







<b>Name of Procurement:</b>	Strategy and creative services for Waste campaigns
<b>Prepared by:</b>	Ardaya Ingardya
<b>Business Peer review conducted by:</b>	Alicia Collier Clayton Foster Jenny Marshall Danielle Kennedy
<b>Date:</b>	6 March 2023
<b>Budget for this work (NZ\$ excl. GST):</b>	\$ 180,000

ENDORSEMENTS AND APPROVALS	
<b>Endorsed by Procurement Business Partner:</b> Amanda Bateman for Susan Hays, Procurement Advisor  Date: 14/03/2023	Signature:  
<b>Approved by Contract Owner (Budget Holder):</b> Miranda Cross, Manager – Date, Evidence & Emissions Reductions  Date: 7/03/2023	Signature:  
<b>Approved by Financial Delegation Holder*:</b> Shaun Lewis, Director System and Change Implementation  Date: Click or tap to enter a date.	Signature:  
<b>Approved by Financial Delegation Holder*:</b> Sam Buckle, Deputy Secretary Resource Efficiency and Water and Land Use Policy  Date: Click or tap to enter a date.	Signature:  
<b>Comments relating to the plan and sign off:</b>	



## TIP

- The parties signing this section approve the procurement approach detailed below. The signatory process is sequential, please ensure all required signatures are obtained – add additional signatory fields as required.
- The table below can assist in the role/s required for sign off at different values.

Total Procurement Value Ex GST  
(Departmental)

\*Position holding Financial Delegation

Up to and including \$40,000	Manager
Up to and including \$100,000	Director
Up to and including \$250,000	Deputy Secretary
Up to and including \$1,000,000	Chief Operating Officer (COO)
Over \$1,000,000	Secretary for the Environment

## PLANNING

### Background

The purpose of this document is to detail the plan to source services in support of the production of behaviour change campaigns from the Waste portfolio, as well as establishing a long-term strategy to support Waste-related communications in the future. The need for these services has occurred due to the mandate that MfE is required to take a more proactive approach to non-regulatory behaviour change. This is a new way of thinking for MfE and requires the external support and expertise necessary for effective and responsible activity.

### Description of requirement

The solution sought is to create a coherent, cohesive and effective messaging and creative strategy across various related, but distinct, topics in the waste and recycling area, and across different audience groups e.g. councils, general public and businesses. Creative assets will be produced to meet immediate demands, while also developing a long-term strategic and creative base for future communication campaigns.

There are three key messaging areas that the Waste division regularly communicates on.

- Government activities e.g. introduction of new regulations/consultations and announcements
- Encouraging the general public to adopt positive actions to reduce waste and recycle more.
- Directing the general public to stop harmful activities e.g. littering/illegal dumping etc.

There are also two specific projects that the Waste division wants to deliver in the short term:

- A set of assets to enable councils to roll out organic collections
- A set of assets and a campaign to standardise the materials collected in kerbside recycling and organic collections

Note all suppliers have been asked to sign an NDA form as decisions about kerbside recycling have not yet been announced.

Due to the significant investment being made in this programme of work, and in order to produce the most highly effective, cost conscious and cohesive activity, it is proposed that we develop a singular approach with a strategic creative agency vendor that serves us both in the short and long term. It's proposed that this vendor would supply us with the following:

1. An overarching strategy for communicating to various audiences around the three key messaging areas outlined above. This strategy would also include a plan for the future development of waste communications and make recommendations for measuring and reporting on efficacy of all activity. Key areas of focus within the strategy work will be:
  - The development of an effective messaging and creative strategy which encourages the public to reduce waste and recycle more.
  - The recommendation of communication channels to reach our key target audiences. This would include recommendations of partnering strategies with other agencies or influencers.

- A review of the full online information ecosystem on this topic area, including MfE's own channels, and the varied external sites such as council websites, other government websites and other non-government organisations. This review should guide recommendations for an effective and coherent audience-centric online information approach and promote a single source of truth for audience communications. This should focus on existing platforms and channels.
- Strategy for measuring and reporting on efficacy of all activity.

