UWI
ST. AUGUSTINE CAMPUS

Procurement Training

PROCUREMENT PLANNING

Presented by: The Procurement Unit

2a

15/02/2022

PROCUREMENT PLANNING MODULE

PURCHASING

PROCUREMENT

PROCUREMENT

"Procurement is the business management function that ensures identification, sourcing, access and management of the external resources (goods, services, works) that an organization needs to fulfil its strategic objectives"

Source: CIPS Australia

Is a wider term than purchasing, and involves activities that happen before, during and after purchase.

PURCHASING

Simply the process of ordering and receiving goods, works and services.

It is a subset of the wider procurement process.

Source: CIPS

Nature of Activities Involved

PROCUREMENT

PRE-CONTRACT/AWARD:

- Detailed needs definition
- Cost estimation, whole life costing
- Market research
- Pre-qualification
- Tender process & document Design
- Pre-defined Sourcing methods
- Risk analysis, develop contract terms & conditions
- Vendor evaluation & selection
- Negotiations & Contract award

POST-CONTRACT/AWARD

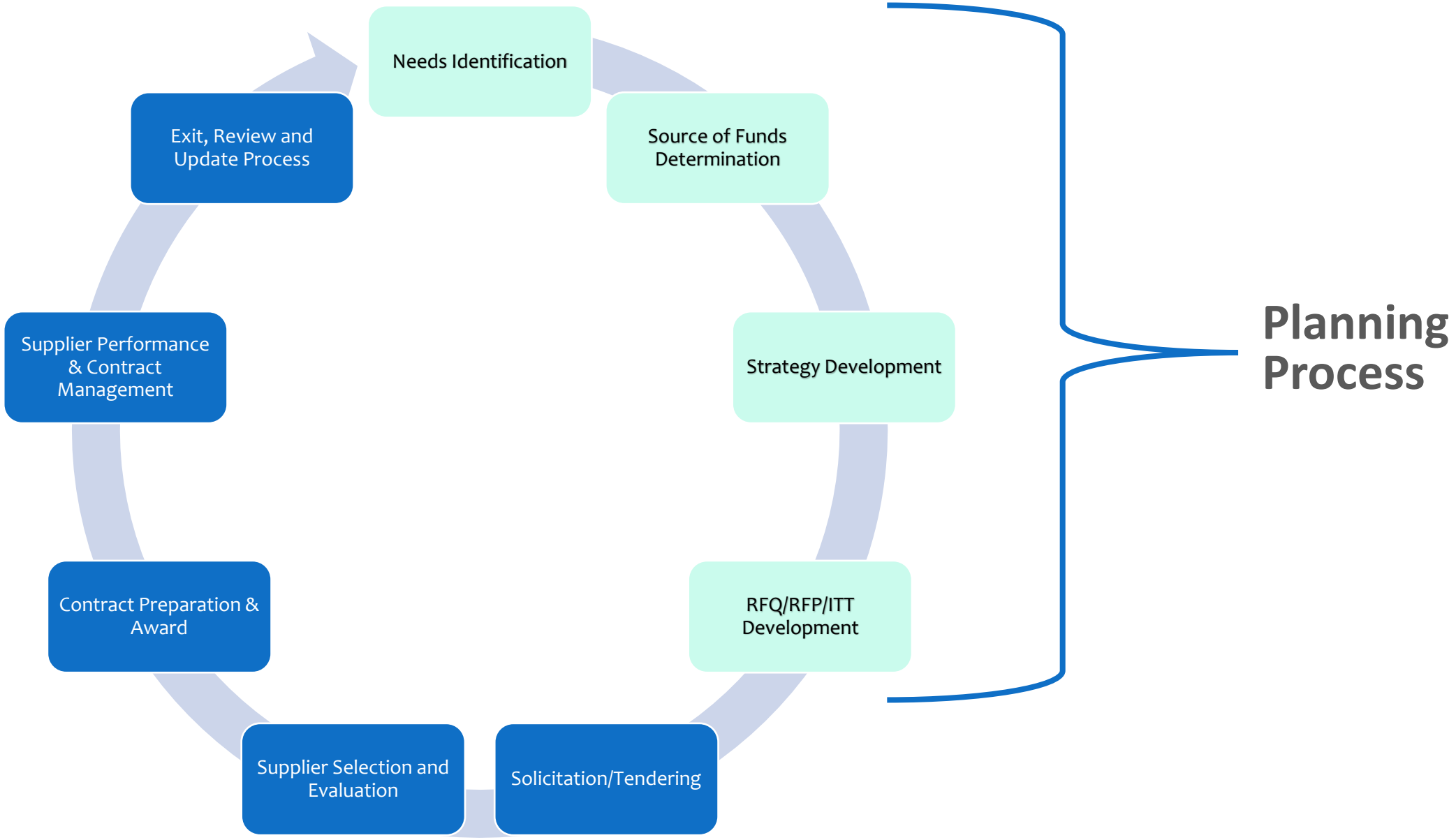
- Contract management
- Receiving goods, services, works
- Obtain invoice approvals and fulfil payments
- Monitor vendor performance, KPI's
- Supplier relationship management
- Dispute resolution
- Vendor Debriefings
- Disposal

PURCHASING

- **Immediate need arises**
- **Request quotations**
- **Select supplier**
- **Purchase order**
- **Expedite order**
- **Receipt of delivery**
- **Payment to supplier**

Purchase to Pay Cycle

PROCUREMENT CYCLE



OPS!
WHY ISN'T IT MOVING?
PROCUREMENT ENTITIES
PROCUREMENT
FAILURE TO IDENTIFY NEEDS
POOR PLANNING
VROOM VROOM

SIMPLE VS COMPLEX PROCUREMENT

Determining whether a procurement activity is a simple or complex procurement undertaking requires consideration of factors other than its estimated value or price. The primary difference would be the scope/requirements and the level of detail or extent of information needed to properly plan for the procurement activity; for example:

- The level of research needed for cost estimates and identifying potential vendors
- Who will execute the procurement
- The method of sourcing
- Number of persons and skills required to conduct the evaluation
- The level of detail for the technical (function and non functional) and other requirements,
- The skills, expertise, technology required to execute the requirements
- The type of evaluation criteria and how it will be evaluated
- The selection method, the type of contract
- The timeline for the procurement activity
- The level of approvals required

Simple procurement can be high value, but low risk. For example, the purchase of 200 office chairs and desks costing $400k.

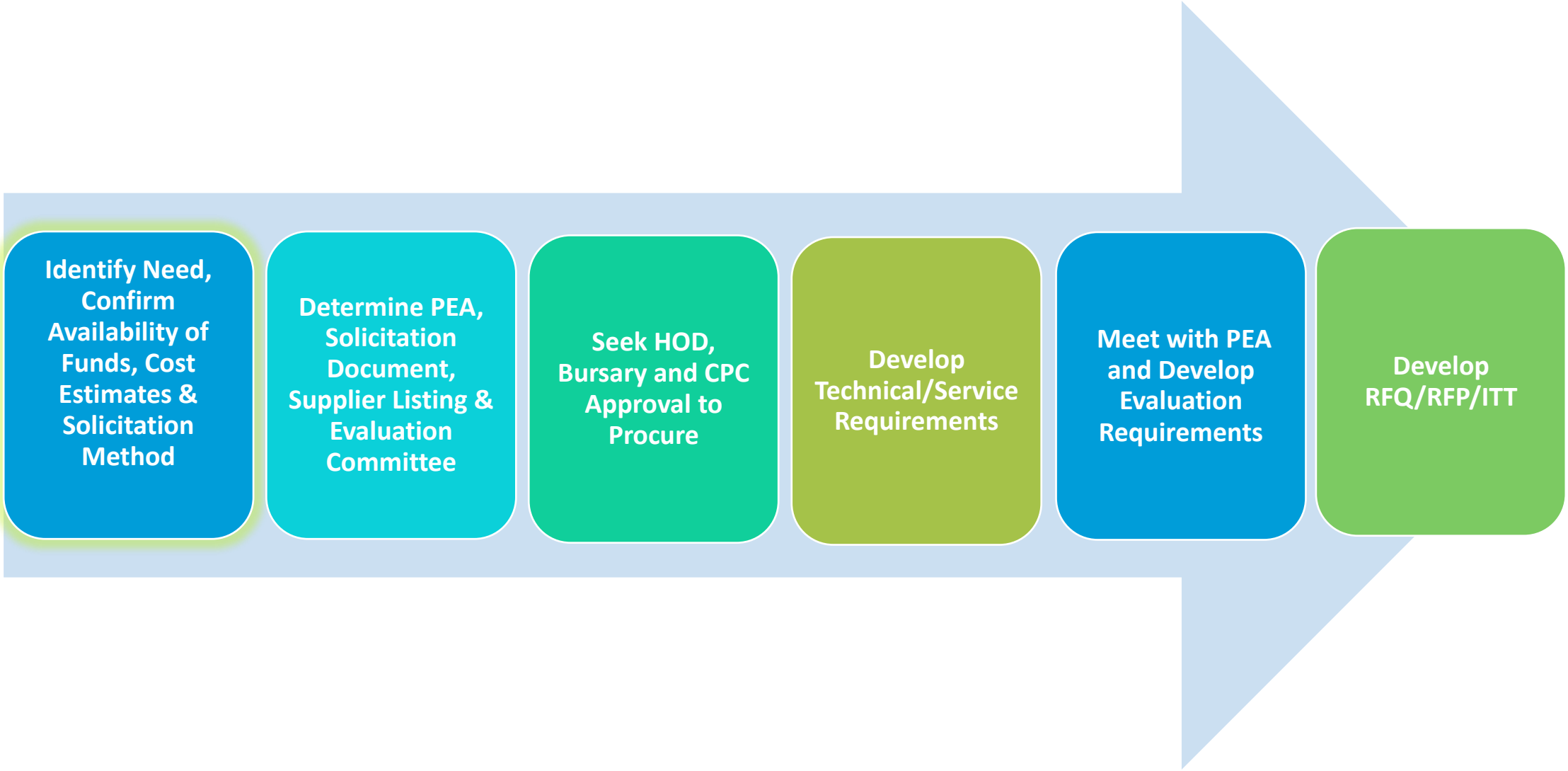
Whereas complex procurement can be low value but high risk. For example, the purchase of spare parts for a vehicle or machinery as the risk of malfunction can be a risk to health and life.

SIMPLE VS COMPLEX PROCUREMENT

SIMPLE PROCUREMENT	COMPLEX PROCUREMENT
Recurrent purchases e.g. consumables (routine & scheduled)	One-off/ unique purchases, long term projects or programmes
Low risk, low value	Medium to high value, medium to high risk
Homogeneous or standardized. No real difference in the quality and delivery (many suppliers can provide the identical item)	Specification has many layered features/requirements, or is an innovative or bespoke product or service. Goods and services require specific technical and operational requirements. Requires highly technical skills or competencies to deliver.
Primary selection criteria is price and availability	More rigid evaluation process. Selection is based on satisfying technical or non-price factors at the best price
Timeframe: short timeframe for planning and completing procurement. Executed within a short timeframe. Supplier/Contractor's responsibilities end at the point of delivery	Takes longer to plan and execute. Requires a cross function team when planning. Even after initial delivery, the supplier/contractor is required to fulfill other requirements overtime e.g. maintenance
Contract used is PO or formal contract in some cases	Formal contract, framework agreement
Procurement executed by internally by User Dept	Procurement executed by Special Purpose PEA

Examples: SIMPLE vs COMPLEX PROCUREMENT

SIMPLE (RECURRENT or ROUTINE PURCHASES)	COMPLEX PROCUREMENT
Teaching and Research Materials	New Buildings, Infrastructure, Extensions
Books and Periodicals, Printing and Binding	Modifications to Existing Buildings and Infrastructure
Local and Foreign travel	Specialized or customized machinery and equipment
Tools, Spares, Fixtures and Fittings	Customized ICT software and systems e.g. ERP system
Janitorial, security and professional services	Professional Services and Customized Training
Gear, uniforms, promotional items	ICT Infrastructure and Design
Repair and Maintenance Services	Public Private Partnerships or UWI-Private partnerships
Computers and Peripherals	
Acquisition of Appliances, Furniture, Motor Vehicles and other Moveable Assets	
Acquisition and Installation of some Equipment and Machinery	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Determine PEA, Solicitation Document, Supplier Listing & Evaluation Committee
Seek HOD, Bursary and CPC Approval to Procure
Develop Technical/Service Requirements
Meet with PEA and Develop Evaluation Requirements
Develop RFQ/RFP/ITT

PROCUREMENT REQUISITION FORM (PR)

NEEDS IDENTIFICATION

Ask the following questions:

- What do I need?
- Why do I need this item?
- Do I have money to pay for it?
- When do I need it for?
- Who is it for?
- How long would I need it for?
- How is it going to be used?

