



Southampton City Council

**LIFT REPLACEMENTS & ASSOCIATED WORKS
(ALBION, REDBRIDGE & SHIRLEY TOWERS, SOUTHAMPTON)**

SECTION 5

**PROJECT SPECIFIC
SERVICE QUALITY QUESTIONNAIRE
(with Assessment & Scoring Criteria)**

Procurement Services

Last updated: 21st February 2019

INTRODUCTION

This document supplements your priced submission.

Questions 1-10 are mandatory (threshold) requirements where we require you to confirm that you can meet the minimum standards required for consideration. If you cannot meet these threshold requirements we will be unable to consider your bid any further.

The responses to all remaining questions (Nos 11 – 27) below comprise **40%** of the total tender evaluation score.

Refer to the 'Invitation to Tender (ITT) / Instructions to Bidders' document for further details.

INSTRUCTIONS

Each bidder shall complete and submit the following questionnaire in full, and as a **'Word'** document, as part of their qualifying submission. Failure to do so may cause the bid to be deemed non-compliant and so consequently, may not be considered any further.

All responses shall be evaluated in accordance with the detail contained within both this document, and the 'Instruction to Bidders' document.

All answers should be evidenced through the contracts referred to in Question 3. Evidence to demonstrate a genuine ability to deliver, and to the standard required, is a core element of this evaluation process. Well evidenced answers will score higher.

Supporting information (*where requested*) should be presented in the same order as the request, and should be **clearly indexed and referenced to the relevant question**. Text and information provided over and above that specifically requested, or information provided that is irrelevant to the question, will *not* be considered. The use of bullet pointed answers are therefore recommended.

All commitments included in this questionnaire in support of your bid shall be deemed to form part of your offer and so shall be considered as contractually bound commitments.

The appointment of the successful contractor will be on the basis of the "Most Economically Advantageous Tender".

A. MANDATORY REQUIREMENTS

(Failing a mandatory requirement can be expected to result in a bidder being excluded from the procurement process)

Q1A	PROFESSIONAL QUALIFICATION & ACCREDITATIONS (Lift Design & Installation Works)
Q	Please evidence that the company that would be responsible for delivering this element of the contract:- <ul style="list-style-type: none">• are formal registered members of the Lift & Escalator Industry Association (LEIA), or another equally approved body;• are accredited to BS EN ISO 9001:2008;• and that all those responsible for undertaking the work would hold all appropriate qualifications.
A	

No	Question
Q1B	PROFESSIONAL QUALIFICATION & ACCREDITATIONS (Electrical Works)
Q	<p>Please evidence that the company that would be responsible for delivering this element of the contract:-</p> <ul style="list-style-type: none"> • are formal registered members of the National Inspection Council for Electrical Installation Contracting (NICEIC), Electrical Contractors Association (ECA), or another equally approved body; • are accredited to BS EN ISO 9001:2008; • and that all those responsible for undertaking the work would hold all appropriate qualifications.
A	
Q2	INSURANCES
Q	<p>Please confirm that you are able to meet the insurance requirements specified in the Invitation to Tender. (Complete / delete as appropriate)</p>
A	<p>Yes / No / Will Currently insured up to (or each): Current Excess (for each): Covering Letter/Certificate Attached: Yes / No</p>
Q3	EXPERIENCE, TECHNICAL & PROFESSIONAL ABILITY
	<p>Please provide details of 3 contracts undertaken by your company that are relevant to our requirement and best demonstrate your ability to deliver. Each contract shall have been performed during the past 3 years. Each named contact should be able to provide written evidence to confirm the accuracy of the information provided below.</p>
3.1	Contract No 1
	Name of Customer / Organisation
	Point of Contact in the Organisation
	Position in the Organisation
	Email Address
	Brief Description of Contract
	Contract Start Date
	Contract Completion Date
	Contract Value

