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DPTI 2015/0000/01

author initials



**REQUEST FOR TENDER**

**THE SUPPLY / PROVISION OF**

**....................................................................................................**

|  |  |
| --- | --- |
| **CONTACT FOR FURTHER INFORMATION** | Tender enquiries are to be directed to:  Mr/Ms ………………….  Telephone: (08) 8343 2…… Mobile: … … …  E-mail: …………@sa.gov.au  If the above person is unavailable, the enquiry may be directed to:  Mr/Ms ………………….  Telephone: (08) 8343 2…… Mobile: … … …  E-mail: …………@sa.gov.au |
|  |  |
| **CALL DATE:** | **xx June 2015** |
|  |  |
| **MANDATORY BRIEFING:** | **xx June 2015 at ……a.m./p.m. at .......... ..................... (*refer Conditions of Tendering Annexure C for details*)** |
|  |  |
| **TENDERS CLOSE AT** | **2.00 pm on Tuesday/Thursday xx Xxx 2015, electronically at the Government Tender Website at** [**www.tenders.sa.gov.au**](http://www.tenders.sa.gov.au/) |
|  | ***(refer Bid Rule 7)*** |
|  | **Ground Floor Tender Box, DPTI, 77 Grenfell Street Adelaide SA 5000.** |

**REVISION STATUS**

| **DATE** | **DOC**  **REVISION** | **AMENDED PARTS** | **AMENDED CLAUSES** |
| --- | --- | --- | --- |
|  |  |  |  |
|  |  |  |  |
|  |  |

If these documents are amended during tender call, the amended parts will be identified on this page and amendments will be denoted as follows:

* any deleted wording will be marked with strikeout and highlighted in grey; and
* any new wording will be highlighted in grey.

For each subsequent amendment, the formatting denoting the previous amendment will be removed so that only changes relating to the latest amendment are denoted.

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# REQUEST FOR TENDER

# INVITATION

On behalf of the Minister for Transport and Infrastructure / Commissioner of Highways / Rail Commissioner (**“Principal”**), the Department of Planning, Transport and Infrastructure (**“DPTI”**) invites companies (**“Tenderer”**) to submit tenders for the provision of the services / supply of the goods described in the attached Specification.

# BACKGROUND

Introduction / background

# SCOPE

Refer to the Specification.

# CONTACT OFFICER

Tenderers may seek clarification of any matters relating to this Request for Tender (“**RfT**”) by directing enquiries to the Contact Officer(s) nominated on the cover sheet of this RfT document. Tenderers cannot rely on communication with any other person(s) with regard to the tender process.

It is the responsibility of the Tenderer to request any clarifications or additional information arising from analysis of this RfT. The DPTI Contact Officer may stipulate that any request for clarification or additional information arising from analysis of this document be forwarded in writing. Where it is appropriate for the Principal to provide a written reply to any enquiry, and the matter is not considered by the Principal to be commercially sensitive or designated by the Tenderer as commercial in confidence, a clarification may be sent to all Tenderers.

# BRIEFINGS AND SITE VISITS

If a Briefing is indicated on the cover sheet of this RfT document, attendance at the Briefing by the Tenderer or a competent representative of the Tenderer is a condition precedent to the submission of a tender. In the event that a Tenderer or a competent representative does not attend the Briefing, the Principal (in its absolute discretion) will make a determination whether that company will be permitted to submit a tender, taking into account the requirements of the DPTI Procedure for managing pre-tender briefings.

Minutes of the Briefing recorded by the Principal will be issued to all in attendance for information only.

# SUBMISSION FORMAT

The Tenderer’s submission must comply with the following:

1. all documents and schedules listed in Annexure A "Tender Submission" are included in the submission;
2. the format and number of copies is as stated in Annexure A "Tender Submission";

# SUBMISSION LODGEMENT

If tenders are to be submitted electronically, it is recommended that the submission is uploaded at least two hours before the specified closing time.

If problems are encountered with uploading the submission to the SA Tenders and Contracts web site, the Tenderer should contact the SA Tenders and Contracts Helpdesk on (08) 8462 1401 as soon as possible and in any case, prior to the specified closing time.

If problems are encountered sending the submission to DPTI by email, the Tenderer should ring  
(08) 8343 2029 as possible and in any case, prior to the specified closing time.

