

5.4 REQUEST DOCUMENTATION

INTRODUCTION

- 1 This chapter applies to all procurement undertaken in Defence and Defence Materiel Organisation (DMO).
- 2 This chapter examines the use of request documentation in Defence and DMO procurements. Request documentation refers to documentation provided to potential suppliers to enable them to understand and assess the requirements of the procuring entity and to prepare responses to an approach to the market.
- 3 For the purposes of this Chapter, the term tenderer should be interpreted as meaning any potential supplier responding to request documentation issued by Defence or DMO, and is not limited to a supplier responding to a Request for Tender. Similarly, a reference to a tender should be interpreted as meaning any type of request documentation.

MANDATORY POLICY

- **A contract must not be entered into until an offer has been received and approved by Defence through the relevant financial approvals.**
- **Formal written request documentation must be used for all Complex and Strategic procurements.**
- **Request documentation must include all of the information necessary to permit potential suppliers to prepare and lodge tender responses.**
- **All potential tenderers must be provided with the same information in the request documentation during the tendering process including any subsequent amendments to request documentation.**
- **Information relating to any potential or actual tenderer for a requirement is commercially sensitive and must not be divulged to other potential or actual tenderers at any stage of the tendering process.**
- **Mandatory conditions for participation in a covered procurement must be limited to those that will ensure that a tenderer has the legal, commercial, technical and financial abilities to fulfil the requirements of the procurement.**
- **Where a tenderer fails to meet a condition for participation in a covered procurement, the tenderer must be excluded from the procurement process and their tender not given any further consideration.**
- **Where essential requirements are specified in request documentation for a covered procurement, a tender not meeting those requirements must be excluded from further consideration.**
- **The evaluation criteria advised to Industry in request documentation must not be altered during the evaluation process without a formal request documentation amendment process.**
- **The evaluation criteria advertised in the tender documentation must be used to evaluate the tenders and must be related to the tender response requirements.**
- **Where minimum content and/or format requirements are specified in request documentation for a covered procurement, a tender not meeting those minimum requirements must be excluded from further consideration, unless the procurement officer considers that there has been an unintentional error of form.**

- **Tender Evaluation Plans must be prepared for:**
 - any Complex or Strategic Procurement;
 - all militarily significant procurements as part of a major or minor project;
 - purchases of A\$5 million and above, with the exceptions of purchases under the Information and Communication Technology Multi Use List (ICT MUL) and existing Defence standing offers where evaluation of competitive offers is not required; and
 - establishing standing offers where total purchases are expected to exceed A\$5 million over the period of the standing offer, or individual contracts against the standing offer are expected to be of substantial value.
- **The Tender Evaluation Plan for each procurement must be completed and approved before the opening of tenders following the tender closing time.**
- **The evaluation criteria identified in the Tender Evaluation Plan must be identical to the evaluation criteria contained in the request documentation.**
- **The Tender Evaluation Plan must not be released to potential tenderers.**
- **All communications with respondents must be channelled through a single point of contact nominated in the request documentation.**
- **Potential suppliers must be provided with the opportunity to identify themselves as a small business prior to entering into a written contract.**
- **Any approach to market which includes a draft contract must indicate that if the successful tenderer is a small business, the contract will include clauses that entitle the contractor to claim interest on late payment.**

OPERATIONAL GUIDANCE

- 4 The nature and complexity of a requirement will impact on the selection of the procurement method. This will in turn impact on the complexity of the request process and the type of request documentation developed and released.

REQUEST DOCUMENTATION FOR SIMPLE PROCUREMENT

- 5 For further advice on request documentation for Simple Procurement, including how to request offers, please refer to the Simple Procurement chapter of this manual, particularly paragraphs 19 to 25.

REQUEST DOCUMENTATION FOR COMPLEX AND STRATEGIC PROCUREMENT

- 6 Formal written request documentation must be used for all Complex and Strategic procurements. Standard tendering templates, for example the ASDEFCON suite of tendering and contracting templates, should be used where appropriate (see Chapter 2.3). Standard tendering templates consist of three parts:
- Part One – Conditions of Tender;
 - Part Two – Draft Conditions of Contract; and
 - Part Three – Draft Statement of Work.
- 7 Offers are usually sought by Defence through issuing a Request for Tender. Requests for Tenders are primarily used to obtain offers for clearly defined and specific requirements. A Request for Tender may be derived from an evaluation of earlier responses to an Invitation to Register Interest or Request for Proposal (Chapter 4.9). Requests for Tenders may be issued to the public at large or restricted to one or more suppliers. A Request for Tender restricted to

an individual supplier is referred to as a sole source procurement (see Chapter 4.7).