3.2	Contract No 2	
	Name of Customer / Organisation	
	Point of Contact in the Organisation	
	Position in the Organisation	
	Email Address	
	Brief Description of Contract	
	Contract Start Date	
	Contract Completion Date	
	Contract Value	
3.3	Contract No 3	
	Name of Customer / Organisation	
	Point of Contact in the Organisation	
	Position in the Organisation	
	Email Address	
	Brief Description of Contract	
	Contract Start Date	
	Contract Completion Date	
	Contract Value	
Q4	LEGAL PROCEEDINGS	
Q	<p>Has your company and/or a member of your board or senior management been involved in any court actions, industrial tribunal hearings, and/or investigations/prosecutions/civil actions in the <i>last 3 years</i>?</p> <p>If so, please provide full details.</p> <p>NB. Southampton City Council reserves the right to make all reasonable further enquiries. A report and/or findings that highlight practices posing an unacceptable risk may result in a bid being disqualified.</p>	
A	<p>Yes/No</p> <p>Details:</p>	
Q5	HSE PROSECUTIONS & NOTICES	
Q	<p>Has your company been served with an HSE enforcement notice (Improvement, Prohibition, etc) in the last 5 years, or are there any investigations pending ?</p> <p>If so, please give details.</p> <p>NB. Southampton City Council reserves the right to make all reasonable further enquiries. A report and/or findings that highlight practices posing an unacceptable risk may result in a bid being disqualified.</p>	
A	<p>Yes/No</p>	

Q6	RIDDOR (REPORTABLE ACCIDENTS)
Q	<p>Provide details of your Reportable Accident Frequency Rate (AFR) for the last 3 years, calculated as:-</p> $\frac{\text{No of Reportable Accidents}}{\text{No of Hours worked (site staff)} \times 100,000}$ <p>NB. Southampton City Council reserves the right to make all reasonable further enquiries. A report and/or findings that highlight practices posing an unacceptable risk may result in a bid being disqualified.</p>
A	AFR:
Q7	ETHICAL PROCUREMENT POLICY
Q	<p>Confirm that you will comply in full with Southampton City Council's Ethical Procurement Policy (Section 3.4); with supporting evidence for each of the key identified principles.</p> <p>NB. 'No' = Fail</p>
A	Yes/No
Q8A	BLACKLISTING
Q	<p>Confirm that you comply in full with the Employment Relations Act 1999 (Blacklists) Regulations 2010, Section 137 of the Trade Union and Labour Relations (Consolidation) Act 1992, and do not breach the Data Protection Act 1998 by unlawfully processing personal data in connection with any blacklisting activities.</p> <p>NB. 'No' = Fail</p>
A	Yes/No
Q8B	BLACKLISTING
Q	<p>Has your company been convicted of any blacklisting offences in the last 5 years, or are there any investigations pending ?</p> <p>If so, please give details.</p> <p>NB. Southampton City Council reserves the right to make all reasonable further enquiries. A report and/or findings that highlight practices that represent unacceptable behaviour may result in a bid being disqualified.</p>
A	Yes/No
Q9	DISCLOSURE & BARRING SERVICE (DBS) <i>(for when individuals are working in properties or on sites with children and/or vulnerable people)</i>
Q	<p>Confirm that all those on site shall be subject to regular 3 year 'Basic' DBS Checks.</p> <p>NB1. 'No' = Fail.</p> <p>NB2. Without disclosing any personal information, declare all elements of relevant interest to the client.</p>
A	Yes/No/Will

Q10	ID CARDS
Q	Confirm that all operatives shall carry visible photo ID cards. NB. 'No' = Fail
A	Yes/No

B. PROJECT SPECIFIC SERVICE QUALITY QUESTIONNAIRE - WORKS

(Details of the marking scheme follow the questions)

No	Question
Q11	EXAMPLES OF SIMILAR PROJECTS
Q	<p>Please evidence (through the contract examples you have provided in Question 3 above), your capability in being able to deliver the specified works to the high professional standard required, with particular regard to:-</p> <ul style="list-style-type: none"> • Undertaking works in public spaces; • Compact sites and with limited local parking; • Challenging site security issues. <p>Describe how relevant challenges on one or more of these projects were overcome. <i>(in no more than 150 words)</i></p>
A	
Q12	COMPLETING WORKS TO PROGRAMME
Q	<p>Please identify (with reference to the contract examples you have provided in Question 3 above), and having considered the information provided within the bidding documents, <u>3 key activities</u> that are on the critical path of this project and will require special focus during the course of the works. State your commitments as to how you will manage these areas to ensure that the contract remains on programme and is completed on or before the due date; evidencing your ability to do so through the cited contract examples.</p> <p>In addition, please provide a fully comprehensive project specific tender stage programme showing how you intend to deliver the works within this contract. <i>(no more than 300 words in total – average 100 words per activity)</i></p>
A	
Q13	SITE/WORKS MANAGEMENT
Q	<p>Please identify (with reference to the contract examples you have provided in Question 3 above), and having considered the information provided within the bidding documents, <u>3 key additional challenges</u> that in your view will require special focus during the course of the works. State your commitments as to how these challenges will be managed to ensure that the contract is delivered to the client's requirements and remains on programme; evidencing your ability to do so through the cited contract examples. <i>(no more than 300 words in total – average 100 words per activity)</i></p>
A	

