omitted or misrepresented required information;
- The bidder lacks appropriate environmental or human rights practices;
- Any of the above exclusion grounds are identified.

All tenderers must certify compliance with these conditions when submitting bids. These controls help reduce procurement-related risks and ensure accountability, integrity, and alignment with CCB's values.

7. Contract Types

CCB typically uses **fixed-price contracts**, but may use **time-and-material** or **cost-reimbursement contracts** as required by donor terms or project needs.

8. Documentation and Templates

The CCB Controller maintains a repository on the CCB's shared drive which contains procurement documentation that will be used for CCB's projects. The following standard documents can be used for project procurement activities:

- Template for Evaluation and Selection (amounts from EUR 5,000 to EUR 49,999)
- Template for Open Procurement and Decision (amount from EUR 50,000)
- Procurement Exclusion Criteria Declaration

Depending on funding source, such documentation may vary. Vendors are also allowed to use their own standardized tender/bidding formats.

Appendix 1 Template for Evaluation and Selection (amounts from EUR 5,000 to EUR 49,999)

Appendix 2 Template for Open Procurement and Decision (amount from EUR 50,000)

Appendix 3 Exclusion Criteria Declaration

Appendix 1 Template for Evaluation and Selection – basis for decision-making

Template for amounts from EUR 5,000 to EUR 49,999 (including VAT)

Subject of Procurement:	[Describe the goods/service needed and conditions in general]
Responsible staff for this evaluation and selection	[Name and role]
Approximate total amount	[Amount in SEK/EUR including VAT]
Procurement deadline	[YYYY-MM-DD]
Selection criteria	•Quality and technical merit, •Price and value for money, •Delivery schedule, •Environmental and ethical standards, •Past performance (if relevant). [Indicate other specific requirements for each procurement according to e.g. TOR]
Tenders received from:	[List names of all vendors/consultants who were surveyed or invited]
Justification for selection of suppliers surveyed	[Explain why these ≥ 3 suppliers /consultants were chosen for solicitation — e.g., prior experience, market relevance, existing vendor list, donor compliance]
Recommended supplier and justification	Recommended Supplier: [Name of chosen supplier] Justification for Selection: [Clearly explain why this supplier was selected, referencing ToR requirements and selection criteria above — include technical quality, value for money, delivery, ethical compliance, and any past performance]
Other comments	[Optional: add remarks or contextual notes]

Attachments Referenced	[State where supporting documents can be found. e.g., ToR, tenders, consulting agreement, etc.]
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The following checks have been made before deciding on the choice of supplier:

	Question	Answer / description
1a	Have at least three suppliers been consulted?	Yes ☐ No ☐
b	If no , please describe why:	[Insert explanation]
2a	Have at least three tenders been received?	Yes ☐ No ☐
b	If no , describe why and what has been done to still ensure cost-effectiveness and efficiency.	[Insert explanation]
3a	Are the tenders received and ToR saved in the shared drive?	Yes ☐ No ☐
b	If yes , provide the file location:	[Insert shared drive path or link]
4a	Have bidders been informed of grounds for exclusion (e.g. in ToR) and certified that this does not exist (e.g. in tenders)?	Yes ☐ No ☐
b	If no , explain how/when this will be addressed	[Insert explanation, (e.g., pre-contract certification)]
5a	Has the proposed supplier been used before?	Yes ☐ No ☐
b	If yes , please briefly outline the circumstances:	[Insert details]
6a	Has the proposed supplier ever been employed by Coalition Clean Baltic?	Yes ☐ No ☐
b	If yes , describe the situation and any conflict of interest mitigation measures	[Insert explanation]
7a	Do any CCB staff have personal or collegial ties to the supplier?	Yes ☐ No ☐
b	If yes , describe the relationship and how any conflict of interest has been managed:	[Insert explanation]

Signed by:

<u>Responsible for evaluation and selection:</u> Name: Signature: Date:	<u>Consultation of (if applicable):</u> Name: Role:	<u>Authorized Signatory:</u> Name: Signature: Date:
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Appendix 2 Template for Open Procurement and Decision

Template for amounts from EUR 50,000 and above(including VAT)

Procurement Summary

Subject of Procurement:	[Describe the goods/service needed and conditions in general]
Responsible Staff for Procurement:	[Name and role]
Approximate total amount	[Amount in SEK/EUR including VAT]
Procurement Deadline	[YYYY-MM-DD]
Other comments	[Optional: add remarks or contextual notes]
Attachments Referenced	[State where supporting documents can be found. e.g., ToR, tenders, consulting agreement, etc.]

