



PROCUREMENT POLICY

Effective: 1 September 2021

To be reviewed: September 2024

***To help the public service
spend wisely***

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INTRODUCTION

1. This policy sets out the framework for purchasing, tendering and contracting within the Office of the Auditor General (“the Office” or “OAG”). This policy supplements the legal requirements on procurement established in the *Procurement Act, 2016* and the Procurement Regulations, 2018 (that commenced on 1 May 2018). The Central Procurement Office (CPO) has issued range of guidance, which will be used by the OAG where applicable. This policy directs staff to the relevant sections of legislation and to the CPO website and provides additional guidance where necessary.

THE SCOPE OF THE POLICY

2. This policy covers the procurement process from the preparation of business cases to issuing purchase orders or awarding contracts.
3. All staff are expected to comply with this policy and the requirements of the *Procurement Act* and Regulations at all times to protect the interests of the Office.
4. Breach of this policy may be dealt with under our Disciplinary Procedures and, in serious cases, may be treated as gross misconduct leading to summary dismissal.

OVERSIGHT AND MANAGEMENT OF OAG PROCUREMENT

5. The *Procurement Act* requires that the Auditor General, as Chief Officer, establish an Entity Procurement Committee (EPC) for the Office, and appoint a Chairman and at least two other members to serve on the EPC. The Auditor General has appointed the following staff to the EPC:
 - Chair Deputy Auditor General (Performance Audit)
 - Member Deputy Auditor General (Financial Audit)
 - Member Corporate Services Manager
6. In circumstances where any of the EPC members has a potential conflict of interest for specific procurements the Auditor General may substitute by another OAG staff member. The Office may also choose to supplement the EPC with additional members drawn from the OAG staff for specific procurements.
7. The EPC is responsible for overseeing all procurement carried out by the Office, as outlined in Schedule 6 of the *Procurement Act*. These responsibilities include reviewing business cases, competition documents, and bids; conducting the evaluation process and make recommendations

for contract awards to the Auditor General and PPC as required; reviewing draft contracts and reporting the results of procurement projects.

8. The Chair of the EPC has overall responsibility for the effective operation of this policy, including monitoring and reviewing the operation of this policy and making recommendations for changes to minimise risks to our operations.

PROCUREMENT MANAGEMENT

9. Each procurement project shall have a designated project manager that is responsible for preparing all of the documentation in relation to the procurement, including the business case, and submitting these to the EPC for review. The project manager shall also be the designated contact person for the procurement and be named in all external communications in relation to the procurement.
10. The project manager is expected to respond in a timely manner to any requests for clarification from potential suppliers within the time specified in the bid document and prior to the deadline for presenting bids. The project manager should communicate any clarification information to all potential suppliers that have received the bid documents to ensure fairness.
11. The project manager should maintain proper records for all stages of the procurement project and report to the EPC that this has been done. These include the following: internal drafts of competition documents, including internal correspondence; originals of issued documents; business case and approvals; communications with potential bidders and bidders; addendums issued; original bids received; records of the evaluations process, including individual evaluators notes and scores; communications with the PPC; record of bidder debriefings; any communications of disputes or complaints.

REQUIREMENTS OF STAFF

12. All OAG staff are responsible for their own compliance with this policy and for ensuring that it is consistently applied. All staff should ensure that they take the time to read and understand it, and any questions regarding the content or application of this policy should be directed to the Chair of the EPC. Any breach of this policy should be reported to the Chair of the EPC.

GENERAL PRINCIPLES

13. All procurement should comply with extant legislation. Due regard should be paid to the principles of procurement outlined in Schedule 1 of the *Procurement Act* and the Central Procurement Office's [Code of Conduct for Procurement](#), which sets out the minimum standards expected from staff involved in procurement, including values and behaviours. All staff are bound by the OAG Code of Conduct. The qualities of selflessness, integrity, objectivity and honesty are particularly relevant to procurement and contracting.
14. All procurement of goods and services should be based on value for money principles, with due regard to propriety and regularity. Goods and services should generally be procured in a competitive manner unless there are sound reasons to the contrary; the reasons for any non-competitive procurement should be justified in a business case.
15. Where appropriate, the procurement of goods and services should consider the potential environmental and socio-economic impact. For example, consideration should be given to the recyclability or toxicity of goods, and preference given to local suppliers, where appropriate, including local impact assessments.
16. No contracts shall be awarded or orders issued for goods and services where the cost exceeds an approved budget. Should there be any doubt about budget being available for goods or services that are considered necessary, the matter should be discussed with the Deputy Auditor General (Financial Audit), as Chief Financial Officer, and/or Corporate Services Manager to ascertain whether appropriate capital or operational funding can be made available, which may need approval from CMT.
17. All transactions should be supported by adequate documentation which will allow re-performance of the processes by which a procurement decision has been taken. Good documentation will also facilitate the management of and engagement with contractors (particularly where there may be a risk of a dispute arising). The EPC is responsible for ensuring that there is adequate documentation to support the procurement process that demonstrates value for money and ensures compliance with the Act and Regulations.