INFORMATION GATHERING

Reasons for consultation and gathering information:

- When you are unsure of necessary requirements needed for the goods/works/services being procured.
- To help with defining or developing your technical and procurement requirements.
- Can help with revealing alternative solutions.

INFORMATION GATHERING

Information can be obtained from the following sources:

- Internally from past experience
- Company profiles on file
- Other Fac./Dept./Unit
- Newspapers/Catalogues/Brochures
- Internet
- Historical purchases/procurement

SOURCE OF FUNDS APPROVAL

Budget Availability

Submit email to Bursary enquiring on the availability of funds requesting approval to procure.

EMAIL REQUEST TO INCLUDE:

- Nature of item(s) to be procured
- Request for confirmation of availability of funds and account allocation
- Additional relevant supporting documentation (depending on (2) above).

N.B. Attach email response to the Procurement Requisition form for approval

SOURCE OF FUNDS APPROVAL

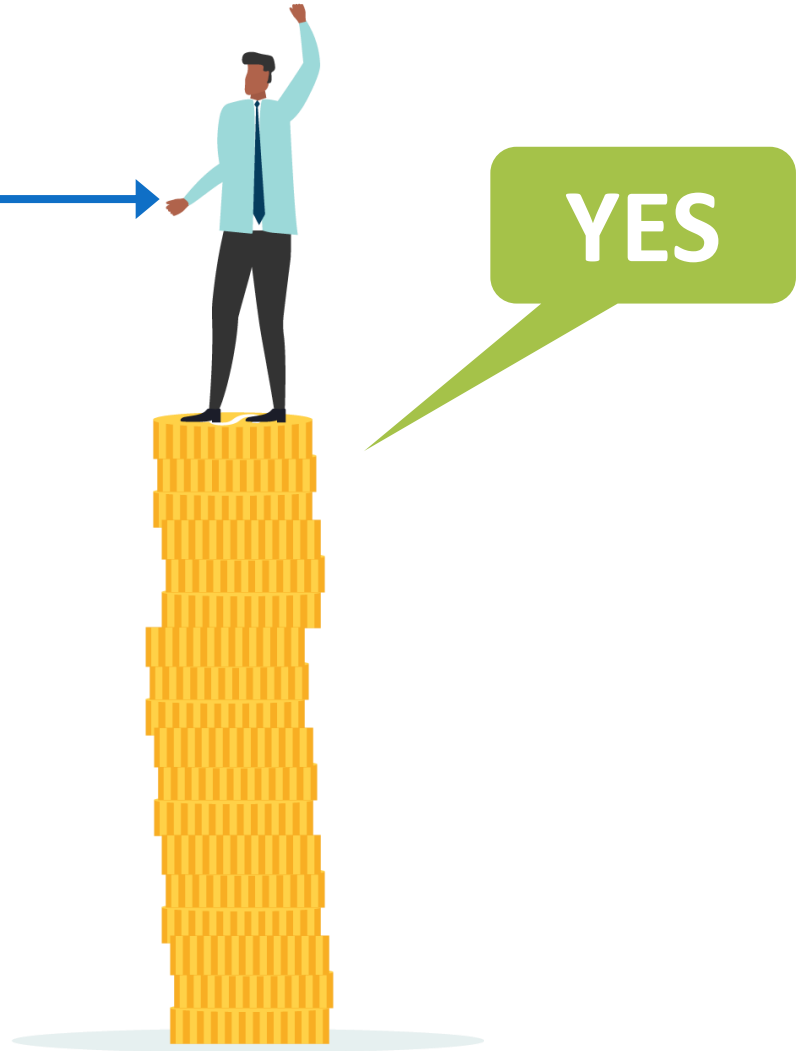
Availability of funds and account allocation depends on the funding source as outlined in the table below

	FUNDING SOURCES	BURSARY SECTION
1.	CGC (Campus Grants Committee) recurrent budget	Budgets
2.	Self financing programs	Special Projects
3.	Project/Grant funding	Special Projects
4.	PSIP	Budgets
5.	Income generating accounts	Budgets/Special Projects
6.	Student Amenities Fund	Student Accounts & Receivables
7.	Public Private Partnership Arrangements (PPP)	As advised

SOURCE OF FUNDS APPROVAL

Budget Availability

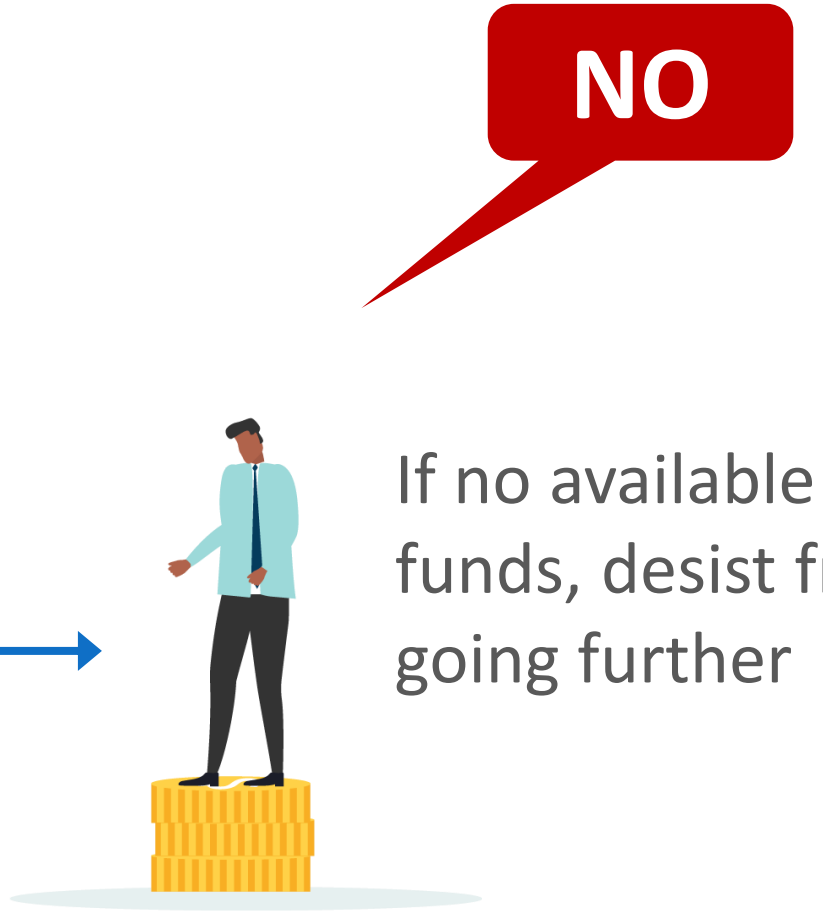
Once funds are available, you can proceed



SOURCE OF FUNDS APPROVAL

Budget Availability

If insufficient funds are available, seek approval for transfer of funds where applicable as funding may be from a combination of sources that may require a transfer.



If no available funds, desist from going further

SOURCE OF FUNDS APPROVAL

CONSEQUENCES OF PROCEEDING TO PROCURE WITHOUT APPROVAL:

- You may commit The University to arrangements which may have legal implications and result in a number of risks.
- Cancellation of a process due to non approval results in a waste of time, energy and resources.
- Procurement best practice require verification of funding prior to proceeding with the actual process.

SOURCE OF FUNDS APPROVAL

REMINDER: CONTRACT SIGNATORIES

The authorised contract signatories for the Campus are:

- Campus Principal
- Deputy Principal
- Campus Registrar
- Campus Bursar
- Deputy Bursar

COST ESTIMATION

FACTORS TO CONSIDER:

- Acquisition cost
- Parts and repairs
- Renewal/ upgrade fees
- Subscription fees
- Disposal costs
- Installation costs
- Maintenance costs
- Training fees

Bailey, Farmer, Jessop and Jones 1998

OXFORD COLLEGE OF PROCUREMENT AND SUPPLY

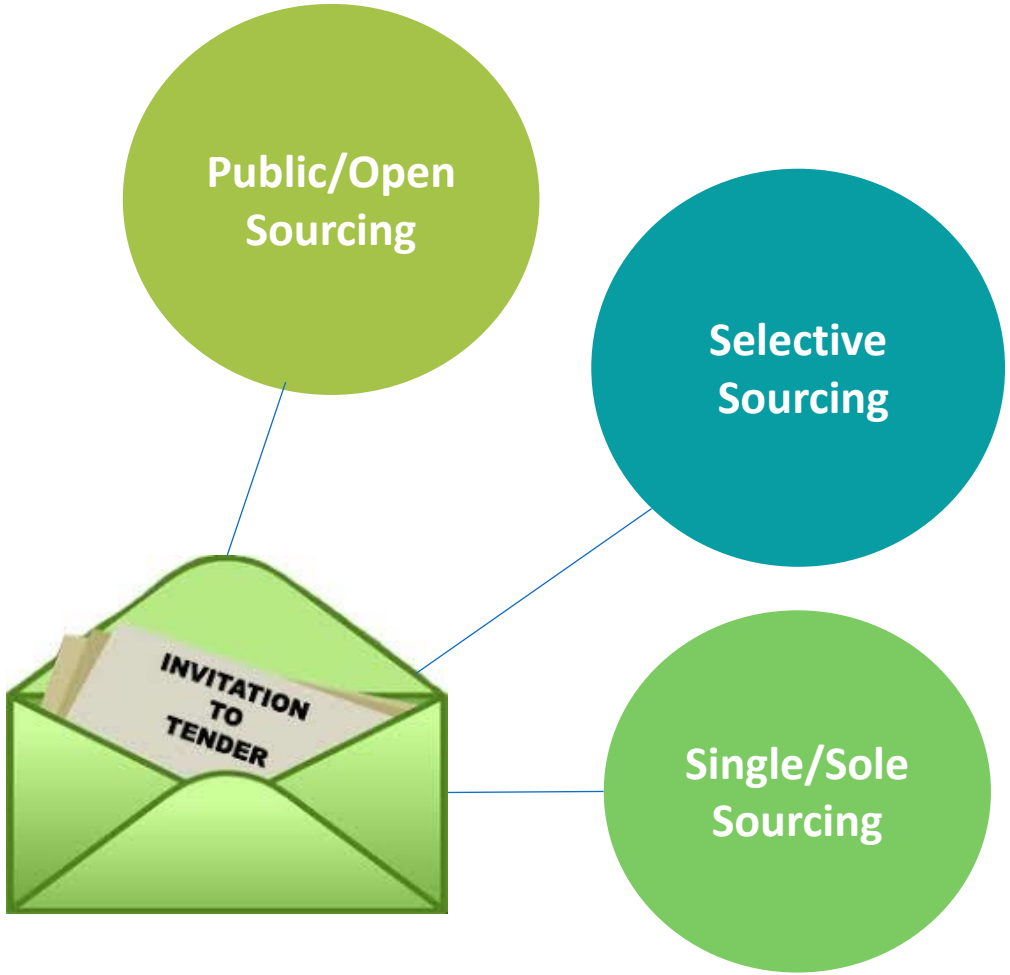
IMPORTANCE OF COST ESTIMATION

- Critical to budgeting and effective planning
- Used as a checkpoint when evaluating price proposal
- Estimated value assists in identifying the Procurement Executing Arm (CPO, CITS, DFM, other Faculties/Departments)
- Ensures that resources are controlled, appropriately allocated and managed.
- It contributes to cost reduction and ensures organisational spend is in alignment to the user department needs.