Q14	RESOURCES			
Q	<p>Please evidence (through the contract examples you have provided in Question 3 above), that you have the resources necessary to commit to this contract. The proposed resources must be sufficient for the works, and have the necessary qualifications, experience, technical ability and communication skills to deliver a successful outcome within the defined contract period.</p> <p>Include for post-installation activities (maintenance, callouts and repairs) and on site supervision. Detail your commitments.</p> <p><i>(in no more than 150 words)</i></p>			
A				
Q15	SUPPLY CHAIN MANAGEMENT (A)			
Q	<p>Please provide details of any of the works or services you intend to sub-contract to other companies; identifying the sub-contractor and the relevant works or services to be sub-contracted and an indicative proportion (%) of the total contract value.</p> <p><i>Nb. If no work is to be subcontracted, please enter 'N/A'.</i></p>			
	Sub - Contractor	Works/Services to be sub-contracted	Indicative proportion of total contract value	Length of relationship with intended sub-contractor (yrs)
A			%	
A			%	
A			%	
A			%	
A			%	
A			%	
Q16	SUPPLY CHAIN MANAGEMENT (B)			
Q	<p>Please detail (with reference to the contract examples you have provided in Question 3 above), and having regard to the specific requirements of this particular project, how you will select, appoint and manage sub-contractors and suppliers for this project (inc. for maintenance call-outs and repairs).</p> <p>Even if none are required for this particular contract, demonstrate how you will/would ensure that all stated quality standards will be delivered in practice, and by the due date; evidencing your ability to achieve this through the cited contract examples.</p> <p><i>(in no more than 150 words)</i></p>			
A				
Q17	HEALTH & SAFETY (A)			
Q	<p>Please demonstrate (with reference to the contract examples you have provided in Question 3 above), your commitment to ensuring that health and safety shall be considered a high priority at all times; evidencing your ability to do so through the cited contract examples.</p> <p><i>(in no more than 150 words)</i></p>			
A				

Q18	HEALTH & SAFETY (B)
Q	Please identify (with reference to the contract examples you have provided in Question 3 above), and having considered the information provided within the bidding documents, <u>3 key challenges</u> that may require special focus during the course of the works and state your commitments as to how these shall be managed to ensure safe working; evidencing your ability to do so through the cited contract examples. <i>(no more than 300 words in total – average 100 words per challenge)</i>
A	
Q19	WASTE MANAGEMENT & SUSTAINABILITY
Q	Please affirm and evidence (through the relevant experience and contract examples you have provided in Question 3 above), the measures you will commit to undertake on site to reduce waste (and land-fill), travel and energy use during the course of the contract. <i>(in no more than 150 words)</i>
A	
Q20	MINIMISING DISRUPTION
Q	Please detail (with reference to the contract examples you have provided in Question 3 above) your commitments to minimise disruption to residents and other members of the public; evidencing your ability to do so through the cited contract examples. <i>(in no more than 150 words)</i>
A	
Q21	REPORTING
Q	Please evidence (through the contract examples you have provided in Question 3 above), your commitments to the provision of monthly and weekly written reports (as detailed in the Preliminaries); and outline which aspects of the project you would be including within these reports. <i>(in no more than 150 words)</i>
A	