PROCUREMENT THRESHOLDS

18. The Procurement Regulations 2018 set five thresholds that inform the procurement process to be followed – less than \$10,000; less than \$100,000; \$100,000 to \$250,000; over \$250,000; and over

\$10 million. The following table sets out what is required for Office procurements for each of these thresholds.

Value of goods and services being procured	Procurement method to be used
Orders less than \$10,000	<p>Direct awards may be allowed after a business case justifying this approach has been approved by the EPC and the Auditor General. If a direct award is proposed, a single written estimate or quotation should be obtained prior to awarding the contract.</p> <p>If a direct award is not being proposed then a suitable procurement method should be selected.</p>
Orders over \$10,000 but less than \$50,000	<p>A business case should be prepared, specifying the appropriate competitive procurement method, which is reviewed by the EPC and approved by the Auditor General.</p> <p>The approved competitive procurement method must be applied, unless a direct award has been approved.</p>
Orders over \$50,000 but less than \$100,000	As above.
Orders over \$100,000 but less than \$250,000	As above.
Orders over \$250,000, but less than \$10 million	<p>A business case (in the format specified by the PMFA) and a local impact assessment (in the format specified by CPO) should be prepared and submitted to the EPC for review.</p> <p>These documents should be submitted to the PPC for approval.</p> <p>The approved competitive procurement method, as set out in the business case and approved by PPC, must be applied.</p>

19. It should be recognised that there will be uncertainty with pre-tender cost estimates and the possibility that bid prices and actual tender costs may exceed these estimates. This applies particularly where the anticipated cost is higher i.e. more than \$50,000. It is therefore important that appropriate market research is carried out prior to starting the procurement exercise. The

Office may choose to issue a request for quotations to help clarify the requirements and potential costs before progressing further with the procurement.

20. If there is a significant chance that the cost will exceed any of the limits, then the procurement process to be followed is that relating to the next category. This principle does not necessarily apply to variations that arise during the course of a contract, where these could not be reasonably anticipated when the contract was first agreed.
21. The objective for any contract should be to secure cost certainty, so that tender acceptance results in the commitment to obtain specified goods and services of sufficient quality at a fixed price. Where an exact cost is not known at the time of awarding a contract, a maximum or cap must be set to ensure prudent financial management and support value for money.
22. The OAG outsources some audits to private firms on five-year appointments. This procurement exercise falls into the 'over \$250,000' threshold, which means that PPC approval is required. All procurement documents prepared for this project should be reviewed internally by the EPC and Auditor General prior submitting to the PPC. Due to the additional approvals required more time will be needed to plan and execute this procurement project.

PROCUREMENT METHODS

23. The Procurement Regulations set out the following range of procurement methods that may be used for competitive procurement, which are subject to certain conditions being met:

Procurement method	Conditions		
	Less than \$250,000	\$250,000 and above	Other conditions that must be met
Direct awards			Less than \$10,000 or other specific conditions.
Open tendering	Yes	Yes	This is the expected procurement method unless an alternative is proposed in an approved business case.
Restricted tendering	Yes	Yes	The subject matter is highly complex or specialized, available from limited number of suppliers; or the time and cost to examine and evaluate large number of bids is disproportionate to procurement value.

Request for quotations (RFQ)	Yes	Yes	Goods and services that are readily available, not specially produced or provided for the buyer, and for which there is an established and competitive market.
Request for proposals (RFP) without negotiation	Yes	Yes	Where financial aspects of proposals need to be considered separately and only after the examination and evaluation of the technical, qualitative and performance characteristics of proposals are completed.
Two-stage tendering	No	Yes	Where discussions with suppliers are needed to refine aspects to obtain the most satisfactory solution; or no bids were received from open tendering or the procurement cancelled and it is expected that a new procurement would not result in a contract.
Requests for proposals (RFP) with dialogue	No	Yes	Where it is not feasible to formulate a detailed description of the subject matter and dialogue is needed to obtain a satisfactory solution; the contract relates to research, experiment, study or development; it is the most appropriate method for the protection of essential security interest; or no bids were received from open tendering.
Requests for proposals (RFP) with consecutive negotiations	Yes	Yes	Where the financial aspects of proposals need to be considered separately and only after the examination and evaluation of the technical, qualitative and performance characteristics of proposals are completed; and consecutive negotiations are needed to ensure that the financial terms and conditions are acceptable.
Competitive negotiations	No	Yes	Where other competitive procurement methods are not appropriate for the protection of essential security interests.