COST ESTIMATION – DATA SOURCES

1. Historical costs – past delivery
2. Contacting suppliers/contractors to verify prevailing market prices
3. Trade fair, exhibitions, conferences
4. Published statistical surveys
5. Supplier catalogues
6. Financial, trade and industry associations
7. Internet

TYPES OF SOLICITATION METHODS



Competitive Methods

- Public/Open Tendering
- Selective (min. 3 Quotes)

Non-competitive Methods

- Single Source
- Sole Source

} DIRECT

CHOOSING A SOLICITATION METHOD

Sole Sourcing (Direct)	Single/Direct Sourcing (Direct)	Selective Tendering	Open/Public Tendering
Only where there is one established supplier/contractor to provide the goods/works/services ***(Justification Required)*** E.g. Electricity connection to new campus site.	Where more than one supplier/contractor can meet the need, but specific circumstances results in approaching one supplier/contractor. ***(Justification Required)*** E.g. UWI Banner Finance Provider	Once an approved/ preferred listing of prospective suppliers/contractors exists (must be a minimum of 3 to make the process a competitive one) E.g. Software Developers	A public competitive procurement method which allows any interested supplier/contractor the opportunity to submit a bid for consideration E.g. Construction/Security Services

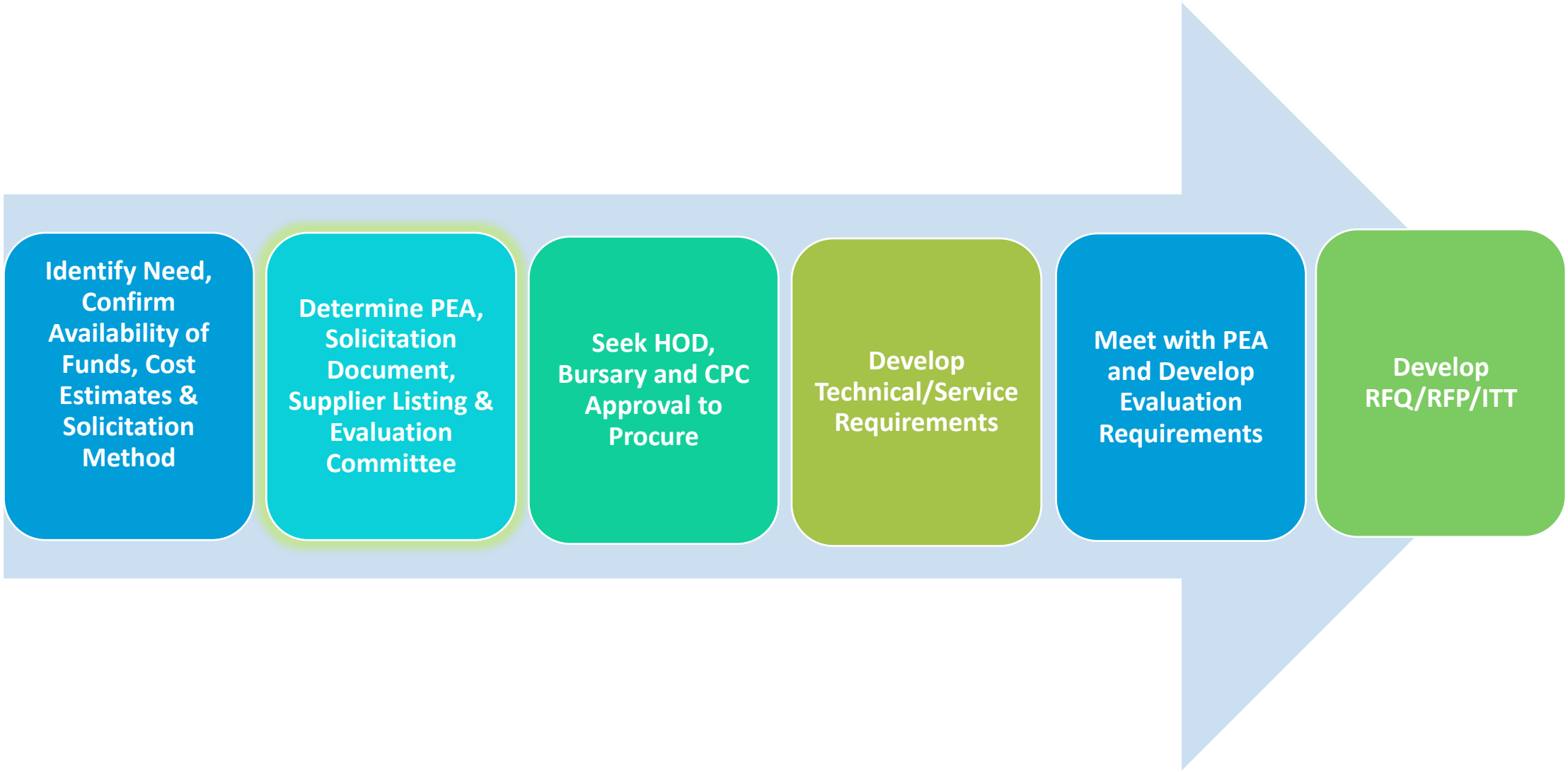
CHOOSING A SOLICITATION METHOD

Factors that determine what solicitation method to use

- Known number of available suppliers/contractors
- Local/regional/international suppliers/contractors
- Resources/capability of the supplier/contractor
- Common goods/works/services or specialty item
- Urgency of the purchase
- The value or volume of purchases
- Recurring or one time purchase
- Complexity of the procurement
- Approved prequalified supplier/contractor list

SOLE/SINGLE SOURCE SELECTION

If sole or single source method is chosen, you **MUST** complete the **Sole/Single Source Justification Form** and submit with the Procurement Requisition for approval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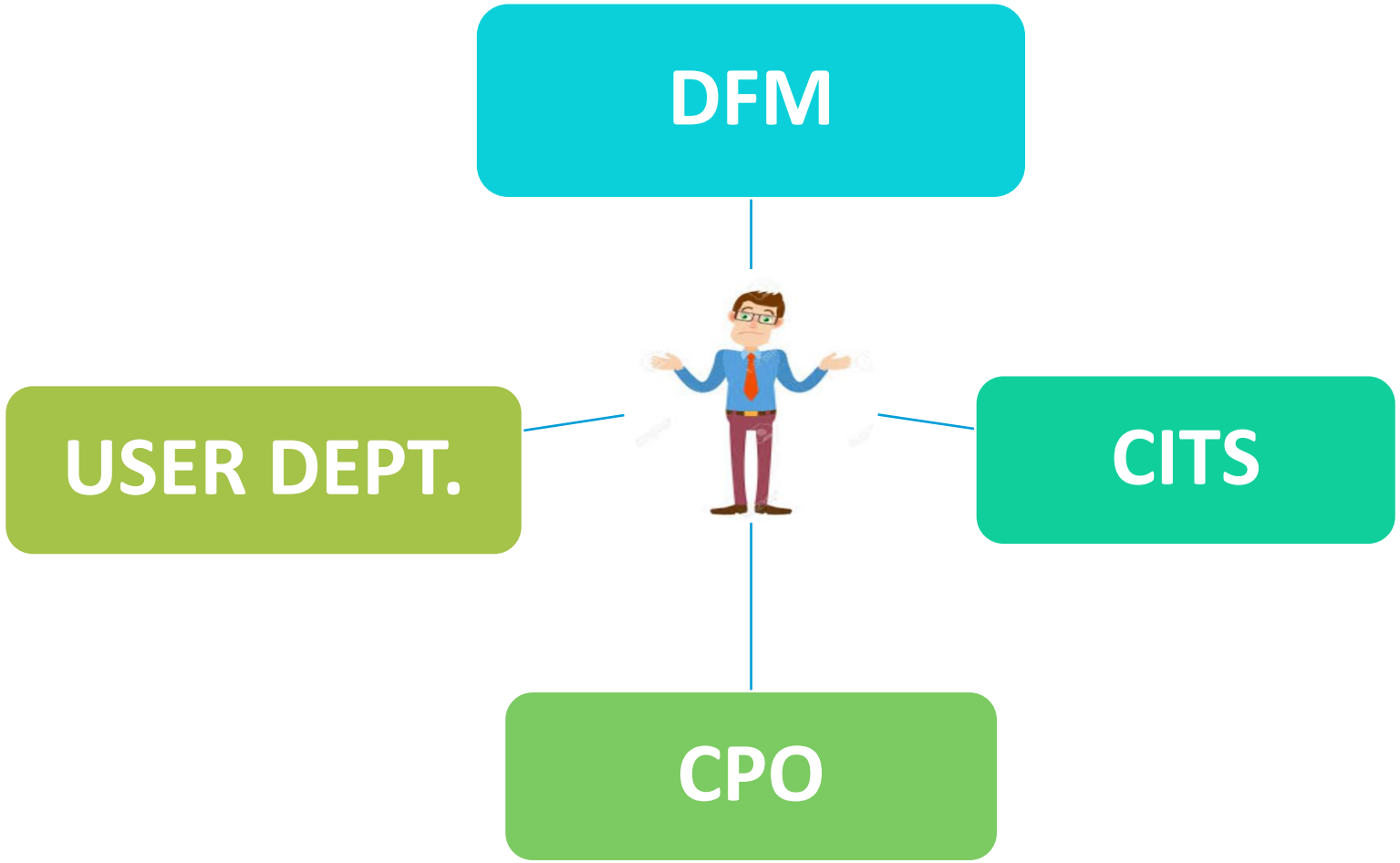
CONFIRM PROCUREMENT EXECUTING ARM (PEA)



CONFIRM PROCUREMENT EXECUTING ARM (PEA)

The PEA responsible for execution will be determined by:

- the type of procurement project
- The complexity of the project
- The value of the project

Where the PEA is external to the Fac./Dept./Unit, consultations with the PEA should be held at the needs identification stage or before the requirements are developed.

CONFIRM PROCUREMENT EXECUTION ARM (PEA)

PROCUREMENT CATEGORY	PROCUREMENT VALUE	AREA RESPONSIBLE FOR EXECUTING PROCUREMENT
All Procurement	Above TT$400k	CPO & DFM [Special Purpose PEAs]
All Procurement *with exceptions, see below	Below TT$400k	Faculty/Department/Unit in consultation with the Procurement Unit;
ICT Goods and Services	Up to TT$400k	Faculty/Department/Unit with technical support from CITS*
Acquisition, repairs and maintenance: • Roads • Utilities: Water, Electrical, Sewer, • Air Conditioning • Landscaping, Janitorial, • Infrastructure/Building	All values	DFM [Special Purpose PEA]
• Laboratory System repairs and maintenance • Maintenance of elevators and chilled water systems	All values	DFM [Special Purpose PEA]
All other repairs and maintenance *with exceptions, see below	Below $400k	Faculty/Department/Unit with technical support from DFM

Source: UWI STA Approved Procurement Governance Framework

CONFIRM PROCUREMENT EXECUTION ARM (PEA)

PROCUREMENT CATEGORY	PROCUREMENT VALUE	AREA RESPONSIBLE FOR EXECUTING PROCUREMENT
ICT Goods and Services	Above TT$400k	CPO with technical support from CITS
Procurement projects managed by CPO	All values	CPO [Special Purpose PEA]
New Laboratory System	Above TT$400k	CPO [Special Purpose PEA]
Acquisition of elevators and central air conditioning systems	All values	CPO [Special Purpose PEA]
New Infrastructure Development and Building Construction	Above TT$400k	CPO [Special Purpose PEA]

Source: UWI STA Approved Procurement Governance Framework

CONFIRM PROCUREMENT EXECUTION ARM (PEA)

Division of Facilities Management (DFM):

For all repairs ≤ $TT400k, the User department can either:

a. Retain responsibility for all other types of repairs providing that the expertise to manage all technical aspect of the activity resides within the User Department, or

b. Rely on the DFM to execute such procurement where the required technical expertise cannot be located internal to the User Department.

