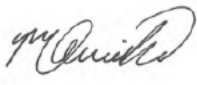
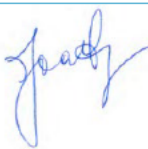


Name of Procurement:	Efficiency and effectiveness of levy and funds administration
Prepared by:	Tessa Knight, Programme Manager
Business Peer review conducted by:	Michelle Kazor, Programme Director of Waste Investment; Jonathan Ryan, Programme Director of CCMRE
Date:	12 th June 2024
Budget for this work (NZ\$ excl. GST):	\$60,000 - noting the range to be provided in the RFQ (\$40,000-\$60,000)

Commented [TK1]: @Niamh Quirke FYI as part of business planning the budgeted amount was reduced down to 60k

ENDORSEMENTS AND APPROVALS	
Endorsed by Procurement Business Partner: Niamh Quirke, Procurement Advisor Date: 12/06/2024	Signature: 
Approved by Contract Owner (Budget Holder/Financial Delegation Holder): Jonathan Ryan, Programme Director Date: Click or tap to enter a date.	Signature: 
<p>A conflict-of-interest form will be completed by the supplier as soon as possible prior to contracting. If a conflict is declared, the management plan will require to be approved by the Financial Delegation Holder.</p> <p><i>If any conflict relates to the Financial Delegation Holder directly, the procurement plan must be elevated to an one-up delegation to approve and sign.</i></p>	
Comments relating to the plan and sign off:	

Total Procurement Value Ex GST (Departmental)	*Position holding <u>Financial Delegation</u>
Up to and including \$40,000	Manager
Up to and including \$100,000	General Manager
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



Does this Procurement relate to contractors and/or consultants performing contractor functions?

No

PLANNING

Background

Why is this procurement needed?

This procurement arises from Cabinet decisions made on 29 April 2024 with respect to the investment of the waste disposal levy to achieve Government priorities.

Cabinet invited the Minister to independently review the process for making investment decisions using the waste disposal levy and back-office functions in the Ministry for the Environment relating to the waste disposal levy, with a focus on value for money.

The purpose for this procurement is to engage a suitable consultancy to carry out this independent review (refer [CAB-24-MIN-0138](#) recommendation 23) and report back to Cabinet by October 2024. While the review must necessarily be retrospective¹, it will also give consideration to future requirements relating to levy administration, with the view to drawing insights or making recommendations that may increase the efficiency and effectiveness of these functions in the near term. Treasury have been engaged throughout the procurement process.

What is the waste disposal levy?

The waste disposal levy (levy) is charged on waste at municipal and other landfills. The levy has been [progressively increased and expanded since July 2021](#). At present, the two key intents of the levy are to incentivise waste reduction, and to fund investments to further minimise waste.

What is the Ministry's role with respect to the levy?

The Ministry for the Environment (the Ministry) collects the levy via the Online Waste Levy System (OWLS) which is managed by a third-party supplier. Under the Waste Minimisation Act 2008 (WMA), the Ministry (the Secretary for the Environment) must distribute and spend all levy money received ([section 30](#) of the WMA) by:

- Paying any refunds to site operators.
- Paying shares to territorial authorities - half of the levy collected must be allocated to territorial authorities.
- Spending the remaining funds on collecting and administering the levy; funding projects that promote or achieve waste minimisation, and associated administration costs relating to those projects.

Non-departmental funding (the waste investment funds)

¹ Scope of this procurement is to cover Ministry functions and responsibilities funded by the levy prior to 1 July 2024.

The [Waste Minimisation Fund](#) (WMF) has been the primary fund for investing the Government portion of the waste disposal levy along with the [Plastics Innovation Fund](#) (PIF). Revenue for both funds have come from the same Government appropriation. PIF is currently closed, and we do not expect to reopen it. Instead, we intend to condense into a single fund with multiple signals under the WMF.

