1. Ensure the clear separation of staff duties.Different staff should be responsible for technical specifications, prequalification, and bid evaluation.
2. Ensure tender specifications are drafted by technical specialists, not by procurement staff. Information needed to tender road transport for movement of commodity includes:
* Type and quantity (in weight and volume) of commodity
* Specific route between point of origin (where trucks will be loaded) and destination (where trucks will be off-loaded), with special attention paid to seasonal accessibility of proposed roads and weight restrictions on all bridges
* Size of trucks needed, and requirement for four-wheel drive
* Type of contract (i.e., trip charter, time charter of by the ton or ton/kilometer)
* Special handling conditions, if any
* If TB/L: routing, security procedures, border crossings procedures
1. Watch for contracts split into multiple tenders just below the thresholds for senior management review or competitive bidding requiring public advertisement.
2. Provide clear qualification criteria regarding capacity to meet technical specifications. Avoid criteria that are too narrow or tailored so that only one transporter can qualify. Minimum qualifications should include:
* Insured for the amount of commodity transported, per legal requirements of country of operation
* Licensed (company, vehicles, and drivers) by government in country of operation
* Demonstrated record of reliability and good performance as verified by references from other NGOs that have used their services
1. Ensure any requests for sole-sourcing are infrequent, justified in writing, and authorized by a manager.
2. Ensure bid advertising is not restricted so as to favor certain transporters, and ensure there is no advance release of insider information to one bidder.
3. Ensure transparency in the tendering process.
* Use sealed bids and a tender committee with representatives from several units, who open bids publicly and simultaneously.
* Ensure coherence between the qualification criteria specified in bid documents and those used to select a transporter.
* Short-list more than one (1) transporter to ensure backup if necessary.
* Publish evaluation results.
1. To reduce corruption, watch for:
* Improper acceptance of a late bid
* Change in a bid after other bidders' prices are known (this is sometimes done by mistakes deliberately "planted" in a bid)
* Unusual bid patterns that could indicate collusion among bidders
* Documents from competing transport firms contain similar or identical:
	+ Company names
	+ Handwriting/signatures
	+ Company stationery
	+ Staff names
	+ Email and postal addresses
	+ Invoice numbers (in sequence)
	+ Telephone numbers
	+ Calculations, errors, language, or spelling
* Drastic changes in pricing from previous contracts
* Seemingly unnecessary contacts with contractor personnel by persons other than the contracting officer during the solicitation, evaluation, and negotiation processes
* Disqualification of any qualified bidder
* Allowing a low bidder to withdraw without justification
1. If contracting multiple, small transport companies, negotiate contract terms with all jointly.
2. Include the following clauses in contracts / agreements for transporter services:
* Contract number
* Description of commodity to be transported, including generic name (such as cereal, pulse, or vegetable oil), expected total volume, and/or weight
* Unit value of commodity
* Truck inspection requirements before loading
* How commodity is to be loaded, secured, and off-loaded
* Type and quality of trucks needed
* Party responsible for fuel, oil, servicing, and repairs
* Details of clearing and forwarding agent (if applicable)
* Route (with specified deviations, if any) and exact loading and unloading locations
* Non-Awardee cargo prohibited from being transported with Awardee commodities
* Handling non-Awardee cargo on return trips
* In the event an accident occurs and commodities are damaged, Awardee retains the commodities, and they cannot be replaced in-kind by the transporter.
* Security deposit or performance bond, if applicable, and conditions for return
* Payment terms:
	+ Payment based on invoice submitted with copy of waybill signed by transporter and receiver
	+ Requirement to submit invoices within a set number of days after commodity is delivered
	+ Penalties for delay and non-compliance with transport schedules
	+ Payment based on invoice value, minus the value of any missing or damaged commodity
* Provisions for settlement of disputes, enforcement of the contract, and method of calculating value of losses
* Effective dates of contract (**NOTE: For multi-year projects, it is good practice to solicit fresh bids and issue new contracts each year. This provides the opportunity to weed out poor performers and promote competition for the best service.**)