It is anticipated that the successful supplier will undertake some type of stakeholder engagement eg workshops, focus groups or surveys as well as drawing on existing research that MfE has already undertaken.

2. A plan detailing the required approach, assets and media spend for standardising kerbside recycling. The plan would also include the approach and assets for implementing organic kerbside collections.

3. Asset delivery for kerbside recycling and implementing organic kerbside collections including digital, print, video and other agreed-upon deliverables, for use by both MfE and our partners.

It is anticipated that the successful supplier will conduct focus group testing on the assets developed for councils to use to ensure suitability.

The ideal supplier for this solution must demonstrate the following attributes:

- Able to deliver the key objectives and outputs required in the time provided. This includes leadership and coordination of the day-to-day production of each item described above.
- We are seeking credible suppliers who have the capability, experience, and expertise to deliver on these public-facing waste campaigns.
- Have a good track record in delivering similar campaigns – well equipped in developing high-quality creative strategy and delivering campaign materials to tight timelines.

Key Outcomes/Deliverables for the supplier are:

Milestone/Deliverable/Outcome	Date
Initiation workshop with MfE staff	As soon as contract commences in late April 2023
Final Strategy	30 June 2023
Plan	31 July 2023
Assets completed	31 October 2023

Note: that the pre-election period runs from 18<sup>th</sup> July and 18<sup>th</sup> October and we will work with the preferred supplier to plan deliverables accordingly over that period.

#### Added Value

Broader Outcomes:

4. Reducing emissions and waste

MfE seeks to encourage the suppliers it contracts with to contribute positively to their communities by supporting the aspirations and culture of local, Māori, Pasifika and diverse communities. This can include, and is not limited to, giving effect to the Treaty of Waitangi in consideration of delivering the contract.

Market analysis	The following suppliers have been selected to bid for this procurement:			
	Supplier Name	Contact Person	Email address	Proposed Contract
	9(2)(a)			
	Justification for selection of suppliers: All have the expertise to provide these services and can be sourced via the AoG Supplier Advertising Panel. A premium, mid-range and lower price range agency have been chosen to ensure appropriate cost comparisons and value for money comparisons can be made. Finally, MfE or MfE staff members have worked with these agencies before and they have delivered to a high standard.			
Forecasting/planning	Will there be an ongoing need for this service beyond this procurement? Yes There is the possibility of subsequent collateral and strategy development			
Past procurement activity	Has any procurement activity been undertaken in relation to this need already? No			

Procurement strategy	The chosen procurement strategy is a Request for Quote. This will involve a one step closed competitive tender. This approach has been taken firstly due to the tight time constraints to complete this work to align with government policy.  Secondly all the companies involved in this tender will need to sign an NDA as the transforming recycling announcements have yet to be announced.  Finally, these companies have all delivered to a high standard on previous projects.  The contract opportunity will be advertised through MfE closed email invitation.  This strategy meets the requirement of Government Procurement Rule 14.9(i) which allows an exemption from open advertising as this is a secondary procurement (ie we will be purchasing under an All of Government contract). Agencies must purchase from an AoG contract unless there is a good reason not to.  Procurement is satisfied that this competitive process will allow MfE to award the contract to the supplier providing the best public value.  This approach to market aligns with the <i>Government Procurement Rules 4e</i> and the New Zealand Government's Procurement Principles.  MBIE has run open tenders (primary procurement processes) to select suppliers for various All of Government (AOG) Panels including an AOG Advertising Services Panel. It is MBIE's expectation that Government agencies utilise the AOG panels (and other comparable panels) wherever practicable via a secondary procurement process, either			

through a direct source or closed tender. There is a specific valid exemption to the Government Procurement Rules that recognises secondary procurement processes:

