

Guide to Tendering

FOR **PUBLIC SECTOR** CONTRACTS



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Disclaimer

This Guide is not intended to be a legal interpretation of the public procurement rules. It is intended simply as a means of assisting Irish suppliers in addressing public sector procurement markets.

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Produced by Enterprise Ireland
in co-operation with
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Forum On Public Procurement in Ireland

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INTRODUCTION

About this Guide

With vastly improved information technology and communications Irish suppliers are now competing successfully in worldwide markets. At the same time Irish suppliers are extremely keen to maintain and expand the level of business they carry out in their home market, a market which holds significant scope for increased business, particularly within the public sector.

In order to successfully address public markets in Ireland, it is essential for suppliers to understand how the public sector operates and how to respond effectively to its needs.

Firstly, the public sector comprises some 300 buying agencies and many thousands of buyers, and can appear complex and difficult to comprehend. These agencies employ many different procedures in awarding their contracts.

Secondly, the public sector environment differs substantially from that of the private sector due to the regulation and control exercised on the public sector. In common with the private sector however, the public sector seeks to achieve VALUE for MONEY. There is an onus upon the public sector to behave in a prudent and diligent manner because they are spending taxpayers' money.

The public sector observes certain fundamental principles in all dealings with suppliers. This Guide explains these principles and sets out to assist suppliers in understanding the public sector market. It describes the essentials of the market and the needs of buyers operating within it. Above all, it gives practical advice on how to access the market and how to make the most of opportunities.

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Chapter One

OVERVIEW AND CHARACTERISTICS OF THE PUBLIC SECTOR MARKET

The Irish Public Sector

Ireland's 300 public sector organisations are responsible for a combined annual expenditure on goods and services in the region of IR£3.5 billion.

These organisations are responsible for the delivery of all the public services, e.g. from health to education to public housing to social welfare and public administration. They also provide the utility services of water, gas, electricity and transport. As a result, the public sector purchases everything from paperclips to passenger cars and from catering to consultancy services.

The sector may be sub-divided into groups on the basis of shared activities or objectives as follows:

Central Government Departments and Agencies

e.g. Departments of Finance, Foreign Affairs, Education & Science, The Office of Public Works, The National Gallery, An Garda Síochána, Government Supplies Agency etc.

The Health Sector

e.g. Hospitals, Regional Health Boards, Clinics etc.

The Educational Sector

e.g. Universities, Institutes of Technology, Schools and Colleges etc.

The Local and Regional Authorities

e.g. Corporations, County Councils, Urban District Councils etc.

State Bodies, Commercial and Non-Commercial

e.g. Enterprise Ireland, FÁS, Údarás na Gaeltachta, Coillte, An Post, Bord Fáilte etc.

Utilities (Energy and Transport Services)

e.g. Aer Rianta, Bord Gáis Éireann, Bord na Móna, ESB, Irish Rail, Dublin Port Company etc.

A full listing of these organisations is provided in Appendix 2 of this Guide.

The Variety of Goods and Services

The buying agencies issue tens of thousands of orders for an immense variety of goods and services, ranging in value from a few hundred to many millions of pounds.

Supplies

Supply contracts are for the procurement of goods or products, and may include siting or installation. These are generally contracts for financial value and are normally confirmed in writing by a PURCHASE ORDER and can be for the purchase, lease, rental, or hire-purchase of products. Examples of these are:

- | |
|---|
| • Ambulances |
| • Batteries |
| • Clothing |
| • Electrical supplies |
| • Food |
| • Furniture |
| • Office equipment and consumables |
| • Software |
| • Telecommunications equipment |
| • Vehicles |

Services

Service contracts are also for financial value and are generally confirmed in writing. Contracts are awarded for services of every description, examples of which are:

- | |
|----------------------------------|
| • Advertising |
| • Catering |
| • Computer |
| • Engineering |
| • Financial |
| • Maintenance and repair |
| • Management consultancy |
| • Market research |
| • Office cleaning |
| • Publishing and printing |
| • Security |

The supplies and services procured by the public sector offer a readily accessible market for Irish small and medium enterprises (SMEs). It is important for SMEs to identify the various methods employed by the different organisations to source goods and services namely:

- **Advertisements in the press**
- **Advertisements in the Official Journal of the European Communities (OJEC) – for large contracts over the EU thresholds**
- **In-house lists drawn up by public agencies**

The Principles of Public Sector Buying

Due to Ireland's membership of the European Union, the award of public sector contracts is regulated by the European treaties and by European directives and national rules. Member States of the European Union are also party to the World Trade Organisation's Government Procurement Agreement (known as WTO). This opens the public procurement market on a reciprocal basis to many of the world's leading economies. Underpinning the public procurement rules are four basic principles. These are as follows:

- **Equal Treatment**

The principle of Equal Treatment requires that all suppliers be treated equally and with the utmost fairness at every stage of a contract award procedure. This means that the selection of candidates to tender, the receipt of tenders and the treatment of tenders must be carried out in a scrupulously fair manner. **A breach of equal treatment would occur where a supplier suffered discrimination because of location or nationality or bias of any description.**

- **Transparency**

The principle of Transparency requires that information regarding forthcoming contracts and the rules to be applied should be readily available to all interested candidates. It requires that candidates be informed of the rules that will be applied in assessing their applications for tender lists and the criteria to be used in the evaluation of tenders. In the absence of this information, it would be impossible for a competitive tendering process to be carried out properly. **A breach of transparency would arise where a contract was awarded without publicity of any description or in the absence of award criteria being available to tenderers.**

- **Proportionality**

The principle of Proportionality requires that the demands placed upon suppliers should be both relevant and directly related to the contract being awarded. For example, suppliers will be quite prepared to provide information about their company and their products when they are aware that such information is necessary for commercial decisions to be taken by buyers. **A breach of proportionality would arise where excessive conditions were placed upon prospective suppliers. A typical example would be where a buyer insisted on a minimum turnover of £10 million when awarding a contract for £10,000.**

- **Mutual Recognition**

The principle of Mutual Recognition requires that the standards, specifications and qualifications in use throughout the EU should receive equal recognition, on condition that the products or services are suitable for their intended purpose. **A breach of this principle would arise in a case where a suitably qualified service provider was rejected due to non-recognition of their qualifications.**

While the foregoing are the main principles applied in the public sector, there are several others, all of which are intended to provide for complete openness and fairness in the operation of the European Internal Market.

National Rules

Irish Government Contract Regulations¹ apply all of the above principles and require that competitive tendering should be used throughout the public sector. In addition, they lay down rules in order to ensure a level playing pitch for all suppliers and to ensure that true competition takes place in the award of public contracts. Important aspects of the regulations include rules on tendering such as:

- **Maintenance of tender lists**
- **Advertising of contracts**
- **Tendering timescales**
- **Receipt and opening of tenders**
- **Confidentiality of information**
- **Evaluation of tenders**
- **Debriefing of unsuccessful tenderers**

European Rules

For larger contracts (above the EU thresholds) the rules of the European Procurement Directives apply. These directives prescribe the various actions that must be taken by the public sector in carrying out their contract award procedures, e.g. the publication of notices in the OJEC, the appropriate procedures to follow and the timescales to observe, etc.

Both sets of rules are designed to help suppliers in addressing market opportunities arising in the public sector.

¹ Irish Government Contracts Regulations are issued by the Department of Finance and can be found in detail on their website (www.irlgov.ie/finance).

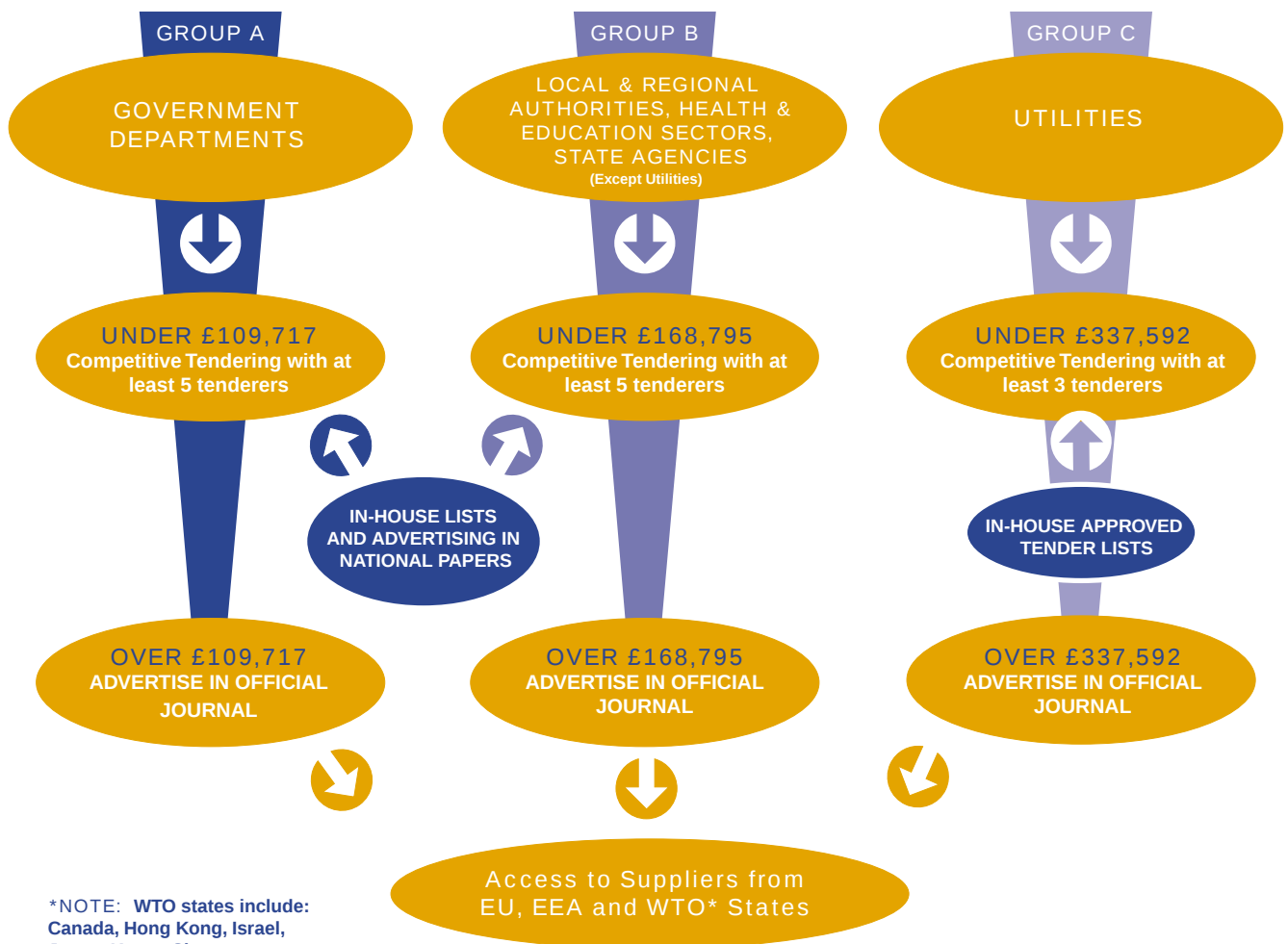
Thresholds for Application of European Directives

The thresholds vary depending on the type of contract and whether the contracting entity is Central Government, another Public Authority or a Utility. Contracts below the EU thresholds are subject to competitive tendering under the national rules.

The thresholds are illustrated in figure 1 below.

Figure 1: Thresholds for Application of European Directives

The following chart provides an overview of the thresholds that apply throughout the public sector and the means by which tenders are sought.