The Contaminated Sites Remediation Fund (CSRF) will be closed and replaced by the Contaminated Sites and Vulnerable Landfills Fund (CSVL). Prior to 1 July 2024 the CSRF was not funded by the levy. Post 1 July 2024 CSVL will be partially funded by the levy and fully levy-funded from 2025/26 onwards.

In light of the levy expansion and significantly more levy money available for investment, before the WMF reopened in October 2022, significant changes were made to fund management processes including the fund being open year-round with a focus on initiatives that make the greatest impact (reflected in an increase in the minimum grant size). In recent years, funding for the WMF has come from both Climate Emergency Response Funding (CERF) and the levy. Only the levy is within the scope of this procurement.

Departmental funding

Waste levy departmental funding is used to fund all levy related administration. This includes:

- Waste Investments:
 - Staff and other administrative costs in relation to funding projects (eg. staff costs, subject matter experts, third-party due diligence, external panel costs and the online Funds Management System (FMS).
 - The end-to-end function involves managing and tracking funding enquiries, accepting and assessing expressions of interest and applications, application moderation and award, contracting, ongoing contract management, and project monitoring, reporting and evaluative activities.
- Waste Operations:
 - Staff and other administrative costs for levy collection including the Online Waste Levy System (OWLS) and the third-party supplier (formerly FishServe Innovations New Zealand Limited recently transitioned to Deloitte) who provide operational services.
 - Staff and administration associated with the distribution of the waste levy eg to territorial authorities; and monitoring, tracking and audit of the use of the waste levy by territorial authorities (including using an online system)
 - Compliance, monitoring and enforcement activities - the Ministry has a direct compliance, monitoring and enforcement role under the WMA including activities such as new policy implementation, site audits of levied landfills (regulated community consists of 182 levy liable facilities and approximately 400 further non levy facilities that have obligations under the WMA.) and enforcement action on non-complying operators. The waste operations team also provides the internal audit function for waste investments.
- Levy overheads which fund:
 - Waste Investments' and Waste Operations' proportionate share of the Ministry's shared service costs (i.e. overheads). This includes central costs such as

accommodation, ICT, Finance, Procurement, P&C etc. Shared service costs are allocated proportionally based on each work streams relative share of budgeted FTE.

The table below provides an overview of the current appropriated departmental funding for the waste levy:

\$,000's	2023/24	2024/25	2025/26	2026/27
Waste Minimisation Administration	\$13,536	\$12,706	\$5,906	\$5,906

Cabinet has directed officials to identify a suitable annual quantum for waste-related investment ahead of Budget 2025. This is likely to result in an annual envelope for waste-related investments from levy revenue from 2025/2026 onwards.

From 1 July, 2024/25 the waste levy will also fund all of the Ministry's waste and hazardous substances work programme. This effectively increases the scope of departmental activities eligible for levy funding to include functions such as policy development and implementation, data and others. These functions are considered out of scope based on the retrospective focus of this procurement on existing 'back-office' activities.

Description of requirement

The solution sought is to produce a report that provides an independent review of departmental levy spend in relation to two key objectives:

1. Review the processes for making (waste levy) waste investment decisions, with a focus on value for money.
2. Review back-office functions funded by the levy, with a focus on value for money, including:
 - a. collecting, distributing and administering the levy
 - b. levy compliance, monitoring and enforcement;
 - c. and funds administration.

Objective One

Review the processes for making (waste levy) waste investment decisions, with a focus on value for money.

Requirements for objective one:

Conduct a process review, considering value for money associated with the end-to-end waste investment funds **decision-making** process (WMF & PIF) which includes [three key phases](#):

- Expression of Interest (EOI) – initial conversations, EOI submission and assessment, moderation and approvals
- Application – application submission, independent panel assessment², assessment, due diligence, moderation and approvals
- Contracting – project planning, deed of funding negotiation, external due diligence, legal review

In addition, how post-project evaluation feeds into decision making is also in scope.

² High value projects (funding request over \$1 million) or high-risk projects only.

The Ministry requires the report to set out the provider's independent review findings with respect to the efficiency and effectiveness of the process for making waste investment decisions. Value for money conclusions will need to be provided in consideration of the output of objective 2c (administration of the waste investment funds).