Electronic reverse auction	No	Yes	Where it is feasible to formulate a detailed description of the subject matter; there is a competitive market of suppliers and suppliers will qualify to participate; and the criteria to determine success are quantifiable.
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24. All procurements made by the Office, other than direct awards, shall be subject to open tendering unless an alternative procurement method is justified and recommended in an approved business case. For additional guidance on the different procurement methods please refer to the CPO website.

DIRECT AWARDS

25. The *Procurement Act* states that direct awards may be made if appropriately justified and subject to prescribed thresholds. Direct awards are contracts awarded outside of a competitive procurement process, i.e. single source procurement or non-competitive procurement. The Procurement Regulations (section 5) set out the process that may be used for direct awards and the criteria that must be met.

26. The Office allows direct awards for the procurement of any goods, services or works that are valued at less than \$1,000. The direct award of a supplier of goods or services above \$1,000 and less than \$10,000 may also be allowed if justified in a business case that has been approved by the EPC and Auditor General. The OAG may also allow direct awards for goods and services over \$10,000 under the following special conditions:

- Goods or services are available from only one supplier.
- The goods or services are required to match an existing brand to ensure compatibility within the Office. In this case, staff should be alert to the possibility of other suppliers/manufacturers having similarly available equipment that may be compatible and possibly of the same or superior quality and cheaper in price.
- The goods or services are required to meet physical design or quality specifications and are only available from one supplier.
- The goods or services are of a confidential or privileged nature e.g., retaining the services of legal counsel in exceptional circumstances (the OAG has call-off contracts with two local law firms).

27. The Office should prepare business cases for all direct awards (justifying the approach) and these should be submitted to the EPC for review and approval by the Auditor General, prior to any orders

being placed or contracts awarded. For the direct award of contracts over \$250,000, PPC approval must be obtained.

28. The Office will publish notification of all direct award contracts or purchases valued at \$10,000 or more within 30 days of the contract being awarded. The information shall be published on the Government's procurement portal (Bonfire), irrespective of whether Bonfire was used for the procurement process, and may also be published on the OAG's website. For the purposes of transparency the OAG will also publish the awarding of contracts under \$10,000 on its website.

PLANNING THE PROCUREMENT

29. The overall aim is to obtain goods and services of sufficient quality at the best possible price using competition to ensure value for money, without placing an excessive burden on potential suppliers. This requires advance planning, including the following:

- Any market research needed. To determine the appropriate procurement method the Office may undertake market research through requests for information or a request for quotations, although these cannot be used to award a contract.
- An estimate of the likely cost, which will be used to determine the procurement method and approval required i.e. internal approval by the EPC and Auditor General, and external approval by the PPC for procurement above \$250,000.
- The preparation of a business case if required (see below).
- An assessment of the most appropriate procurement method, which will inform the procurement process and timescale.
- Information and documentation needed to ensure a fair and transparent process. A clear and detailed specification should be prepared for each procurement to encourage open, fair and transparent competition.
- How the procurement process will be managed, including the role of the EPC and approvals needed.
- Identifying whether the Government has any framework agreements or government-wide contracts in place that the OAG may want to take advantage of. Information is held on the CPO website.