Source: UWI STA Approved Procurement Governance Framework

CONFIRM PROCUREMENT EXECUTION ARM (PEA)

Campus IT Services (CITS):

- The User Departments to retain responsibility for purchasing of computers, printers, copiers, laptops and ICT equipment & accessories ≤$400k.
- LAN Administrators to develop specifications and consult with CITS on possible suppliers on behalf of User Departments.
- All ICT procurement >$400k - via Campus Projects Office with technical support from CITS
- A CITS representative to be included as part of the evaluation process

Source: UWI STA Approved Procurement Governance Framework

PROCUREMENT EXECUTING ARMS (PEA)

In Light of the above:

The User Departments are expected to rely on the PEA designated to execute procurement as listed, based on value, nature and complexity

Where a PEA external to the User Department is needed to facilitate the procurement, the User Department is still required to provide technical information, scoping requirements, evaluation criteria and any other information requested by the Special Purpose PEA to execute the procurement/tender process

In order to determine which area is best suited to undertake a procurement activity, the planning and budgeting for the goods/ services/works required starts with the User Department

Please consult the Procurement Unit if clarification is needed on the role and responsibilities of the PEA

CHOOSING THE SOLICITATION DOCUMENT

Request for Proposal

RFP

Invitation to Tender

ITT

Request for Quotation

RFQ

Expression of Interest

EOI

CHOOSING THE SOLICITATION DOCUMENT

RFQ	RFP	ITT
Used for low dollar value purchases and well defined products and services.	Requirements are not fully definable and innovation and expertise of the supplier/contractor is required.	The technical requirement can be clearly and completely specified in a qualitative and quantitative manner
The process is formal, but not as regulated/structured as a tender.	The technical and financial scores are weighted, and a sealed one or two envelope process is used	Technical and financial scores can be weighted and a one envelope process is normally used
The for award is usually to the lowest price, fully responsive and compliant bid.	The award is usually made to the highest scoring supplier/contractor.	The basis is to award to the lowest cost, commercially and technically compliant bid
Negotiations are not normally conducted.	Negotiations may occur to discuss non price factors, subject to prior approval	Negotiations are not **normally** foreseen, but can be undertaken, subject to prior approval
Simplistic nature of goods/services do not require consideration of added value factors, outside of stated technical requirements	Additional consideration can be given to added value factors **once defined as part of the evaluation process** (innovation and other areas like sustainability and CSR.)	Same as with RFP

DEVELOPING THE SUPPLIER/CONTRACTOR LISTING

Where can suppliers/contractors be found?

INTERNAL SOURCES	EXTERNAL SOURCES
The UWI's approved Pre-Qualified Listing (e.g., Landscaping and Air Conditioning)	The Office of Procurement Regulation (OPR) Depository once established
Banner Finance	Registered bodies and associations, e.g. • Chamber of Commerce • T&T Contractors Association
Databases of suppliers/contractors from CPO/DFM/CITS & other Fac./Dept./Unit	Trade Shows (e.g., TIC, Symposiums)
Expression of Interest (EOI) & Request for Information (RFI)	Television/Radio advertisements
	Directories
	Internet

Do's

- Where the OPR's Depository is operational, let this be the first go-to option.

In the absence of the OPR's Depository the following should be done:

- Let the pre-qualified listing be the first go-to option.
- Use registered bodies or associations as a source for identifying potential suppliers.
- Liaise with the Procurement Unit/Campus Legal Office when unsure about the credibility of a supplier/contractor.
- Select no less than (3) suppliers to source from and rotate suppliers over a period of time.

Don'ts

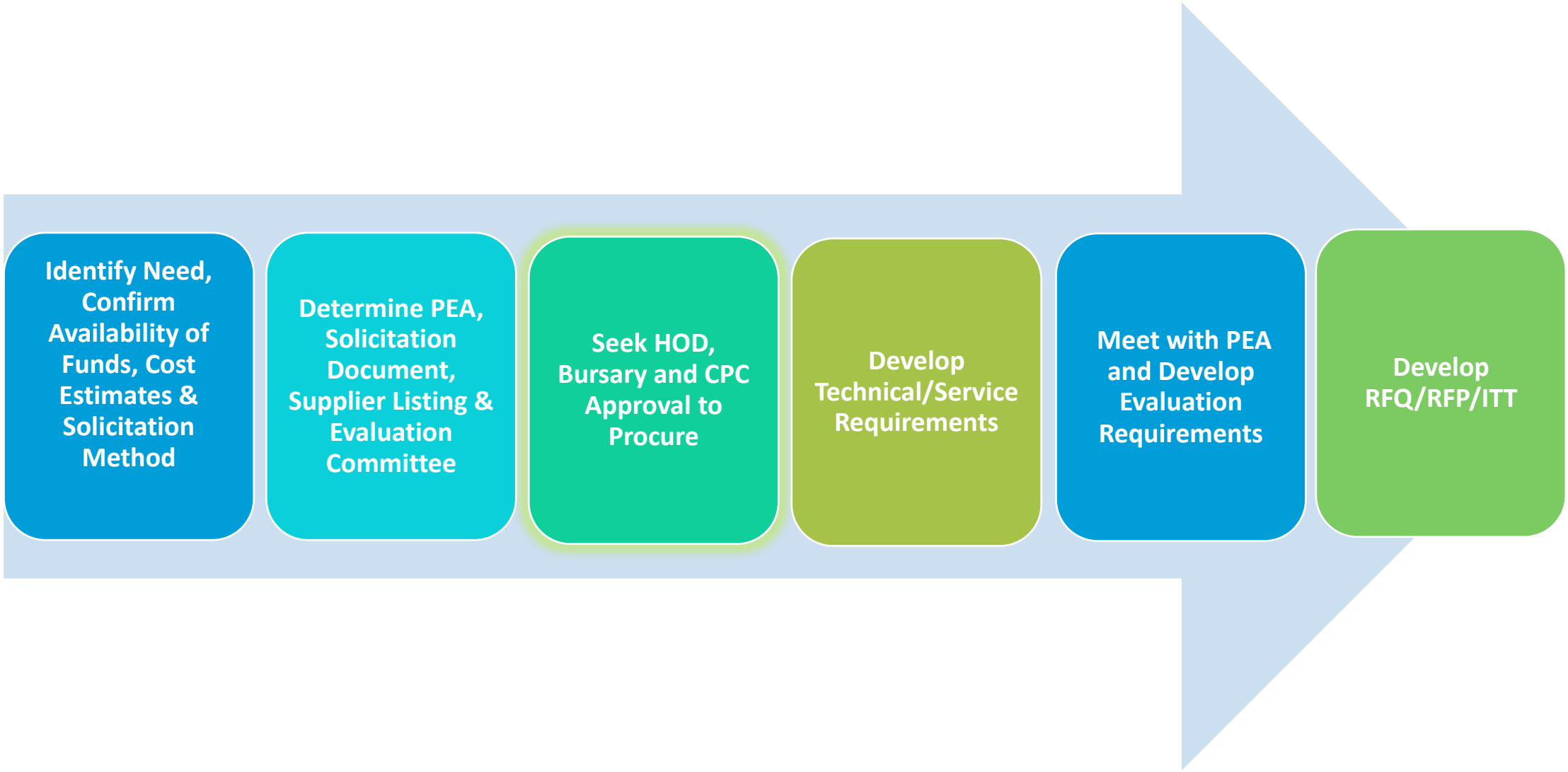
- Engage suppliers/contractors who are family, friends or close relatives without declaring a conflict of interest.
- Engage suppliers/contractors who are known for or have a history of unethical practices or have been suspended/debarred
- Disclose price to one supplier/contractor and invite others to beat it.
- Disclose procurement information to suppliers/contractors before the solicitation document is officially issued.

EVALUATION COMMITTEE

≤TT$100K [VAT Exclusive] (Maximum of 3 members)	
The proposed Evaluation Committee shall comprise of the following:	
At least One senior member of staff with expert knowledge and experience in the subject area;	One person responsible for managing the project/contract (if not same as senior technical member of staff identified above);
One senior administrative personnel with knowledge of the procurement process (preferably not the person actively involved in requesting quotations);	

EVALUATION COMMITTEE

>TT$400K [VAT Exclusive] (Minimum of 4 members)	
One (1) senior technical staff member from the User Department,	One (1) member of the Special Purpose PEA (CPO/DFM), as the Procurement Executing Unit, once the relevant technical knowledge exists therein,
One (1) end user with adequate knowledge of the required good/service,	One (1) financial/accounting resource
One (1) staff member external to the department, as necessary, with area-specific knowledge relevant to project, including but limited to engineering, facilities management, sciences, medical, legal, health and safety (chosen from across the campus).	HOD to consult with Procurement Unit on committee members
Special Purpose PEA (CPO/DFM) will retain control of the evaluation process	Evaluation Committee must be approved by CPC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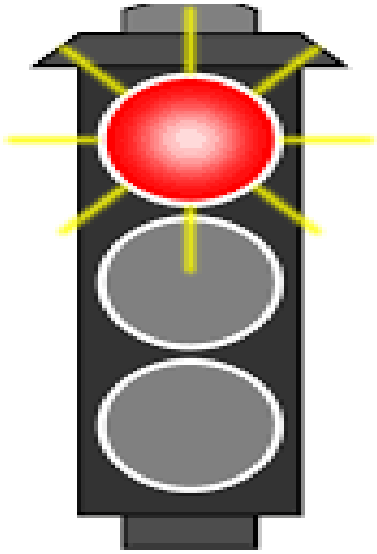
PROCUREMENT AND BUDGET APPROVAL

Approval to execute the procurement is required from persons with the delegated authority as follows:

Procurement Category	Approvals
Up to TT$100k	• User Department completes **Procurement Requisition (PR)** • Attach to PR, email from Bursary confirming approval of funds • H.O.D review and approves/denies PR
Above TT$100k-TT$400k	• User Department completes Procurement Requisition (PR) • Attach to PR, email from Bursary confirming approval of funds • H.O.D reviews and forwards to Campus Bursar for approval • Campus Bursar/Designate approves/denies PR and forwards accordingly
Over TT$400k	• User Department completes Procurement Requisition (PR) • Attach to PR, email from Bursary confirming approval of funds • H.O.D reviews and forwards to CPC Secretariat • CPC Secretariat reviews and forwards to CPC • CPC approves/denies and forwards to Campus Principal or CF&GPC approval

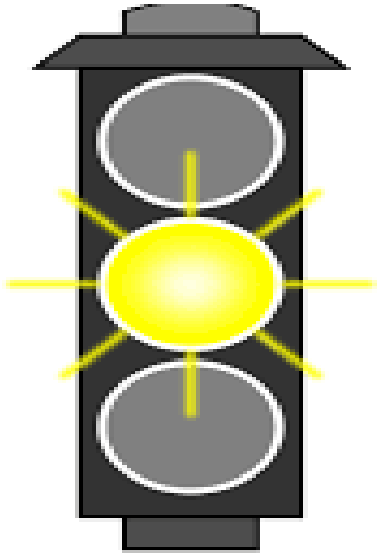
PROCUREMENT AND BUDGET APPROVAL

PR Approved?