Content of Request Documentation

- 8 The information contained in request documentation depends on the procurement method selected and the nature and complexity of the requirement. Information provided should:
- be unambiguous;
 - be able to be readily understood by Industry;
 - not unreasonably restrict the potential sources of supply;
 - conform with relevant Commonwealth and Defence policies;
 - be integrated so that there is a clear linkage between the specification, the evaluation criteria, the conditions of tender, the draft conditions of contract and the draft Statement of Work;
 - use existing, approved standard templates and clauses where appropriate; and
 - be consistent with earlier documentation if a staged procurement strategy is being used.
- 9 Tender documentation should include sufficient background information for potential tenderers to prepare a valid offer and lodge a tender. Procurement officers should ensure that the information given is accurate and consistent.
- 10 Procurement officers should also ensure that the Conditions of Tender set out the rules by which the tender process is to be conducted, especially those relating to the evaluation of tenders.
- 11 Procurement officers must ensure that any approach to the market which includes a draft contract indicates that if the successful tenderer is a small business, the contract will include clauses that entitle the contractor to claim interest on payments which have not been made by the Department within 30 days of the receipt of a correctly rendered invoice. In addition, procurement officers must provide potential suppliers with the opportunity to identify themselves as a small business prior to entering into a written contract with them. All of the relevant standard Defence templates include appropriately worded clauses to cover these requirements. For further information on Late Payment, refer to Chapter 6.4.
- 12 Documentation can also be minimised through the use of a staged procurement process, such as requesting certain key pieces of information through the use of an Invitation to Register Interest or Request for Proposal process. After such a process has been conducted, a restricted (select) tender can then be conducted where more detailed information is sought from a shortlist of bidders. For more information on staged procurement, refer to Chapter 4.9.
- 13 For Strategic and high value Complex procurements, where numerous tenders are expected, there are various ways to reduce the amount of request documentation required, such as an Offer Definition process or Project Definition Study (forms of staged procurement). Refer to Chapter 5.6 and Chapter 4.9 for further information on these processes.
- 14 Further information on the structure and content of standard Defence Requests for Tender for Simple, Complex and Strategic procurements is contained in Chapter 2.3.

REQUEST DOCUMENTATION FOR COVERED PROCUREMENTS

- 15 Additional rules apply to request documentation that relates to a 'covered procurement'. Request documentation for a covered procurement must be comprehensive enough to enable potential suppliers to prepare and submit responsive tenders and include a complete description of:
- the procurement, including the nature, scope and, where known, the quantity of the goods or services to be procured and any requirements to be fulfilled, including any

technical specifications, conformity certification, plans, drawings, or instructional materials;

- any conditions for participation, including any financial guarantees, information, and documents that potential suppliers are required to submit;
- any essential requirements;
- any minimum content and format requirements;
- all evaluation criteria to be considered in assessing tenders; and
- any other terms or conditions relevant to the evaluation of tenders.

Conditions for Participation

- 16 Conditions for participation are minimum conditions that tenderers must meet in order to participate in a procurement process or for tenders to be considered. Conditions for participation must be limited to those that will ensure that a tenderer has the legal, commercial, technical and financial abilities to fulfil the requirements of the procurement.
- 17 Conditions for participation may require relevant prior experience where essential to meet the requirements of the procurement but must not specify, as a requirement, that potential suppliers have previous experience with Defence, the Australian Government or in a particular location.
- 18 In assessing whether a tenderer satisfies the conditions for participation, a procurement officer must:
- evaluate financial, commercial, and technical abilities on the basis of the tenderer's business activities, wherever they have occurred; and
 - base a determination solely on the conditions for participation that the procurement area has specified in the request documentation.
- 19 A tenderer may be excluded on grounds such as bankruptcy, insolvency, false declarations, or significant deficiencies in performance of any substantive requirement or obligation under a prior contract.
- 20 Where a tenderer fails to meet a condition for participation, the tenderer must be excluded from the procurement process and their tender not given any further consideration. As such, procurement officers should carefully consider the suitability of conditions for participation prior to including them in request documentation.