Out of scope

- Investment decision-making processes for other Ministry administered funds such as the Contaminated Sites Remediation Fund and the Freshwater Improvement Fund (previously not funded by levy).
- Decision-making processes with respect to WMF projects that are funded with Climate Emergency Response Funding.

Internal review of the waste investment funds (background):

The Ministry's Risk, Assurance and Resilience (RAR) team has been conducting a review of the waste investment process to identify opportunities to increase efficiencies and decrease administrative burden with a focus to enhance customer centricity while maintaining appropriate, effective, and fit for purpose risk and assurance controls.

The approach to this review was a "management control self-assessment (CSA)" with support from the Assurance Team. To date, the Waste Investments team has mapped out their end-to-end investments process identifying key risks and controls established to manage the risks. The next step is for the Waste Investments Team to identify a project that has been through the entire investments process for the Assurance team to "walk through" and identify opportunities for efficiencies.

However, this work has been paused in light of the requirement for this independent review. The work already done by this team can be handed over during discovery to the appointed consultant to ensure synergies and efficiencies are achieved in delivery of objective one.

In addition to the recent self-assessment, the waste funds were also reviewed in 2018 and in 2019 by an independent consultant, with a particular focus on managing financial risk. While that previous review had a broader scope, there may be some useful insights to be drawn from the earlier reviews. These documents will be provided to the consultant.

Objective Two:

Review back-office functions funded by the levy, with a focus on value for money, including:

- a) collecting, distributing and administering the levy
- b) levy compliance, monitoring and enforcement;
- c) and funds administration.

Requirements for objective two:

- Document the activities undertaken across functions a, b, and c.
- Assess these functions and activities against the Ministry's regulatory responsibilities.
- Assess and report on this delivery against departmental expenditure **since levy rates were increased in 2021** with respect to the value for money.

- Assess whether the current appropriated departmental funding from FY26 onwards will be adequate to deliver on the Ministry's regulatory responsibilities. If not, provide an assessment of the indicative level of departmental funding required to deliver on these functions/activities³. This assessment will need to take into account that Cabinet has directed officials to identify a suitable annual quantum for waste-related investment ahead of Budget 2025, which may require provision of indicative level of funding under scenarios the Ministry will provide.
- Provide any recommendations that helps to avoid 'dead weight loss' from the administration of the key levy functions.

Resourcing and inputs for administering the levy related functions include:

- Human resources (internal and external)
- Systems - Funds Management System (FMS), [Territorial authority waste levy expenditure system](#) (TAWLES), [Online Waste Levy System](#) (OWLS)
- Processes and tools
- Other ancillary costs such as travel.
- Finance activities (funded by overheads) relating to specific levy related activities **only**:
 - Distribution of the levy to territorial authorities
 - Reporting related to levy revenue and expenditure
 - Review of finance control environment – Levy specific (i.e. internal controls).

Out of scope for review:

- Back-office functions not funded by the levy in FY24 e.g. Waste operations compliance, monitoring and enforcement activities not related to levied facilities.
- The Ministry's overhead allocation methodology. Allocation methodology is reviewed annually as part of Audit NZ's audit.
- Waste Investments activities funded by the Climate Emergency Response Fund
- Detailed assessment of specific processes, methodologies or systems employed by the two levy administrative function areas.

Value for money:

It is important that a clear definition of value for money and appropriate quantitative and qualitative measures are agreed from the outset of the project. Definitions and proposed measures should be included in the proposal. This may include measures of effectiveness (e.g. outcomes sought in WMA 2008 are clear and being achieved), measures of efficiency (e.g. outputs are delivered with minimal wasted effort or expense) and other factors such as confidence in the decision-making process.

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

1. Excellent assurance and finance expertise.
2. Experience in delivering the required services ie. to produce a report that provides an independent review of departmental levy spend.
3. Capacity and capability to deliver within the required timeframes.

