



Australian Government
AusAID

The Australian Government's
Overseas Aid Program

The Australia-Africa Partnerships Facility

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Australia-Africa Partnerships Facility

- Increased engagement in Africa
- Support for Millennium Development Goals where we have unique expertise:
 - ◆ Agriculture and food security (\$100m/four years)
 - ◆ Maternal and child health
 - ◆ Water and sanitation
 - ◆ Capacity building (1000 scholarships, technical assistance)
- Humanitarian assistance and risk reduction
- Greater geographic coverage



Australia-Africa Partnerships Facility

- Australian Government African representatives
 - ◆ AusAID presence
 - ★ Pretoria and Nairobi will be main hubs
 - ★ Will also have representatives in Accra, Addis Ababa and Harare
 - ◆ DFAT offices in Abuja, Accra, Cairo, Harare, Nairobi, Port Louis, Pretoria
 - ★ Also have Lisbon and Paris offices with accreditation for African countries
 - ◆ Austrade offices in Jo'Burg, Tripoli, Accra, Nairobi plus senior representative in Frankfurt



Australia-Africa Partnerships Facility

- Key Principles for engagement in Africa
 - ◆ Working in partnership
 - ◆ Coherence with other Australian government agencies (whole of government)
 - ◆ Focused on results – quality and program performance (we want good stories to tell)



Australia-Africa Partnerships Facility

- Funding
 - ◆ Australian ODA to increase to 0.5% GNI by 2015
 - ★ 0.4% by 2012-13
 - ◆ Engagement in Africa is a key Government priority
 - ◆ Partnership Facility will have around \$15million per year (expected to 2015-16) but subject to annual budget processes

ODA to Africa 08/09	ODA to Africa 09/10	% increase
\$116.4m	\$163.9m	40%



Australia-Africa Partnerships Facility

- Key Design Features
 - ◆ Goal – contribution to achieving African countries' development priorities
 - ★ Development benefits
 - ★ Relationship benefits
 - ◆ Australian Government in strategic role
 - ◆ Managing Contractor providing administrative support



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- Key Design Features
 - ◆ Targeted assistance – matching Australia's comparative advantage with Africa's needs
 - ★ Governance for mining/natural resource management
 - ★ Public policy (trade, economic governance, public sector reform)
 - ★ Agriculture
 - ◆ Flexibility beyond this as we want to be responsive
 - ◆ Coverage across all of Africa



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- Key Design Features
 - ◆ Forms of Capacity Building Assistance
 - ★ Placement of short term experts
 - ★ Partnerships and exchanges between organisations
 - ★ Professional development opportunities
 - ★ Workshops and training
 - ★ Grant funding for other implementers
 - ★ Joint research



Australia-Africa Partnerships Facility

- Key Design Features
 - ◆ Governance
 - ★ Senior Reference Group – annual strategic priorities established and overall performance feedback (in Canberra)
 - ★ Management Committee – quarterly consideration of proposals (in Africa)



Australia-Africa Partnerships Facility

- Implementation issues
 - ◆ Complementarity – tools within AusAID
 - ★ Scholarships/fellowships
 - ★ Volunteers
 - ★ Sectoral programs – water and sanitation, food security and agriculture, maternal and child health
 - ◆ Complementarity – within Government
 - ★ State and Territory support eg mining/agriculture
 - ★ Portfolio support – DFAT, Austrade, ACIAR
 - ★ Other agency support – AFP, AGD, DAFF



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- Implementation issues
 - ◆ Building Australian engagement in Africa
 - ★ Managing Contractor needs to keep stakeholders (inc AusAID, DFAT, Austrade) in the loop
 - ★ Strategic AusAID/DFAT/Austrade involvement with partner governments
 - ★ Managing Contractor development/implementation of Facility communications strategy (including branding)
 - ★ Delivery through Australian expertise (building on comparative advantage) where appropriate
 - ★ Selection/tender strategies well targeted to find the right person/people for the job



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- Implementation issues
 - ◆ Continual learning and review
 - ★ Flexibility and innovation are highly valued
 - ★ Approach is to see what works and build on this
 - ★ Open channels of communication between AusAID and Managing Contractor
 - ★ Willingness to capture lessons learned and embed change over life of Facility