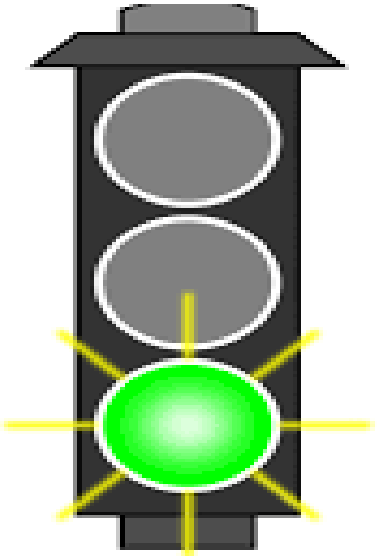
NO

Desist from moving forward



NO/YES, with questions

Address questions/issues and resubmit for approval



YES

Move forward to developing technical requirements

EXCEPTIONS FOR USING A PROCUREMENT REQUISITION

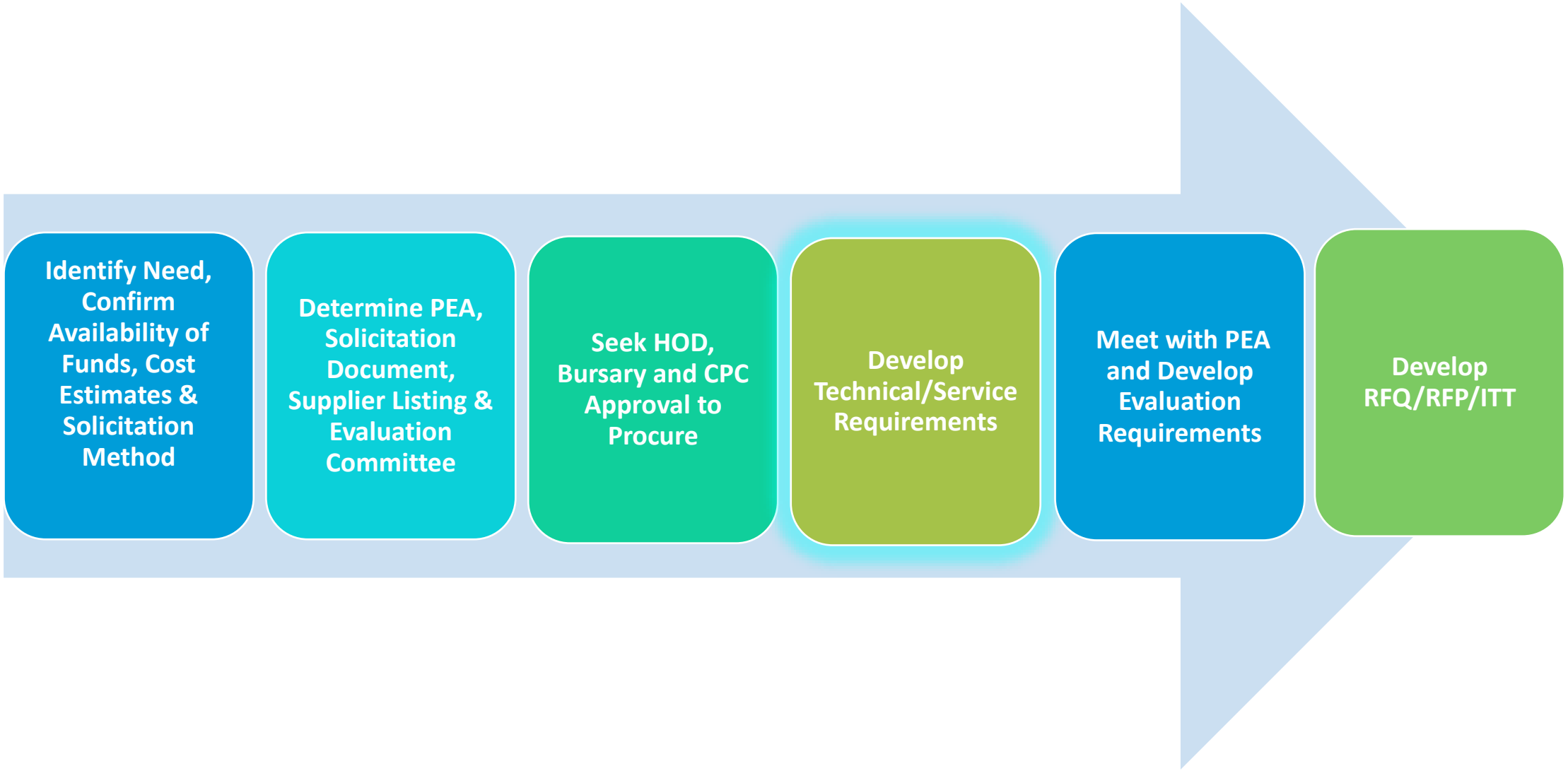
PR is to be used for all procurement >TT$5000, with the following exceptions:

a. PR to be used for Fixed Assets purchases of **all** values
b. Purchases <$TT5000 will continue with use of email and memo correspondences and subsequent preparation of the Purchase Order. No PR will be required.

Additionally, specific routine purchases will not be required to utilize the PR form:

- Groceries, stationery & cleaning/janitorial products sourced through Central Stores
- Bottled water
- utilities (internet, electricity, water, telephone)

You have received Bursary and HOD/Bursar/CPC approval. Now you can fully develop your technical requirements.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WHAT ARE YOUR TECHNICAL REQUIREMENTS

Specifications	Goods
Terms of Reference (TOR)/Scope of Services	Services
Scope of Works (SOW)	Works

STATEMENT OF REQUIREMENTS

The Statement of Requirements is an all-encompassing term used to describe all the procurement requirements, usually referred to as the Scope of Works (SOW), Terms of Reference(TOR) or Specifications, that would be specified in the solicitation document.

The Statement of Requirements gives the supplier/contractor detailed information on what The UWI requires which can entail technical, financial, commercial and other non price factors.

Technical requirements can be made up of both functional and non-functional requirements that determine the function and features of the goods, works or services.

STATEMENT OF REQUIREMENTS

Technical Requirements (functional and non-functional)	Other Non-price Procurement Requirements (that are also evaluated as part of the technical evaluation)
Specifications	Financial statements to assess financial stability
Designs, Drawings, Blueprints	Costing for total cost of ownership or life cycle cost
Bill of Quantities	Terms and Currency of payment
Requirements for Testing, Samples, Models	Location and Delivery (Incoterms)
Ingredients, chemical compositions	Customer/Business Analysis
Standards (Quality, Environmental)	Warranties and Insurances
Service and Maintenance	Innovation
Performance	Corporate Social Responsibility
Training	Sustainability and Ethics
Interoperability and Compatibility	Compliance and Legal
	Removal and Disposal

DEVELOPING TECHNICAL REQUIREMENTS

Specifications, Terms of Reference/Scope of Service, Scope of Works

- Conformance vs. Performance specifications
- Should be clear, concise and accurate
- Should be defined with the aim of ensuring fair and open competition
- Be as generic as possible and without the use of brand names or other restrictions
- Requirement definition should identify the exact need (technical and quality).

DEVELOPING TECHNICAL REQUIREMENTS

Specifications, Terms of Reference /Scope of Service, Scope of Works

- International standards and codes can be used to specify product or service quality standards
- Avoid over-specifications (as this may increase the cost) or under-specifications (where needs will not be met),
- Determine when it is needed (timing), in order to avoid progress delays or additional cost due to, e.g. in the case of goods, extra storage and handling charges if delivered earlier than required.
- Analyse lease or buy factors (see Section 7.2.1 of the Policy Manual)

DEVELOPING TECHNICAL REQUIREMENTS

- Technical requirements/specifications form part of the supplier/contractor's bid/proposal.
- Once accepted, both form part of the final contract.

Contract law states that:

- Goods/works/services provided must conform to any specification of requirement included in the contract
- Goods/works/services must be of suitable quality and fit for purpose (Merchantable).

NB: Take the time to define them!

DEVELOPING TECHNICAL REQUIREMENTS

Things to note

- Suppliers/Contractors cannot read your mind
- Be clear, concise and understandable
- Develop requirements specific to what you need and not what you prefer
- Be realistic with your requirements
- Try not to be too rigid and leave room for flexibility or alternatives

DEVELOPING TECHNICAL REQUIREMENTS

Things to note

- Avoid over-specifications (as this may increase the cost) or under-specifications (where needs will not be met)
- Seek assistance from internal staff or external persons with the relevant expertise, if necessary
- Avoid crafting specifications with a particular supplier/contractor in mind
- Staff with a vested interest (financial/familial) should not be involved in developing requirements

DEVELOPING TECHNICAL REQUIREMENTS

Things to note

- The primary responsibility for defining specifications rests with User Department's subject area experts, purchasing staff, project managers, HOD's
- Other areas can assist with developing specifications if all expertise do not reside within the Faculty/Department/Unit e.g. Other PEA's (DFM, CITS, CPO), Bursary

TYPES OF SPECIFICATIONS

There are 2 types of specifications:

- Conformance specifications: aka technical or design specifications
- Performance Specifications: aka functional specifications, output or outcome specifications

Source: CIPS

CONFORMANCE vs PERFORMANCE

Conformance Specification	Examples of Conformance Specification	Performance Specification	Examples of Performance Specification
The buyer details what the goods/work/services must consist of	• Architectural/ Engineering drawings • Blueprints • Brands • Model Number • Sample of product/prototype to be duplicated	The buyer describes what the goods/works/service expects to achieve	• Required quantity levels • The operating environment in which the performance is to be achieved and required safety levels • How the product is to interface with other elements in the process
It requires a high degree of technical accuracy		It describes the functionality of or performance to be achieved	
The buyer states what is needed and how it is to be satisfied			

Source: CIPS

CONFORMANCE vs PERFORMANCE

Example of a Conformance Specification

PURCHASE OF A LAPTOP

- 15” monitor
- Black
- Processor Type – minimum core i5 processor
- Memory- minimum 8GB RAM
- Hard Drive – minimum 500GB
- Graphics Card – minimum 512MB
- Display – minimum 1920 x 1080
- CD/DVD drive (optional)
- 720p webcam
- Warranty – 3yrs, Next Business Day

Example of a Performance Specification

DESIGN OFFICE SPACE

Supplier/contractor is required to proposed a design based on the following requirements:

- Existing building is 5000 sf
- Reception area. Must have space for receptionist desk and seating for at max 3 persons at a time
- Requires four individual offices
- Open cubicle for 10 persons
- Kitchen area to accommodate at least 5 persons at a time
- Kitchen area must have the capacity to hold large and small appliances with sufficient counter space.
- Separate male and female toilet areas with two toilet stalls and one bathroom each.

DEFINING SERVICES

Unlike products, service requirements are harder to succinctly develop and convey.

- Intangible: specifying required levels & determining to what extent it has to be achieved. E.g. How clean is clean?
- Variable: Each time a service is delivered, there is some degree of variation (human effort)

DEFINING SERVICES – WHAT HELPS?