Essential requirements

- 21 Request documentation for a covered procurement may specify that particular requirements in the Statement of Work of accompanying technical specifications are 'essential'. If so, then a tender that is assessed as not meeting an essential requirement must be excluded from further consideration.

Technical Specifications

- 22 Further guidance on the development of specifications, including the requirements for covered procurements, is contained in Chapter 5.2.

Minimum content and format requirements

- 23 Minimum content and format requirements for tenders can be specified in request documentation. Where minimum content and/or format requirements are specified in request documentation for a covered procurement, a tender not meeting those minimum requirements at the time of the opening of tenders must be excluded from further consideration. As such, procurement officers should carefully consider the suitability of any content or format requirements prior to including them in request documentation.

- 24 Where it is considered that the tenderer has made an unintentional error of form in the submission, there is discretion to allow the submission to be corrected.

Receipt and Opening of Tenders

- 25 Where tenderers are provided with opportunities to correct unintentional errors of form, the same opportunity must be provided to all participating tenderers.
- 26 Some examples of “unintentional errors of form” may be:
- corrections of inconsistencies in the submission where the area of error is clear and not critical to comparative evaluation;
 - the accidental omission of declarations; and
 - an attachment referred to in the body of a tender but omitted from the tender.

Distribution of Request Documentation

- 27 Where practicable to do so, request documentation for a covered procurement must be:
- advertised on AusTender and distributed electronically, where an open tendering process is adopted; and
 - distributed in electronic form where a restricted or sole source tendering process is adopted.
- 28 Documentation is considered to have been distributed electronically if it is made available for downloading from AusTender or Defence’s internet website, or where potential suppliers are sent the documentation electronically via e-mail.
- 29 Further information on the distribution methods for request documentation is contained in Chapter 4.6.

EVALUATION CRITERIA

- 30 Evaluation criteria are used to assist in making an objective procurement source decision and to ensure that Defence complies with the requirement to obtain Value for Money (see Chapter 1.2).
- 31 The evaluation criteria advertised in the tender documentation must be used to evaluate the tenders and must be related to the tender response requirements.

Standard Evaluation Criteria for Simple Procurements

- 32 Evaluation for Simple procurement should not be a complicated process and procurement officers should be able to make a value for money judgement on the basis of the following criteria:
- price offered;
 - quality;
 - fitness for purpose;
 - compliance with delivery needs; and
 - compliance with the conditions of contract.
- 33 Price indicators used in Simple procurement include:
- commercial norms such as market and catalogue prices;
 - benchmarks such as other competitive bids;
 - historical prices;
 - pricing data for similar items; and

- independent cost assessments.

34 Further guidance on evaluation criteria for Simple procurements is contained in the Simple Procurement chapter of this Manual.

Standard Evaluation Criteria for Complex and Strategic Procurement

35 Generally, as the value, risk and complexity of a procurement increases, the greater the number of evaluation criteria required to take into account factors which are not as significant for low value, simple purchases. Great care needs to be taken in the choice of evaluation criteria as results can be affected if poor choices are made. Different evaluation criteria will be required depending upon the procurement methodology adopted.

36 To assist in the selection of the best tender, evaluation criteria should be measurable, clear and transparent. The evaluation criteria advised to Industry in request documentation must not be altered during the evaluation process. Refer to the ASDEFCON suite of contracting templates for examples of typical evaluation criteria for Complex and Strategic procurements.

37 Where evaluation criteria advised to Industry in request documentation are altered prior to evaluation, all modifications must be notified:

- to all potential tenderers, if known, and in all other cases, in the same manner as the original request documentation; and
- in adequate time to allow potential tenderers to modify and re-lodge their initial submissions.

38 Further guidance on standard evaluation criteria is also contained in Annex 5B.

Weighting of Evaluation Criteria

39 In less complex procurements, evaluation criteria in request documentation, and in the Tender Evaluation Plan, should not be weighted or put in any order of priority. The weighting of criteria can lead to an evaluation result which is based on a mathematical formula where a qualitative assessment would have been more appropriate.