Q22	COMMUNICATIONS
Q	<p>Demonstrate (with reference to the contract examples you have provided in Question 3 above), and having considered the information provided within the bidding documents, how you will ensure the maintenance of good communications with the Employer, scheme staff and the residents (Nb. resident liaison should be through an appointed Resident Liaison Officer).</p> <p>Provide details on how you will ensure that information is communicated in a timely fashion to ensure that all parties are aware in advance of works being undertaken.</p> <p>What processes and procedures would you initiate to minimise disruption to residents; evidencing your ability to do so through the cited contract examples.</p> <p><i>(in no more than 200 words)</i></p>
A	
Q23	MINIMISING DEFECTS
Q	<p>Please explain (with reference to the contract examples you have provided in Question 3 above), how you as a company are working towards the goal of "zero defects", your degree of success, the specific challenges you have in meeting this requirement (and why).</p> <p>Include details of your commitments to the rectification of latent defects; evidencing your ability to deliver these through the cited contract examples.</p> <p><i>(in no more than 150 words)</i></p>
A	
Q24	CONTRACT MANAGEMENT & HANDOVER
Q	<p>Demonstrate (with reference to the contract examples you have provided in Question 3 above), how the management processes you will adopt on this contract will ensure that the works are delivered to the required programme and standards; so that the facility will be fully operational at Practical Completion, with no requirement to address snagging items post contract.</p> <p>Outline your commitments to ensure that the Health & Safety File and the Operation & Maintenance Manuals are completed in full prior to handover; evidencing your ability to deliver these commitments these through the cited contract examples.</p> <p><i>(in no more than 150 words)</i></p>
A	

Q25	MAINTENANCE AND CALLOUTS
Q	<p>Demonstrate (with reference to the contract examples you have provided in Question 3 above), how you will deliver an effective post-handover maintenance service.</p> <p>Include your commitments regarding response times to callouts, 24/7 call centre provision, dealing with trapped passengers, planned maintenance, technical support, carrying out repairs, spare parts and the competency of operatives; evidencing your ability to deliver these commitments through the cited contract examples.</p> <p><i>(in no more than 150 words)</i></p>
A	
Q26	LIFT REPLACEMENT METHODOLOGY
Q	<p>Demonstrate (with reference to the contract examples you have provided in Question 3 above), how you will ensure one lift remains fully operational in each block (for the safe use by residents and visitors) at all times; evidencing your ability to do so through the cited contract examples.</p> <p><i>(in no more than 150 words)</i></p>
A	
Q27	GUARANTEES & WARRANTIES
Q	<p>Demonstrate what you would be committing to providing (as a minimum) in terms of a suite of comprehensive manufacturers' guarantees and warranties, with duration, for all components you would intend to use on this contract.</p> <p><i>(in no more than 150 words)</i></p>
A	

FORM OF DECLARATION

I/We certify that the information supplied is accurate to the best of my/our knowledge.

I/We accept the conditions incorporated in the Tender Documents and the undertakings set out in the questionnaire.

I/We declare that this submission is made without collusion, knowledge, comparison of data or arrangement with any other company, firm or person applying to participate in the process for this tender and is in all respect fair and without collusion and fraud.

I/We understand that giving false, incomplete, misleading or inadequate information that materially affects, or could materially affect, the decision making process, could result in the bidder's exclusion from the list of approved tender invitees, or subsequent determination of the contract in the event of it being awarded to the firm.

NB This undertaking is to be signed on behalf of the bidder by a Director or authorised representative:

Company Name.....

Address.....

Name:.....

Position:

Email:

Tel No:

Signature:

Date:

QUOTATION EVALUATION PROCESS

Introduction

The appointment of the successful service provider will be on the basis of the “Most Economically Advantageous Tender”; the full details of which are detailed within the ‘Invitation to Tender / Instructions to Bidders’ document.

All tenders will first be assessed by ascertaining whether bids pass all threshold (pass/fail) requirements within Questions 1-10). Failure on any of these will exclude an applicant from being considered any further.

For those that have met the stated threshold criteria the Evaluation Panel shall then assess the Project Specific Service Quality Questions in accordance with the scoring criteria included in both this document and the covering ‘Instructions to Bidders’ document.

Evaluation Methodology

All questions are marked out of 5 on the basis of:-

- 5 - very good**
- 4 - good**
- 3 - average**
- 2 - poor**
- 1 - very poor**
- 0 - no response**

Supplementary guidance is as follows:-

Q11. Examples of Similar Contracts

- 5: Response clearly evidences through the referenced contracts that the bidder is experienced in delivering the service required; has successfully completed them to the full satisfaction of each client, and has competently overcome difficulties in the process.
- 3: Referenced contracts evidence some experience in delivering a similar service to that required, and has satisfactorily overcome some difficulties in the process.
- 1: Bidder is not able to demonstrate relevant experience of delivering a similar service to that in question or has overcoming any significant difficulties in the process.
- 0: Little or no relevant evidence provided.