The Tenderer’s submission must comply with the following:

1. the submission is lodged in accordance with the requirements stated on the cover sheet of this RfT document;
2. the submission is in English and prices are in Australian dollars;
3. the submission includes a written acknowledgment of receipt of any amendments issued by the Principal; and
4. any hard copy documents are sealed in an envelope or package, marked confidential and clearly identified as a submission for this RfT.

The time specified is the time applicable to South Australia, as defined at <http://www.australia.gov.au/about-australia/our-country/time>. The Principal reserves the right to extend the tender closing date or time. The DPTI Tender Box may only be accessed between 9.00 am and 5.00 pm on ordinary business days.

In the event of receipt of a submission after the closing date and time, a determination regarding its acceptability will be made in accordance with the DPTI Procedure for Receipt of Tenders.

If a Tenderer bases its tender on any assumptions in relation to the interpretation of the contract documentation, or qualifies their tender in any way, details of the assumption(s) or qualification(s) and any cost implications thereof must be included in the tender.

# LAST QUERIES DATE

If there are parts of the document that tenderers do not understand, tenderers should contact the nominated Contact Officer no later than 5 business days before the date for closing of tenders.

# DOCUMENT STRUCTURE

This Invitation to Tender (“Invitation”) consists of the following four parts:

Part A Invitation and Bid Rules

Part B Specification and Appendices

Part C Contract Terms and Conditions

Part D Tender Schedules

# EVALUATION PROCESS

Tenders will be assessed in accordance with DPTI tender evaluation procedure described in Annexure B "Assessment of Tenders".

At any time prior to award of a contract, the Principal reserves the right to:

1. seek clarification of any aspect of a tender;
2. seek the advice and / or assistance of external consultants regarding the assessment of tenders; and
3. make enquiries of any person, company or organisation to ascertain information regarding any Tenderer and its tender.

If requested by the Principal, selected Tenderer(s) must provide additional written information regarding their tender. The information required may be described as a “Post Tender submission” in Annexure A "Tender Submission". This information shall be submitted within the time stated and will be considered as part of the tender. Failure to submit the information in the time requested may result in the tender being set aside from further consideration. The Principal may request selected Tenderer(s) to submit a revision to their submission in response to an addition, deletion or other change to the requirements specified in the proposed contract documents.

Selected Tenderers (or their authorised representatives) may be required to attend an interview, workshop or meeting or enter into negotiations with the Principal. The Principal will record any agreements reached that are intended by the parties to be binding.

Industry Participation Policy

The South Australian Government is committed to ensuring that competitive small and medium enterprises (SMEs) are given full, fair and reasonable opportunity to be considered for major work being undertaken in this State by the public and private sectors. The South Australian Industry Participation Policy (SAIPP) addresses this commitment. Information regarding the SA Industry Participation Policy can be found at http://www.industryadvocate.sa.gov.au/industry-participation-policy.

This contract will fall within the scope of the SAIPP. The Tenderer must submit the information requested in the schedules regarding the SAIPP (either an Industry Participation Plan or an Employment Contribution Test). Aspects of the tender relating to the South Australian Industry Participation Policy will be evaluated with the assistance of the Office of the Industry Advocate, a division of the Department for the Premier and Cabinet.

For assistance in preparing the plan and any questions regarding the plan, please contact:

Office of the Industry Advocate

Level 13, 99 Gawler Place

ADELAIDE SA 5001

Tel: (08) 8226 8956

Email: [oia@sa.gov.au](mailto:oia@sa.gov.au)

Web: [http://www.industryadvocate.sa.gov.au](http://www.industryadvocate.sa.gov.au/)

# EVALUATION CRITERIA

Tenders will be assessed in accordance with DPTI tender evaluation criteria listed in Annexure B "Assessment of Tenders".

Tenderers are advised that the State Procurement Board Policy “International Obligations Policy” applies to this tender process. Refer: <http://www.spb.sa.gov.au>.

# GOVERNMENT POLICIES

Refer to the Specification.

# COMPLAINTS

If at any time during the tender process, a tenderer considers that it has been unfairly treated, the tenderer must first notify the Principal’s Contact Person in writing. If the matter is not resolved, the tenderer may then contact the Principal’s nominated procurement complaints officer below, and request in writing for the issue to be dealt with in accordance with the Principal’s complaint management process.