³ Since the suitable annual quantum for waste-related investment (non-departmental) is yet to be confirmed, an appropriate quantum will need to be assumed for the purposes of this requirement.

	<p>Key Outcomes/Deliverables for the supplier are:</p> <table><tr><th>Milestone/Deliverable/Outcome</th><th>Indicative Date</th></tr><tr><td>A draft report provided for feedback</td><td>09/08/2024</td></tr><tr><td>A clearly written, well analysed and evidenced final report, anticipated in at least two parts, which present findings in relation to objectives one and two.</td><td>30/08/2024</td></tr></table>	Milestone/Deliverable/Outcome	Indicative Date	A draft report provided for feedback	09/08/2024	A clearly written, well analysed and evidenced final report, anticipated in at least two parts, which present findings in relation to objectives one and two.	30/08/2024										
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Added Value	<p>Broader Outcomes:</p> <p>No broader outcomes are expected to be achieved, however, the deliverables from this procurement may help support and provide insight useful and relevant to the other independent review (refer CAB-24-MIN-0138 para 22), which is being procured separately. Cabinet invited the Minister, in consultation with the Minister for Regulation, to report back to Cabinet by October 2024 on the performance of government spending funded by the levy, with a focus on value for money, whether private investment is being crowded out, on improved environmental outcomes, and on the market failures surrounding waste disposal that have resulted in the need for a levy. There are some areas of cross over between these two recommendations especially with the shared focus on value for money. However, these will be handled as two separate procurements.</p>																
Market analysis	<p>Supply and Market options considered for this procurement include: <i>Consultancy Services - All of Government Panel</i></p> <p>The following suppliers have been selected to bid for this procurement:</p> <table><tr><th>Supplier Name</th><th>Contact Person</th><th>Email address</th><th>Proposed Contract</th></tr><tr><td>EY</td><td>9(2)(a)</td><td></td><td>CSO</td></tr><tr><td>KPMG</td><td>9(2)(a)</td><td></td><td>CSO</td></tr><tr><td>PriceWaterhouseCoopers</td><td>9(2)(a)</td><td></td><td>CSO</td></tr></table> <p>Justification for selection of suppliers:</p> <p>Based on the nature of the engagement and its significance, we are only considering Tier 1 AoG Consultancy Panel members, across the assurance and finance / economics areas.</p> <p>Due to the very tight timeframe for requirements, and in consideration of known conflicts of interest or independence issues, we recommend the suppliers listed in the table above be contacted directly to bid for this work. These are all Tier 1 suppliers and are known providers of assurance, economics and policy consulting work with a good reputation, track record and the required level of expertise suitable to deliver the services</p>	Supplier Name	Contact Person	Email address	Proposed Contract	EY	9(2)(a)		CSO	KPMG	9(2)(a)		CSO	PriceWaterhouseCoopers	9(2)(a)		CSO
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EY	9(2)(a)		CSO														
KPMG	9(2)(a)		CSO														
PriceWaterhouseCoopers	9(2)(a)		CSO														
Forecasting/planning	Will there be an ongoing need for this service beyond this procurement?																