Q12. Completing Works to Programme

- 5: Three good key activities identified with clear, effective commitments that will ensure that the contract will be delivered by the due date and time; all backed up with robust evidence of the ability to deliver, and the provision of a fully comprehensive programme.
- 3: Some of the key activities identified. Some effective commitments. Some supporting evidence of the ability to deliver, and the provision of an adequately detailed programme.

- 1: Unconvincing evidence of the bidder's ability to deliver the requirements, with only a basic programme provided.
- 0: Little or no substantial evidence of the bidder's ability to deliver the requirements, with no adequate programme provided.

Q13. Site / Works Management

- 5: Three good key challenges identified with clear, effective commitments that will ensure that the contract is managed to completion by the due date and time; all backed up with robust evidence of the ability to deliver.
- 3: Some of the key challenges identified. Some effective commitments. Some supporting evidence of the ability to deliver.
- 1: Unconvincing evidence of ability to meet the requirements.
- 0: No substantial evidence of ability to meet the requirements.

Q14. Resources

- 5: A submission which evidences that the Contractor has the available personnel to commit to the contract with the relevant experience and competencies; outlining the support by company management.
- 3: A submission which evidences the Contractor has the available personnel with some relevant experience; with adequate support by company management.
- 1: A submission which does not provide clear evidence that the Contractor has the available personnel with relevant experience or fails to demonstrate that the site team is adequately supported by company management.
- 0: Little or no relevant evidence provided.

Q16. Supply Chain Management (B)

- 5: A submission which clearly evidences that the Contractor has established and robust processes in place for the selection, appointment and management of sub-contractors and suppliers.
- 3: A submission which evidences the Contractor has adequate processes in place for the selection, appointment and management of sub-contractors and suppliers.
- 1: Unconvincing evidence of ability to select and appoint sub-contractors and suppliers to the required standards.
- 0: No substantial evidence of ability to select and appoint sub-contractors and suppliers to the required standards.

Q17. Health & Safety (A)

- 5: A submission which evidences that the Contractor has good and robust processes in place for the management of health and safety on site; all backed up with robust evidence of the ability to deliver.
- 3: A submission which evidences that the Contractor has adequate processes in place for the management of health and safety on site.
- 1: A submission which does not demonstrate substantial processes for management of health and safety on site.
- 0: Little or no relevant evidence provided.

Q18. Health & Safety (B)

- 5: Three good key challenges identified with clear, effective commitments that will ensure that the contract is managed safely; all backed up with robust evidence: all backed up with robust evidence of the ability to deliver.
- 3: Some of the key challenges identified. Some effective commitments. Some supporting evidence of the ability to deliver.
- 1: Unconvincing evidence of ability to meet the requirements.
- 0: No substantial evidence of ability to meet the requirements.

Q19. Waste Management & Sustainability

- 5: A submission which evidences that the Contractor has established and robust processes in place for reducing the environmental impact of the site works; and shows the Contractor has a good commitment to sustainable construction generally.
- 3: A submission which evidences that the Contractor has adequate processes in place for reducing the environmental impact of the site works.
- 1: A submission which does not demonstrate substantial processes for the reducing the environmental impact of the site works.
- 0: Little or no relevant evidence provided.

Q20. Minimising Disruption

- 5: Demonstrates a clear understanding of the issues posed by this contract and how these will be successfully managed on site; all backed up with relevant examples of success on comparable projects.
- 3: Articulates a fair understanding of the issues posed by this contract and how they will be managed on site. Some relevant supporting evidence of ability to successfully address the challenges.
- 1: Unconvincing evidence of ability to address the issues.
- 0: No substantial evidence of ability to address the issues.

Q21. Reporting

- 5: Demonstrates a clear commitment to comprehensive, detailed, weekly and monthly reports; all backed up with robust evidence of the ability to deliver, with examples.
- 3: A submission which evidences that the Contractor has adequate reporting processes in place.
- 1: A submission which does not demonstrate that the Contractor has adequate reporting processes in place.
- 0: Little or no relevant evidence provided.

Q22. Communications

- 5: A submission which evidences that the Contractor has established and robust processes in place for managing communication between the relevant parties and residents.
- 3: A submission which evidences that the Contractor has adequate processes in place for managing communication between the relevant parties and residents.
- 1: A submission which does not demonstrate substantial processes are in place for managing communication between the relevant parties and residents.
- 0: Little or no relevant evidence provided.