Competitive Tendering

By definition, a tender is:

"an offer in writing to supply goods or services at a fixed price"

Competitive tendering is used by public sector bodies throughout the European Union and provides all suppliers with the opportunity to sell their products and services in competition with other interested parties. Competitive tendering is used because the process enables the public sector to source products and services from the best suppliers at prices that reflect true market conditions. The process is based on tenderers quoting against specifications that satisfy the buyer's requirements.

Competitive Tendering Procedures

Competitive tendering involves the buyer operating one of a number of different procedures chosen for the contract in question. For contracts above EU threshold levels, a notice (call for competition) must be placed in the Official Journal of the European Communities (OJEC).

The **OPEN** Procedure, which is commonly used, enables all interested parties to submit tenders. This does not mean, however, that all tenders received will be evaluated. The reason for this is that tenderers may be required to meet minimum standards regarding their financial and business standing and their technical capacity.

The **RESTRICTED** Procedure provides for selected candidates to be invited to tender. The selection of candidates is based on criteria and rules for selection, which are made available in advance to interested parties. Under the rules of tendering, generally between 5 and 20 candidates will be invited to tender.

A third procedure, the **NEGOTIATED** Procedure, is sometimes used. This is not a routine procedure for public authorities, as it may only be used in certain circumstances. Utilities however, are free to use the negotiated procedure and regularly do so. Under the negotiated procedure, a buying organisation consults candidates of its choice and negotiates the contract with them.

These procedures are illustrated in figure 2 on page 12.

Figure 2 : An Overview of the Competitive Tendering Procedures



*Shortlisted tenders may be interviewed

Chapter Two

EVALUATING THE MARKET AND DETERMINING YOUR APPROACH

How to Approach the Public Sector Market

The most effective way of approaching public sector buyers with a view to winning contracts is to adopt a multi-stage approach. For example you have to identify the public sector buyers interested in your products and / or services before making contact with them. The ultimate objective is to receive a tender invitation and win the contract.

Suppliers should have the minimum background knowledge of the buyer's organisation and standard practices.

Stage 1 Analysing the Market

The following steps should be taken when looking at a new public sector market or organisation for the first time.

Information Gathering

- STEP 1**
- Identify which organisations buy your products and services
 - Find out how much they spend
 - Find out how often they award contracts

This can be achieved by examining all the available information and through direct contacts.

*By using the **Enterprise Ireland Directory of Public Sector Buyers** which gives some information on what they buy*

Or

By analysing notices which appear in the press or OJEC

- STEP 2** Decide on whether to target the sector as a whole or an individual part of it. This decision will depend on the type of product or service as well as the resources at your disposal.

If targeting a sector such as health or education for the first time, why not target the local office, hospital, school or university in your area?

- STEP 3** Having decided on your target organisation(s), you must then identify the key people involved in terms of their role in the buying process, i.e. are they a buyer, a specifier, a user, or a senior official?

*Once again, the **Enterprise Ireland Directory** contains contact details for buyers and so also, do the various organisations' websites. Another option is to phone the main organisation and ask for the relevant purchasing contact.*

- STEP 4** Determine if they operate a centralised or decentralised purchasing activity for your products or services. With a centralised activity one section normally controls all purchasing for the organisation, whereas decentralised means that individual departments or units purchase on their own behalf. *If they operate a centralised activity, they may award larger contracts. However, a decentralised activity may provide more opportunities to enter the market.*

- STEP 5** Determine who the current suppliers are and how long they have been supplying the product / service. Also, find out who the other players are. It is essential to know what level of competition you have to contend with.

- STEP 6** Consider the potential this organisation offers you as a supplier, compared to others you might target.

Only when you are satisfied that the target organisation provides a real opportunity for your company should you proceed to Stage 2 and **introduce your company**.

Stage 2 Introducing Your Company

This stage is aimed at ensuring the buyer / specifier becomes aware of your company and the products / services you provide. It is an opportunity for you to "sell" your company and to highlight the benefits to them, if you are awarded a contract. This section outlines a recommended approach for introducing your company.

Firstly, write directly to the most relevant person(s) in the organisation selected.

Do not phone an organisation without first providing them with some idea of your company and your products / services. If they are not familiar with your company, it is more likely that they may refuse to meet you.

Making Contact

STEP 7 Write to the Purchasing Manager, Specifier or User giving the following:

- **Introductory letter about your company**
- **Outline of your products / services**
- **Brochures**
- **Samples (if relevant)**
- **Details of successes to-date**
- **What you can offer**

Request a direct meeting or provide an invitation to visit your plant / facilities.

STEP 8 Phone the organisation within 2 weeks of your letter and request a meeting. If the person is not available or relevant for your particular product / service, seek advice on the appropriate person. Ask them if it is possible to arrange a meeting for you with the recommended person.

Perseverance is recommended at this stage. If you don't succeed, don't be afraid to phone the organisation repeatedly. Alternatively, use some of the organisations (see Appendix 3) that can work on your behalf to try to arrange a meeting. Also, use every opportunity to attend events / seminars where your target buyers may be present. This can be an ideal way to make contact.

Stage 3 Meeting The Buyer

This is the most important stage outside of tendering in targeting public sector contracts. Use the opportunity to the utmost, don't waste it. Make sure to leave the buyer with a good impression of you, your company and your products / services and after-sales service. The old adage "first impressions are lasting" is very apt for this situation.

When you get the opportunity to meet directly with the Buyer or Specifier, **prepare well**.

Decide who should attend – it is recommended that **not more than 2 persons from your organisation should attend**.

Draw up an agenda for your meeting, keep it short and focussed. Write down each of the questions that you need to ask. Don't rely on remembering them at the meeting; the buyer may be under time pressure, so get the most important questions in first.

At the meeting, ask clear questions relevant to your product / service and provide the buyer with comprehensive information. Bring samples if appropriate. Bring along copies of relevant documentation, e.g. quality certificates, awards, details of recent contracts and of course brochures. **Focus on the "added value" your company can offer.**

Remember this is your first opportunity to confirm their real and immediate interest in your products or services.

Identify Buyer's Requirements

- STEP 9** Find out who are the specifiers and users and other relevant personnel for your product / service.
- STEP 10** Identify the volumes / quantities / intervals of purchase.
- STEP 11** Identify the locations where the product / service is used, i.e. is it at one or several locations throughout the country and would they require delivery to one or several locations?
- STEP 12** Identify the main elements of the buyer's requirements from a supplier of this product / service.
- STEP 13** Ascertain the level of satisfaction with the current supplier.
- STEP 14** Focus on the benefits your company can provide if awarded the next contract.

Tendering Information

- STEP 15** Identify when the next tender is likely to issue and what method of advertisement will be used.
- STEP 16**
- What tendering procedures are used by the organisation?
 - Is competitive tendering always used and is it via OPEN (all can tender) or RESTRICTED (limited numbers invited) procedure?
 - Are ongoing lists of suppliers kept and are they regularly updated?
 - For special projects / once-off purchases, are there special procedures?
 - Where are tenders advertised – Press or the Official Journal (OJEC)?
 - Do they use direct invitations in addition to open tendering?
 - How many do they normally invite to tender?
 - What do they look for from suppliers – details of experience, financial standing, technical capacity? What rules do they use regarding these criteria?
 - For larger EU contracts what special rules apply?
- STEP 17** Would the buyer accept samples of the product for testing?
- STEP 18** Would the buyer accept an invitation to visit your premises?
- STEP 19** Will the buyer include you on the tender list – how can you ensure you will be included?

Summary

As indicated, it is recommended that you draw up a list of well thought out questions prior to your meeting. It is also recommended that you send your questions to the buyer prior to the meeting, if possible, so that they can have an opportunity to prepare answers.

There is a commonly held, but mistaken belief that buyers never change suppliers and that public sector markets are all but impossible to sell to. Meetings with buyers will enable you to dispel this belief. In most instances, you will discover that buyers are constantly evaluating their supplier base in order to achieve greater value for money, while providing a quality service. However, it must also be said that the buyer, in seeking tenders, is usually responding to a demand from an **internal customer**. It is essential to get to the buyer early in the tender process (i.e. months and even years before the tender process commences). This is so that the buyer can evaluate the options and be fully armed with an alternative supplier(s) to meet the current requirements. Therefore, at the meeting you should grasp the opportunity to convince the buyer that you have the resources, capability and desire to become a valued supplier.

Remember it may require some effort to get on tender lists and be in with a chance of winning a contract, but it is important to persevere.

Chapter Three

WHAT THE PUBLIC SECTOR BUYER REQUIRES

This section summarises the basic requirements of the public sector buyer. While the public sector is diverse, these organisations have a lot in common, i.e.

- **They award similar types of contracts**
- **They aim to achieve value for money**
- **They aim to provide a quality service to the public**

Characteristics of a Good Supplier

In order to meet the requirements of their own organisation however, buyers must carefully evaluate suppliers. Here is a summary of what a buyer seeks from a good supplier:

- **Value for money**
- **Compatibility and adaptability to required use**
- **Overall response times and quality of service**
- **Security of supply**
- **Quality of product**
- **Consistency of product**
- **Delivery times and schedules consistently met**
- **Ability to supply in required quantities / pack sizes**
- **Ability to deliver to required locations**
- **After-sales service**
- **Ability to hold spares**
- **Flexibility to new / additional requirements**
- **Courtesy and co-operation**

Selection of Suppliers for Tender Lists

Public sector buyers look for similar information when evaluating suppliers for tender lists. The requirements may vary in detail and structure, but can be summarised as follows:

- **Financial and Economic Information**
- **Information Supporting Technical Capacity**

Financial and Economic Information

For Suppliers of Products

Evidence of financial and economic standing – this is usually ascertained through the provision of:

- **Balance Sheet Information**
- **Turnover over the previous 3 financial years**
- **Turnover in the relevant product area over the same period**
- **Alternatively, any other document which the Public Sector Organisation considers appropriate.**

For Service Providers

Equivalent evidence – usually provided through:

- Bank Statements
- Balance Sheet information
- Evidence of overall turnover and turnover in respect of services to which the contract relates, over the previous 3 financial years
- Relevant professional risk indemnity insurance

These requirements have to be specified either in the advertisement (newspaper or OJEC) or in the invitation to tender documentation.

Information Supporting Technical Capacity

Evidence of technical capacity, as with financial and economic standing, may be furnished through various means specified in advance by the buyer. These may include the availability of resources or other aspects.

Tests of technical capacity will relate to the nature, quantity and purpose of the products or services to be supplied and should be confined to the subject of the contract.

For Suppliers of Products

- A list of principal deliveries effected over the previous 3 years with details of amounts, dates and recipients (whether public or private organisations).
- The supplier's technical, quality assurance and research facilities.
- The technicians or personnel responsible for quality control or compliance with other standards.
- The technical bodies responsible for monitoring your quality control and conformance with other standards.
- Samples, descriptions or photographs of the products, authenticated if required.
- Recognised third party certification of conformity of the products to given specifications and standards.
- For complex or special products, a possible check on the supplier's production capacity, study and research facilities or quality control measures carried out by an official body in the supplier's country of establishment.
- Information on Health and Safety aspects.
- Information on Environmental Controls.

For Service Providers

The key aspects are their skills, efficiency, experience and reliability.

- The educational and professional qualifications of managerial staff and of those responsible for providing the services.
- A list of the principal services provided in the past 3 years with amounts, dates and recipients (whether public or private organisations).
- The technicians or personnel responsible for quality control or compliance with other standards.
- The technical bodies responsible for monitoring your quality control and conformance with other standards.
- Average annual manpower and the number of managerial staff for the last 3 years.
- The tools, plant or equipment available for the carrying out of the services.
- For complex or special purpose services the technical capabilities of the service provider with regard to study and research facilities and / or quality control measures may be checked.
- An indication of the proportion, if any, of the contract which the service provider intends to sub-contract.
- Quality assurance standards referring to EN29000 European Standards series.
- Any supplement to the certificates or documentation or any clarification of them.
- Information regarding service providers' registration on official lists.