*“14.9 Valid exemptions*

*Valid exemptions from open advertising are:...*

*14.9i. Secondary procurement: Where an agency has established a panel of suppliers (in accordance with Rule 57) or is purchasing under an All-of-Government contract (Rule 58), Syndicated Contract (Rule 59) or Common Capability Contract (Rule 60), it does not need to openly advertise individual contract opportunities that are to be awarded through that arrangement.”*

**Probity**

Probity in this procurement will be managed by:

- ensuring compliance with the Ministry’s policies
- ensuring that financial authority for the procurement is approved before proceeding to tender
- acting fairly, impartially and with integrity, acting lawfully, and being accountable and transparent
- ensuring anyone directly involved in the process signs a confidentiality agreement and declares any actual, potential or perceived conflict of interest
- identifying and effectively managing all potential, perceived or actual conflicts of interest
- treating all suppliers equally and fairly
- protecting the supplier’s commercially sensitive and confidential information.
- providing each supplier with a comprehensive debrief at the end of the tender process.

**Stakeholders**

Detail important internal and external stakeholders:

Stakeholder/Group Name	Level of and Reason for Interest
Partnership and Public Affairs directorate	Oversight on creative strategy and execution, ensuring alignment with MfE comms and brand style
Waste Directorate	Budget holder and SME knowledge on the topic for this campaign
Local councils	Will use campaign materials
General public	Target audience for the campaign
Other waste sector stakeholders e.g. recyclers, composters	Will use or be impacted by campaign materials

**IT requirements**

There is no IT requirement to this procurement.

**Health & Safety**

There is no Health and Safety risk associated with this procurement.



<b>Sensitive Information</b>	The supplier will not require or have access to sensitive, restricted, or secret or top-secret official information.										
<b>Brand &amp; Experience</b>	The procurement will not result in a publication and/or require design work.										
<b>Privacy considerations</b>	There are no privacy considerations within this procurement.										
<b>Budget and Financial</b>	<p>This section confirms budget allocation, information access and financial years for the contract.</p> <table border="1"> <tr> <td>Is budget allocated for this procurement/contract?</td> <td>Yes</td> </tr> <tr> <td colspan="2">If the duration of your contract goes beyond the end of the current financial year and exceeds \$40k in value, you must check this has been budgeted for with the Financial Delegation Holder. By signing the plan, the Financial Delegation Holder confirms this.</td> </tr> <tr> <td>If the duration of your contract goes across <b>multiple financial years</b>, you must discuss with your <a href="#">Finance Business Partner</a> prior to finalising the procurement plan.</td> <td>Yes</td> </tr> </table>			Is budget allocated for this procurement/contract?	Yes	If the duration of your contract goes beyond the end of the current financial year and exceeds \$40k in value, you must check this has been budgeted for with the Financial Delegation Holder. By signing the plan, the Financial Delegation Holder confirms this.		If the duration of your contract goes across <b>multiple financial years</b> , you must discuss with your <a href="#">Finance Business Partner</a> prior to finalising the procurement plan.	Yes		
Is budget allocated for this procurement/contract?	Yes										
If the duration of your contract goes beyond the end of the current financial year and exceeds \$40k in value, you must check this has been budgeted for with the Financial Delegation Holder. By signing the plan, the Financial Delegation Holder confirms this.											
If the duration of your contract goes across <b>multiple financial years</b> , you must discuss with your <a href="#">Finance Business Partner</a> prior to finalising the procurement plan.	Yes										
<b>Total Value</b>	<table border="1"> <thead> <tr> <th>Item</th> <th>Cost (indicative)</th> </tr> </thead> <tbody> <tr> <td>Services/Outcomes</td> <td>\$180,000 (excl. GST)</td> </tr> <tr> <td>Expenses</td> <td></td> </tr> <tr> <td><b>Total maximum budget of procurement</b></td> <td>\$180,000 (excl. GST)</td> </tr> </tbody> </table>			Item	Cost (indicative)	Services/Outcomes	\$180,000 (excl. GST)	Expenses		<b>Total maximum budget of procurement</b>	\$180,000 (excl. GST)
Item	Cost (indicative)										
Services/Outcomes	\$180,000 (excl. GST)										
Expenses											
<b>Total maximum budget of procurement</b>	\$180,000 (excl. GST)										
<b>Cost Codes</b>	<table border="1"> <thead> <tr> <th>Programme Code</th> <th>Project Code</th> <th>Natural Account Code</th> <th>Departmental/ Crown</th> </tr> </thead> <tbody> <tr> <td>527</td> <td>20601</td> <td>3440</td> <td>Departmental</td> </tr> </tbody> </table>			Programme Code	Project Code	Natural Account Code	Departmental/ Crown	527	20601	3440	Departmental
Programme Code	Project Code	Natural Account Code	Departmental/ Crown								
527	20601	3440	Departmental								
<b>Agreement duration</b>	Contract Start Date: 26/04/2023 Contract End Date: 30/11/2023										
<b>CONFLICT OF INTEREST</b>											
<b>Internal Process</b>	Have any individuals directly involved in the procurement process declared any real, potential or perceived Conflict of Interest upon commencement of their involvement?		have not								
If your procurement is a competitive process, anyone involved in the procurement must complete an Internal Conflict of Interest Declaration Form and have this reviewed by											