	No
Past procurement activity	<p>Has any procurement activity been undertaken in relation to this need already?</p> <p>Yes</p> <p>2018 – PwC (Contract #22039) were engaged to provide an independent review of the operation and administration of the Waste Minimisation Fund*, including identification of key controls, control gaps or design issues, process inefficiencies, and potential areas for improvement. 02 MfE WMF - Final Report (PWC 2018) 13825855.pdf (sharepoint.com)</p> <p>2022 – Deloitte (Contract #25641) were engaged to provide a high-level review. The objective of the review was to provide advice and recommendations for any governance changes needed to the Ministry's non departmental expenditure (NDE) activities including funds management, governance and assurance arrangements, which would strengthen the Ministry's performance and accountability. Deloitte Governance Review of NDEs and Other Significant Activities 20 October 2022.pptx</p> <p>There are likely to be other relevant procurements, which may be useful documents to form part of the initial 'discovery' phase for the consultant.</p>
Science Investment	There is no science requirement for this procurement.
Procurement strategy	<p>The chosen procurement strategy is a Low Risk Competitive Process.</p> <p>This will involve a Low Risk RFQ.</p> <p>The contract opportunity will be advertised through MfE closed email invitation.</p> <p>The reason for this recommendation is that there are a range of suppliers who have the potential to successfully carry out this contract. A competitive process between this select group of suppliers is the best way to ensure we are receiving Public Value (ie Secondary Procurement). As the opportunity is under 100k, a Closed Tender approach is preferred over an Open Tender to ensure an efficient use of both the Ministry's and Suppliers' time and resources. Further, the Government Procurement rules state a Panel arrangement should be used unless there is good reason not to. Given the clear scope, deliverables and low risk nature of the procurement, this approach also supports the LR-RFQ simple scoring methodology.</p> <p>This approach to market aligns with the Government Procurement Rules 4th edition and the New Zealand Government's Procurement Principles.</p>
Probity	<p>Probity in this procurement will be managed by:</p> <ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • 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	Stakeholder/Group Name	Level of and Reason for Interest
	Te Mimiro	Governance group advising Te Purengi on business planning at strategic and detailed levels.
	Waste investments team (internal)	Will need to provide discovery for both objective one and two. Review relates to the processes for investment decisions and back-office functions that this team performs.
	Waste operations team (internal)	Will need to provide discovery for objective two. Review relates to the back-office functions that this team performs.
	Finance team (internal)	Will need to provide discovery for objective two in relation to specific levy related activities conducted by this team.
	Treasury (external)	Will be interested in the outcomes and have provided feedback on the procurement scope.
IT requirements	There is no IT requirement to this procurement.	
Health & Safety	There is no Health and Safety risk associated with this procurement.	
Sensitive Information or Services	<p>The supplier requires may have access to commercially sensitive data. Yes</p> <p>The contract is expected to give the supplier access to sensitive premises or critical services. No</p> <p>If yes, can these risks be mitigated? Detail proposed mitigations: We may need to share commercially sensitive information. We may be able to share this with redactions, but if that is not possible, we will need to ensure information is maintained as confidential. The tender process will require potential suppliers to detail their respective methods / approaches to managing sensitive / confidential information and appropriate confidentiality provisions will be included in the contract with the selected supplier.</p> <p>Could the successful supplier potentially use the contract to act in a way that is contrary to New Zealand's security interests? No</p> <p>The Ministry's Chief Security Officer and Risk, Assurance and Resilience team have been informed.</p>	
Brand & Experience	The procurement will not result in a publication and/or require design work.	
Sustainable Materials & Packaging	There are no physical products being produced as part of this procurement.	
Privacy considerations	There are no privacy considerations within this procurement.	

Legal Services or Law Firm Engagement	The procurement will not result in services from a lawyer or legal firm.											
Talent Considerations	The procurement will not provide resource to fill an internal role.											
Budget and Financial	<p>This section confirms budget allocation, information access and financial years for the contract. Note – This procurement was not budgeted for in the current or next financial year. It has arisen from a Cabinet request. We expect the contract to commence from 1 July 2024, with expenditure arising in the first quarter of FY25.</p> <table border="1"> <tr> <td>Is there an existing placeholder for this procurement in FMIS? Title: Efficiency and effectiveness of levy and funds administration (Report Back) I have consulted with Richard Clark.</td> <td>Yes</td> </tr> <tr> <td>If the duration of your contract goes across multiple financial years, you must discuss with your Finance Business Partner prior to finalising the procurement plan.</td> <td>Yes</td> </tr> </table>				Is there an existing placeholder for this procurement in FMIS? Title: Efficiency and effectiveness of levy and funds administration (Report Back) I have consulted with Richard Clark.	Yes	If the duration of your contract goes across multiple financial years , you must discuss with your Finance Business Partner prior to finalising the procurement plan.	Yes				
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Programme Code	Project Code	Natural Account Code	Departmental/ Crown									
712	71200	4110	Departmental									
Agreement duration	Contract Start Date: 12/07/2024 Contract End Date: 30/08/2024											
CONFLICT OF INTEREST												
Internal Process	Have any individuals directly involved in the procurement process declared any real, potential or perceived Conflict of Interest upon commencement of their involvement? Please note, some panel members have identified low risk conflicts of interest. We are in the process of developing the relevant conflict of interest management plans which will require the Financial Delegation Holders		Yes									