CONFIDENTIALITY

You have the right to protect your legitimate interests as regards technical or trade secrets. You should clearly state this in your tender response.

Tendering Tips

Here is some information to assist you should the circumstances arise:

- You do not have to be established in any particular location (although you must have the ability to meet the response times of the buyer). Your place of establishment is strictly a decision for you.
- If you have tendered to the same buyer recently, you should not have to re-supply information which is already objectively available to the buyer. However, you should clarify this prior to any relevant closing dates.
- You do not have to have a permit issued by a government department or be on an "official list" in order to apply for a contract. However, these should not be confused with tender lists, which the public sector commonly use when seeking tenders. It is your aim to be on the list!
- When tendering, you can do so on the basis of availing of the resources of other suppliers. All you need to prove is that you have a relationship or arrangement with the other supplier, i.e. you may be required to show evidence that you have their resources readily at your service.
- Specifications must not favour or eliminate certain candidates or standards.
- Specifications must not mention goods of a specific make, source, process or trademark or patent. However, if it is absolutely essential to describe something by these terms, the words "or equivalent" must be used.
- You will not be permitted to sub-contract an entire contract to another supplier.

Chapter Four

UNDERSTANDING TENDER ADVERTISEMENTS

Advertising Methods

Advertising is the means by which public sector agencies regularly publicise their requirements.

- The Government Contracts Regulations require public authorities to advertise in the press at least every 12 months. Specific projects may be the subject of individual advertisements.
- Contracts exceeding the EU thresholds **must** be advertised in the OJEC. Advertisements in the OJEC, commonly known as notices, fall into three categories:

PIN Notices

Prior Information Notices (PINS) are published annually and indicate the possible contracts which may be awarded over the coming 12 months by the buying entity. These notices inform the market of potential requirements.

Calls for Competition

Notices or Calls for Competition are aimed at specific contracts and require the supplier to make an application either to:

- (i) be placed on a tender list, or
- (ii) be provided with tender documentation.

Contract Award Notices

Award notices provide details of contracts already awarded and give valuable information on successful candidates and value of contracts.

Advertising Media

Tender notices are published in national and provincial Irish newspapers and periodicals at the discretion of the contracting authorities. These, together with the OJEC notices, are compiled in summary form and published commercially on a weekly / daily basis.

Service providers in this area include:

Irish Government Portal	A free internet service for above and below threshold notices in addition to other public procurement related information. (From January 2001). www.e-tenders.gov.ie
Tenders Electronic Daily (TED)	A free internet service for notices covering contracts exceeding the EU thresholds. www.ted.eur-op.eu.int
SIMAP (Public Procurement Information System)	A free internet service which links to TED and contains more information on public procurement. simap.eu.int
Commercial Information Company(CIC)	A web / paper based subscription service for contracts above and below the thresholds – covering only Ireland, North and South. Compiled from the national papers and the OJEC. www.tendersireland.com
EPIN (European Procurement Information Network)	A web-based subscription service for EU contracts above the EU thresholds only. www.epin.ie
Tendering Services Ireland	A web / paper based subscription service for contracts in Ireland, North and South, above and below the EU thresholds advertised in all the national papers and the OJEC. www.irishtendersdirect.com
European Information Centres	Most, if not all, of the Euro-Info Centres provide a service to monitor EU-wide notices on behalf of their local suppliers. Contact your local EIC Office
Various Public Sector Websites	More and more public sector organisations now advertise their contracts on their web sites. See Appendix 2 for Relevant Web Addresses

Tender Advertisements Explained

This section explains the various elements / requirements of advertisements which appear in the national newspapers and the OJEC. To assist suppliers entering public markets, here are some samples of advertisements for contracts both below and above the EU thresholds.

Figure 3 : Sample of a **Service Contract** appearing in a National Newspaper

MIDLAND HEALTH BOARD

Tenders are invited for the supply of plant equipment
Longford / Westmeath General Hospital,
Mullingar & General Hospital, Tullamore.

TENDER FOR PROVISION OF SECURITY SERVICES

The Midland Health Board invites tenders from companies for Security Services at the hospitals listed above.

Tender Forms and further particulars can be obtained from Regional Materials Management Service, Midland Health Board, Arden Road, Tullamore, Co. Offaly.

Telephone (0506) 46261, Fax (0506) 46208 with whom completed tenders must be lodged before 12 noon on 5th May, 2000

The lowest or any tender need not be accepted

Late tenders will not be accepted

Faxed tenders will not be accepted.

Note there are 2 hospitals looking for the same service.

Note it is SECURITY SERVICES.

Note it is the Midland Health Board handling the contract on behalf of the 2 hospitals.

Note where further information can be obtained — this documentation is the key to your successful tender.

Note the CLOSING DATE and TIME.

Once again the lowest price might not be accepted. Indeed they do not have to award a contract if they do not receive suitable tenders.
Make sure your tender is not LATE.
Tenders will only be accepted by POST or COURIER or HAND DELIVERY.

Figure 4: Sample of a **Supply Contract** appearing in a National Newspaper

**DUNDALK URBAN DISTRICT COUNCIL
TENDERS FOR SUPPLY
OF PLANT EQUIPMENT**

Tenders are invited for the supply of plant equipment to Dundalk Urban District Council.

1. 1. No. Road Sweeper (Dual Sweep) – Minimum payload capacity 5 cubic metres.
2. 2. No. Tipping Trucks – minimum gross vehicle weight 6,000kg.
3. 1. No. Tipping Truck with Crew Cab – minimum gross vehicle weight 6,000kg.
4. 1. No. 1.5 ton Mini Digger

Persons wishing to tender for individual items only, should indicate so on their submission.

It will be a condition for the award of any tender that the successful tenderer and all his sub-contractors produce promptly a valid Tax Clearance Certificate or a sub-contractors C2 Certificate or in the case of non-residents, a Statement from the Revenue Commissioners of the Republic of Ireland that they are satisfied as to the suitability of the Tenderer on tax grounds to be awarded the contract. Failure to produce the required documentation will disqualify the tender. The lowest or any tender may not necessarily be accepted.

Please note that the FOI Act applies to Local Authorities and persons who consider that their tender contains commercially sensitive information should indicate so on their submission.

Full details and specifications may be obtained from the undersigned to whom completed tenders should be returned in sealed envelopes endorsed "Tender for the Supply of Plant Equipment" so as to reach the Town Clerk, Town Hall, Dundalk not later than 4.30 pm on Friday 29th April 2000.

**Dundalk Urban District Council
Town Hall, Crowe Street, Dundalk.**

**F. Pentony
Town Clerk**

6th April 2000

Take note of what they require?
Will you be able to supply their requirements?
Will you be able to offer a maintenance contract if required?

Note that you can tender for one or more items – however you must clearly indicate which items you are quoting.

Note the requirement to be able to produce a Tax Clearance Certificate promptly.

Note that the lowest price may not be accepted. Indeed there is no obligation on the entity to accept any tender.

Note that the Freedom of Information Act applies to this buyer and therefore you must declare at tender stage if you wish certain information to be kept confidential.

Get the specification as soon as possible. Note what you have to provide as per the specification and the other information. Note the DATE and TIME for the tenders to be returned. Note the ADDRESS and MARKINGS which must be adhered to – this is to ensure your tender arrives at the correct destination.

Figure 5: Sample of an Above Threshold Notice as appears in the OJEC - Services

Open Procedure

AN ROINN COMHSHAOIL AGUS RIALTAIS AITIUIL DEPARTMENT OF THE ENVIRONMENT AND LOCAL GOVERNMENT ADVERTISEMENT DISPATCHED 29TH MARCH 2000 TO THE OFFICE FOR OFFICIAL PUBLICATIONS OF THE EUROPEAN COMMUNITIES FOR PLACEMENT IN THE OFFICIAL JOURNAL OF THE EUROPEAN COMMUNITIES (REF: 42829) DIRECTIVE 92/50/EEC AS AMENDED BY DIRECTIVE 97/52/EC	
1. Name, address, telegraphic address, telephone, telex and fax numbers of the contracting authority: Department of the Environment and Local Government Information Technology Unit Courtyard Custom House, Dublin 1, Ireland Tel (01) 8882339. Facsimile (01) 8882694 2. Category of service and description. CPV Reference Number: Computer and related services [CPC reference number 84]. Specifically the design, development and installation of software to support a Housing Grants System. 3. Place of Delivery: Department of the Environment and Local Government Housing Grants Section Government Offices Ballina, Co. Mayo, Ireland. 4. (a) Indication of whether the execution of the service is reserved by law, regulation or administrative provision to a particular profession: Not reserved (b) Reference of the law, regulation or administrative provision: Nil (c) Indication of whether legal persons should indicate the names and professional qualifications of the staff to be responsible for the execution of the service: Nil 5. Indication of whether service provider can tender for a part of the of the services concerned: One contract only. 6. Where applicable, non-acceptance of variants: Nil. 7. Time limits for completion of the service or duration of the service contract and, as far as possible, time limit for starting or providing the service. The project may be delivered in three phases. Phase 1 must be implemented by 31st August 2001, in time to meet the Department's EURO deadlines. Remaining phases by 1st June 2002. The project should start as soon as possible to enable the above deadlines to be met. 8. (a) Name and address of the service from which the necessary documents may be requested: Ms. M Coffey Housing Project Department of the Environment and Local Government Government Offices Ballina, Co. Mayo, Ireland. Phone No. 353 96 24336 E-mail: mary_coffey@environ.irlgov.ie Fax: 353 96 24222 (b) Final date for making such requests: 14th May 2000 (c) Where applicable the amount and terms of payment of any sum payable for such documents: Nil.	1 The contact details for the buying organisation, – may be head office rather than the actual section awarding the contract. Refer also to Sections 8(a) and 9(b) for other addresses. 2 CPC, CPV and Category codes used by the Official Journal to categorise services, mainly for translation. This section briefly describes the requirement. 3 Place of delivery indicates the scope of the delivery – take note in case it says various locations. 4(a) Indication of whether only certain professions can apply for the contract. 4(b) The law which would dictate this. 4(c) If they are looking for details of the personnel you propose using and their qualifications. 5 Whether you can tender for some or all of the contract. 6 Whether they will accept deviations from the specifications i.e. alternative solutions. 7 Deadlines for delivery of the service - watch these dates to ensure you have sufficient resources to meet them. 8(a) Details of where to get tender documentation. 8(b) Date by which you must have applied for the tender documents. 8(c) If they are charging for the documents – usually a refundable sum.