30. The designated project manager should ensure that the procurement is planned in sufficient time.

BUSINESS CASES

31. Business cases are required for all purchases that are estimated to cost more than \$10,000 or where a direct award is being proposed as the procurement method.
32. Business cases should support decision making and demonstrate value for money. They should provide justification for the procurement, consider and assess different options, identify any assumptions, constraints, benefits, costs and risks, recommend the procurement method to be used, and provide a local impact assessment where appropriate.
33. Business cases should be prepared by the designated project manager for the procurement and submitted to the EPC for review and approval by the Auditor General. All business cases should be approved at the appropriate level i.e. procurement projects less than \$250,000 should be approved by the Auditor General, and for procurements above \$250,000 these should be submitted to the Public Procurement Committee (PPC) for approval.
34. The OAG shall follow the CPO's guidance on business cases and use the templates for different types of business cases that are published on the CPO website. The CPO has provided three different templates for the following procurement values:
 - Procurement that is low value (up to \$250,000) and low risk – single stage business case
 - Procurement that is medium value (\$250,000 to \$10 million) – single stage business case
 - Procurement that is high value (over \$10 million) – three-stage business case. This would generally be the procurement of a major capital projects and it is unlikely that this would apply to the Office.
35. Most OAG procurements will be below the \$250,000 threshold, with the exception of outsourcing financial audits to private firms. The business case should therefore be proportionate to the value of the procurement i.e. a business case for procurement less than \$10,000 may require less information than a higher value procurement project. The EPC Chair can provide further guidance and advice on what is required and would be deemed appropriate.

PROCUREMENT PROCESS

36. The type of competitive procurement determines the process to be followed and the documentation needed. The Office will generally use open tendering unless another procurement method has been decided in an approved business case.

37. The Office may choose to use the Government's procurement portal (Bonfire) or carry out its own procurement exercise, depending on the estimated value of the procurement. The method of issuing tender documents should be clearly specified in the business case. All procurement documents should be approved by the EPC.
38. For all procurement projects valued at \$100,000 or more the OAG is required to publish a notice of opportunity on Bonfire. If using Bonfire then the process is set out on the CPO website. The notice of opportunity should be published for a minimum of 15 working days and include the following information:
- Brief description of the procurement.
 - The location where further information may be obtained.
 - Conditions for obtaining such information (if any).
 - The location and method for submitting bids.
 - Statement that the procurement is subject to the Procurement Act and Regulations.

TENDER DOCUMENTATION

39. The OAG shall provide tender documents for each procurement that include the following:
- Detailed specification for the supply or work where applicable (see next section).
 - Instructions for submitting tender inquiries, if allowed, and how they will be answered.
 - Information on the scoring methodology.
 - Timescales for the procurement, including deadlines for submission and queries. The document should clearly state a specific date and time after which no tender will be considered.
 - Clear instructions for the return of the tender, including form and content, return deadlines and methods e.g. hardcopy or electronic.
 - A named contact within the OAG to resolve any difficulties.
40. When issuing tender documentation, potential suppliers should be advised of the need to comply with current statutory requirements, government legislation, any special arrangements prescribed by the OAG and other professional or trade guidance. In particular:
- The supplier should be requested to confirm that they have (or will have) insurance cover appropriate to the contract to be undertaken and should be requested to furnish evidence of such cover prior to the commencement of the contract.
 - Suppliers should be requested to provide a declaration detailing any pecuniary or other interest, or potential conflict of interest, which could arise, either directly or indirectly, from the contract.

- Unless permitted in a contract, a contractor may only assign or sub-let the contract with the prior written consent of the OAG. Where sub-contractors are appointed, all conditions to be observed by contractors, (in terms of relevant legislation and OAG's requirements), shall equally apply to sub-contractors, and all contractors shall be responsible for the observance of such conditions by such sub-contractors.
- Suppliers should be requested to confirm that they do not discriminate unlawfully against their employees on grounds of sex, race, disability, religion or belief, age or other grounds.
- Suppliers should be asked to confirm their pension and health insurance plans are in accordance with legislation.
- Suppliers' attention should be drawn to the implications of the *Freedom of Information Act* and *Data Protection Act*.
- The specification should include a copy of the OAG's standard conditions which will apply to any contract.
- Suppliers should be requested to confirm these conditions are acceptable.

SPECIFICATION FOR THE GOODS AND/OR SERVICES REQUIRED

41. It is important that the Office provides sufficient information to potential suppliers to ensure that that it receives value for money. Preparing a good specification is therefore an important part of the procurement process. Specifications should provide a clear statement of need and help ensure that all quotations are submitted with similar information so that each supplier is directly comparable.
42. For every procurement the designated project manager shall prepare a clear, detailed specification. Section 11 of the Procurement Regulations set out the requirements for specifications. In summary, specifications should include the physical characteristics, functional, performance or expected results, quality characteristics, and intended use descriptors that are required from the potential supplier. For example:
 - For goods, the physical attributes and any requirements for delivery, installation and maintenance must be specified.
 - For services, the nature of the service, overall aims, the deliverables, the standard of service and timetable to be achieved should all be described. The skills and expertise expected to be necessary to complete the work should also be specified. Tenderers should be invited to propose how they will complete their work to the required standard. The aim should be to put the onus on the tenderer to demonstrate how they will provide quality.