Commented [TK2]: Adjusted down to 60,000 as at 3rd July as was informed overall budget was reduced down at business planning

Supplier Declaration	approval. Please see the attached list of all COI forms here: Conflict of Interest Forms Stage 1			
	<p>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 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>			
	<p>Is your procurement strategy a direct source or secondary direct selection?</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>Confirm you will send the following COI form to the Supplier and their nominated personnel to complete prior to contracting.</p> <p>External Conflict of Interest form & Management Plan.docx</p>	Yes		
	<p>If the Supplier declares 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> <ul style="list-style-type: none"> Has this task been completed? 	To be done		
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.				
<table border="1"> <thead> <tr> <th>THREATS</th> <th>CONSEQUENCE</th> </tr> </thead> </table>			THREATS	CONSEQUENCE
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
Suppliers may not respond with quality proposals	Reasonable number of suppliers being asked to supply a proposal. Consultants have 'less work' at the moment, so we think they are likely to respond favourably. Each respondent's proposal will be scored and evaluated. If the panel do not feel confident in the proposal submitted by the highest ranked supplier, with justification, we can review other options to source a suitable supplier.	Very Low
Conflict of interest and confidentiality management	MFE will consider COI before we request for proposals to eliminate suppliers where we believe there is a significant conflict. All parties involved in procurement documentation development, evaluations and contracting must complete a COI. The supplier will also be asked to complete a COI as part of the agreement. Any conflicts will be reviewed and assigned an appropriate management plan to mitigate the impact.	Low
The consultant is unable to access enough information due to commercial sensitivity	Restrict the work as far as possible to areas that can be informed by publicly available data. Sign confidentiality agreements with recipients, TAs or other stakeholders or	Medium