Q23. Minimising Defects

- 5: A submission which evidences that the Contractor has established and robust processes in place for managing work quality, delivering minimum defects, and promptly dealing with any latent defects.
- 3: A submission which evidences that the Contractor has adequate processes in place for the management work quality and defects.
- 1: A submission which does not demonstrate that robust procedures are in place for managing work quality and defects.
- 0: Little or no relevant evidence provided.

Q24. Contract Management & Handover

- 5: Good management processes presented with clear, effective commitments that will ensure that the contract will be delivered by the due date and time, in full, and to the required standard; all backed up with robust evidence of the ability to deliver.
- 3: Some good management processes presented. Some effective commitments. Some supporting evidence of the ability to deliver.
- 1: Unconvincing evidence of ability to deliver the requirements.
- 0: Little or no substantial evidence of ability to deliver the requirements.

Q25. Maintenance and Callouts

- 5: A submission which evidences that the Contractor has established and robust resources and processes in place for delivering an effective post-handover maintenance and callout service.
- 3: A submission which evidences that the Contractor has resources and processes in place to deliver an adequate post-handover maintenance and callout service.
- 1: A submission which does not demonstrate that there are adequate resources and processes to deliver an effective post-handover maintenance and callout service.
- 0: Little or no substantial evidence of ability to deliver the requirements.

Q26. Lift Replacement Methodology

- 5: A submission that provides full confidence that residents and visitors will be provided with safe and ongoing lift use during the full duration of the works.
- 3: A submission that does not provide full confidence that residents and visitors will be provided with safe and ongoing lift use during the full duration of the works; and for which additional assurances would be required.
- 1: A submission that provides limited confidence that residents and visitors will be provided with safe and ongoing lift use during the full duration of the works; and for which a significant number of additional assurances would be required.
- 0: Little or no substantial evidence of an ability to maintain safe and ongoing lift use during the full duration of the works.

Q27. Guarantees & Warranties

- 5: The bidder has provided a fully comprehensive list of long duration, all-inclusive, manufacturer guarantees and warranties for all significant components that the bidder intends to use in delivering this contract.
 - 3: The bidder has provided a detailed list of long duration, all-inclusive, manufacturer guarantees and warranties for all of the major components that the bidder intends to use in delivering this contract.
 - 1: The bidder has provided a partial list of good duration, all-inclusive, manufacturer guarantees and warranties for all of the primary components that the bidder intends to use in delivering this contract.
 - 0: Little or no limited information provided in terms of good duration, all-inclusive, manufacturer guarantees and warranties for all of the primary components that the bidder intends to use in delivering this contract.
-

The breakdown of all available marks, with weightings, is as follows:-

PROJECT SPECIFIC SERVICE QUALITY QUESTIONNAIRE				
		Score	Weighting	Max Score
Q11	Examples of Similar Projects	0-5	3	15
Q12	Completing Works to Programme	0-5	4	20
Q13	Site / Works Management	0-5	3	15
Q14	Resources	0-5	3	15
Q15	Supply Chain Management (A)	-	-	-
Q16	Supply Chain Management (B)	0-5	4	20
Q17	Health & Safety (A)	0-5	3	15
Q18	Health & Safety (B)	0-5	4	20
Q19	Waste Management & Sustainability	0-5	1	5
Q20	Minimising Disruption	0-5	4	20
Q21	Reporting	0-5	3	15
Q22	Communications	0-5	4	20
Q23	Minimising Defects	0-5	3	15
Q24	Contract Management & Handover	0-5	3	15
Q25	Maintenance and Callouts	0-5	4	20
Q26	Lift Replacement Methodology	0-5	4	20
Q27	Guarantees & Warranties	0-5	4	20
	Maximum available score:			270

A bidders Service Quality score shall be calculated as:-

$$\frac{\text{Tenderer's Combined Weighted Score}}{\text{Highest Achievable Score}} \times 100 \text{ (x 40\%)}$$

The remaining 60% of the evaluation score is allocated to price - see 'Invitation to Tender (ITT) / Instructions to Bidders' document.

NB - In order to assist the tender evaluation panel, contractors may, under certain circumstances, be invited to attend a clarification meeting to respond to queries on key issues in their submission and the responses provided taken into account as part of the quality evaluation.