Invitation

Advertising Location & Date:	[Where and when the open advertisement was published]
Link to Advertisement Copy (CCB Shared Drive):	[Insert the path or link to shared drive]
Tender Submission Deadline:	[YYYY-MM-DD]
Directly Invited Suppliers (if any):	[Names, date of invitation, and justification]

Evaluation committee (minimum three persons, appointed by the Executive Secretary)

Name	Role /Tittle
[Responsible staff for procurement]	
[Name]	Executive Secretary
[Name]	[Representative from Council]
etc	

Tenders received (opened jointly by at least two members of the evaluation committee)

At the time limit set out above, tenders from the following bidders/suppliers had been received:

No.	Bidder/Supplier	Formally Valid Under ToR (Yes/No + Reason)
1)		
2)		
3)		
etc		

Certification of Receipt:

Name:

Tender Opener 1

Name:

Tender Opener 2

Technical evaluation

Evaluation criteria

The following evaluation criteria apply to this assignment **[adapt in accordance with ToR]:**

No 1	Evaluation criteria	1-5, Max points=5
1.1	Suitability of the proposed method	5
1.2	Competence of the supplier/consultants (e.g., how much the specified senior consultants will be involved in the assignment)	5
1.3	Work and time schedule	5
1.4	References	5
1.5	etc. (i.e., other relevant evaluation criteria as applicable)	5

Summary of Technical Evaluation

Bid No:	1.1	1.2	1.3	1.4	1.5	Total	Comments
1) [Name]							
2) [Name]							
3) [Name]							

Financial Evaluation

Bid No	Fee / Unit Price	Number of Days / Hours	Total Price (incl. VAT)	Comment
1)				[briefly describe what distinguishes each bid in terms of pricing]
2)				[briefly describe what distinguishes each bid in terms of pricing]
3)				[briefly describe what distinguishes each bid in terms of pricing]

Summary of Technical and Financial Evaluation

Strengths and Weaknesses

Summarized comments on each proposal..

Bid 1	Summarized assessment	Ranking
Strengths		[e.g., 1st, 2nd, 3rd]
Weaknesses		
Overall Judgment:		

Bid 2	Summarized assessment	Ranking
Strengths		[e.g., 1st, 2nd, 3rd]
Weaknesses		
Overall Judgment:		

Bid 3	Summarized assessment	Ranking
Strengths		[e.g., 1st, 2nd, 3rd]
Weaknesses		
Overall Judgment:		

Copy the table above for bid 4, 5, etc., as needed

Conclusions and Recommendations

The bids have been ranked based on the combined technical and financial evaluations.

Conclusion: Bid [XXX] received the highest overall score..

Recommendation: Award the contract to Bid [XXX].

The following checks have been made before deciding on the choice of supplier:

	Question	Answer / description
1a	Have at least three suppliers been consulted?	Yes ☐ No ☐
1b	If no, please describe why:	[Insert explanation]
2a	Has the procurement invitation been advertised in relevant media?	Yes ☐ No ☒
2b	If no, please describe why:	[Insert explanation]
3a	Have at least three tenders been received?	Yes ☐ No ☒
3b	If no, describe why and what has been done to still ensure cost-effectiveness and efficiency.	[Insert explanation]
4a	Are the tenders received and ToR saved in the shared drive?	Yes ☐ No ☐
4b	If yes, provide the file location:	[Insert shared drive path or link]

5a	Have bidders been informed of grounds for exclusion (e.g. in ToR) and certified that this does not exist (e.g. in tenders)?	Yes ☐ No ☐
5b	If no , explain how/when this will be addressed	[Insert explanation, (e.g., pre-contract certification)]
6a	Has the proposed supplier been used before?	Yes ☐ No ☐
6b	If yes , please briefly outline the circumstances:	[Insert details]
7a	Has the proposed supplier ever been employed by Coalition Clean Baltic?	Yes ☐ No ☐
7b	If yes , describe the situation and any conflict of interest mitigation measures	[Insert explanation]
8a	Do any CCB staff have personal or collegial ties to the supplier?	Yes ☐ No ☐
8b	If yes, describe the relationship and how any conflict of interest has been managed:	[Insert explanation]

Signatures – Procurement Committee Approval:

Responsible for the procurement: Name: Signature: Date:	Representative from Council: Name: Signature: Date:	Executive secretary: Name: Signature: Date:
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Appendix 3 Procurement Exclusion Criteria Declaration

As part of the procurement process, CCB will make reasonable efforts to identify and exclude suppliers who pose legal, ethical, financial, or reputational risks.

Accordingly, CCB will exclude suppliers from procurement if there is evidence or credible reason to believe that they:

- Have been convicted of serious offenses such as bribery, fraud, corruption, or environmental crime;
- Appear on EU/UN sanctions lists;
- Are bankrupt, insolvent, or undergoing similar financial distress;
- Have underperformed in previous CCB-funded contracts;
- Have failed to meet tax or social security obligations.

Contracts may not be awarded to tenderers if, during the award process:

- Links to CCB or its employees raise concerns about objectivity;
- The bidder has knowingly omitted or misrepresented required information;
- The bidder lacks appropriate environmental or human rights practices;
- Any of the above exclusion grounds are identified.

All tenderers must certify compliance with these conditions when submitting bids. These controls help reduce procurement-related risks and ensure accountability, integrity, and alignment with CCB's values.

Certification of Compliance

As a service provider to CCB, we hereby certify that none of the above exclusion criteria apply to our organisation.

Name of organisation: _____

Name of employee / signatory: _____

Date: _____

Signature: _____