Title: Manager Strategic Sourcing

Address: 77 Grenfell Street, Adelaide, 5000

Email: [DPTI.Tenders@sa.gov.au](mailto:DPTI.Tenders@sa.gov.au)

Phone: (08) 8343 2029

# SUPPLIER FEEDBACK

If you accessed this tender opportunity via the SA Tenders and Contracts website, in addition to feedback you may wish to provide directly to the issuing agency, you can also provide anonymous feedback using the survey tool on the website: <https://www.tenders.sa.gov.au/tenders/index.do>

A link to the survey tool is also available on the State Procurement Board website: <http://spb.sa.gov.au/>

Your feedback may be provided, either:

* after you have downloaded the tender documentation but decided not to submit a tender; or
* at the end of the process following tender award, debrief or contract execution (as applicable).

If using the survey for the first time, additional information about the Supplier Feedback initiative is included on both websites. Otherwise, you can gain direct access the survey here: <https://www.surveymonkey.com/s/SPB_Supplier_Feedback>

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**BID RULES**

# PROCUREMENT PROCESS

This procurement process does not give rise to or amount to a process contract whether a tender is submitted in response to this Invitation or not. (A process contract means a contract about the tendering process.)

After considering any responses submitted in accordance with these Bid Rules, the Principal will decide whether or not to enter into negotiations with one or more preferred tenderers.

# BRIEFINGS/SITE VISITS

If the Principal considers it necessary, the Principal may conduct briefings and / or site visits in relation to this process.

The Principal will advise in the Invitation if the tenderers attendance at a briefing or site is a prerequisite for submitting compliant tenders.

The Principal may also require a tenderer to inspect or visit a site for the purpose of examining and understanding the requirement prior to tendering.

# CLARIFICATION

Until the Last Queries Date (refer Invitation) you may seek clarification of any matters relating to this Invitation by directing enquiries to the Contact Person.

You may expect that in response to a query submitted before that date the Principal will either provide an answer or provide written notice that no answer is given.

The Principal reserves the right to inform all other tenderers of the question or matter raised and the response given, but may at its discretion choose not to do so.

# FORMAT, CONTENT AND SUBMISSION OF BIDS

The Principal expects that the tender:

* will be completed by the tenderer using the response templates provided by the Principal;
* will be in English;
* will be appropriately endorsed by an authorised officer of the tenderer, with any alterations, measures or prices clearly and legibly stated and any alterations initialled;
* will quote prices in Australian dollars;
* will quote prices that are inclusive and, in relation to GST, will state where the GST is applicable and shall show that amount separately;
* where paper copies are requested, will comprise 3 hard copies (one original and two copies marked copy 1 and copy 2) and one copy in an electronic format; and
* where an electronic copy is requested, will comprise one copy in an electronic format.

A tender will be considered to have been delivered when actually received at the address specified in Invitation to Tender, whatever the mode of delivery. Tenders may be posted, but tenderers take the risk of any loss or delay in the course of the post.

# CONSORTIUM RESPONSES

If a tenderer submits a bid in conjunction with any other person, or with the intention of acting, in future, in conjunction with any one or more other persons (“group members”) in relation to this process the following applies:

The Principal expects that a tenderer will provide a description of the proposed legal structure and relationships that are proposed between tenderers and group members; and

The Principal expects that tenderers will nominate one person as the preferred contact person for their company and all group members.

Notwithstanding any undertaking regarding confidentiality, by submitting a tender, you agree that the Principal may forward information relating to you or your tender to the Australian Competition and Consumer Commission (ACCC) if the Principal reasonably suspects, or is notified by the ACCC that it reasonably suspects, that there is cartel conduct or unlawful collusion in relation to this tender process (whether or not the suspicion relates to your tender).

# PRESENTATION BY THE TENDERERS

The Principal may request presentations by tenderers, where appropriate, of your bid but need not make the same request of all tenderers.

# PROBITY

The Principal expects that you will:

* declare any actual or potential conflict of interest;
* not seek to employ or engage the services of any person who has a duty to the Principal as an adviser, consultant or employee (or former adviser, consultant or employee) in relation to this process;
* not collude with any potential tenderer;
* comply with all laws in force in South Australia applicable to the process including the Trade Practices Act 1974 (Cth);
* disclose whether acting as agent, nominee or jointly with another person and disclose the identity of the other person;
* not offer any incentive to, or otherwise attempt to influence, any employee of the Principal or any member of an evaluation committee at any time; and
* not make any news releases or responses to media enquiries and questions pertaining to this process without the Principal’s written approval.