40 Any decision to weight criteria should involve a careful analysis of the key requirements of the procurement and how the weighting may affect the evaluation outcome. Any weightings applied to the requirements contained in the draft Statement of Work or specification should be disclosed in the request documentation. If the decision has been made to weight evaluation criteria, procurement officers should consider providing details to potential suppliers where practicable, as to the relative importance of the criteria by using words such as 'essential', 'important' and 'desirable' to convey this meaning. This will assist tenderers to appropriately focus their responses. This will also make the process more transparent and potentially limit misunderstandings that may result in complaints and is consistent with Department of Finance and Deregulation guidance on the Mandatory Procurement Procedures.¹

41 Procurement Officers should be cognisant that the use of 'essential' criteria will result in mandatory exclusion where a tenderer is unable to meet that criteria.

TENDER EVALUATION PLANS

42 Tender Evaluation Plans must be prepared for:

- any Complex or Strategic Procurement;
- all militarily significant procurements as part of a major or minor project;
- purchases of A\$5 million and above, with the exceptions of purchases under the Information and Communication Technology Multi Use List (ICT MUL) and existing Defence standing offers where evaluation of competitive offers is not required; and

¹ *Financial Management Guidance No.13 – Guidance on the Mandatory Procurement Procedures, January 2005, para 6.2.3.*

- establishing standing offers where total purchases are expected to exceed A\$5 million over the period of the standing offer, or individual contracts against the standing offer are expected to be of substantial value.
- 43 Simple Procurements do not usually require written evaluation plans, although the general principles of evaluation should still be applied and written evaluation criteria used.
- 44 The Tender Evaluation Plan for each procurement must be completed and approved before the opening of tenders following the tender closing time. It is best practice for the Tender Evaluation Plan to be completed and approved prior to the release of request documentation.
- 45 The Tender Evaluation Plan should not be altered after the release of the request documentation, unless the request documentation has been formally amended.
- 46 The Tender Evaluation Plan is the planning and control document for the management and conduct of the tender evaluation and must not be released to tenderers. To ensure the integrity of the evaluation process, the Tender Evaluation Plan should:
- specify the identical evaluation criteria which have been included in the request documentation;
 - be developed in parallel with the request documentation so that the requirement can be adequately evaluated and the guidelines for evaluation are consistent with the evaluation criteria specified in the request documentation; and
 - not be changed during the tendering process except where amendments are required as a result of changes made to the request documentation.
- 47 A typical Tender Evaluation Plan will have the following structure:
- **Aim.** Details the objectives of the tender evaluation;
 - **Requirement description and deliverables.** Contains a brief description of the requirement and any unique features of the proposed contract that need to be considered in the evaluation process;
 - **How ethics and fair dealing are to be maintained.** Administrative arrangements for handling of tender documentation to ensure the propriety and integrity of the tender process and communication with tenderers during the evaluation process;
 - **Evaluation criteria.** Lists the evaluation criteria which must be consistent with the evaluation criteria identified in the request documentation. Guidance on particular interpretations applicable to evaluation of specific criteria should also be provided. (Annex 5B details commonly used evaluation criteria);
 - **Tender evaluation organisation.** The tender evaluation organisation should be detailed. Members of the Tender Evaluation Board or Tender Evaluation Working Groups should be identified by appointment and their major responsibilities. Where consultants are used, arrangements for preserving the integrity of the process are to be provided, for example, the execution of a Deed of Confidentiality;
 - **Approvals.** Appointments concurring/approving the Tender Evaluation Plan, shortlisting, if appropriate, and source selection recommendation are to be identified;
 - **Schedule.** Key evaluation activities and responsibilities for their achievement against milestone dates are to be listed;
 - **Evaluation methodology.** The evaluation methodology (see Chapter 5.6) to be used in screening, shortlisting and evaluating viable tenderers is to be identified. Criteria for visits to tenderers' premises, any demonstrations and the procedures for tender clarification should also be stated;

- **Reporting requirements.** If progress reports are required, the means should be detailed;
 - **Consultation.** Requirements for consultation with functional and advisory areas should be detailed;
 - **Industry debriefing.** Arrangements for debriefing industry after source selection and contract signature should be detailed; and
 - **Site visits and Demonstrations.** If visits to tenderers' premises are anticipated, the justification for, and code of behaviour expected during, such visits should be addressed.
- 48 The Tender Evaluation Plan may include an evaluation breakdown structure that further dissects each evaluation criterion for the purposes of tender evaluation, and this breakdown may be exposed in the request documentation (see ASDEFCON (Strategic Materiel) Conditions of Tender as an example).
- 49 Further guidance on the recommended content of a Tender Evaluation Plan is available on the DMO Quality and Environmental Management System (QEMS).