1. Include all stakeholders: project team, procurement professional, end users, beneficiary departments.
2. Agree on service levels, schedules and deliverables at planning stage (not at contract signing)
3. Consider range of factors:
   - Location of the service delivery
   - End User/Consumer expectations & needs
   - Level of complexity
   - Degree of standardization
   - Regulatory & ethical considerations
   - Service outcome

Source: CIPS

USE OF STANDARDS AND CODES

LEASE OR BUY FACTORS

At a minimum the following should be considered:

- Estimated period of time the equipment is to be used and the extent of use during that time
- Financial and operating advantages of alternative types and models of equipment
- Cumulative rental or lease payments for the estimated period of use
- Net purchase price
- Opportunities for re-deployment of equipment after completion of intended use
- Maintenance and other service costs
- Parts replacement and consumables
- Potential obsolescence, due, for example, to imminent technological improvements
- Disposal costs
- Net present value of either option
- Option to purchase

Source: Section 7.2.1, The University of The West Indies (UWI), St. Augustine, Procurement Policies and Procedures Guide For Goods, Services and Works (2011)

The subject matter expert(s) should be involved in the development of all technical requirements

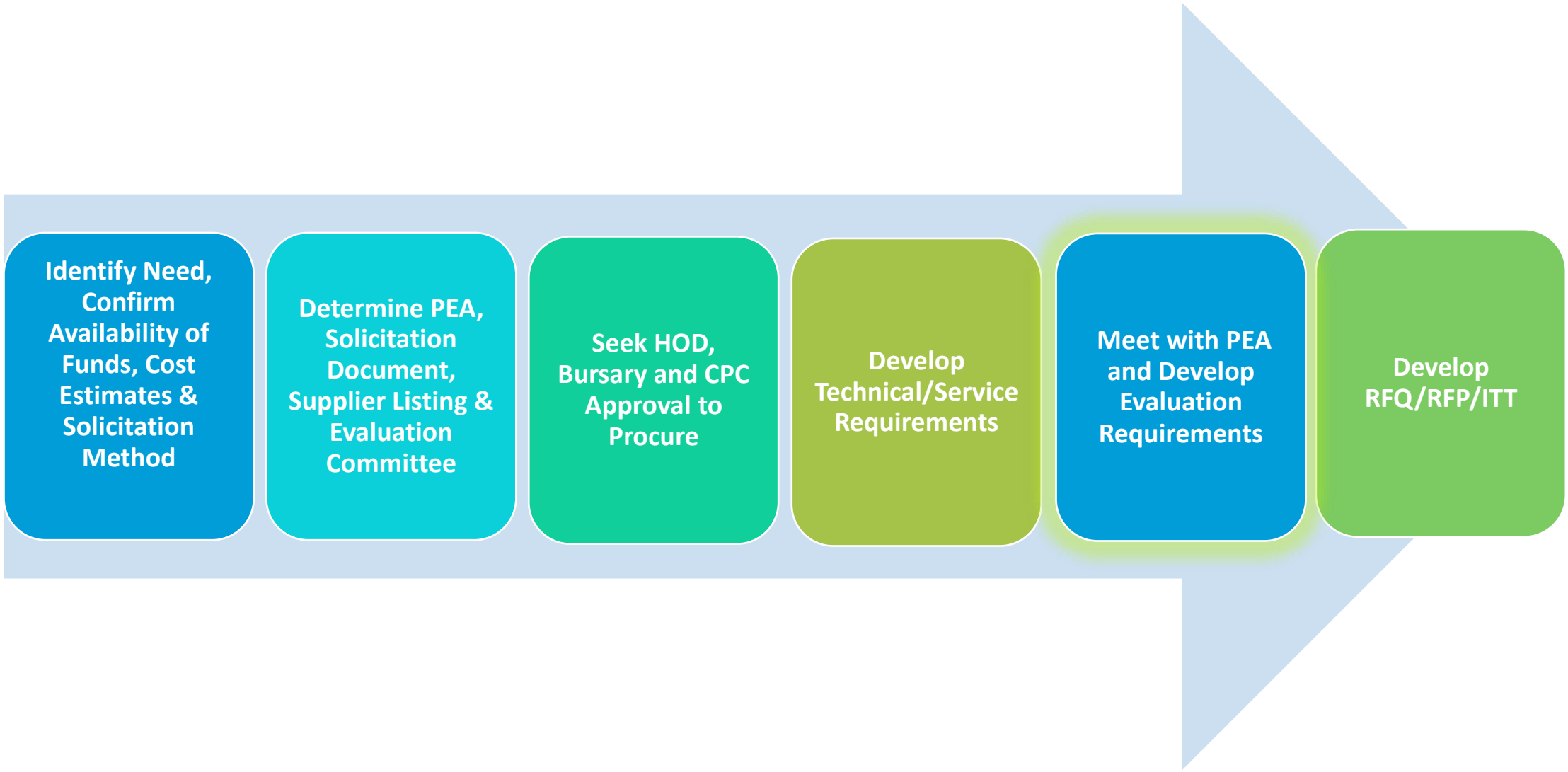
USE OF LANGUAGE IN SPECIFICATIONS

Knowing when to use the following terminologies can aid in the development of clear and concise specifications/requirements:

TERM	USE
MUST	This word, or the terms “REQUIRED” or “SHALL”, mean that the definition is an absolute requirement of the specification.
MAY	This word, or “OPTIONAL,” mean that an item is truly discretionary.
SHOULD	This word, or “RECOMMENDED”, mean that there may exist valid reasons in particular circumstances to ignore a particular item, but the full implications must be understood and carefully weighed before choosing a different course.

Source: https://etherealmind.com/requirements-terminology/

THE ORIGIN OF THE PHRASE 'STAFF CUTS'


Identify Need, Confirm Availability of Funds, Cost Estimates & Solicitation Method
Determine PEA, Solicitation Document, Supplier Listing & Evaluation Committee
Seek HOD, Bursary and CPC Approval to Procure
Develop Technical/Service Requirements
Meet with PEA and Develop Evaluation Requirements
Develop RFQ/RFP/ITT

WHAT'S NEXT

Now it's time to contact your Procurement Executing Arm (PEA) and submit to them the approved Procurement Requisition and requirements.

Even if a PEA is not being engaged, the User Department will be required to also execute the following steps.

MEETING OF THE MINDS

- If User Dept. is executing procurement – meeting to be held with internally to further discuss requirements for execution.

- If PEA is executing –set up meeting with Fac./Dept./Unit to engage in preliminary discussions regarding their request.

Ensure to adhere to all health advisories and government restrictions related to COVID 19 when meeting in person.

WHAT WILL BE DISCUSSED?

- Review and finalization of requirements and technical specifications
- Finalise proposed list of suppliers/contractors
- Finalise proposed evaluation committee
- Determine timelines
- Discuss responsibilities of both parties

The PEA/User Department will be required to notify the Procurement Unit of any changes to the approved Procurement Requisition.

The PROCUREMENT TIMELINE incorporates all the events of the procurement activity, from the planning stage to the actual award.

TIMELINE EXAMPLE

ACTIVITY	Wk. 1	Wk. 2	Wk. 3	Wk. 4	Wk. 5	Wk. 6	Wk. 7	Wk. 8	Wk. 9	Wk. 10	Wk. 11
Development of the strategy											
Procurement Approval											
Development of the solicitation document											
Approval to issue solicitation documents											
Solicitation											
Evaluation											
Approvals for Award											
Award											
Contract Finalization											
Delivery of Goods/Works/Services											

PEA RESPONSIBILITIES

- Appoint and advise PEA Team Lead and other team members assigned to the project.
- Ensure and confirm all requirements and supporting materials etc. for inclusion in the solicitation documents are clearly and comprehensively defined and are as accurate as possible.
- Develop evaluation criteria and associated weightings/scores for discussion with the PEA where applicable.
- Ensure team members are readily available to provide any clarifications and responses to queries in a timely manner and as mutually agreed to with the PEA where applicable.

PEA RESPONSIBILITIES

- Inform and guide the Team Members on the solicitation process, protocols and expectations between the Parties.
- Finalise listing of suppliers/contractors to be invited to solicit, with Project Team.
- Finalise members of evaluation team with Project Team.
- Finalise and agree on evaluation process with Faculty/Dept representatives.
- Finalise and agree on all information to be included in the solicitation document with Project Team.
- Agree and set deadline for submission of all information required for inclusion in solicitation document with Project Team.

NEXT, WE'LL DISCUSS THE EVALUATION METHOD, CRITERIA AND SCORING

DEVELOPING THE EVALUATION METHOD AND CRITERIA

The technical experts in the PEA are mainly responsible.

However, other subject matter experts can be consulted.

For further assistance, the Procurement Unit may be contacted or research can be conducted accordingly.

Ultimately, both the User Dept. and PEA will finalise

EVALUATION METHODS

- Lowest priced, responsive/compliant/acceptable offer… is typically used for RFQs and ITT
- Combined weighted scoring system…mainly used for RFPs

However, this is changing and weighted scoring system can also be used for ITTs and RFQs. In some cases a combination of the two are used.

Source: UN Procurement Practitioner's Handbook

EVALUATION METHODS

Responsive/compliant acceptable

"Responsive/compliant acceptable" can be defined as fully meeting the specifications/Terms of Reference (TOR)/ Scope of Works (SOW) required, or reaching a pre-defined threshold of a maximum attainable score based on the requirements stated in the specifications /TOR/SOW.

Source: UN Procurement Practitioner's Handbook

LOWEST PRICED RESPONSIVE/COMPLIANT ACCEPTABLE OFFER

When to use:

For low value/risk goods, services or works where the requirements are standard and straightforward and is usually issued via an RFQ/ITT

When there is no significant difference in quality of goods or the capacity for providing the goods/works/service

When the level of responsiveness/compliance/acceptability may be measured using straightforward pass/fail criteria or more complex approaches like a weighted scoring system.

Examples include; equipment, computers, security services, construction works, furniture, etc.

LOWEST PRICED RESPONSIVE/COMPLIANT ACCEPTABLE OFFER

When applying the concept of lowest cost, cost means price plus other related cost factors such as:

- freight cost,
- operational cost,
- cost of disposal, etc.

Concepts like “landed cost” or “lowest total cost of ownership (life cycle costing)” fall under this category.

WEIGHTED SCORING METHOD

When to use:

The weighted scoring method is used for procurement of services, where the relative importance of each evaluation criterion needs to be weighted.

It can also be used for the evaluation of offers for:

complexed goods, works or services requiring the evaluation to be based on a number of criteria other than price,

where it is difficult to evaluate an offer on the compliant/non-compliant scale, only.

This method may be used for more complexed procurement where:

Evaluation criteria cannot easily be quantified

Different aspects of value for money (e.g. cost/price and quality) need to be considered and balanced

Different types of scales need to be used for the various factors

WEIGHTED SCORING FOR LOWEST PRICED COMPLIANT/ACCEPTABLE OFFER

The weighted scoring is applied only to the technical requirements of the RFQ/ITT/RFP.

Some technical aspects may be evaluated based on pass/fail criteria; however, some specific and relatively high qualitative technical areas are scored using the weighted method.

The minimum acceptance score is used when applying the weighted method to evaluate these highly technical areas as more than a bare minimum pass is required.

WEIGHTED SCORING FOR LOWEST PRICED COMPLIANT/ACCEPTABLE OFFER

Some technical areas where weighted scoring can be used:

- Qualifications and experience of the proposed team, Training
- Warranties, Replacement
- Serviceability, Maintenance and Repairs
- Uptime, Performance, Reliability, Usability
- Quality, Sustainability, Green Efficiency
- Scheduling, Delivery and Location
- Customer Service, Support, Accessibility

WEIGHTED SCORING FOR LOWEST PRICED COMPLIANT/ACCEPTABLE OFFER

For example:

The purchase of medical scanner may have specific technical requirements that most suppliers will be able meet. However, uptime and performance is key for this equipment because of its use.

Therefore, weighting this area and placing a minimum acceptance score is a way to ensure that a specific level of service and maintenance is achieved.

What differentiates each suppliers is their ability to provide exceptional service and minimize any significant downtime for the equipment.

EVALUATION CRITERIA DEFINED

*Evaluation criteria are the **standards and measures** used to determine **how satisfactorily** a proposal has addressed the requirements identified in the bidding document.*

*They also play a major role in **identifying the best overall cost-effective solution** to the requirements of the procurement.*

Source: The Office of Procurement Regulation, Evaluation of Bids and Award of Contract

DEVELOPING EVALUATION CRITERIA

What is the importance of having pre-defined criteria?

1. It allows suppliers/contractors to understand where the emphasis is needed in their preparation of responses.
2. It allows a transparent process whereby all suppliers/contractors are assessed on identical pre-determined criteria.
3. It helps determine what was offered against what The UWI asked for.
4. It brings clarity to the evaluators on what is expected to be assessed and to allow the right mix of subject matter experts for the composition of the evaluation team.