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- Implementation
 - ◆ Program Support Group
 - ★ In Africa sectoral experts
 - ★ Multi use list arrangement – available for managing contractor and AusAID as needed (not contractor staff)
 - ★ Joint selection by AusAID and Managing Contractor during mobilisation
 - ★ Contracted by Managing Contractor



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- Summary
 - ◆ Capacity building in niche areas
 - ◆ Leveraging Australia's expertise and experience
 - ◆ Supporting broader engagement across Africa
 - ◆ Managing diverse activities, including contracting and administration
 - ◆ An innovative, flexible and responsive Managing Contractor



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Industry Briefing

Thursday 10 December 2009

Stacey Walker
(Procurement and Agreement Services)

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- >The Two Step Tender Process
 - Step 1 - The Capability Statement
 - Short Listing
 - Step 2 - The Request for Tender (RFT)
 - The Interviews
 - Value for Money Assessment

Step 1 Capability Statement

Structure

- >Capability Statement:
 - Part 1 – Project Specific Capability Statement Conditions
 - Part 2 – Standard Capability Statement Conditions

The Capability Statement Particulars

RFT Closing Time: 2:00pm local time Canberra, ACT, Australia, Tuesday 2 February 2010.

>**Mode of Submission:**

Electronically, via AusTender at <https://tenders.gov.au> before RFT Closing Time;

Or

Hardcopy, by depositing by hand in the Canberra Tender Box before RFT Closing Time at address below.

Address: Ground Floor, AusAID, 255 London Circuit Canberra ACT 2601 Australia

The closing date and time will be strictly adhered to.

Submission Requirements

- >For electronic lodgement
 - One (1) electronic copy
 - PDF format – note file size
- >For hard copy lodgement
 - One (1) original and four (4) copies
 - One (1) CD containing PDF files of the hard copy documents

Required Submission Information

Include the following:

- > Response to Selection Criteria (Clause 4, Part 1) – 10 pages plus annexes
- > Annex 1 – Past Experience Forms (Clause 5, Part 1) - up to 3 of one page each
- > Financial Assessment Material (Clause 6, Part 1)
- > Annex B – Capability Statement Declaration (Part 2) – must be signed

Selection Criteria – Step 1

- > 3 broad selection criteria:
 - (A) Strategic understanding of the AAPF 40%
 - (B) Organisational ability to deliver the requirements of the AAPF 40%
 - (C) Understanding of capacity building 20%

Clause 6, Part 1: Financial Assessment

- > Two options – see Part 1, Clause 6, page 4 of the Request for RFT Capability Statement
- > Tenderers should be aware that AusAID may contact the nominated company accountant to obtain clarification of bid or further information.
- > AusAID reserves the right to utilise external expertise to analyse financial information.
- > Financial information is treated in-confidence by AusAID.

Questions on RFT Capability Statement

- > Questions to be submitted in writing to AfricaFacility@ausaid.gov.au or fax +612 206 4885
- > Can be submitted anytime prior to close of business (AEST) Tuesday 19th January 2010.
- > Will be answered by issue of a public addendum to the RFT Capability Statement via AusTender before close of business Monday 25th January 2010.

Assessment – short listing

- > Combines technical assessment with an assessment of Financial Viability
- > Technical Assessment Panel (TAP) consists of three to five members with a combination of skills and experience, and may include senior AusAID staff and external, independent consultants
- > TAP members will assess and rank each tender against the Selection Criteria
- > Short listed organisations will be invited to submit a response to the step 2 RFT

Step 2 Request for Tender

Structure of RFT

- >Section 1
 - Project Specific Tender Conditions
 - Project Specific Contract Conditions
 - Schedule 1
 - Draft Scope of Services
 - Schedule 2
 - Draft Basis of Payment
- >Section 2
 - Standard Tender Conditions
 - Standard Contract Conditions

Closing Time

- >Expected Tender closing Time
 - 2.00 pm, Wednesday 8 April 2010
- >Mode of submission:
 - Electronic or Hard Copy