	<p>Procurement. All involved individuals are required to immediately report any Conflict of Interest that arises at any time during the procurement process (including once participating Suppliers have been identified).</p> <p>For direct source processes, anyone who declares a conflict of interest must complete an Internal Conflict of Interest Declaration Form and have this reviewed by Procurement.</p> <p>For each Conflict of Interest identified, a Conflict Management Plan must be signed by Procurement and the person making the declaration.</p>	
Supplier Declaration	<p>Is your procurement strategy a direct source?</p> <p>If yes, see below. If no, move onto Risk Assessment.</p>	No
	<p>For all direct source procurements, we require the proposed Supplier, their nominated personnel and any sub-contractors to complete an External Conflict-of-Interest form prior to engaging in a contract.</p> <p><b>As of August 2022, this is a mandatory task, and the completed COI form must be submitted for processing with the procurement plan and contract.</b></p> <p><b>The contract is subject to the COI form being completed and signed.</b></p>	
	<p>Confirm you have sent the following COI form to the Supplier and their nominated personnel to complete</p> <p><a href="#">External Conflict of Interest form &amp; Management Plan.docx</a></p> <p>As this is a competitive process the COI forms will be forwarded to the selected supplier once the contract has been awarded.</p> <p>N/A – competitive process so COI will form part of RFQ</p>	No
	<p>If the Supplier has declared a conflict, the conflict-of-interest management plan must be completed and passed to the financial delegation holder for consideration and approval, alongside the procurement plan being signed.</p>	Not Applicable



**RISK ASSESSMENT**

Key procurement risks related to this plan have been identified and rated using the scale below. Mitigation actions are also detailed in the table.

		THREATS CONSEQUENCE			
		Minor	Moderate	Major	Severe
LIKELIHOOD	Almost Certain	Medium	High	Extreme	Extreme
	Likely	Low	High	High	Extreme
	Possible	Low	Medium	High	High
	Unlikely	Very Low	Low	Medium	High
	Rare	Very Low	Low	Medium	Medium