	public agencies who may be willing to share information if they see benefits to them from the outputs of the work.																																																																									
Timeline is too tight to get the work done with the required level of quality by early September	Ensure time requirements are well understood by suppliers at time of RFP and that the timeline proposed in the RFP looks achievable. MFE staff to create a comprehensive set of 'discovery' documents to the supplier that will enable a rapid start to the work. MFE staff to ensure they have capacity to respond to queries quickly.	Medium																																																																								
SOURCE																																																																										
Timeline	<p>The indicative Timeline for this activity is outlined below:</p> <table> <tr> <th>Action</th><th>Indicative date</th><th>Responsible</th></tr> <tr> <td colspan="3">Plan</td></tr> <tr> <td>Conflict of Interest declarations signed</td><td>10 June</td><td>Business</td></tr> <tr> <td>Procurement plan approved</td><td>10 June</td><td>Delegation</td></tr> <tr> <td>RFx documents developed/endorsed</td><td>10 June</td><td>Programme Director</td></tr> <tr> <td colspan="3">RFP (tender)</td></tr> <tr> <td>Tender released</td><td>12PM 14 June</td><td>Business</td></tr> <tr> <td>Last date for supplier questions</td><td>12PM 20 June</td><td>Business</td></tr> <tr> <td>Last date to answer questions</td><td>12PM 24 June</td><td>Business</td></tr> <tr> <td>Tender closing date</td><td>12PM 1 July</td><td>Business</td></tr> <tr> <td colspan="3">Evaluation</td></tr> <tr> <td>Panel confidentiality & conflict of interest declarations signed</td><td>14 June</td><td>Business</td></tr> <tr> <td>Evaluation Panel read the quotes</td><td>1 July</td><td>Business</td></tr> <tr> <td>Evaluation Panel Moderation</td><td>2 July</td><td>Business</td></tr> <tr> <td>Clarifications (if required)</td><td>3 July</td><td>Business</td></tr> <tr> <td>Lite Approval to Appoint Memo signed</td><td>5 July</td><td>Delegation</td></tr> <tr> <td colspan="3">Post-evaluation</td></tr> <tr> <td>Contract Drafting</td><td>14 June - 5 July</td><td>Business</td></tr> <tr> <td>Advise bidders of outcome</td><td>5 July</td><td>Business</td></tr> <tr> <td>Contract negotiation</td><td>If required</td><td>Business</td></tr> <tr> <td>Debrief unsuccessful suppliers</td><td>If required</td><td>Business</td></tr> <tr> <td>Contract Signed</td><td>By 12 July</td><td>Business</td></tr> <tr> <td>Anticipated Contract start date</td><td>12 July</td><td>Business</td></tr> <tr> <td>All documents submitted for Processing</td><td>12 July</td><td>Business</td></tr> </table>		Action	Indicative date	Responsible	Plan			Conflict of Interest declarations signed	10 June	Business	Procurement plan approved	10 June	Delegation	RFx documents developed/endorsed	10 June	Programme Director	RFP (tender)			Tender released	12PM 14 June	Business	Last date for supplier questions	12PM 20 June	Business	Last date to answer questions	12PM 24 June	Business	Tender closing date	12PM 1 July	Business	Evaluation			Panel confidentiality & conflict of interest declarations signed	14 June	Business	Evaluation Panel read the quotes	1 July	Business	Evaluation Panel Moderation	2 July	Business	Clarifications (if required)	3 July	Business	Lite Approval to Appoint Memo signed	5 July	Delegation	Post-evaluation			Contract Drafting	14 June - 5 July	Business	Advise bidders of outcome	5 July	Business	Contract negotiation	If required	Business	Debrief unsuccessful suppliers	If required	Business	Contract Signed	By 12 July	Business	Anticipated Contract start date	12 July	Business	All documents submitted for Processing	12 July	Business
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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 border="1"> <tr> <td>Evaluation Chair</td><td>Tessa Knight (Programme Manager, Waste Investments and Waste Operations)</td></tr> <tr> <td>Team Member</td><td>Job Title</td></tr> <tr> <td>Richard Clark</td><td>Finance Business Partner</td></tr> <tr> <td>Conrad Lendrum</td><td>Manager, Waste Investments Infrastructure</td></tr> <tr> <td>Darrin Mitchell</td><td>Manager, Waste Operations</td></tr> </table>	Evaluation Chair	Tessa Knight (Programme Manager, Waste Investments and Waste Operations)	Team Member	Job Title	Richard Clark	Finance Business Partner	Conrad Lendrum	Manager, Waste Investments Infrastructure	Darrin Mitchell	Manager, Waste Operations		
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Evaluation Criteria	<p>Preconditions Each supplier must meet all the following pre-conditions before its response will be considered for evaluation on its merits.</p> <table border="1"> <tr> <th>#</th><th>Pre-condition</th></tr> <tr> <td>1.</td><td>Supplier must read and understand the New Zealand Government Supplier Code of Conduct, 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>Evaluation Criteria</p> <table border="1"> <tr> <th>Criteria</th><th>Weighting</th></tr> <tr> <td>Proposed solution/Technical Merit</td><td>20%</td></tr> <tr> <td colspan="2"> <p>Please outline how you propose to deliver to our requirements to produce a report that provides an independent review of departmental levy spend. We will be looking for a well thought out methodology to deliver the key objectives:</p> <ol style="list-style-type: none"> 1. Review the processes for making (waste levy) waste investment decisions, with a focus on value for money. 2. Review back-office functions funded by the levy, with a focus on value for money, including: <ol style="list-style-type: none"> a. collecting, distributing and administering the levy b. levy compliance, monitoring and enforcement; c. and funds administration. <p>Please include detail regarding your methods / approaches to managing sensitive / confidential information.</p> <p>Please include suggested definition(s) of value for money and proposed measures.</p> </td></tr> <tr> <td>Capability of the Respondent to deliver</td><td>20%</td></tr> </table>	#	Pre-condition	1.	Supplier must read and understand the New Zealand Government Supplier Code of Conduct , and ensure their nominated subcontractors are aware of the Code.	Criteria	Weighting	Proposed solution/Technical Merit	20%	<p>Please outline how you propose to deliver to our requirements to produce a report that provides an independent review of departmental levy spend. We will be looking for a well thought out methodology to deliver the key objectives:</p> <ol style="list-style-type: none"> 1. Review the processes for making (waste levy) waste investment decisions, with a focus on value for money. 2. Review back-office functions funded by the levy, with a focus on value for money, including: <ol style="list-style-type: none"> a. collecting, distributing and administering the levy b. levy compliance, monitoring and enforcement; c. and funds administration. <p>Please include detail regarding your methods / approaches to managing sensitive / confidential information.</p> <p>Please include suggested definition(s) of value for money and proposed measures.</p>		Capability of the Respondent to deliver	20%
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	List the key personnel who will deliver the services, and their qualifications and experience.	
	Capacity of the Respondent to deliver	20%
	<p>Please provide a high-level project plan to show how you will meet our timeframes.</p> <p>The respondent must demonstrate that they can dedicate an appropriate level of expertise and resource to be able to deliver the project outcomes on time and within budget.</p> <p>Please include information on risk mitigation including a business continuity plan ie. what contingency do you have in place for any unexpected personnel absence or delays?</p>	
	Track record	20%
	Describe what experience your organisation has in delivering the required services. Please include at least three relevant examples of recent projects that demonstrate your track record of successful delivery of similar projects.	
	Price	20%
	Provide your overall price. We will be assessing whether the proposed price represents public value for money and covers the full range of required services.	
	Total weightings	100%