IMPORTANT: All factors need to be considered to determine the full set of criteria to be used and one should not be looked at in isolation of the other.

EVALUATION CRITERIA

What questions can one ask to determine the most appropriate supplier?

- How much experience is sufficient?
- How should the project be executed?
- What resources (human, finance, systems, equipment) should the supplier have?
- What skills or qualifications should the supplier/contractor have?
- Can the supplier/contractor deliver to my location?
- Can the supplier/contractor deliver when I need him to?
- Does the supplier/contractor share similar values of The UWI?
- How soon do I need this project completed?
- Does the supplier/contractor comply with regulatory and ethical requirements?
- Does the supplier/contractor have any pending legal claims and litigation?
- What other criteria would be required to make the project a success?

DEVELOPING EVALUATION CRITERIA

Characteristics of Effective Evaluation Criteria

- ✓Objective
- ✓Relate to defined requirements
- ✓Discriminating
- ✓Non-discriminatory
- ✓Realistic
- ✓Measurable
- ✓Economical to use
- ✓ Justifiable

Source: The Office of Procurement Regulation, Evaluation of Bids and Award of Contract

DEVELOPING EVALUATION CRITERIA

EXAMPLES OF EVALUATION CRITERIA	DESCRIPTION
Project/Service Methodology and Work Plan	The methodology is a clear outline of the project's objectives. ... It should demonstrate the different phases of the project and its' feasibility, by detailing how the organisation's experiences and resources will be drawn upon to carry out the project. There must be some measure to assess the project methodology. Due to its subjectivity, decisions must be clearly documented.
Past Performance/Track record/ Experience	Experience of similar projects, track records, completed projects, past experiences. This will be important for complex requirements (e.g. construction projects or IT infrastructure development.
Technical capability	Production capacity and reliability of delivery, contingency plans if extra capacity required, type of plant and machinery being used, adherence to specifications
Financial and Commercial	Financial stability to support business and supply continuity which can be measured using financial ratios. Total Cost of Ownership, Whole Life Costing (Price plus, freight cost, operational cost, incidentals, start up cost

DEVELOPING EVALUATION CRITERIA

EXAMPLES OF EVALUATION CRITERIA	DESCRIPTION
Team Qualifications and Experience	The professional and academic qualifications and work experience of the proposed team.
Criminal history/ background/ reference checks	History of criminal or illegal activities and past client service delivery and satisfaction.
Ethics	Payment of proper salaries and wages, benefits, treatment of workers.
Sustainability and Corporate Social Responsibility	Use of natural or renewable resources, environmental considerations, goodwill, social accountability.
HSSE	Health and Safety policies and procedures for employees and when conducting work. Adherence to OSH Act, Insurances, etc.
Quality	Accreditation standards (e.g. ISO 9000/9001), quality management methods and systems (e.g. Inspection and testing, quality assurance of deliveries), awareness of total quality management culture.

EVALUATION CRITERIA

Quantitative Evaluation Criteria

These are quantifiable, measurable and based on unarguable facts.

Evaluators will arrive the same score for the same set of responses.

Qualitative Evaluation Criteria

Intangible and unquantifiable.

They are based on opinions or interpretation of participant responses.

EXAMPLE QUANTITATIVE CRITERIA AND SCORING

Sub Criteria	Allocation of marks
Authorised dealer	• Yes – 2 marks • No – 0 marks
Client list and number of contracts	• 0 -2 copiers – 1 • 10+ copiers - 6 marks • 6-10 copiers – 3 marks • +10 copiers – 4 marks
Combined Experience and Qualifications (Account Rep & Admin staff)	• < 3 years – 1 mark • +3 – 5 years – 3 marks • +5 years – 4 marks
Industry experience	• Less than 1 year – 1 mark • 1-5 years – 2 marks • 6-10 years – 4 marks • +10 years – 5 marks

Sub Criteria	Allocation of marks
Delivery and Installation of equipment after award of contract	• < or = 6 weeks – 15 marks • +6 to 8 weeks – 10 marks • +8 to 10 weeks – 7 marks • +10 to 12 weeks – 5 marks • +12 weeks – 3 marks
Qualifications and experience of technicians	• Evidence of certification - 3 marks • No evidence of certification – 0 marks • 0 - 3 years l experience - 1 mark • +3 - 5 years - 3 marks • +5 - 8 years - 5 marks • +8 years - 7 marks

EXAMPLE QUALITATIVE CRITERIA AND SCORING

ASSESSMENT	DESCRIPTION	SCORE
Excellent	Exceeds the required standard. Response to the requirements given with precision and relevance. Includes improvement through innovation/added value.	5
Good	Meets the standard required. Comprehensive response in terms of detail and relevance to the requirements.	4
Acceptable	Meets the standards in most aspects but fails in some areas. . Acceptable level of detail, relevance and accuracy.	3
Limited	Fails the standard in most aspects but meets some. Limited information/ inadequate, only partially addresses the requirements.	2
Inadequate	Significantly fails to meet the standard. Inadequate detail provided/ areas not addressed/ responses not directly related to the requirements.	1

SAMPLE QUALITATIVE CRITERIA AND SCORING

ASSESSMENT	DESCRIPTION	SCORE
Exceptional	The proposal exceeds satisfactory standards. • The proposal would have surpassed all the requirements of the RFP/ITT/RFQ and would have received high scores in the different criteria	8-10
Satisfactory	The proposal has met all specifications and requirements. • The proposal would have met the minimum requirements of the RFP/ITT/RFQ and would have achieved varied scores in the different criteria.	5-7
Unsatisfactory	The proposal has been less than standard or satisfactory. • The proposal did not meet the minimum requirements of the RFP/ITT/RFQ and would not have achieved the minimum passing score in most areas.	0-4
Not eligible for consideration	Completely fails to meet the standard. Response significantly deficient/ no response.	0

Example: WEIGHTED SCORING FOR LOWEST PRICED COMPLIANT/ACCEPTABLE OFFER

Criteria	Maximum Score	Supplier 1	Supplier 2	Supplier 3	Supplier 4
		Score	Score	Score	Score
Supplier Experience	**30**	25	21	15	17
Quality	**20**	15	17	10	15
Resources	**20**	15	12	13	11
Equipment	**10**	7	9	6	8
Delivery	**20**	19	15	11	20
Total	**100**	**81**	**74**	**55**	**71**
Minimum Acceptance Score	**70**				

Weighted score with a Minimum Acceptance Score

WEIGHTED SCORING FOR LOWEST PRICED COMPLIANT/ACCEPTABLE OFFER

Supplier	Score	Price
Supplier 1	81	$150,000
Supplier 2	74	$125,000
Supplier 3	**71**	**$100,000**

Supplier 3 is awarded having met the minimum acceptance of 70 points and providing the lowest price.

EXAMPLE WEIGHTED SCORING METHOD

SCORING THE TECHNICAL PROPOSAL (TP)

TP Score = (Total Score Obtained by the Offer / Max score to be obtained) x 100

Example:

Total Score Obtained = **200**

Max Score = **250**

Total Score Obtained/Max Score x 100 = (200/250)x100 = **0.8 x 100**

TP = **80**

If the max score to be obtained is 100 there is no need to normalize the score.

Find the weighted average using the original score obtained.

EXAMPLE WEIGHTED SCORING METHOD

SCORING THE FINANCIAL PROPOSAL (FP)

FP Score = (Lowest Priced or Cost Offer / Price or Cost of the Offer Being Evaluated) x 100

Example:

Lowest Priced Offer = **$100,000**

Priced Offer being Evaluated = **$160,000**

Lowest Price Offer/Price Offer being Evaluated x 100 = **(100000/160000)x100 = 0.625 x 100**

TP = **62.5**

The maximum number of points allocated to the financial offer is given to the lowest priced proposal. All other financial offers receive points in inverse proportion, e.g. according to the following formulas:

EXAMPLE WEIGHTED SCORING METHOD

TOTAL COMBINED SCORE

(TP Rating) x (Weight of TP, e.g., 70%)

+ (FP Rating) x (Weight of FP, e.g., 30%)

= Total Combined and Final Rating of the Proposal

Example

TP Score x 70% + FP Score x 30%

TP Score x 0.70 = 80 x .70 = **56**

FP Score x 0.30 = 62.5 x 0.30 = **18.75**

Total Combined Score = 56 + 18.75 = **74.75**

SETTING THE MINIMUM ACCEPTANCE SCORE

A minimum acceptance score can be placed on either:

1. The minimum technical score to be achieved for each individual criteria
2. the minimum technical score to be achieved on the overall technical set of criteria

MINIMUM SCORING/ ACCEPTANCE

The general procurement standard is for the minimum acceptance score to be set based on the criteria most critical to the requirements and/or an amalgamation of a minimum score per criterion; usually expressed as a percentage of the total score.

The minimum acceptance score:

1. Will vary from project to project, depending on what the procurement executing arm/technical experts/User Department deem to be critical to that specific procurement activity.

2. Is a precursor to advancing to another stage of the evaluation. It is applied as part of a two-layered process where the total technical score per bidder is calculated and used as a basis for advancement to the financial evaluation, especially where bids are evaluated based on the Lowest Priced Compliant/Acceptable Offer

For the past six months we have discussed and agreed on our requirements, and chosen our route to market. With two weeks before we start the tender process i thought it would be nice to invite the Head of Procurement in so he can finish it all off for us...

Contract Development

CONTRACT DEVELOPMENT

What is a Procurement Contract?

A procurement contract is a legally binding agreement concluded between a procuring entity and an approved supplier/contractor, which establishes the terms and conditions for the procurement of goods, works or services, including the rights and obligations of the parties thereto

Types of procurement contracts:

- Purchase Orders
- Contracts for Works/Services
- Contracts for Supply and/or Installation of Goods/Equipment
- Consultancy Contracts

CONTRACT DEVELOPMENT

Standard forms of contracts used by The UWISTA:

- CPO Forms of Contract: developed for high-risk, high-valued, complex procurement
- FIDIC Forms of Contract (for Construction, Design-Build works)
- Goods/Works/Services Contract Templates
- Consultancy Contracts and Service Contracts
- Other Forms of Contract e.g. generated by supplier/contractor for ICT procurement, maintenance of specialized plant and equipment etc.