9. (a) Final date for receipt of tenders 19th May 2000 (b) Address to which they must be sent: Ms. D. Butler Department of the Environment and Local Government Information Technology Unit Courtyard Custom House, Dublin 1, Ireland. (c) Language or languages in which they must be drawn up: English. 10.(a) Persons authorised to be present at the opening of tenders: Designated Senior Officers of the Department of the Environment and Local Government. (b) Date, time and place of such opening: 20th May 2000 at 10:00 am, Offices of the Department [see address at item 1]. 11.Where applicable, any deposits and guarantees required: The successful tenderer shall provide sufficient evidence that it has suitable professional indemnity and public liability insurance cover in order to guarantee satisfactory completion of the work. 12.Main terms concerning financing and payment and / or references to the relevant provisions: Payment will be made on satisfactory completion of phases of the work and on the production of appropriate invoices, subject to 10% retention of the value of each invoice. 13.Where applicable, the legal form to be taken by the grouping of service providers winning the contract: Any consortia must be led by a single prime contractor who will be directly responsible for the delivery of the contracted services. 14.Information concerning the service providers own position, and information and formalities necessary for the appraisal of the minimum economic and technical standards required of him: A statement of the firm's overall turnover must be provided to include in particular, the turnover in respect of the services to which the contract relates for the previous three financial years and details of the sums, dates, names of clients, public or private involved. Details of the firm's procedures for ensuring quality of work done and any quality certification held must also be provided. 15.Period during which the tenderer is bound to keep open his tender. 6 months after closing date. 16.Criteria for the award of the contract, and if possible their order of importance. Criteria other than that of the lowest price shall be mentioned if they do not appear in the contract document. The contract will be awarded, subject to the Department of the Environment and Local Government being satisfied as to the ability of the tenderer to carry out the work, to the tenderer who submits a tender in accordance with the Request for Tenders and other tender documents, which is adjudicated to be the most economically advantageous to the Department in respect of quality, technical merit, delivery dates, period of completion and price. 17.Other information: None 18.Date of the publication of the prior information notice in the Official Journal of the European Communities or reference to its non-publication: None published 19.Date of dispatch of the notice 29th March 2000 20.Date of receipt of the notice by the Official for Official Publications of the European Communities: 29th March 2000 21.Indication whether the procurement is covered by the Agreement Yes	9(a) Date by which tenders must be submitted – Very important. 9(b) Address to which they must be sent – note this differs from other addresses in the advertisement. Also, there may be further instructions in the tender documents. 9(c) Language of the bid – normally English but can also include Irish. 10(a)The persons who will be present at bid opening. 10(b)When bids will be opened. 11 Details of insurance required both professional indemnity and public liability – insufficient insurance will exclude you from the process. 12 Note the payment terms and the fact that 10% is retained – sometimes these details are in tender documents. 13 This indicates that you could go into partnership to tender but one of the partners must take the lead – always consider this when tendering for larger contracts than you think you can cope with. 14 Details they require in order to assess your ability to perform the job – financial and technical. 15 Time limit for keeping your prices valid – an extension may be requested if delays occur. 16 The criteria which will be used to evaluate your tender against the others. Economically most advantageous in terms of various factors – take note of these. 17 Often states other conditions or restrictions on the contract. 18 Date of PIN Notice in the OJEC, if any. 19 Date this notice sent to OJEC. 20 Date notice received by OJEC. 21 If the contract is covered by the Agreement – this refers to the GPA and means certain non-EU countries can tender.
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Figure 6 : Sample of an Above Threshold Notice as appears in the OJEC - *Supplies*

Open Procedure

1. Awarding authority: National University of Ireland, IRL-Galway. Facsimile (091) 52 48 50. (Procurement & Contracts Co-ordinator.) University College, Dublin, National University of Ireland, Dublin, Belfield, IRL-Dublin 4. Dublin City University, Glasnevin, IRL-Dublin 9. University College, Cork, College Road, IRL-Cork. National University of Ireland, Maynooth, IRL-Maynooth, County Kildare. University of Dublin, Trinity College, College Green, IRL-Dublin 2. University of Limerick, IRL-Limerick. 2. (a) Award procedure: Open procedure. (b) Contract type: Supplies. 3. (a) Delivery to: Each awarding authority named in 1. (b) Goods, CPA reference number: CPV: 33253300, 33253310, 33261000, 33261100, 33261110. Microscopes and spectrometers which may include a number of units. The equipment has been broken down into lots as follows: lot 1: scanning FTIR spectrometer with microscope and scanning probe microscope; lot 2: electron microscopes; lot 3: confocal/laser scanning; lot 4: inspection microscopes; lot 5: raman microscope/spectrometer systems and accessories; lot 6: spectrometers (including mass spectrometers) and systems; The awarding authority reserves the right to alter lots as funding becomes available. (c) (d) Division into lots: Yes. 4. Time limits for completion or duration of the contract, for starting or delivering supplies: Some items may be purchased from the beginning of 5/2000, while other items may be purchased up to and including 12/2001. 5. (a) Documents from: Procurements and Contracts Co-ordinator, National University of Ireland, IRL-Galway, County Galway, e-mail: Procure@mis.nuigalway.ie, facsimile (091) 52 48 50. (b) Requests not later than: 26.4.2000. (c) 6. (a) Deadline for receipt of tenders: 5.5.2000. (b) Address: Procurement and Contracts Co-ordinator, National University of Ireland, IRL-Galway, County Galway. (c) Language(s): English. 7. (a) Opening of tenders (persons admitted): Selected officers of NUI, IRL-Galway. (b) Date, time and place: To be decided. 8. Deposits and guarantees: As per tender documents. The successful contractor may be required to enter into a bond to guarantee performance of the contract. 9. Financing and payment: As per tender documents.	1 The contact details for the buying organisation. Note that this is one body buying on behalf of a number of Universities. Refer also to Sections 5 and 9(b) for other addresses. 2(a) Open Procedure – implies everybody who applies will receive a tender. 2(b) Contract for delivery of supplies. 3(a) Note delivery to multiple locations. 3(b) CPV codes are the OJEC codes – allowing other EU member states to search using same coding system. 3(c) No indication of quantities or time limits. Clarify quantities with Awarding Body if necessary. For times see Item 4. 3(d) Note that you can don't have to tender for all the items. They may award the contract to numerous suppliers. 4 Requirements of items over a 1.5 year period. 5(a) Address for where to get the documents. 5(b) Note the date by which you must apply for the tender documents. Under the Open Procedure the buyer should issue the documents within 6 days. 5(c) No charge being applied. 6(a) Note the deadline for tenders is 9 days after the deadline for applying for documents. 6(c) Tenders in the English language. 7(a) Indication of those who will be present to open the tenders. 7(b) Date of opening not known. 8 See the tender documents but note the possible requirement for a Bond. 9 Financial terms are contained in the tender documents.
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- 10. Legal form in case of group bidders:** The grouping must be in such legal form to contract as a single entity.
- 11. Qualifications:** Banker's statement indicating the financial standing of the supplier and the turnover in respect of the services to which the contract relates for the past 3 years.
List of similar organizations to which the supplier has provided a similar service over the past 3 years.
Details of the company's size and staff profile for the past 3 years and the resources allocated, management and supervision of such contract.
Statement that the supplier is not excluded from participation in the contract, as provided for in Article 29 of Directive 97/52/EEC.
Additional items of equipment may be purchased within the delivery time limits specified in 4, as a result of additional funding being available.
- 12. Tenders may lapse after:** 90 days.
- 13. Award criteria:** Most economically advantageous tender, as per tender documents.
- 14. Variants:** Variants are acceptable, provided minimum adherence to specifications as per tender documents.
- 15. Other information:** Reference number NUIG/CON106/99 should be quoted on all correspondence.
The lowest or any tender need not necessarily be accepted.
The university does not accept any liability for any expenses incurred by any supplier in the preparation of tenders, portfolios or attendance at any meetings or demonstrations.
The supply of goods/services under this notice will be governed by the terms and conditions of each partaking university.
A current tax-clearance certificate will be required prior to award.
This contract is subject to the award of local funding.
- 16. Date of publication of pre-information:** 13.1.2000.
2000/S 8-003612.
- 17. Notice postmarked:** 29.2.2000.
- 18. Notice received on:** 29.2.2000.
- 19. -----**

- 10 If tendering with other companies you don't need a legal structure until you win the contract. Then one company must take the lead role.
- 11 This information must be supplied by you. These are the minimum standards you must adhere to before your tender can be considered. Note the Article 29 reference simply refers to the buyers concerns that potential suppliers are: not bankrupt or involved in court proceedings; have not been convicted of any offence concerning professional misconduct or guilty of grave professional misconduct; have fulfilled all obligations concerning social contributions or taxes and are not guilty of misrepresenting your company in the information provided.
- 12 Tenders must remain valid for 90 days after closing date.
- 13 Economically most advantageous tender in terms of conditions in tender documents (e.g. price, delivery, quality, reliability, etc.).
- 14 If you have alternative products that meet the minimum requirements of the specifications include them in your quotation.
- 15 They want you to quote a reference on all correspondence – do so as this will identify your tender when it arrives. Note that the lowest tender may not necessarily be accepted as well as the other requirements.
- 16 Date on which the PIN notice was published (this is a Prior Information Notice and is required to inform the market place of future purchases).
- 17 Date notice sent to OJEC.
- 18 Date notice received at OJEC.
- 19 This would normally refer to whether the contract is open to WTO member states or not.

Responding to Notices and Getting on Tender Lists

The opportunity to be included on a tender list may present itself in one of three ways:

1. By responding to an advertisement in the paper.
2. By sending in your company / product information and subsequently being asked to provide more information for a particular contract.
3. By responding to an OJEC notice.

The best way to ensure that you get on a tender list is:

- **Find out who is the contact person in the buyer's organisation to whom you should apply.**
- **Ensure you supply all the information required.**
- **Satisfy the buyer that your products / services meet the necessary performance criteria and specifications.**
- **Satisfy the buyer that your company meets all the criteria for inclusion on tender lists.**
- **Ensure that you respond promptly to any requests for information or clarification arising from your application.**
- **Provide any samples or drawings / specifications which are requested or which you feel will add substance to your request for inclusion.**
- **Check any additional buyer requirements very clearly.**
- **Follow the "Checklist" given overleaf in Figure 7 relating to the drafting and submission of tenders.**

Figure 7: Pre-Tendering Checklist

CHECKLIST
☐ <i>Do you have the necessary resources?</i> ☐ <i>Does your product / service meet their specification?</i> ☐ <i>Can you meet the delivery schedule?</i> ☐ <i>Can you meet the closing date and time for receipt of tenders?</i> ☐ <i>Do you know where to deliver the tender?</i> ☐ <i>Can you tender for part of the contract or must you tender for everything?</i> ☐ <i>Can you comply with their pricing requirements?</i> ☐ <i>Do they want financial information?</i> ☐ <i>Do they want details of previous contracts?</i> ☐ <i>Do they want you to provide references?</i> ☐ <i>Do they want details of your personnel?</i> ☐ <i>Do they want details of your plant and equipment?</i> ☐ <i>Will you be able to provide a Tax Clearance Certificate, if successful?</i> ☐ <i>Do they want any other information from you?</i>
HAVE YOU INCLUDED ALL THE INFORMATION THEY ARE LOOKING FOR?

Chapter Five

THE TENDERING PROCESS

The Buyer's Approach

From the perspective of the public sector organisations, the procurement process is very much linked with the tender process. Here are the various stages from the buyer's perspective.



The next part of this chapter details the nature of a tender and how a supplier should approach the tendering process, as well as the important points to focus on.

The Nature of a Contract

Supply Contracts

- A supply contract is a contract for financial interest, in writing, between a public sector organisation and a supplier and may involve the purchase, lease, rental or hire-purchase. It can also include the provision of services.

Service Contracts

- A service contract is also a contract for financial interest, in writing, between a public sector organisation and a service provider for the provision of services.

A buyer's requirements must be described in detail in order to provide the supplier with the opportunity to develop a good tender. This detailed information may be located in different places:

- **In an advertised tender notice**
- **In an invitation to tender**
- **In published standards referred to in the contract documents**
- **Functionality and performance requirements are regularly specified in the tender documentation**

Selecting Candidates to Tender

- Buying organisations are required to apply objective criteria and rules when selecting participants for a competitive tendering process.
- Selections must be based on the candidates fitness for the specific contract and any additions anticipated to result directly from the initial contract.
- The conditions for exclusion of a candidate include issues such as:

- **Bankruptcy**
- **Being convicted for an offence concerning professional misconduct**
- **Non-payment of social security contributions or taxes**
- **Misrepresentation in supplying information**

As a supplier, you may be asked to sign a declaration attesting to your bona fides in accordance with the above matters, as a pre-condition of being considered for a place on a tender list. It may also be requested as part of the tender response documentation or as a pre-condition to the award of contract.