If you act contrary to these expectations, the Principal reserves the right (regardless of any subsequent dealings) to:

* terminate negotiations;
* terminate consideration of your bid; and
* terminate any contract between you and the Principal in relation to the Project without any obligation on the Principal to make any payment to you.

# RESERVATION OF RIGHTS

The Principal reserves the right to:

* invite any person or entity to submit a bid;
* extend the bid closing date;
* vary the Statement of Requirement and/or the Specifications at any time, subject to the Principal first giving each tenderer the opportunity to respond to the variations;
* allow a tenderer to change its bid before the completion of evaluation of tenders, but only if the same opportunity is given to all tenderers;
* consider a bid submitted other than in accordance with these Bid Rules;
* consider an incomplete bid;
* exclude from consideration a bid that has not been submitted by the Closing Time;
* abandon this invitation process at any time;
* clarify any aspect of a bid after the closing date;
* seek the advice of external consultants to assist the Principal in the evaluation or review of bids;
* make enquiries of any person or entity to obtain information about the tenderer and its bid;
* seek information from any tenderer;
* following evaluation of bids, invite revised bids from one or more tenderers;
* following evaluation of bids, negotiate with one or more tenderers;
* negotiate with a tenderer for the provision of any part of the requirement, and to negotiate with any other tenderer with respect to the same or other parts of the requirement, and to enter into one or more contracts for all or any part of the requirements;
* enter into negotiations with any other person or entity who is not a tenderer;
* discontinue negotiations at any time with any tenderer; and
* propose revised or replacement contract terms at any stage in this procurement process in substitution for, or in addition to, the terms and conditions included.

# PRINCIPAL’S EXPECTATIONS

The Principal expects that if you submit a bid:

* you have the necessary skills, knowledge and experience to comply with the Statement of Requirements and/or Specifications;
* you have fully informed yourself of all facts and conditions relating to this process and the Statement of Requirements and/or Specifications; and
* all prices submitted will be fixed (unless otherwise specifically indicated).

# TENDERERS’ EXPECTATIONS

Tenderers can expect that the Principal will:

* preserve the confidentiality of your confidential information (subject to rule 12 concerning confidentiality);
* afford every tenderer the opportunity to compete fairly;
* subject to the Principal’s right to terminate this process, consider a bid which is submitted in accordance with these Rules by a tenderer who has:
* complied with the Principal’s expectations as to probity;
* provided the information required in this stage of the process as set out in this Invitation; and
* co-operated with bid rules; and
* submitted its bid by the Closing Time.

# ACCEPTANCE OF TENDER

* The Principal is not obliged to accept any tender.
* If the Principal does accept a tender it is not obliged to accept the lowest priced tender.
* The Principal may consider or accept (at the Principal’s sole discretion) any tender including without limitation a late tender or the tender of a tenderer who has failed to submit a tender in accordance with these bid rules.
* No acceptance of a tender nor any invitation to negotiate or to make an offer will be effective to constitute a contract or to create any legitimate expectation on the part of the tenderer unless a formal written contract is executed by both parties.
* Notification to a tenderer that it is the preferred tenderer will not constitute an acceptance of the tender but an invitation to negotiate.

# CONFIDENTIALITY

You and the Principal may disclose information to any consultant engaged for the purpose of this process if the consultant is required to preserve the confidentiality of that information.

Information supplied by or on behalf of the Principal is confidential to the Principal and you are obliged to maintain its confidentiality.

The Principal understands the need to keep commercial matters confidential in appropriate circumstances, but reserves the right to disclose some or all of the contents of your bid and related information:

* if required to do so by a constitutional convention; or
* in order that the relevant Minister may discharge their duties and obligations to Parliament and the South Australian Government; or
* to the Australian Competition and Consumer Commission (ACCC) if the Principal reasonably suspects, or is notified by the ACCC that it reasonably suspects, that there is cartel conduct or unlawful collusion in relation to this tender process (whether or not the suspicion relates to your tender),

and any condition in a bid that purports to prohibit or restrict the Government’s right to make such disclosures cannot be accepted.