Scoring Table

Description	Definition	Rating
Excellent	Exceeds the criterion Respondent demonstrates exceptional ability, understanding, experience and skills. The Proposal identifies factors that will offer potential added value, with supporting evidence.	5
Good	Fulfils the criterion Respondent demonstrates above average ability, understanding, experience and skills. The Proposal identifies minor additional benefits, with supporting evidence.	4
Acceptable	Meets the criterion Respondent demonstrates the ability to meet the criteria, with supporting evidence.	3
Minor reservations	Partially meets the criterion Satisfies only a minimum of the criteria but not all. Reservations about the Respondent to adequately meet the criteria. Little supporting evidence.	2
Serious reservations	Limited demonstration to meet the criterion Extremely limited or no supporting evidence to meet the criteria. Minimum effort made to meet the criteria.	1
Unacceptable	Does not meet the criterion Does not comply or meet the criteria at all. Insufficient information to demonstrate the criteria.	0

Due Diligence

The following verification matrix will be used as part of the evaluation and due diligence process. The table shows how elements of the criteria will be verified by the panel.

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	✓	✓	
Accepts proposed contact conditions		✓	

Additional Process

	<p>If the Respondent is a contracted Supplier, the Ministry may</p> <ul style="list-style-type: none"> consider their own experience of service delivery, including in relation to meeting contractual obligations, ease of communication and relationship management. Consider any other matter that is highlighted through the evaluation process. <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>Exclusion of a Supplier for due diligence requires the written approval of the Financial Delegation Holder.</p>
Negotiation Considerations	<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>
MANAGE	
Form of Agreement	<p>The proposed form of Agreement (subject to risk and Legal review if applicable) is Consultancy Services Order (CSO).</p> <p>Identify if you need a legal review has indicated this Agreement will not require Legal Review.</p>
Contract Management	<p>The Budget Holder for this procurement will be: Jonathan Ryan The Contract Manager for this procurement will be: Tessa Knight The Contract will be managed by:</p> <ul style="list-style-type: none"> close management and monitoring of deliverables deliverable-linked payments regular meetings supplier reporting (progress reports, issue register)