Preparing Tenders

In preparing your tender remember to:

- Read all of the documentation carefully and note the key points which you must act upon.
- Check that you can meet the principal requirements and that you will have the necessary resources at your disposal to fulfil the contract, if successful.
- Note the duration of the contract. It is becoming standard in the public sector to award 2 or 3 year contracts and with the utilities, 3-5 year contracts are fairly standard. If it is a 2 year contract or longer, remember if you don't succeed it will be at least 2 years before you get an opportunity to tender again.

If the contract is being awarded under **OPEN** procedures, you may be asked to satisfy minimum criteria in respect of your capacity, prior to your tender being evaluated. Conditions such as these would already have been applied in drawing up tender lists if the **RESTRICTED** procedure was used.

Compile a checklist upon receipt of tender invitation documentation. Use the checklist before finalising the tender documentation and issuing it for delivery.

The checklist should include all the items to be completed and provided in the tender document. Keep any labels provided in a safe place. Details of a possible TENDER PREPARATION CHECKLIST are outlined in figure 8 overleaf.

It is recommended that you designate someone in your company with overall responsibility for compilation of the tender. Individual aspects can also be allocated to appropriate personnel, i.e. financial figures to the accounts team, etc. Always ensure that the nominated person is not away at the time the tender needs to be submitted.

IT IS RECOMMENDED THAT ONE PERSON IS RESPONSIBLE
FOR CO-ORDINATING THE TENDER.

Figure 8: Tender Preparation Checklist

Requirement	Comment	Responsibility	Complied With
CLOSING DATE	- Note the day, date and time by which the tender must be submitted. - Make arrangements in advance for delivery (i.e. post, courier, personal delivery, etc.). - Do you have to acknowledge receipt of the Invitation to Tender and state if you are going to submit a tender?		
AWARD CRITERIA	Note whether it is LOWEST PRICE or ECONOMICALLY MOST ADVANTAGEOUS TENDER. If the latter, what are the factors involved?		
COMPANY INFORMATION	- Information on company structure, management and organisation - Details of shareholding(s) - Details of personnel - Details of current order book		
FINANCIAL INFORMATION	- Details of turnover for past 3 years - Most recent audited accounts - Bank references - Tax Clearance Certificate - Guarantees and bonds		
TECHNICAL INFORMATION	- Details of plant and equipment. - Details of Health & Safety policy - Details of accident records - Environmental issues - Do they want to witness production? - Details of Quality Assurance		
SPECIFICATION	- Do you understand the full requirements of the specification? If not, please seek clarification. - What standards are quoted? - Can you meet the requirements of the specification?		
INSURANCE	- Have you the appropriate insurance in place? If not, can it be arranged? - Professional Indemnity - Public Liability		
BONDS and GUARANTEES	If these are required it would be normal to agree these with the banks. Bonds are sought usually for large contracts or when a contract is being placed with a new supplier.		
PRICING	What way do they want you to price the contract? Do they include tender pricing sheets, if so complete in full and total the costs.		
SIGN – OFF	DON'T FORGET TO SIGN ALL TENDER DOCUMENTS – UNSIGNED DOCUMENTS CANNOT BE CONSIDERED		

When you have all the documentation required in the invitation to tender, it is recommended to bind it so that it is easy to read. Note: You may be asked to provide a number of copies to assist the evaluation team.

Remember the Labels and Envelopes – did they provide a label for returning the tender? – this is an administrative detail for the buyers in order to be able to isolate tenders and treat them in a confidential manner. Do they want one envelope inside another? Comply with whatever is requested.

Remember the Deadline – 5pm means 5pm and 12 noon means 12 noon. The public sector are very strict about deadlines and being 5 minutes late may mean all your work goes to waste, as the tender will be returned to you, normally unopened.

ALWAYS ENSURE THAT YOUR TENDERS ARE FULLY IN LINE WITH REQUIREMENTS AND REFLECT ALL OF THE QUOTED AWARD CRITERIA.

Distinguishing between Candidate Selection Criteria and Contract Award Criteria

Confusion regularly arises where suppliers fail to distinguish between the criteria for candidate selection and the criteria for contract award. Most tendering procedures can be divided into two stages:

- Selecting the most qualified companies to put on a bid list who will be invited to submit tenders (i.e. Candidate Selection Criteria), and
- Selecting the winning tender (i.e. Contract Award Criteria)

Candidate Selection Criteria.

These comprise the various requirements that a supplier or service provider must meet as:

- a precondition for selection on a tender list under a restricted procedure, or
- a precondition for having a tender evaluated under an open procedure.

Contract Award Criteria

These are the criteria used in determining to whom a contract should be awarded. These are specific to the contract and may be in terms of:

- Lowest price, or
- The economically most advantageous tender submitted for the contract.

Note:

Where a supplier or service provider meets the candidate selection criteria, and also submits a valid tender, then their tender is entitled to be given due consideration under the contract award criteria.

In the event that the tender then proves to be the best tender under the contract award criteria, the awarding authority is not entitled to reject the tender by returning to re-consider the candidate selection criteria.

However, the awarding authority may at its own discretion decide not to award any contract and to cancel the entire contract award procedure.

Award of Contracts

Awarding bodies must decide and make known, in advance of the tender process, the criteria they intend to use in choosing the successful tenderer(s) for each contract.

Prior to submitting your tender, you should examine these award criteria and ensure that your tender meets them to as high a degree as possible. Your tender should highlight all of the advantages you are offering relative to those criteria.

The award criteria open to the awarding authority are twofold.

- 1 They may choose the **LOWEST PRICE** option. If so, they must go on to make the award to the supplier or service provider who submits the lowest priced valid tender.
- 2 They may choose the **ECONOMICALLY MOST ADVANTAGEOUS** option as the basis for award. Where this option is chosen, the awarding authority must specify the particular factors chosen for the contract in question, in descending order of priority (where possible). The factors chosen must relate to the specific contract and only those factors may then be used in evaluating tenders.

The Economically Most Advantageous Criterion

Various factors may be chosen, depending on the contract in question.

■ For **SUPPLIES** these may include:

- Price
- Delivery date
- Running costs
- Cost effectiveness
- Quality
- Aesthetic and functional characteristics
- Technical merit
- After-sales service
- Technical assistance
- Other relevant factors chosen by the awarding body

■ For **SERVICES** these may include:

- Quality
- Technical merit
- Aesthetic and functional characteristics
- Technical assistance
- After-sales service
- Delivery date
- Delivery period
- Period of completion
- Price
- Other relevant factors chosen by the awarding body

Evaluation of Tenders

Tenders are normally evaluated in two stages. Firstly, the technical stage to ensure the product or service will meet the specification and performance requirements. The second stage is the commercial evaluation. If a product or service is not technically acceptable, then the tender will be rejected and not evaluated commercially.

- Only tenders that comply with the specifications and general requirements of the tender documentation will be considered for acceptance.
- A tender that does not meet these requirements cannot be accepted and must be treated as invalid.
- The pre-published award criteria may not be altered by the contracting authority in carrying out the evaluation process.

These rules ensure that all suppliers and service providers receive equal treatment when competing for public contracts.

Purchase Orders

Following on from the contract award stage, the successful tenderer will normally receive an official purchase order detailing the requirements, delivery instructions and conditions of purchase. Standard conditions generally cover matters such as the order terms, the specification, price, terms of payment, damage or loss, indemnities, delay, termination, etc.

For example, the Electricity Supply Board Standard Conditions of Purchase cover areas such as:

Conditions of Purchase

- | | |
|---|-----------------|
| • Specifications (relating to supplies/services being ordered). | • Insurance |
| • Price Details | • Termination |
| • Terms of Payment | • Assignment |
| • Delivery and Acceptance | • Notices |
| • Packing, Marking and Documentation | • Waiver |
| • Shipping Documents | • Validity |
| • Risk and Title | • Relationship |
| • Warranties | • Force Majeure |
| • Indemnities | • Compliance |
| | • Governing Law |

These conditions would be fairly standard throughout the public sector, although they may vary from organisation to organisation.

Some Advice from Purchasing Managers

Below are some valuable tips and comments from experienced Purchasing Managers who have awarded hundreds of contracts of every shape and size.

Dublin Corporation

Mr. Jim Kelly, Senior Auditor

- (i) Suppliers should, at an early stage, confirm their compliance with tax clearance, health and safety and other statutory requirements.
- (ii) Recent reference sites and products should be readily available.
- (iii) If requested, company annual accounts should be provided.
- (iv) A named person with responsibility for the account should be nominated and relevant contact information supplied.
- (v) Innovations in service delivery and cost effectiveness are welcome.
- (vi) Regular performance reviews should be developed to mutual benefit.
- (vii) Options on the utilisation of electronic commerce are welcome.

Electricity Supply Board

Mr. John Rockett, Senior Buyer, ESB Customer Services

- Identify suitable product / service.
- Identify appropriate purchasing contact e.g. Purchasing Manager / Senior Buyer.
- Arrange meeting with buyer to clarify customer requirements, e.g.
 - Technical standards
 - Product / service usage projections
 - Competitive pricing
 - Commitment to delivery performance
 - Customer service orientation
 - Continuous improvement programmes, etc.
- Present the financial / commercial position of your company (including short and long term projections / plans); also, customer reference list, details of previous performance history. Where EU contracts are involved, there is a requirement to pre-qualify prior to inclusion in our approved Bid List.
- If asked to tender, ensure compliance with all technical and commercial requirements.
- Finally, if unsuccessful in a tender process, always seek feedback in order to be better prepared for the next opportunity.

ESB Power Generation

Mr. Gerry Mulligan, Purchasing Manager

"There is a general misconception that utilities and Government Departments prefer to deal with large companies. There are very sound business reasons why public sector organisations should seek to maximise their level of spend in Ireland. Irish suppliers can provide a level of flexibility, commitment and security of supply which is not generally available from foreign companies. Low overheads mean that small firms can be very competitive and they are always happy to embrace change. They go out of their way to give that extra something, often in the form of customer care and they show a willingness to get the job done to tight deadlines".

Most public sector companies operate term contracts of 2 or 3 year duration, for common products and services in constant demand. These are awarded following competitive tender. Companies wishing to compete for this business should:

- Know when the various contracts are due to expire and when the tendering process is likely to begin.
- Write to the Purchasing Manager and ask to be included on the bid list.
- Ask for details of any qualification system which may be in operation.
- Don't be afraid to ask for guideline prices for the current contract and also details of the proposed contract quantities / values and the share which may be awarded to a first time supplier.

Bord Gáis Éireann

Mr Liam Moran, Purchasing Manager

- Previous experience of organisation and of personnel proposed
- Commercial aspects, such as previous three years accounts
- Profitability
- Reputation in marketplace
- Reference list of previous clients
- After-sales service etc.
- Health and safety history
- Company history

Chapter Six

THE INFORMATION FEEDBACK PROCESS

What You Can Find Out

It is government policy that unsuccessful tenderers for all public contracts should be informed of the position without delay. Contracting authorities are also recommended to release related general information to unsuccessful tenderers on request. Suppliers may be informed if they failed on price grounds. However, they are not entitled to have details of other tenders (including prices) disclosed to them as a matter of routine.

For contracts subject to the European directives, the awarding authorities are required to publish Notices of Contract Awards. These notices provide for publication of the "price or range of prices paid" and the "value of winning awards or the highest and lowest offer taken into account in the award of the contract". Contract Award Notices can be very useful sources of information and should not be ignored.