CONTRACT DEVELOPMENT

The UWI Letter of Award/Acceptance with terms and conditions (T&C) is to be used for purchases up to TT$100,000

(Note that the Approved Forms of Contract for Goods/Works/Services up to TT$400K may be used for purchases up to TT$100K in circumstances where the risk may be unusual. Consult the Campus Legal Office where necessary)

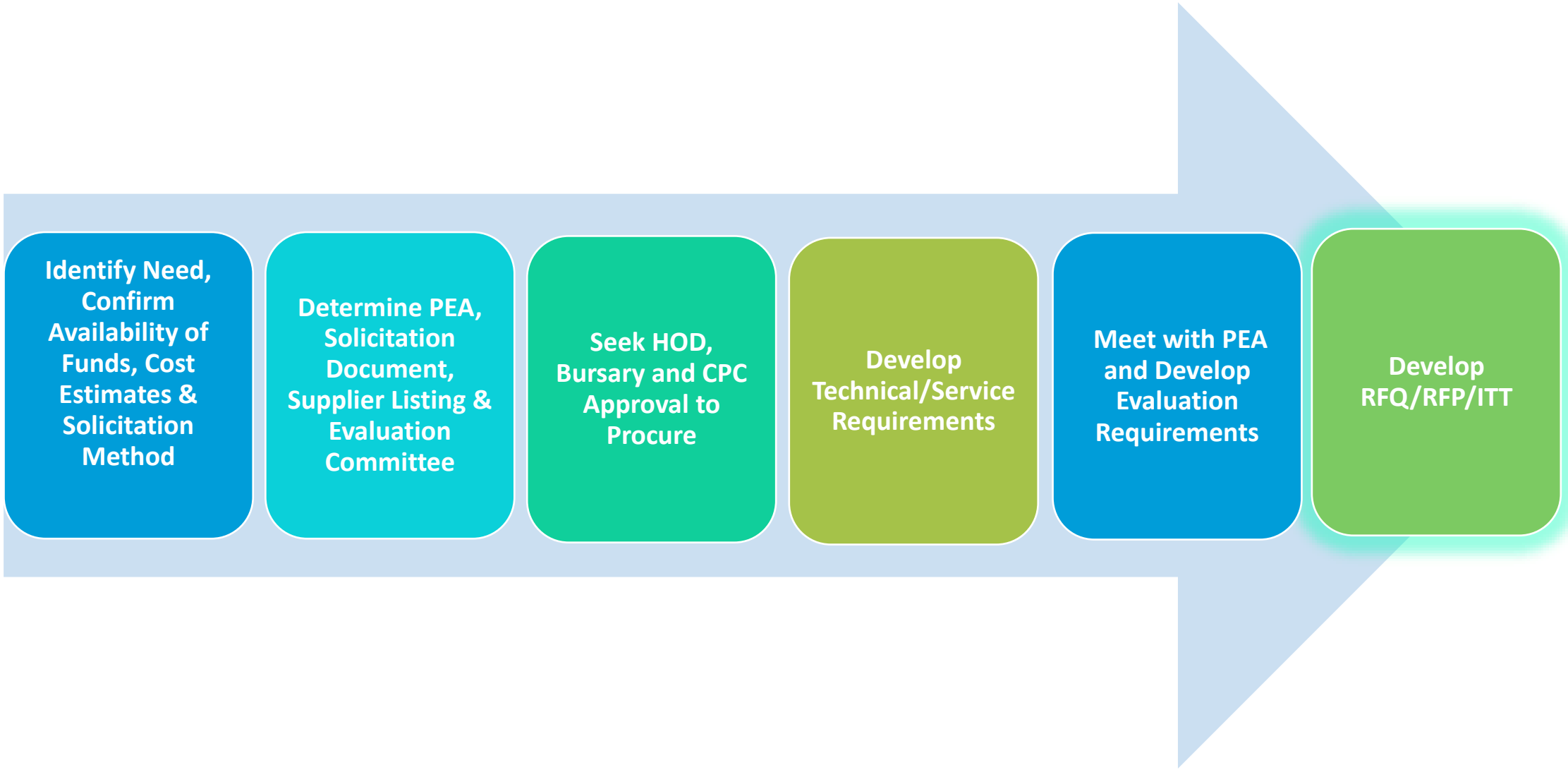
Additionally, one of the appropriate forms of contract can be used where:

- Purchases for Goods/Works/Services are above TT$100k
- Purchases are complex or specialized and the Letter of Award/Acceptance with T&C would not suffice
- Where the vendor requests amendments to or additional clauses (contractual exceptions) to the Letter of Award/Acceptance with T&C.

CONTRACT DEVELOPMENT

The Campus Legal Office and/or Procurement Unit should first be consulted:

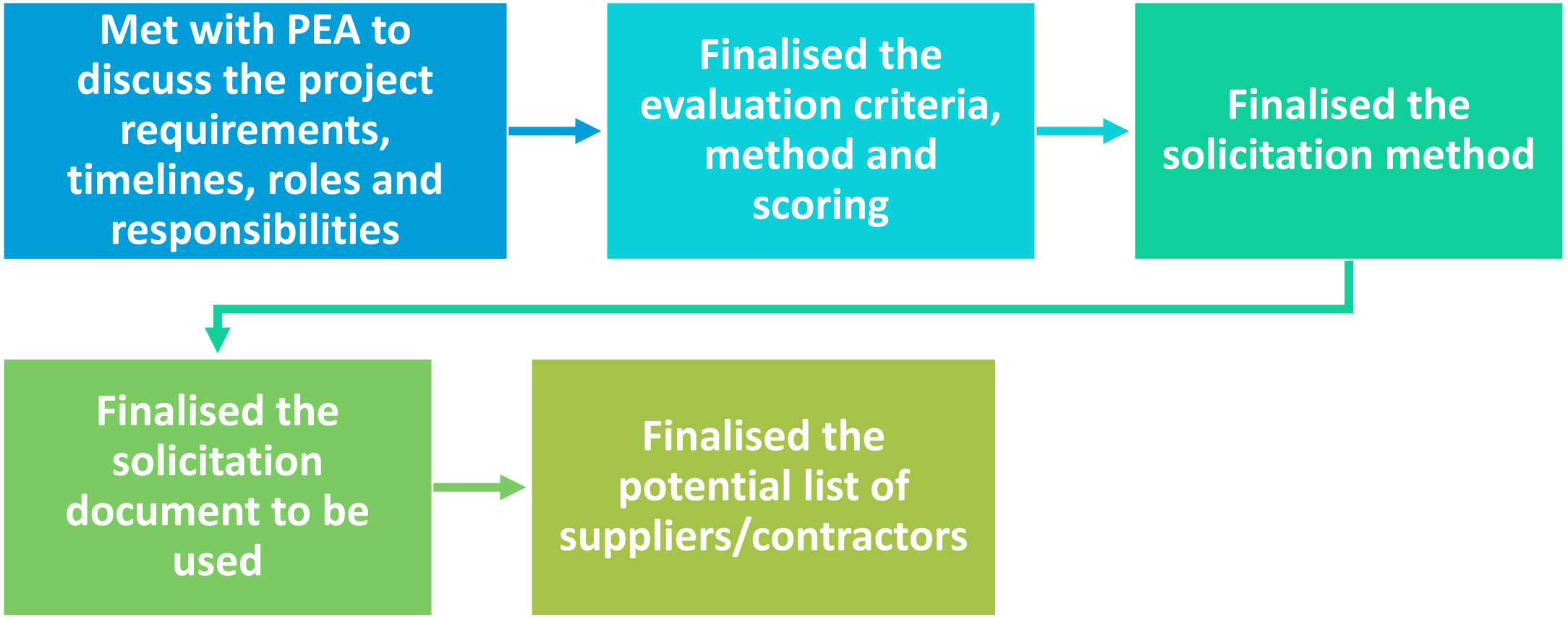
- To guide on the form of contract to be used
- To provide the standard form of contract to include in the RFP/ITT
- When changes are required to any UWI standard form of contract
- When considering the use of any FIDIC form of contract
- When accepting supplier/contractor generated contracts or agreements


Identify Need, Confirm Availability of Funds, Cost Estimates & Solicitation Method
Determine PEA, Solicitation Document, Supplier Listing & Evaluation Committee
Seek HOD, Bursary and CPC Approval to Procure
Develop Technical/Service Requirements
Meet with PEA and Develop Evaluation Requirements
Develop RFQ/RFP/ITT

By this time everything required to be placed in the solicitation document should be completed.

Now it's time to draft the RFQ/RFP/ITT

WHAT HAVE YOU DONE SO FAR?



WHO PREPARES THE SOLICITATION DOCUMENTS?

The **User Department** (in consultation with the Procurement Unit where necessary).

The special purpose **Procurement Executing Arm** (in consultation with the User Department and Procurement Unit)

DEVELOP SOLICITATION DOCUMENT

Contents of the RFQ/RFP/ITT

Main information

- Introduction and Background
- Company Information
- General and Submission Instructions
- Procurement Timeline
- Preparation and Format of Responses
- Statement of Requirements (Specs, SOW, TOR)
- Terms of Payment
- Place of delivery and date
- Evaluation and Award Process
- Contract Terms and Conditions

DEVELOP SOLICITATION DOCUMENT

Contents of the RFQ/RFP/ITT

Other information

- Bill of Quantities, Designs, Drawings
- Requirements for Testing, Samples, Presentations
- Key Performance Indicators (KPIs)
- Warranties
- Insurances
- Requirements for Disposal

BID VALIDITY PERIOD

What is the Bid Validity Period?

- The period within which a Bidder agrees to keep their offer (quotation/ bid) legally binding, i.e., fixed without modification to the price or conditions proposed therein
- The validity period is set by the procuring entity (UWI) and must be included in the RFQ/ITT/RFP

What is the purpose of the Bid Validity Period?

- The length of the validity period helps ensure that a sufficient minimum time is allowed for completion of the evaluation, approval of the recommendation for award and the award of contract/issuance of Purchase order.
- 'Freezes' price and other conditions especially in a volatile market (fluctuations)

How is the Bid Validity Period calculated?

- From the bid submission opening date up to the date when the contract is awarded/ accepted.
- This timeline must be carefully estimated to minimize the need to extend the bid validity.

Example of Bid Validity Periods

- 30 days is the minimum standard, but for simple one-off/off-the-shelf items, a 2-week period can be used
- 30 - 90 days for standard types of procurement
- 120 days in a few instances for highly complex initiatives e.g. multi-stage and international procurement undertakings

Source: https://www.procurementclassroom.com/understanding-bid-validity-and-the-bid-validity-period/
https://www.oas.org

NUMBERING SOLICITATION DOCUMENTS

A number format should be created to uniquely identify each procurement activity

This number should be used for all documentation relating to that specific tender going forward, e.g. Emails, correspondences, addenda, contracts, file name, etc.

Suggested Number Format

Document type/Dept./#/year

e.g. RFP/DFM/01/21

SOLICITATION PERIOD

Recommended period for issue

a) Twenty (20) working days for open bidding;

b) Forty (40) working days for open bidding which is advertised internationally;

c) Thirty (30) working days following a notice to pre-qualify to submit pre-qualification applications;

d) Twenty (20) working days for limited bidding;

e) Thirty (30) working days for limited bidding where international bidders are invited.

Source: Section 31 (3), Republic of Trinidad And Tobago Public Procurement and Disposal of Public Property Act, 2015 Regulations

For very low value RFQs, the period for issue can range between five (5) to ten (10) working days.

The length of time in which the solicitation document should be issued would be determined on the following:

- Complexity of the procurement
- Submission requirements for the procurement process
- Who the procurement process is open to (domestic or international suppliers)
- The time in which the goods/works/services are required

NB: Consideration must be given to the time it will take to prepare the proposals based on what is required in the submission

APPROVAL OF SOLICITATION DOCUMENTS

Once the solicitation document has been developed, ensure that the document is reviewed and approved by the HOD before issuing to the suppliers/contractors.

TENDER COMMUNICATION

How is a Solicitation Process communicated to prospective suppliers/contractors?

- Public/Open Tender
  - Newspapers and Website
- Selective Tender
  - via email or telephone

ISSUING SOLICITATION DOCUMENTS

How can a solicitation document be issued?

Solicitation documents can be issued electronically (email/website)

or

in person (collected by the supplier/contractor)

Notices should be communicated on the same day despite the medium used and all prospective suppliers should receive the notice at the same time.

CHECKLIST BEFORE ISSUING SOLICITATION DOCUMENTS

- ✓Ensure that source of funds and budget approval has been obtained.
- ✓Determine the method of solicitation and develop supplier/contractor listing.
- ✓Identify solicitation document to be used and evaluation criteria.
- ✓Complete Procurement Requisition and submit to HOD for review and approval.

CHECKLIST BEFORE ISSUING SOLICITATION DOCUMENTS

- ✓Where value is above $400k complete and forward Procurement Requisition to Procurement Unit and submission to CPC Chair for approval.
- ✓Once approval is received, develop solicitation documents and submit to HOD or Campus Bursar for review and approval before disseminating to suppliers/contractors.
- ✓Where there is uncertainty, liaise with the Procurement Unit for advice/clarification.

List Of Templates in Planning Phase

- Procurement Requisition
- Sole/Single Source Justification Form
- RFQ/RFP/ITT

NEXT ON THE TRAINING SCHEDULE

Module #2a - Procurement Planning and Strategy Development

Module #2b - Solicitation

Module #3 - Evaluation and Award

Module #4 - Supplier Performance Management & Contract Management

Module #5 - Procurement Reporting and Records Management

QUESTIONS