Risk	Mitigation action	Rating Category
Criticism of the cost of campaign	<p>Back-pocket messaging about the cost of the campaign, objectives and how it is supporting local government.</p> <p>Clear deliverables and measures of success so that any spend can be accounted for effectively.</p> <p>Be transparent around the spend of public money.</p> <p>Clear communication to chosen vendor around the responsibilities inherent in spending public money and the accountability required.</p>	High
Councils don't utilise communication materials produced, or create their own materials	Create and provide templated resources that councils can easily tailor with their own brand while retaining national brand consistency. Intel from overseas agencies	Low-Medium

leading to low brand resonance and consistency across the country.	<p>using this approach suggests uptake by councils is high.</p> <p>Resources such as best practice guidelines will help to support councils to use materials, and MfE will continue to evaluate how messaging and campaign assets are being rolled out across the country.</p> <p>Deliverables will be accompanied by clear documentation and support in utilising them.</p> <p>If materials are not being used by councils, we will evaluate whether more messaging needs to come from MfE instead to ensure that there is a high ROI.</p>	
Climate Emergency Response Fund budget allocated to this work is not spent within this financial year and is lost.	<p>This procurement is being prioritised by PPA and WRE. Deliverables of this procurement will be phased, to ensure delivery of critical components before June 30, 2023.</p> <p>An IPET has been requested for funds to be accrued to 2023/24 financial year (the outcome of which may be known April/May).</p>	High
Procurement for this work progresses prior to confirmation of announcements on kerbside standardisation, so cabinet decisions remain confidential.	<p>Announcements of December cabinet decisions on kerbside standardisation regulations are currently proposed for March/April 2023.</p> <p>Any tender documentation provided to suppliers as part of this procurement must not specify any information that is not yet public.</p>	Medium
MfE priorities change, i.e., due to government changes, and the long-term investment in this programme is delayed (or some outputs are no longer required).	<p>The investment in this strategy work and resource creation remains of value for MfE and for delivery partners, regardless of regulations being delayed or don't eventuate.</p> <p>Correct participation in kerbside collections can be supported by the Ministry through supply of this initial guidance and resource deployment without future campaigns if funding is reprioritised.</p>	Low
The campaigns do not reach desired targets	<p>Clear targets and ongoing reporting will be created as part of this project. Assets will be focus grouped before final delivery.</p> <p>Amendments can be made and assets can</p>	High

	evolve based on feedback both in the short and long-term.	
Standardised messaging becomes mixed and confusing with local circumstances on what services are to be made available. i.e. Rural v Urban	Messaging to take this into account. Working in step with councils and policy team to make sure messaging is accurate.	Low

## SOURCE

## Timeline

The indicative Timeline for this activity is outlined below:

Action	Indicative date	Responsible
<b>Plan</b>		
Conflict of Interest declarations signed	N/A	Procurement
Procurement plan approved	14/03/2023	Delegation
RFx documents developed/endorsed	14/03/2023	Manager
<b>Tender (if applicable)</b>		
Tender released	prior to 9am 16/03/2023	Procurement
Last date for supplier questions	12pm noon 22/03/2023	Procurement
Last date to answer questions	12pm noon 24/03/2023	Business
Tender closing date	5pm 03/04/2023	Procurement
<b>Evaluation</b>		
Panel confidentiality & conflict of interest declarations signed	04/04/2023	Procurement
Evaluation panel individual scoring due	Am 11/04/2023	Panel
Evaluation Panel Moderation	Pm 11/04/2023	Procurement
Clarifications (if required)	12/04/2023	Procurement
Approval to Appoint Memo signed	13/04/2023	Delegation
<b>Post-evaluation</b>		
Contract Drafting	13/04/2023	Business
Due diligence	13/04/2023	Business
Advise bidders of outcome	14/04/2023	Procurement
Contract negotiation		Business
Legal Review of Contract (allow 5 working days)	20/04/2023	Legal
Debrief unsuccessful suppliers (if required)	21/04/2023	Business
Contract Signed	21/04/2023	Business
Anticipated Contract start date	26/04/2023	Business
All documents submitted for Processing		Business