Confidentiality of Tenders

In general, sensitive tender information held by public bodies and utilities is required to be kept confidential at all stages, including the periods prior to tender opening, during tender evaluation and after the contract is awarded.

The Freedom of Information Act (FOI) 1997 applies to many of the public sector organisations. Suppliers should be aware that under FOI the value of contract awards and other information may be disclosed. However, the FOI also provides for certain types of information, including confidential information and commercially sensitive material held by public bodies, to be withheld from disclosure.

- Suppliers should always highlight in their tender documentation, information that they would not want disclosed, particularly under FOI. Note however, that if a public body proposes to release information against your wishes, you have the right of appeal to the Information Commissioner in the first instance.
- Under the European directives, certain information can be withheld by the buyers, but only under certain circumstances and only with justification.

As the FOI policy develops, decisions will be made which will impact on what previously may have been regarded as confidential information. Suppliers need to be aware of the possible threats in this regard.

Debriefing Charter

A charter on debriefing entitled "A Voluntary Charter of Policy and Practice on Debriefing of Suppliers"² was launched recently by the Forum on Public Procurement in Ireland. This contains recommended best practice for the public sector and utilities. It consists of two principal elements:

- A recommended range of information feedback to be made available to suppliers
- The format and agenda appropriate to a personal debriefing for unsuccessful suppliers

² Refer to the Forum on Public Procurement Website, www.fpp.ie/library

Information Feedback

As acceptance and use of the Charter extends within the public sector, suppliers can expect to have ready access to:

- Routine non-confidential technical specifications regularly referred to by buyers.
- The criteria and rules used by buyers in drawing up tender lists.
- Direct points of contact for clarification of information.
- Information within 15 days of request, as to whether a contract has been awarded or the procedure cancelled or re-advertised.
- Letters of regret for unsuccessful tenderers issued within 15 days of contract award – this timescale would not be the norm at the moment.
- Information within 15 days of a request by an eliminated bid-list candidate or tenderer of the reasons for their rejection. In the case of an eliminated tenderer, the characteristics and relative advantages of the tenderer selected and the name of the successful tenderer would be supplied.
- A Contract Award Notice published in the Official Journal of the European Communities, dispatched within 48 days of contract award. The latter refers only to contracts covered by European Procurement Rules.

Debriefing Meeting

Suppliers should request a debriefing within one month of notification of the contract decision and it should take place within two months of the request.

The numbers attending and the agenda should be agreed in advance.

The agenda may include any of the following:

- (1) The contract
- (2) The documentation used
- (3) Any correspondence between the parties
- (4) The criteria and rules employed
- (5) The tender or proposal offered
- (6) Any other pertinent matters

However, it should be emphasised that the debriefing is confined to discussing the individual company's performance and not their competitors.

The majority of buyers are happy to provide suppliers with a debriefing. To date very few suppliers have sought a debriefing. However, if you wish to discover where you went wrong, **don't be afraid to ask.**

The introduction of the Debriefing Charter and the FOI Act will improve the information flow between the buyers and suppliers and will in time, lead to suppliers being in a position to improve their performance.

Chapter Seven

CUSTOMER RELATIONS MANAGEMENT

Retaining the Business

The realisation of all the preparation and hard work is the receipt of a Purchase Order from the buyer. This is not the end but is merely the beginning – you now have to maintain your share of the market.

Here are some key points to ensure that you retain the business:

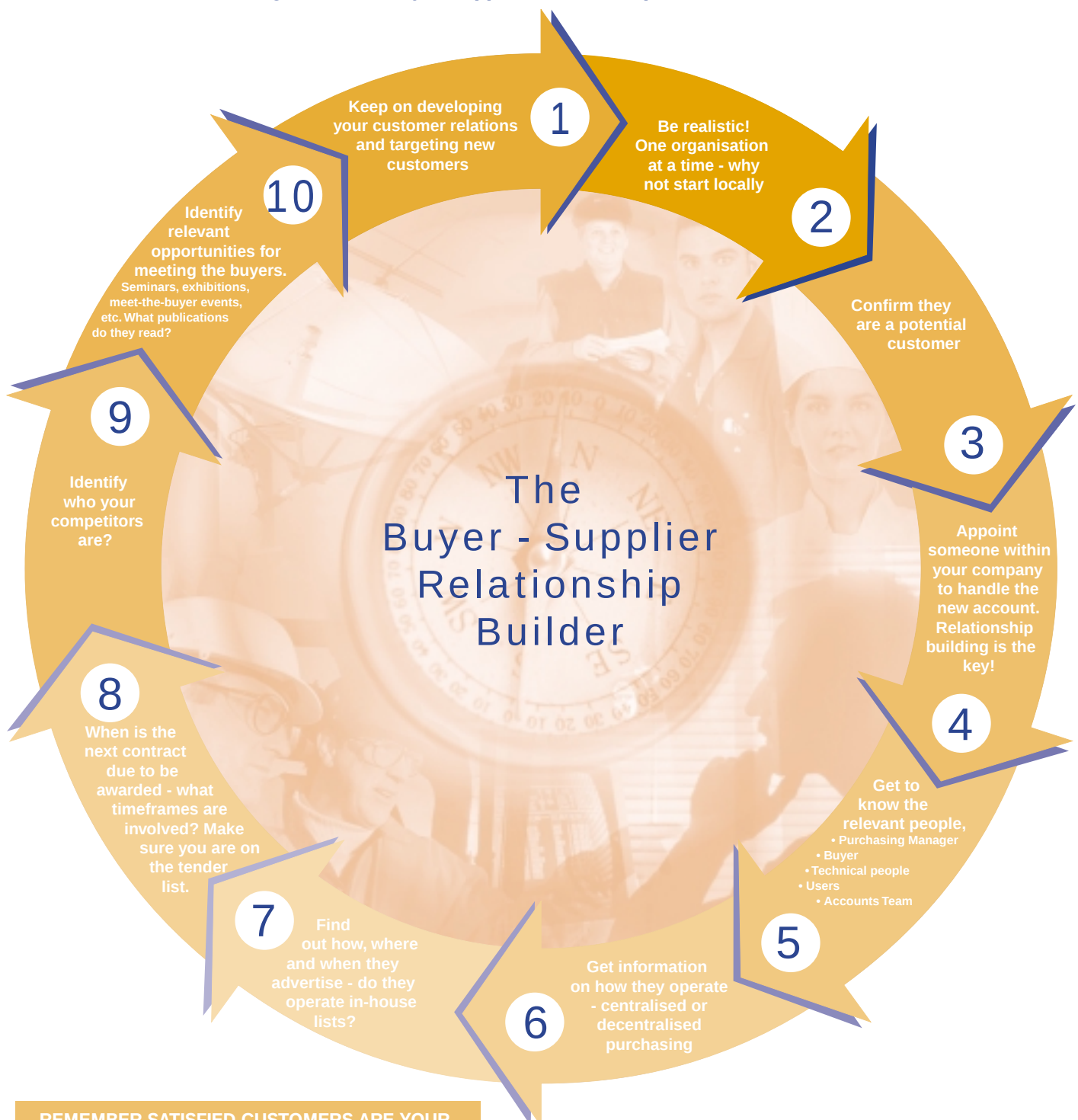
1. Meet the order requirements – deliver on time and deliver high quality.
2. If you are awarded a contract whereby several deliveries over a certain period are required, ensure you meet these timescales.
3. Arrange to meet with the buyer and the users occasionally to ensure they are happy with the product, delivery and response times.
4. Respond quickly to queries or problems. If you cannot respond immediately, always phone, fax or e-mail the organisation to explain the problem and provide an explanation and a timescale for solving the problem.
5. Submit invoices on a regular basis, in accordance with the conditions of contract. Ensure they are sent to the correct address.
6. About six months before the contract is due for renewal, meet with the buyers, specifiers and users to gain an understanding of the requirements for the next contract. Ascertain if they are:
 - satisfied with the product, packing quantities and delivery schedules
 - satisfied with your overall performance during the contract
 - going to use the same specification next time
7. Work with the organisation to ensure there are no outstanding issues that could go against you in the next tender opportunity.
8. Don't be afraid to suggest new products / solutions. Innovation is always welcomed. Remember that "life cycle costs" are most important. Even if a new product is dearer, if it saves them money in the long term, let them know.

Developing Buyer Relations

While tendering is carried out in a transparent and open manner it helps to develop and maintain good relationships with your public sector customers.

Figure 9 below outlines an approach for building on that relationship and ultimately ensuring success in a highly competitive market.

Figure 9: The Buyer Supplier Relationship Builder



REMEMBER SATISFIED CUSTOMERS ARE YOUR BEST RECOMMENDATION FOR FUTURE BUSINESS.

Chapter Eight

E-PROCUREMENT

National and European Developments

The Irish public sector procurement market is now subject to increasing competitiveness like that of its counterpart in the private sector. In order to maintain and improve the competitiveness of the Irish economy and of Irish suppliers therefore, the Government is committed to providing for the development of advanced communications and e-Commerce facilities to fully exploit the benefits of the Information Society.

The Department of Finance, in conjunction with the Department of the Taoiseach has identified e-Procurement as a key element in this development. By facilitating the participation of suppliers targeting procurement opportunities in the public sector and by creating greater efficiencies through standardised procedures, e-Procurement will enable Irish suppliers to become more competitive at home and abroad.

As an interim measure the Irish Government will launch a new portal for public procurement opportunities (January 2001). This portal will contain:

- Details of all OJEC and national / local press tender advertisements
- Actual tender documents
- Information on procurement procedures
- Links to the contracting entities

www.e-tenders.gov.ie

Meanwhile, the European Commission has developed proposals which when adopted will enable public procurement to be carried out exclusively by electronic means. The introduction of e-Procurement will mean that all of the following will be communicated electronically:-

- Contract notices
- Information of value to suppliers, including technical specifications
- Profiles of the buying agencies.
- The issue of requests to participate in tenders, and of tender documents.
- The receipt of completed tenders
- Contract award notices.

Given that the technology is now fully in place for issuing purchase orders, invoicing and payment of accounts electronically, suppliers will be well advised to ask themselves "is all of this relevant for my company?"

The answer is YES.

At this stage, with the arrival of the Information Society it is essential that Irish suppliers engage fully in the new environment and prepare themselves for participation.

The focus of e-Procurement

The suppliers main focus will be to identify the key issues to be addressed in preparing for the new environment. As a supplier you should ask yourself the following questions:

- **How can I cater for the new public sector policy on e-Procurement?**
- **What are my customers doing?**
- **What are my competitors doing?**
- **How can I trade over the Internet? e.g. buy and sell my products / services**
- **What equipment do I require?**
- **What training do I require, if any?**
- **What will it all cost?**
- **What other issues must I address?**

There are a number of other factors which you need to look at also:

- **What is happening in your own industry?**
- **Do you already have an Internet service provider?**
- **Should you establish a web-site?**
- **How will you publicise your web address?**
- **Have you considered having your products / services placed on an electronic catalogue?**
- **Who are the best catalogue companies?**
- **Are there any "marketplaces" where you might begin trading?**

Once you have entered the field of electronic trading it will mean that the majority of your business will be carried out over the Internet, from tendering right through to receiving orders, issuing invoices and receiving payments.

E-Commerce is a fact of life and procurement will undoubtedly be carried out predominantly over the Internet in the future. Your competitors will be there, will you?