- 43. The specification should not be written in a manner that unduly restricts suppliers from bidding, but encourages open, fair and transparent completion. It should contain all of the information that is needed for potential suppliers to submit a bid or calculate proposed pricing, and set out any legal requirements, including indemnification, insurance or other legal requirements.
- 44. The specification should support an effective tender evaluation; most evaluation will be based on a mixture of quality and price.

PRE-QUALIFICATION

45. The Office should consider carrying out a pre-qualification stage for high-value procurements e.g. in excess of \$250,000, in the interests of ensuring the most effective competition. Pre-qualification can help balance the possible advantages of a full and open competition with many tenders against the risk of inviting too many tenders. The following table highlights the issues to consider.

Open competitions make sense where:	Pre-qualifying competitions are better where:
<ul style="list-style-type: none"> • The goods and services are easy to define • There is an established market to supply the goods • It is comparatively simple to confirm the capability of any chosen supplier to provide the goods and services • Reflecting the factors above, the costs of submitting and appraising each tender are relatively low. 	<ul style="list-style-type: none"> • The goods and services are difficult to define at the outset • There may be few capable suppliers in the market • It takes time and effort to appraise the suppliers' evidence of experience, ability and capacity to undertake the work, for example with regard to consultancy contracts • Reflecting the factors above, the costs of submitting and appraising each tender are correspondingly higher.

46. The potential advantages of a pre-qualified competition are:
- By limiting the tenders to providers who are deemed most capable, there is keener competition
 - With a well-designed competition the OAG is more likely to get the best the market can provide at an affordable price
 - OAG maintains the trust and goodwill of potential providers by not imposing excessive costs by inviting a large number of tenders
 - In complex contracts, OAG's costs in appraising tenders are minimised by restricting the number of tenders that must be appraised.

47. If pre-qualification is being considered, this should be clearly set out in an approved business case and approval is obtained from PPC to undertake pre-qualifying.

OPENING TENDERS

48. Most tenders will be received electronically (either via Bonfire or email). The project manager should ensure that there is a clear process for opening and recording tenders after the deadline for submissions. As soon as possible after the date and time stated as being the latest time for the receipt of tenders, they shall be opened and the following information recorded on an Official Tender Record Sheet:

- Title of the project, location, etc.
- The name of all firms invited to tender.
- The name of all firms from whom tenders have been received.
- The date tenders were invited.
- The latest date for receipt of tenders.
- The date tenders were received.
- The date tenders were opened.
- The estimated contract price.

49. In addition, the following shall also be recorded:

- An entry detailing any instances where a price has been altered. The final price(s) shall be recorded and initialed by those present.
- Where price alterations on any one tender are so numerous as to render the procedure above to be unreasonable, a suitable report shall be made.

50. The official tender record must also record the name of the contractor whose tender is ultimately accepted.

ADMISSIBILITY OF TENDERS

51. Late tenders are those received after the due time and date and, as a general rule, should not be accepted. In exceptional circumstances, late tenders may be considered, provided there is no reason to doubt the bona fide nature of the tenders and the delay is entirely outside the control of the tenderer. The officer opening tenders should record on the official record the reason for the late acceptance.

52. Technically late tenders are those clearly dispatched in good time but delayed beyond the due time through no fault of the tenderers. Such tenders may be regarded as having arrived in due time, whether or not other tenders have been opened.
53. Amended tenders are those amended by the tenderer upon their own initiative either orally or in writing before or after the time for receipt. They should be dealt with as incorrect tenders (para 55).
54. Tenders requiring clarification - If it is necessary to discuss with tenderers the contents of their tender to clarify technical points, etc. before the award of the contract, the tender need not be excluded from the decision.
55. Incorrect tenders are those involving arithmetical or pricing errors. If discovered by the tenderer prior to the opening of the tenders, a revised tender should be submitted accompanied by an explanatory letter and considered in the normal way as a technically late tender. If an error is discovered by the OAG following the opening of the tenders, the tenderer should be requested to confirm if the tender has to be evaluated on the basis of the stated or the corrected total.
56. Confidentiality - Whilst decisions as to admissibility of late, incomplete or amended tenders are under consideration, and whilst negotiations are in progress and re-tenders are being sought, the tender documents shall be kept strictly confidential and held in safe custody by an appropriate official.