Evaluation methodology	<p>The evaluation model that will be used is weighted attributes .</p> <p>Price will be a weighted criterion.</p>														
Evaluation team (Minimum of 3)	<p>A cross-functional team will be involved in the evaluation of responses and recommending the preferred supplier.</p> <table> <tr> <th>Evaluation Chair</th><th>Procurement Business Partner</th></tr> <tr> <th>Team Member</th><th>Job Title</th></tr> <tr> <td>Alicia Collier</td><td>Manager, Digital and Insights</td></tr> <tr> <td>Jenny Marshall</td><td>Senior Advisor, WRE Behavioural Insights</td></tr> <tr> <td>Clayton Foster</td><td>Manager, Brand and Experience</td></tr> <tr> <td>Tim Hustler</td><td>Senior Communication Advisor</td></tr> <tr> <td>Stephanie Hill</td><td>Principal Analyst</td></tr> </table>	Evaluation Chair	Procurement Business Partner	Team Member	Job Title	Alicia Collier	Manager, Digital and Insights	Jenny Marshall	Senior Advisor, WRE Behavioural Insights	Clayton Foster	Manager, Brand and Experience	Tim Hustler	Senior Communication Advisor	Stephanie Hill	Principal Analyst
Evaluation Chair	Procurement Business Partner														
Team Member	Job Title														
Alicia Collier	Manager, Digital and Insights														
Jenny Marshall	Senior Advisor, WRE Behavioural Insights														
Clayton Foster	Manager, Brand and Experience														
Tim Hustler	Senior Communication Advisor														
Stephanie Hill	Principal Analyst														
Evaluation Criteria	<p><b>Preconditions</b></p> <p>Each supplier must meet all the following pre-conditions before its response will be considered for evaluation on its merits.</p> <table> <tr> <th>#</th><th>Pre-condition</th></tr> <tr> <td>1.</td><td>Supplier must read and understand the New Zealand Government <a href="#">Supplier Code of Conduct</a>, and ensure their nominated subcontractors are aware of the Code.</td></tr> </table> <p>Having met all of the preconditions qualifying responses will be evaluated on their merits using the following evaluation criteria and weightings.</p> <p><b>Evaluation Criteria</b></p> <table> <tr> <th>Criteria</th><th>Weighting</th></tr> <tr> <td><b>Proposed solution/Technical Merit</b></td><td>40%</td></tr> <tr> <td colspan="2">Respondent shows a good understanding of the brief, and the proposed solution fulfils MfE's key objectives of an overarching strategy, plan and production of communication materials for waste campaigns (which includes some engagement and interaction with key stakeholders and/or the general public).</td></tr> <tr> <td><b>Capability of the Respondent to deliver</b></td><td>10%</td></tr> <tr> <td colspan="2">Respondent has a good track record in delivering similar campaigns – well equipped in developing high-quality creative strategy and delivering campaign services to tight timelines.</td></tr> </table>	#	Pre-condition	1.	Supplier must read and understand the New Zealand Government <a href="#">Supplier Code of Conduct</a> , and ensure their nominated subcontractors are aware of the Code.	Criteria	Weighting	<b>Proposed solution/Technical Merit</b>	40%	Respondent shows a good understanding of the brief, and the proposed solution fulfils MfE's key objectives of an overarching strategy, plan and production of communication materials for waste campaigns (which includes some engagement and interaction with key stakeholders and/or the general public).		<b>Capability of the Respondent to deliver</b>	10%	Respondent has a good track record in delivering similar campaigns – well equipped in developing high-quality creative strategy and delivering campaign services to tight timelines.	
#	Pre-condition														
1.	Supplier must read and understand the New Zealand Government <a href="#">Supplier Code of Conduct</a> , and ensure their nominated subcontractors are aware of the Code.														
Criteria	Weighting														
<b>Proposed solution/Technical Merit</b>	40%														
Respondent shows a good understanding of the brief, and the proposed solution fulfils MfE's key objectives of an overarching strategy, plan and production of communication materials for waste campaigns (which includes some engagement and interaction with key stakeholders and/or the general public).															
<b>Capability of the Respondent to deliver</b>	10%														
Respondent has a good track record in delivering similar campaigns – well equipped in developing high-quality creative strategy and delivering campaign services to tight timelines.															