Appendix 1 – Glossary of Frequently Used Terms

CALL FOR COMPETITION	The means by which public bodies advertise their requirements - published in the Official Journal of the European Communities.
CONTRACTING AUTHORITY OR CONTRACTING ENTITY	The Public Sector or Utility awarding a contract, i.e. the BUYER.
EC	European Community.
EEA AGREEMENT	An agreement between the EU and Norway, Iceland and Liechtenstein.
EU	European Union.
EU COUNTRIES	15 Member States - Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden and United Kingdom.
FOI	Freedom of Information – as per Act of 1997.
GPA	Government Procurement Agreement - now known as the World Trade Organisation.
ISP	Internet Service Provider.
ITT	Invitation to Tender.
NEGOTIATED PROCEDURE	A purchasing procedure which involves consulting with chosen participants and negotiating the terms of the contract with one or more of them. It is widely used by utilities but can only be used by the public sector in limited circumstances.
OJEC	Official Journal of the European Communities.
OPEN PROCEDURE	This is a commonly used purchasing procedure whereby all those companies who apply for tender documents will be allowed to tender.

PIN	Prior Information Notice – the means by which contracting entities indicate their purchases over the following 12 months at European level.
RESTRICTED PROCEDURE	This is a commonly used purchasing procedure which introduces minimum criteria which must be complied with in order to be considered for a tender list. Under this procedure normally between 5 and 20 companies are invited to tender.
RFP	Request for Price Or Request for Proposals.
RFT	Request for Tender.
SERVICE PROVIDER	An individual or company which provides services.
SME	Small or Medium-Sized Enterprise.
SPECIFICATION	A description of the product or service required in terms of functional and / or technical performance, etc.
SUPPLIER	An individual or company which provides goods or products.
TENDER	The documentation issued by a contracting entity seeking prices and / or proposals. Tender also refers to the submission from the supplier or service provider detailing their offer.
UTILITIES	Contracting entities operating in the water, energy and transport sectors.
WTO	World Trade Organisation.

Appendix 2 – Public Sector Organisations

Adelaide Hospital
www.adelaide.ie
Phone: 01 4758971

Advisory Committee on Telecommunications
www.act.iol.ie
Phone: 01 6041096

Aer Rianta
www.aer-rianta.ie
Phone: 01 8444900

Agriculture, Food and Rural Development, Department of
www.irlgov.ie/daff
Phone: 01 6789011

Arts Council
www.artscouncil.ie
Phone: (01) 618 0200

Arts, Heritage, Gaeltacht and the Islands, Department of
www.irlgov.ie/ealga
Phone: 01 6670788

Association for Higher Education and Disabilities
www.ahead.ie
Phone: 01 4752386

Athlone Institute of Technology
www.ait.ie
Phone: 0902 24400

Attorney General, Office of the
www.irlgov.ie/ag
Phone: 01 6616944

Bantry Terminals
Phone: 027 50380

Beaumont Hospital
www.beaumont.ie
Phone: 01 8377755

Blood Transfusion Board
www.btsb.org
Phone: 01 6603333

Bord Altranais (Nursing Board)
www.nursingboard.ie
Phone: 01 6760266

Bord Bia
www.bordbia.ie
Phone: 01 6685155

Bord Fáilte
www.ireland.travel.ie
Phone: 01 6024000

Bord Gáis Éireann
www.bge.ie
Phone: 021 524200

Bord Glás
www.imsgrp.com/imm/forfas/bordglas.htm
Phone: 01 676-3567

Bord Iascaigh Mhara
www.bim.ie
Phone: 01 2841544

Bord na Móna
www.bnm.ie
Phone: 0506 45155

Bord Pleanála (Planning Board)
www.pleanala.ie
Phone: 01 8728011

Bord Scannán na hÉireann (Irish Film Board)
www.iol.ie/filmboard
Phone: 091 561398

Bray Urban District Council
www.bray.ie
Phone: 01 2868285

Bus Átha Cliath (Dublin Bus)
www.dublinbus.ie
Phone: 01 7033475

Bus Éireann
www.buseireann.ie
Phone: 01 7033412

Cappagh Orthopaedic Hospital
Phone: 01 8341211

Carlow County Council
Phone: 0503 70300

Carlow County Vocational Education Committee
Phone: 0503 31813

Carlow Institute of Technology
www.itcarlow.ie
Phone: 0503 70400

Central Bank of Ireland
www.centralbank.ie
Phone: 01 6716666

Central Fisheries Board
www.touchtel.ie/angling
Phone: 01 8379206

Central Statistics Office
www.cso.ie
Phone: 021 359000

CERT
www.cert.ie
Phone: 01 8556555

Chambers of Commerce of Ireland
www.chambersireland.ie
Phone: 01 6612888

Chomhairle Leabharlanna (Library Council)
www.iol.ie/~libcounc
Phone: 01 6761167

CIÉ
www.cie.ie
Phone 01 6771871

Civil Service Commisisoners, Office of the
www.irlgov.ie/csclac
Phone: 01 6615611

Clare County Council
www.clare.ie
Phone 065 21616

Clare County Vocational Education Committee
Phone: 065 88107

Coillte Teoranta
www.coillte.ie
Phone: 01 6615666

Commission for Electricity Regulation (CER)
www.cer.ie
Phone: 01 6615611

Commissioners of Irish Lights
www.cil.ie
Phone: 01 2801998

Competition Authority
www.irlgov.ie/compauth
Phone: 01 8045400

Comptroller and Auditor General, Office of the
www.irlgov.ie/audgen
Phone: 01 6031000

Consumer Affairs, Office of the Director of
www.odca.ie
Phone: 01 4025555

Consumer Association
www.consumerassociation.ie
Phone: 01 6612466

Coombe Women's Hospital, Dublin
www.coombe.ie
Phone: 01 4537561

Cork Corporation
www.corkcorp.ie
Phone: 021 963617

Cork County Council
www.corkcoco.com
Phone: 021 276891

Cork County Vocational Education Committee
Phone: 021 285343

Cork Harbour Commissioners
Phone: 021 273125

Cork Institute of Technology
www.cit.ie
Phone: 021 4326100

Courts Service
www.courts.ie
Phone: 01 8886000

Defence, Department of
www.irigov.ie/defence
Phone: 01 8046061

Directorate of Engineers
Phone: 01 8046030

Donegal County Council
www.donegalcoco.ie
Phone: 074 41066

Donegal Vocational Education Committee
www.iol.ie/~donvec
Phone: 074 21100

Drogheda Corporation
Phone: 041 33511

Drogheda Port Company
Phone: 041 9838378

Dublin Bus
www.dublinbus.ie
Phone: 01 7033475

Dublin City University
www.dcu.ie/
Phone: 01 7045151

Dublin Corporation
www.dublincorp.ie
Phone: 01 6796111

Dublin Docklands Development Authority
www.ddda.ie
Phone: 01 8183300

Dublin Institute of Technology
www.dit.ie
Phone: 01 4023000

Dublin Port Company
www.dublin-port.ie
Phone: 01 8550888

Dublin Zoo
www.dublinzoo.ie
Phone: 01 6771425

Dundalk Chamber of Commerce
www.dundalk.ie
Phone: 042 9328725

Dundalk Institute of Technology
www.dkit.ie
Phone: 042 34785

Dungarvan Urban District Council
www.dungarvan.com/udc/
Phone: 058 41111

Dún Laoghaire Vocational Education Committee
Phone: 01 2850666

Dún Laoghaire/Rathdown County Council
www.dlrcoco.ie
Phone: 01 2054700

Eastern Regional Health Authority (ERHA)
www.erha.ie
Phone: 01 4065600

Economic and Social Research Institute (ESRI)
www.esri.ie
Phone: 01 6675414

Education and Science, Department of
www.irigov.ie/edcu
Phone: 01 8734700

Electricity Supply Board
www.esb.ie
Phone: 01 6765831

Employment Equality Agency (EEA)
www.equality.ie
Phone: 01 6624577

ENFO
www.enfo.ie
Phone: 01 8882001

Enterprise Ireland
www.enterprise-ireland.com
Phone: 01 2066000

Enterprise, Trade and Employment, Department of
www.entemp.ie
Phone: 01 6614444

Environment and Local Government, Department of
www.environ.ie
Phone: 01 6793377

Environmental Protection Agency
www.epa.ie
Phone: 053 47120

FÁS (Training and Employment Authority)
www.fas.ie
Phone: 01 6070500

Federated Dublin Voluntary Hospitals
Phone: 01 4532385

Film Board of Ireland
(Board Scannán na hÉireann)
www.iol.ie/filmboard
Phone: 091 561398

Finance, Department of
www.irigov.ie/finance
Phone: 01 6767571

Fingal County Council
www.fingal.ie
Phone: 01 8727777

Foreign Affairs, Department of
www.irigov.ie/iveagh
Phone: 01 4780822

Food Safety Authority of Ireland
www.fsai.ie
Phone: 01 8171300

Forfás (Promoting Enterprise, Science and Technology)
www.forfas.ie
Phone: 01 6073000

Galway City Vocational Education Committee
Phone: 091 567194

Galway County Council
www.galway.ie
Phone: 091 509000

Galway County Vocational Education Committee
Phone: 091 562138

Galway-Mayo Institute of Technology
www.gmit.ie
Phone: 091 751107

Garda Síochána
www.garda.ie
Phone: 01 6771156

Health and Children, Department of
www.doh.ie
Phone: 01 6354000

Health and Safety Authority
www.has.ie
Phone: 01 6620400

Heritage Council
www.heritagecouncil.ie
Phone: 056 70777

Heritage Ireland
www.heritageireland.ie
Phone: 01 6627166

Higher Education Authority (HEA)
www.heai.ie
Phone: 01 6612748

Iarnród Éireann (Irish Rail)
www.irishrail.ie
Phone: 01 8363333

Independent Radio and Television Commission
www.irtc.ie
Phone: 01 6760966

Information Commissioner, Office of
www.irlgov.ie/oic
Phone: 01 6785222

Inland Waterways Association of Ireland
www.iwai.ie
Phone: 078 50898

IDA (Industrial Development Authority)
www.idaireland.com
Phone: 01 6034000

Institute of Technology, Carlow
www.itcarlow.ie
Phone: 0503 70400

Institute of Technology, Sligo
www.itsligo.ie
Phone: 071 55222

Institute of Technology, Tallaght
www.it-tallaght.ie
Phone: 01 4042000

Institute of Technology, Tralee
www.ittralee.ie
Phone: 066 7145600

International Missionary Training Hospital
Phone: 041 30926

Irish Aviation Authority (IAA)
www.iaa.ie
Phone: 01 6718655

Irish Dairy Board
www.idb.ie
Phone: 01 6619599

Irish Energy Centre
www.irish-energy.ie
Phone: 01 8369080

Irish Ferries
www.irishferries.ie
Phone: 01 8552222

Irish Film Board
www.iol.ie/filmboard
Phone: 091 561398

Irish Food Board
www.bordbia.ie
Phone: 01 6685155

Irish Horseracing Authority
www.iha.ie
Phone: 01 2892888

Irish Marine Institute
www.marine.ie
Phone: 01 4780333

Irish State Tourism Training Agency (CERT)
www.cert.ie
Phone: 01 8847700

Irish Rail (Iarnród Éireann)
www.irishrail.ie
Phone: 01 8363333

Irish Tourist Board
www.ireland.travel.ie
Phone: 01 6024000

Justice, Equality and Law Reform, Department of
www.irlgov.ie/justice
Phone: 01 6028202