CONFIDENTIALITY

57. To maintain a fair and proper procedure, it is important that complete confidentiality is observed on all information contained in offers made by contractors or suppliers, and that information shall not be passed on or discussed with any outside agency. All staff who handle this information from the time of receipt of the tenders or quotations and thereafter when it is recorded against the appropriate reference or job number shall be aware of the strict requirement of this confidentiality.
58. The tender documents shall be kept strictly confidential, sealed and stored securely by an appropriate official. To ensure confidentiality only those authorised to do so should open and read tenders at a predetermined time. The format for tender submission should be clearly specified in tender documents.

TENDER EVALUATION

59. For most procurements, the evaluation criteria will include a mix of price and quality. The evaluation criteria and scoring methodology should be determined at that outset and clearly communicated in tender documents.
60. Quality requirements and measures should be clearly set out in the specification so that potential bidders know what quality criteria will be applied and can make proposals that best fit the quality requirements.
61. For some procurements, where a number of suppliers offer similar products, the Office may rank price as the highest priority, i.e. the lowest quotation, if payment is being made by the Office, or the highest if payment is to be received by Office.
62. The evaluation process normally consists of the following three stages:
- i. Mandatory requirements – reviewing and assessing whether bidders have met all of the mandatory requirements. These should be evaluated as a simple pass or fail. This part of the process should be independently carried out by at least two members of the bid evaluation team. Only those bidders who pass this stage should move forward to stages (ii) and (iii).
 - ii. Technical evaluation – reviewing and assessing the bid against the quality and technical criteria specified. Care must be taken to assess each bid to ensure that it fully covers every aspect of the request made, will produce finished work of the required standard and is of fair and reasonable value. Care must also be taken to ensure that any special items or conditions made in the suppliers terms do not contravene the Office’s normal practice or policies
 - iii. Financial evaluation – reviewing and assessing the prices submitted.
63. All members of the EPC (including additional members added for specific procurements) should independently evaluate qualifying bids against stages (ii) and (iii). The EPC should then discuss evaluation scores and identify a preferred bidder to be recommended to the Auditor General.
64. For some contracts, particularly for consultancy services, the quality of each proposal will need time to be considered, assessed and evaluated. Interviewing tenderers to help assess their proposals may be planned. If this is a possibility, it should be clearly set out on the tender documents. Sufficient time should be built into the procurement process to allow for this step.

65. In all cases the process for tender evaluation and the basis and justification for all decisions should be well documented in recommending the preferred supplier to the Auditor General.

ACCEPTANCE OF TENDERS

66. All procurement decisions should be formally reported to the EPC.
67. Where the order or contract is for more than \$25,000, and the OAG has no history of dealing with the supplier, the EPC may request that the designated project manager should be asked to carry out a credit check on the supplier, and report back to the EPC, before an official order is placed or contract awarded.
68. All potential suppliers that have submitted a bid shall be informed in writing of the Office's decision, whether successful or unsuccessful. The Office will issue award and rejection letters using the sample letters on the CPO website. Letters should be drafted by the Project Manager, approved by the EPC Chair and signed by the Auditor General.
69. Should the contractor whose offer is considered acceptable withdraw that offer before receipt of the official order or letter of intent, or immediately afterwards under circumstances which are considered to preclude abuse, the next highest rated tender should then be accepted and the circumstances recorded.
70. The OAG will publish the awarding of all contracts. Publication may be on the OAG's website for contracts valued at \$10,000 or less and on Bonfire for higher value contracts.

POST-PROCUREMENT REVIEW

71. The Office advocates continuous improvement and will carry out post-implementation reviews of procurement projects to learn lessons. The designated project manager should prepare a post-implementation report, taking into account the views of all staff involved and submit this to the EPC for review. The EPC may use the findings on lessons learned to adapt our process and this policy if necessary, and feedback to CPO.

CONTRACT MANAGEMENT

72. All contracts awarded should be effectively monitored and managed. The OAG must ensure that it puts in place contract monitoring procedures that are appropriate to the circumstances of the contract. The CPO website provides guidance on managing contracts.

73. The project manager should retain copies (electronic or otherwise) of all invoices relating to the contract, summarise these at the completion of the project, and compare the total project cost with the tender/contract price. An explanation for any variation should be reported to the EPC and Auditor General.
74. Effective contract management includes regular feedback on performance, during and on completion of the contract. Well-designed tender evaluation procedures and good records will help provide useful and objective feedback to tenderers.
75. The Office should have regular meetings with private firms that carry out audits on behalf of the Auditor General. At least once a year the Office will have a de-brief meeting with every firm on each audit after the completion of the annual audit.