Required Submission Information

- >Will be indicated in the document but is **expected** to consist of at least the following:
 - Technical Proposal (Tender Schedule A)
 - Specified personnel (Tender Schedule B)
 - Financial Proposal (Tender Schedule C)
 - Tenderer's Declaration

Tender Schedule A: Technical Proposal

- >Is **expected** to consist of the following:
 - Response to Selection Criteria
 - Annex 1 – Past Experience Forms
 - Annex 2 – Staffing Resources Schedule
 - Annex 3 – Mobilisation Plan
 - Annex 4 – Conflict of Interest
 - Annex 5 – Letters of Association
 - Annex 6 – Commonwealth Government Policies Compliance

Tender Schedule B: Specified Personnel

- >Proposed team members:
 - Long Term Personnel
 - Short term Personnel

Tender Schedule C: Financial Proposal

- >Is **expected** to include information such as the following:
 - Total Management Fee
 - Reimbursable Long Term Personnel Costs
 - Reimbursable Short Term Personnel Costs
 - Breakdown of all Management Costs
 - Estimated amount for Reimbursable Administration, Equipment & Operational Costs
 - Total Tender Amount
 - Adequate Insurance

Questions on RFT

- > To be submitted in writing to AfricaFacility@ausaid.gov.au or fax +612 206 4885
- > Can be submitted anytime prior to close of business (AEST) Wednesday 25th March 2010.
- > Will be answered by issue of a public addendum to the RFT via AusTender before close of business Wednesday 1st April 2010.

Step 2 - Assessment

- > Combines technical assessment with an assessment of Value for Money
- > Technical Assessment Panel (TAP) consists of three to five members with a combination of skills and experience, and may include senior AusAID staff and external, independent consultants
- > TAP members will assess and rank each tender against the Selection Criteria

Assessment Process

- > Check bids for conformance to tender requirements
- > Assess bids against Selection Criteria
- > Interview and confirm technical rankings
- > Review value for money
- > Negotiate contract with successful tenderer
- > Notify unsuccessful bidders

Value for Money

- > The Financial Management and Accountability (FMA) Act requires AusAID to achieve a value for money outcome.
- > Value for money means "the best available outcome when all relevant costs and benefits over the procurement cycle are considered"
- > Cost is not the sole determining factor in assessing value for money
- > Lowest price is not a reliable indicator of value for money.

Some considerations when assessing Value for Money

- > Performance history of each tenderer
 - A record of achievement?
 - Able to deliver quality outcomes, on time and on budget?
 - Previous clients satisfied?
- > Flexibility to adapt to change
 - Does your proposal recognise the need for flexibility in the environment in which the activity will be implemented?
 - Does the proposal contain strategies to manage change?

Some more considerations when assessing Value for Money

- > Is the proposal balanced in terms of its articulation of inputs, outputs, outcomes, risks, costs, quality and timeliness and overall effectiveness?
- > In your proposal, you should demonstrate to AusAID the value for money merits within the page limit for the technical proposal.

Step 1 - Important Dates

Final date for questions to AusAID on RFT (14 days before tender close)	19 January 2010
Final date for AusAID to issue addenda/respond to tenderer questions (7 days before tender close)	25 January 2010
RFT closing date	2 February 2010
TAP Short-listing	25 February 2010
Upon delegate approving the TAP recommendation move to Step 2 of the process.	11 March 2010

Step 2 - Important Dates

Open Step 2 - RFT	11 March 2010
Final date for questions to AusAID on RFT (14 days before tender close)	25 March 2010
Final date for AusAID to issue addenda/respond to tenderer questions (7 days before tender close)	1 April 2010
RFT closing date	8 April 2010
TAP Interviews	28 – 29 April 2010
Upon delegate approving the TAP recommendation negotiate contract	May 2010
Mobilisation	July 2010

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Industry Briefing and Tender Process Overview

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> Tender Probity

Prepared by Probity Advisor: Mal Brammer APM

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Managing a Good Procurement Process