	<b>Capacity of the Respondent to deliver</b>	15%																		
	Respondent is confident they can deliver the key objectives and outputs required in the time provided.																			
	<b>Broader Outcomes</b> Respondent can demonstrate it contributes positively to the broader outcomes identified in the Requirements section.	10%																		
	<b>Price</b> Respondent can deliver in the budget available for the project. Respondent offers extra services that will boost the outcome of proposed solution as additional value for money	25%																		
	<b>Total weightings</b>	100%																		
<b>Scoring Table</b>																				
	<table> <tr> <th>Description</th><th>Definition</th><th>Rating</th></tr> <tr> <td><b>Excellent</b></td><td><b>Exceeds the criterion</b> Respondent demonstrates exceptional ability, understanding, experience and skills. The Proposal identifies factors that will offer potential added value, with supporting evidence.</td><td>9-10</td></tr> <tr> <td><b>Good</b></td><td><b>Fulfils the criterion</b> Respondent demonstrates above average ability, understanding, experience and skills. The Proposal identifies minor additional benefits, with supporting evidence.</td><td>7-8</td></tr> <tr> <td><b>Acceptable</b></td><td><b>Meets the criterion</b> Respondent demonstrates the ability to meet the criteria, with supporting evidence.</td><td>5-6</td></tr> <tr> <td><b>Minor reservations</b></td><td><b>Partially meets the criterion</b> Satisfies only a minimum of the criteria but not all. Reservations about the Respondent to adequately meet the criteria. Little supporting evidence.</td><td>3-4</td></tr> <tr> <td><b>Serious reservations</b></td><td><b>Limited demonstration to meet the criterion</b> Extremely limited or no supporting evidence to meet the criteria. Minimum effort made to meet the criteria.</td><td>1-2</td></tr> </table>	Description	Definition	Rating	<b>Excellent</b>	<b>Exceeds the criterion</b> Respondent demonstrates exceptional ability, understanding, experience and skills. The Proposal identifies factors that will offer potential added value, with supporting evidence.	9-10	<b>Good</b>	<b>Fulfils the criterion</b> Respondent demonstrates above average ability, understanding, experience and skills. The Proposal identifies minor additional benefits, with supporting evidence.	7-8	<b>Acceptable</b>	<b>Meets the criterion</b> Respondent demonstrates the ability to meet the criteria, with supporting evidence.	5-6	<b>Minor reservations</b>	<b>Partially meets the criterion</b> Satisfies only a minimum of the criteria but not all. Reservations about the Respondent to adequately meet the criteria. Little supporting evidence.	3-4	<b>Serious reservations</b>	<b>Limited demonstration to meet the criterion</b> Extremely limited or no supporting evidence to meet the criteria. Minimum effort made to meet the criteria.	1-2	
Description	Definition	Rating																		
<b>Excellent</b>	<b>Exceeds the criterion</b> Respondent demonstrates exceptional ability, understanding, experience and skills. The Proposal identifies factors that will offer potential added value, with supporting evidence.	9-10																		
<b>Good</b>	<b>Fulfils the criterion</b> Respondent demonstrates above average ability, understanding, experience and skills. The Proposal identifies minor additional benefits, with supporting evidence.	7-8																		
<b>Acceptable</b>	<b>Meets the criterion</b> Respondent demonstrates the ability to meet the criteria, with supporting evidence.	5-6																		
<b>Minor reservations</b>	<b>Partially meets the criterion</b> Satisfies only a minimum of the criteria but not all. Reservations about the Respondent to adequately meet the criteria. Little supporting evidence.	3-4																		
<b>Serious reservations</b>	<b>Limited demonstration to meet the criterion</b> Extremely limited or no supporting evidence to meet the criteria. Minimum effort made to meet the criteria.	1-2																		