# COPYRIGHT

By submitting a bid, you will be taken to:

* license the Principal to reproduce for the purposes of this process the whole or any portion of the bid despite any copyright or other intellectual property right that may subsist in the bid; and
* transfer ownership in the documents and any other materials constituting the bid to the Principal.

Without the express prior written consent of the Principal, you must not re-produce, re-advertise and or in any way use the contents of the Invitation to Tender or these Bid Rules, either in whole or in part, other than in your bid documentation.

# WARNING - STATE SUPPLIED INFORMATION

The Principal makes no promise or representation that any factual information supplied in or in connection with this process is accurate. Information is provided in good faith. Tenderers may request the Contact Person to address the degree of accuracy that can be expected of particular items of information. Any such request should:

* be made before the Last Queries Date;
* specify the item of information of particular interest;
* explain why a level of accuracy in that information is material to your decision to submit a bid; and
* explain what level of accuracy would assist in your decision.

On receiving such a request the Principal will determine in its absolute discretion if and to what extent it will assure any level of accuracy of the identified information or provide any requested additional information.

# WARNING - THIRD PARTY SUPPLIED INFORMATION

The Principal does not warrant the truth or accuracy of material (source material) that is expressed to be provided by a third party. Accordingly, tenderers should independently verify third party provided source material and rely only upon their own opinions interpretation or conclusions based on source material.

# COST OF PREPARATION OF BIDS

Tenderers are responsible for the cost of preparing and submitting a bid and all other costs arising out of the process.

# GOVERNMENT CONTRACTING INFORMATION

# Employment of Ex-Government Employees

The Principal will not accept the services of any former public sector employee, either directly or through a third party, who has, within the last three years, received a separation package from the Government, where such engagement may breach the conditions under which the separation package was paid to the former public sector employee.

# Environmental Care

Tenderers are encouraged to develop products and processes with due regard for environmental considerations. Environmental care involves the conservation of resources and raw material, priority to value-added products and services, energy efficiency, production of multiple use products, use of recycled materials, and reduction of both waste and waste disposal costs.

# Work health and Safety

The contractor selected (if any) is required to comply with the Work Health and Safety Act 2012 and the Work Health and Safety Regulations. The tenderer may be required to provide evidence of safety management records and systems on request by the Principal.

# Disclosure of Government Contracts

Tenderers are to be aware that if a contract is entered into, the Principal may disclose that contract and/or information in relation to it in either printed or electronic form and either generally to the public or to a particular person as a result of a specific request.

# STATE FEDERAL COOPERATION ON TRADE PRACTICES MATTERS

You must submit with your tender a signed declaration, in the form provided in the tender submission, that:

(a) confirms that your tender is independent and that there has not been any unlawful collusion with any other tenderer or party in connection with this tender process; and

(b) clearly indicates the total value of the goods and/or services to be provided by sub-contractors, and where that value exceeds either of $1,000,000 (GST inc) or 25% of the total value of your tender, your declaration must include a complete list of all sub-contractors, the value, and the nature of the work to be provided under each sub-contract.

If your tender is submitted jointly with another party or parties then each joint tenderer must provide a signed declaration in the form provided in the tender submission.

The requirement of independence in sub-clause (a) shall not apply as between the joint tendering parties.

If you do not provide the duly completed declaration or if any part of your declaration is found to be false the Principal reserves the right (regardless of any subsequent dealings) to:

* terminate negotiations;
* terminate consideration of your bid; and
* terminate any contract between you and the Principal in relation to the Project without any obligation on the Principal to make any payment to you.

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**ANNEXURE A**

**TENDER SUBMISSION**

**TENDER RESPONSE REQUIREMENTS**

The Tenderer’s submission must:

* respond to all criteria set out in this Annexure;
* follow the numbering format with headings clearly identifiable;
* supply information related only to that requested in the headings;
* not include additional information of a general nature; and
* only include Attachments or Appendices that are part of the Tenderer’s submission within the applicable Schedule and not located separately

Any information provided that does not comply with the above will not considered in the evaluation.