Kerry County Council
www.kerrycoco.ie
Phone: 066 21111

Kerry County Vocational Committee
Phone: 066 21488

Kildare County Council
www.kildare.ie/countycouncil
Phone: 045 97071

Kildare County Vocational Education Committee
Phone: 045 897358

Kilkenny County Council
www.kilkennycoco.ie
Phone: 056 52699

Kilkenny County Vocational Education Committee
Phone: 056 70966

Laois County Council
www.laois.ie
Phone: 0502 22044

Laois County Vocational Education Committee
Phone: 0502 22435

Land Registry and Registry of Deeds
www.irlgov.ie/landreg
Phone: 01 6707500

Leitrim County Council
www.leitrimcoco.ie
Phone: 078 20005

Leitrim County Vocational Education Committee
Phone: 078 20024

Leopardstown Park Hospital
Phone: 01 2955055

Letterkenny Institute of Technology
www.lyit.ie
Phone: 074 24888

Library Council
(An Chomhairle Leabharlanna)
www.iol.ie/~libcounc
Phone: 01 6761167

Limerick Corporation
www.limerickcorp.ie
Phone: 061 415799

Limerick County Council
Phone: 061 318477

Limerick County Vocational Education Committee
Phone: 061 412692

Limerick Institute of Technology
www.lit.ie
Phone: 061 208208

Local Appointments Commissioners
www.irlgov.ie/cslclac
Phone: 01 6615611

Local Government Computer Services Board
Phone: 01 6097000

Longford County Council
Phone: 043 46231

Longford County Vocational Education Committee
Phone: 043 46493

Louth County Council
Phone: 042 35457

Louth County Vocational Education Committee
Phone: 042 34047

LUAS (Dublin Light Rail Transit)
www.luas.ie
Phone: 01 6764814

Marine and Natural Resources, Department of
www.irlgov.ie/marine
Phone: 01 6785444

Marine Institute
(Foras na Mara)
www.marine.ie
Phone: 01 4780333

Mater Hospital Foundation
www.mater-foundation.ie
Phone: 01 8303482

Mater Misericordiae Hospital, Dublin
www.mater.ie
Phone: 01 8301122

Maynooth University
www.may.ie
Phone: 01 6285222

Mayo County Council
www.mayococo.ie
Phone: 094 24444

Mayo County Vocational Education Committee
Phone: 094 24188

Meath County Council
www.meath.ie
Phone: 046 21581

Meath County Vocational Education Committee
Phone: 046 21447

Meath Hospital, Dublin
Phone: 01 4536408

Meteorology Office
www.iol.ie
Phone: 01 8064200

Midland Health Board
www.mhnb.ie
Phone: 0506 21868

Midlands-East Regional Tourism Authority
Phone: 044 48761

Mid-Western Health Board
www.mwhb.ie
Phone: 061 301111

Mid-West Regional Authority
Phone: 067 33197

Monaghan County Council
Phone: 047 30500

Monaghan County Vocational Education Committee
Phone: 047 81833

National Archives of Ireland
www.nationalarchives.ie
Phone: 01 4072300

National Authority for Occupational Safety & Health
Phone: 01 6620400

National Building Agency
Phone: 01 4979654

National College of Art and Design
www.ncad.ie
Phone: 01 671 1377

National Disability Authority
Phone: 01 6080400

National Gallery of Ireland
www.nationalgallery.ie
Phone: 01 6615133

National Institute for Management Technology
www.nimt.rtc-cork.ie
Phone: 02

National Library
www.heanet.ie/natlib
Phone: 01 6030200

National Lottery, An Post
www.lotto.ie
Phone: 01 8364444

National Maternity Hospital
Phone: 01 6610277

National Rehabilitation Hospital
Phone: 01 2854777

National Roads Authority
Phone: 01 6602511

National Safety Council
www.national-safety-council.ie
Phone: 01 4963422

National Social Service Board
www.nssb.ie
Phone: 01 6616422

National Standards Authority of Ireland
www.nsai.ie
Phone: 01 8073800

National Technological Park
www.commerce.ie/ntp
Phone: 061 336555

National Treasury Management Agency
www.ntma.ie
Phone: 01 6762266

National Women's Council of Ireland
www.nwci.ie
Phone: 01 6615268

North-Eastern Health Board
www.nehb.ie
Phone: 041 9845707

North-Western Health Board
www.nwhb.ie
Phone: 071 71111

Nursing Board
(An Bord Altranis)
www.nursingboard.ie
Phone: 01 6760226

**Office of the Director of
Telecommunications Regulation**
www.odtr.ie
Phone: 01 8049600

Ombudsman, Office of the
www.irlgov.ie/ombudsman
Phone: 01 6620899

Ordnance Survey of Ireland
www.irlgov.ie/osi
Phone: 01 8206100

Offaly County Council
Phone: 0506 46800

**Offaly County Vocational
Education Committee**
Phone: 0506 21406

Our Lady's Hospice
Phone: 01 4972741

**Our Lady's Hospital for Sick
Children**
Phone: 01 4096100

Peamount Hospital
Phone: 01 6280685

Pensions Board
www.pensionsboard.ie
Phone: 01 6762622

Planning Board
(An Bord Pleanála)
www.pleanala.ie
Phone: 01 8728011

Portiuncula Hospital
Phone: 0905 42140

Post (An Post)
www.anpost.ie
Phone: 01 7058544

**Public Enterprise,
Department of**
www.irlgov.ie/tec
Phone: 01 6707444

Public Works, Office of
www.opw.ie
Phone: 01 6476000

Radio na Gaeltachta
www.rte.ie/radio/mag
Phone: 091 506677

Radio Telefís Éireann (RTE)
www.rte.ie
Phone: 01 2083111

**Revenue Commissioners,
Office of the**
www.revenue.ie
Phone: 01 7020802

**Roscommon County Council
Courthouse**
Phone: 0903 61181

**Roscommon County Vocational
Education Committee**
Phone: 0903 26151

Rotunda Hospital, Dublin
www.rotunda.ie
Phone: 01 873070

Royal Hospital (Donnybrook)
Phone: 01 4972844

**Royal Victoria Eye & Ear
Hospital**
Phone: 01 6785500

Senior College - Dún Laoghaire
www.scd.ie

Senior College – Sallynoggin
www.scs.dife.ie
Phone: 01 2852997

Shannon Development
www.shannon-dev.ie
Phone: 061 361555

Sligo Corporation
Phone: 071 42141

Sligo County Council
Phone: 071 43221

**Sligo County Vocational
Education Committee**
Phone: 071 61511

**Social, Community & Family
Affairs, Department of**
www.dscfa.ie
Phone: 01 8748444

South Dublin County Council
www.sdcc.ie
Phone: 01 4620000

South-Eastern Health Board
www.sehb.ie
Phone: 056 51702

South East Tourism
Phone: 051 875823

Southern Health Board
www.shb.ie
Phone: 021 545011

St. James's Hospital, Dublin
www.stjames.ie
Phone: 01 4537941

St. John's Hospital
Phone: 061 415822

St. Mary's Hospital & School
Phone: 01 8323056

St. Martin's Hospital
Phone: 0902 74028

St. Vincent's Hospital
Phone: 01 8375101

Taoiseach, Department of the
www.irlgov.ie/taoiseach
Phone: 01 6624888

Teagasc (Agriculture and Food
Development Authority)
www.teagasc.ie
Phone: 01 6376000

Rural Development Centre
Phone: 091 845200

Temple Bar Properties
www.temple-bar.ie
Phone: 01 6772255

Tipperary (N.R.) County Council
Phone: 067 31771

**Tipperary County Vocational
Education Committee**
Phone: 067 31250

Tipperary (S.R.) County Council
Phone: 052 25399

**Tourism, Sport and Recreation,
Department of**
www.irlgov.ie/ddt
Phone: 01 6621444

**Waterford Institute of
Technology**
www.wit.ie
Phone: 051 75934

**Tralee Town Vocational
Education Committee**
Phone: 066 21041

Western Health Board
www.mayo-cs.ie
Phone: 0905 42117

Trinity College, Dublin (TCD)
www.tcd.ie
Phone: 01 6772941

**Western Regional Tourism
Authority Ltd.**
Phone: 091 563081

Údarás na Gaeltachta
www.udaras.ie
Phone: 091 503100

Westmeath County Council
Phone: 044 40861

University College, Cork (UCC)
www.ucc.ie
Phone: 021 276871

**Westmeath County Vocational
Education Committee**
Phone: 044 48389

University College, Dublin (UCD)
www.ucd.ie
Phone: 01 7061799

Wexford Corporation
Phone: 053 42611

**University College, Galway
(UCG)**
www.ucg.ie
Phone: 091 524411

Wexford County Council
www.wexford.ie
Phone: 053 42211

**University of Dublin, Trinity
College (TCD)**
www.tcd.ie
Phone: 01 6772941

**Wexford Town Vocational
Education Committee**
Phone: 053 22591

University of Limerick (UL)
www.ul.ie
Phone: 061 333644

Wicklow County Council
www.wicklow.ie
Phone: 0404 67324

Valuation Office
www.valoff.ie
Phone: 01 8171000

**Wicklow County Vocational
Education Committee**
Phone: 0404 67338

**Voluntary Health Insurance
(VHI)**
www.vhi.ie
Phone: 01 7997090

**Waterford City Vocational
Education Committee**
Phone: 051 874007

Waterford Corporation
www.waterfordcorp.ie
Phone: 051 873501

Waterford County Council
Phone: 058 42822

**Waterford County Vocational
Education Committee**
Phone: 058 41780

Appendix 3 - Organisations Providing Support

Enterprise Ireland

Wilton Park House
Wilton Place
Dublin 2.

Contact: Irene O'Gorman or Amanda Farrell

Phone: 01-808 2939 or 01-808 2823
Fax: 01-607 3286
Email: irene.ogorman@enterprise-ireland.com
Web: www.enterprise-ireland.com

Enterprise Ireland (Northern Ireland)

3rd Floor
Chamber of Commerce House
22 Great Victoria Street
Belfast BT2 7LX

Contact: Diane Roberts

Phone: 048-90347555
Fax: 048-90347550
Email: diane.roberts@enterprise-ireland.com

Forum on Public Procurement in Ireland (FPP)

1 Harmsworth
Greenmount Office Park
Harolds Cross
Dublin 6W

Contact: Valerie Bergin

Phone: 01- 402 0810
Fax: 01-402 0811
Email: info@fpp.ie
Web: www.fpp.ie

Chambers of Commerce of Ireland

22 Merrion Square,
Dublin 2.
Phone: 01-661 2888
Fax: 01-661 2811
Email: info@chambersireland.ie
Web: www.chambersireland.ie

Department of Finance (Public Procurement Division)

73-79 Lower Mount Street
Dublin 2.

Contact: Billy Noone or Carol Coughlan

Phone: 01-604 5786 / 604 5787
Fax: 01-604 5719:
Web: www.irlgov.ie/finance

Department of Finance (e-Procurement Section)

Lansdowne House,
Lansdowne Road
Dublin 4.
Phone: 01-676 7571

Institute of Purchasing and Materials Management (IIPMM)

5 Belvedere Place,
Dublin 1.

Contact: Gerry Davis

Phone: 01-855 9257
Fax: 01-855 9259
Email: info@iipmm.ie
Web: www.iipmm.ie

Institute of Public Administration

57-61 Lansdowne Road
Dublin 4
Phone: 01-269 7011
Fax: 01-269 8644
Web: www.ipa.ie

Irish Small and Medium Enterprises Association (ISME)

17 Kildare Street
Dublin 2

Contact: Ciarán McMahon

Phone: 01-662 2755
Fax: 01-661 2157
Email: info@isme.ie
Web: www.isme.ie

National Institute of Transport and Logistics (NITL)

DIT,
Aungier Street,
Dublin 2.

Contact: Paul Hederman

Phone: 01-402 3084
Web: www.nitl.ie

Small Firms Association (SFA)

Confederation House,
84-86 Lower Baggot Street,
Dublin 2.

Contact: Pat Delaney

Phone: 01-660 1011
Fax: 01-661 2861