LEGAL PROCESS AND PROBITY PLANS

- 50 A Legal Process and Probity Plan (Probity Plan) outlines the probity requirements and processes for a particular procurement process. Procurement officers should consider developing a probity plan commensurate with the risk of the proposed procurement in the following circumstances:
- for high value procurements;
 - where it is likely that the proposed procurement may encounter ethical problems; or
 - if the proposed procurement is subject to a high degree of public scrutiny.
- 51 If a Probity Plan is required, it should be developed and approved before commencement of the tender evaluation.
- 52 A typical Probity Plan may include the following guidance:
- Ethics and probity principles and requirements, including the agreed procedures for the treatment of probity issues and concerns arising during, or from, the procurement process;
 - Obligations of key individuals;
 - Information and document management procedures;
 - Conflict of interest procedures;
 - Confidentiality requirements; and
 - Procedures for dealing with tenderers and interested parties.
- 53 Probity Plans should be customised to suit the procurement, taking into account the size, complexity and risks, and should be regularly reviewed and used throughout a procurement process. Specialist contracting advice should be sought to assist in the development of Probity Plans.

ADVERTISING BUSINESS OPPORTUNITIES

- 54 The *Commonwealth Procurement Guidelines* require that Government procurement be visible and accessible and that there be opportunity for suppliers to do business with the Commonwealth. Visibility of Government business is promoted through the AusTender website at <http://www.tenders.gov.au>. Refer to Chapter 5.5 for further information on advertising business opportunities.

RECORD KEEPING –MAINTAINING AN AUDIT TRAIL²

- 55 The following key documents would normally have been developed by the time that a tender opportunity has been advertised and/or request documentation is released:
- Proposal and Procurement Approval submissions;
 - Operational Concept Document (OCD);
 - Functional Performance Specification (FPS);
 - Test Concept Document (TCD);
 - business case;
 - project risk assessment;
 - project plan;
 - probity plan;
 - request documentation, including draft contractual terms; and
 - tender evaluation plan, including tender evaluation criteria.
- 56 Not every procurement will require the development of all the documents listed in paragraph 55, this will depend on the complexity of the procurement. All the documents created should be kept in accordance with Defence record keeping policy³.

INDUSTRY BRIEFINGS

- 57 For Complex and Strategic procurements it may be beneficial to hold briefings to better inform industry of the requirement of a tender.
- 58 Industry briefings should be conducted for the purpose of providing clarifying information only and should not be used to provide potential tenderers with information additional to that contained in the request documentation. It should be made clear to potential tenderers that they cannot rely on a statement made at an industry briefing as amending or adding to the request documentation unless the amendment or addition is confirmed by Defence in writing.
- 59 Tenderers should not be excluded from the tender process on the basis of a failure to attend an industry briefing held by Defence.

COMMUNICATION WITH TENDERERS

- 60 It is important to ensure that tenderers are dealt with fairly and in a non-discriminatory manner when providing information leading to, or following, an approach to the market.
- 61 All communications with tenderers must be channelled through a Defence or DMO point of contact nominated in the request documentation. In most standard Defence contracting templates this nominated contact is referred to as the “Contact Officer”. A record should be kept of all formal and informal communications, both written and oral, with tenderers. Prior to providing written advice to a tenderer, it is advisable to seek advice from one of the contracting specialists listed at the front of this Manual to ensure that the advice being provided is consistent with the content of the request documentation and Commonwealth and Defence policy.
- 62 Procurement officers should promptly reply to any reasonable request for relevant information

² Paragraph 55 and 56 address Recommendation 1 of the ANAO Audit of the Management of the Acquisition of the Australian Light Armoured Vehicle (ASLAV) Capability. See also Ch 5.1 and 6.1.

³ Further information on Defence record keeping policy can be found in Defence CEI 1.6 on Retention and Disposal of Accounts and Records and DMO CEI 17, on Records Management and Defence Instruction (General), Admin 27-2, POLMAN 3 Records Management Policy Manual, and DIMPI 5/2001. Further DMO policy is contained in DMI(EXEC) 4/2006.

by a potential supplier participating in a procurement and need to take particular care when responding to enquiries from potential suppliers to avoid practices that would lead to a potential supplier, or group of potential suppliers, gaining an unfair advantage in a competitive procurement process. Information provided to one potential supplier should be provided to all potential suppliers without revealing the source of the request for information.