**TENDERERS MUST SUBMIT THE FOLLOWING WITH THE TENDER:**

Tender Form

Schedule Checklist

The following Schedules:

1. Schedule of Prices.
2. Schedule of Rates.
3. Fee and Disbursement Schedule.
4. Certificate of Currency of Public Liability Insurance.
5. Certificate of Currency of Professional Indemnity Insurance.
6. Program for Provision of Goods / Services
7. Statement of company experience relevant to this tender and track record of company (including referees).
8. Schedule of nominated personnel, their availability, accessibility, level and duration of input and their location normally and during the provision of services. Details of access to and availability of back-up resources should also be provided.
9. Details of subcontractors and suppliers
10. Approach to the task and methodology.
11. Overview of Management Systems (including quality, technical, managerial, organisation, insurances and Work Health and Safety).
12. Technical Detail Response Form
13. Employment Contribution Test / Industry Participation Plan
14. Company Financial Information
15. Details of the Proponent’s bank/financial institution including branch and contact details for the Manager.
16. Bank/financial institution overdraft facilities available to the Proponent, including a history of its use over the last 12 months.
17. Details of other funding facilities available and nature of security (including financial leasing arrangements, term loans etc.)
18. Name, position and experience of the person(s) responsible for financial matters for the Proponent.
19. Details of external accounting resources used by the Proponent, including qualifications, experience and length of involvement with the company.
20. Copies of the Financial Accounts for the last three financial years, audited if available, but at least signed off by company director and accountant.

Statements shall include:

* Trading Account/Profit and Loss Account/Operating Statement
* Balance Sheet or statement of Financial Position
* Statement of Cash Flows
* All explanatory notes to accounts
* Signed Auditor's Report or Signed Director's Report where applicable.

Financial accounts shall identify the following elements separately:

* Current Assets
* Net tangible assets
* Total Assets
* Current Liabilities
* Debt
* Equity
* Retained Earnings
* Contract revenue
* Other revenue
* Interest Paid
* Declared profit
* Operating profit/loss before and after tax

A statement shall be attached detailing any of the above figures not separately disclosed in the financial statements.

In the case where the applicant is a Corporation and its accounts have not been audited, they shall be certified by a director of the applicant as follows:

*"I certify that the accounts attached are true copies of those lodged or to be lodged with the Australian Securities Commission."*

1. For new entities where accounts are not available, provision of financial projections, forecasts and cashflows, signed-off by the company director and a qualified accountant will be considered. Also to be provided are personal asset statements of key stakeholders (i.e. directors that are major shareholders).
2. Where half-year draft financial statements are available, these should be submitted within your financial information (Trial Balance acceptable).

The financial documents and information provided will be treated as confidential by the Principal. If requested, the documents will be returned and / or the Principal will sign a confidentiality agreement.

The Principal also reserves the right to request additional financial information as required to gain further comfort regarding the financial capacity of entities assessed.

**SUBMISSION DETAILS:**

The Industry Participation Plan must be signed and dated and submitted as a separate .pdf file from other files.

Except for the Industry Participation Plan, where practicable the Tenderer shall compile their submission into one .pdf document.

*The Tenderer must submit the Industry Participation Plan, Non-price Submission and Price Submission as separate files*

*One original (unbound) clearly labelled “Original” plus 4 copies (may be bound or unbound) each clearly labelled with the copy number. In the event of any discrepancies between the copies, the copy marked "Original" will prevail.*

*Only one copy of the Financial Information is required, which shall be submitted in a separate package / envelope*

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**ANNEXURE B**

**ASSESSMENT OF TENDERS**

The tender assessment process will follow the general approach of “xxxxxxxx" Methodology, as described in the DPTI Tender Evaluation Guidelines, available from:

<http://www.dpti.sa.gov.au/documents/contractsandtenders/guidelines_and_miscellaneous>

Tenders will be evaluated in accordance with the following criteria and weightings:

|  |  |
| --- | --- |
| Demonstrated company knowledge, expertise, experience, and track record | 20% |
| Experience, ability and accessibility of the nominated personnel | 30% |
| Functionality, durability and performance of the goods | 30% |
| Approach to the task and methodology | 10% |
| *Industry Participation Plan / Employment Contribution Test* | 15%/20% |
| Price | 30% |
|  |  |

Tenderers that do not have satisfactory management systems may be excluded from consideration.

The above is only a summary of the evaluation process and other factors may be taken into account in the selection of the successful Tenderer.

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**ANNEXURE C**

**SUPPLEMENTARY INFORMATION FOR TENDERERS**

**BRIEFING**

*include only if something special required or unusual circumstances, e.g. safety apparel for attendants.*

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