	<b>Unacceptable</b>	<b>Does not meet the criterion</b> Does not comply or meet the criteria at all. Insufficient information to demonstrate the criteria.	0																																																								
<b>Due Diligence</b>	<p>The following verification matrix may be used as part of the evaluation and due diligence process. The table shows how elements of the criteria may be verified by the panel.</p> <table><tr><th rowspan="2">Evaluation and due diligence options</th><th colspan="3">Criteria</th></tr><tr><th>Fit for purpose</th><th>Ability to deliver</th><th>Value for money</th></tr><tr><td>Written offer/tender documents</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Buyer clarifications of offer</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Reference checks</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Interview</td><td>✓</td><td>✓</td><td></td></tr><tr><td>Presentation</td><td>✓</td><td>✓</td><td></td></tr><tr><td>Site visit</td><td>✓</td><td>✓</td><td>✓</td></tr><tr><td>Product testing</td><td>✓</td><td></td><td></td></tr><tr><td>Audited accounts</td><td></td><td>✓</td><td></td></tr><tr><td>Credit check</td><td></td><td>✓</td><td></td></tr><tr><td>Companies' office check</td><td></td><td>✓</td><td></td></tr><tr><td>Accepts proposed contact conditions</td><td></td><td>✓</td><td></td></tr><tr><td>Police/security check</td><td></td><td>✓</td><td></td></tr></table> <p><b>Additional Process</b></p> <p>If the Respondent is a contracted Supplier, the Ministry may</p> <ul style="list-style-type: none"><li>consider their own experience of service delivery, including in relation to meeting contractual obligations, ease of communication and relationship management.</li><li>Consider any other matter that is highlighted through the evaluation process.</li></ul> <p>The above processes and due diligence may be used to adjust the weighted outcome up or down, and due diligence criteria may be used to disqualify a Respondent.</p> <p><b>Exclusion of a Supplier for due diligence requires the written approval of the Financial Delegation Holder.</b></p>				Evaluation and due diligence options	Criteria			Fit for purpose	Ability to deliver	Value for money	Written offer/tender documents	✓	✓	✓	Buyer clarifications of offer	✓	✓	✓	Reference checks	✓	✓	✓	Interview	✓	✓		Presentation	✓	✓		Site visit	✓	✓	✓	Product testing	✓			Audited accounts		✓		Credit check		✓		Companies' office check		✓		Accepts proposed contact conditions		✓		Police/security check		✓	
Evaluation and due diligence options	Criteria																																																										
	Fit for purpose	Ability to deliver	Value for money																																																								
Written offer/tender documents	✓	✓	✓																																																								
Buyer clarifications of offer	✓	✓	✓																																																								
Reference checks	✓	✓	✓																																																								
Interview	✓	✓																																																									
Presentation	✓	✓																																																									
Site visit	✓	✓	✓																																																								
Product testing	✓																																																										
Audited accounts		✓																																																									
Credit check		✓																																																									
Companies' office check		✓																																																									
Accepts proposed contact conditions		✓																																																									
Police/security check		✓																																																									
<b>Negotiation Considerations</b>	<p>Considering negotiations is a strategy to aid in public value and/or additional values/benefits in a procurement outcome.</p> <p>Negotiations will be planned post-evaluation if required, to address any shortfalls or areas needing agreement in the preferred supplier's response prior to contracting.</p>																																																										
<b>MANAGE</b>																																																											
<b>Form of Agreement</b>	The proposed form of Agreement (subject to risk and Legal review if applicable) is Other. <i>Advertising Services Order (ASO)</i>																																																										



	<a href="#">The Decision Matrix</a> has indicated this Agreement will require Legal Review.
Contract Management	<p>The contract manager for this procurement will be <b>Jenny Marshall and Ardyia Ingardya</b></p> <p>The Contract will be managed by:</p> <ul style="list-style-type: none"> <li>• close management and monitoring of deliverables</li> <li>• deliverable-linked payments</li> <li>• regular meetings</li> <li>• supplier reporting (progress reports, issue register)</li> <li>• contract or relationship management framework deployed (for long-term or relational contracts only)</li> </ul>