- 63 Meetings with tenderers should be limited during the tendering process. Where it is necessary to meet with a tenderer, the meeting should be attended by at least two departmental officers with a detailed understanding of the content of the relevant request documentation. The discussions should be documented and ethical standards should be maintained (see Chapter 3.13).

AMENDMENTS TO REQUEST DOCUMENTATION

- 64 All potential tenderers must be provided with the same information including any subsequent amendments to request documentation. Amendments introducing significant changes to the requirement or the terms of making the offer may require extension to the closing time. Where the tender closing time is altered, all tenderers must be notified of the amended closing time. Procurement officers must also ensure that the amended closing time does not provide any benefit to a particular tenderer.
- 65 Where the scope of the requirement will be significantly revised or fundamentally varied by the proposed amendment, it may be appropriate to reissue the request for tender.

RE-TENDERING

- 66 On some occasions it may be appropriate to re-tender, including where:
- the request fails to produce any offers;
 - the tenders received fail to meet the essential features of the specified requirements (non-conforming tenders);
 - there is significant variation to the requirement;
 - the prices of all tenders received are considered excessive;
 - the level of effective competition is reduced through breach of confidentiality;
 - some impropriety has occurred; or
 - the tender or tenders do not represent value for money.
- 67 Tenderers selected for re-tender might not always be those shortlisted from the original tender process. Suppliers previously set aside from the original tender process may be selected for re-tender in order to achieve value for money.
- 68 If re-issue of request documentation is contemplated, specialist procurement and or legal advice should be sought.

CANCELLING A PROCUREMENT

- 69 In some cases it will be necessary to formally cancel a procurement activity, either to facilitate re-tendering or to terminate the approach to the market. This should be done in writing and in accordance with any representations that have been made in the request documentation. Particular care should be taken when cancelling a covered procurement activity as this can only be done where it is not in the public interest to award a contract.⁴ For further guidance on cancelling a procurement please also refer to *Financial Management Guidance No.13 – Guidance on the Mandatory Procurement Procedures, January 2005*, para 9.3. <http://www.finance.gov.au/publications/fmg-series/13-guidance-on-mandatory-procurement-procedures.html>. When cancelling a covered procurement it is strongly recommended that

⁴ *Commonwealth Procurement Guidelines 2008*, para 8.70.

Defence officials seek specialist procurement advice, either from their Divisional or Group procurement specialist or from the Office of Special Counsel.

REIMBURSEMENT OF RE-TENDERING COSTS

- 70 Normally the costs of tendering for Defence business are to be met by tenderers as part of the normal operating costs of industry. Defence has a well-defined and structured procurement process. This should ensure that the requirement and other aspects of the tender are clearly defined prior to tender issue. Consequently there should be very few instances where re-tendering is necessary. When re-tendering is required, Defence will consider on a case by case basis, whether to meet justifiable, reasonable and fair costs incurred by those tenderers invited to re-tender.
- 71 Where a purchasing area makes a decision to cancel a requirement (rather than to re-tender), tendering costs will not normally be reimbursed. This is because Defence considers the possibility of cancellation of the requirement to be a normal business risk.
- 72 Funding for the reimbursement of tendering costs will generally be sourced from the purchasing area responsible for the re-tendering activity. Procurement officers should ensure that any commitment to reimburse tendering costs is capped (although provision may be made for a small contingency) before any work commences. Each case should be considered on its merits and meet the following criteria:
- the costs are justifiable in that the claimed activity or cost can be substantiated by records of costs incurred acceptable for accounting purposes;
 - the costs are reasonable in that the activity or cost reflects the processes necessary or normal to meet the requirement;
 - the costs are fair in that the cost attributed to an activity and staff involved is normal for the processes undertaken to meet the requirement; and
 - the tenderer has mitigated costs where possible at the earliest possible opportunity.
- 73 Before reworking begins Defence should ensure that there is agreement with the tenderers as to:
- what costs or activities are allowable with respect to reimbursement;
 - what level of effort and time scale is expected; and
 - whether consultants and overseas staff will be involved.
- 74 Quotes should be obtained in writing which include an indication of the costs associated with re-tendering.

KEY REFERENCES

Commonwealth Procurement Guidelines 2008

Financial Management Guidance No.13 – Guidance on the Mandatory Procurement Procedures, January 2005

Financial Management Guidance No 15 – Guidance on Procurement Publishing Obligation.

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