❖ Elements of Procurement Probity and Ethics

Concepts of Ethics and Probity

> Ethical Behaviour

- encompasses the concepts of honesty, integrity, probity, diligence, fairness, trust, respect and consistency;
- is critical to government procurement as it involved the expenditure of public money, and is subject to public scrutiny;
- supports openness and accountability in procurement processes and gives suppliers confidence in the Government marketplace;
- can also reduce the cost of managing risks associated with fraud, theft, corruption and other improper behaviour, and enhance public confidence in public administration

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> Probity

- Probity is the evidence of ethical behaviour in a particular process;
- It is defined as complete and defined integrity, uprightness and honesty;
- Contributes to sound procurement processes that accord equal opportunities for all participants;
- Probative procurement is one that involves largely common sense, clarity, openness, clear understanding and application equally to all parties to the process;
- It is integrated into all procurement planning, and should not be a separate consideration;
- Probity excludes suppliers whose practices are objectionable, dishonest, unethical or unsafe;

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> Probity Guiding Principles

Guidance to establishing probity in the tendering process is contained in a variety of instruments:

- Commonwealth Legislation Financial Management and Accountability Act
- Commonwealth Procurement Guidelines
- APS Values set down in Section of the Commonwealth Public Service Act
- Other Commonwealth and AusAID procurement policy and guidelines

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❖ Role of the Probity Advisor

To monitor the tender, evaluation and selection process to ensure

- Conformity
- Accountability
- Defensibility
- Fairness and equity;
- Assessment against same criteria;
- Preserve public and tenderer confidence in AusAID;

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• Probity Advisor Function

The general principle applying to the engagement of a probity advisor includes include;

- Develop an agreed Probity Plan for the tendering process
- Provide proactive advice on the conduct of the tender process
- Assess whether
 - tender rules and procedures are followed;
 - the tender process will be conducted fairly;
 - the tenders received are assessed in accordance with the stated evaluation criteria;
 - tangible and intangible risks that may impact or arise are properly identified and mitigated;
 - potential liability that may otherwise arise out of the conduct of a tender process is minimized;
 - a clear audit trail of the overall process is demonstrated tangibly;
 - there has been overall compliance with the probity plan.

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• Probity Advisor Exclusions

The Probity Advisor does not:

- Abrogate or reduce the responsibility of AusAID to conduct a probative tendering process
- undertake the evaluation;
- provide advice on financial aspects of the tender or bids received;
- provide legal advice in relation to the tender process,
- have direct communication or liaison with probity auditors unless directed to do so by the TAP Chair;
- witness tender opening;
- attend meetings purely as a independent observer;

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• Probity Plan

As a general principle aspects that maybe monitored by the Probity Advisor or reflected in a formal probity plan include [but not necessarily limited, inclusive or prescribed];

- Authorizations and approvals;
- Confidential and handling of bidders proprietary information
- Adequacy of documentation
- Risk identification and management
- Tender process and rules;
- Non-conforming bids;
- Breaches of the tendering process;
- Problem solving on probity issues;
- Tender deviations and changes
- Tender inquiries and internal communications
- Tenderer and associates relationships
- Tender briefings
- Access to tender process information
- Checks on tenderers [including nominated persons]
- Guidelines on Conflicts and Disclosure
- Assessment and Negotiation
- Dealing with innuendo and hearsay;
- Records management [communications, meetings documentation]
- Finalization and awarding of contract



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The Australian Government's
Overseas Aid Program

HINTS FOR NEW PLAYERS

An information session for new
tenderers wishing to participate in
Australia's overseas aid program

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The following hints have been prepared to assist new players:

- Take advantage of early warning of tenders on AusAID's website (www.ausaid.gov.au > Business and Tenders > Latest News);
- Check the Annual Procurement Plan on the Austender website (www.tenders.gov.au)
- Consult the information on how AusAID conducts its business and contracts out at www.ausaid.gov.au/business/default.cfm



- Adopt a strategic and focused approach by targeting specific projects and opportunities where your organisation has expertise.
- Understanding AusAID is important. You may be able to meet with Country Program Managers before a tender is released.
- Network with other consultants and organisations as bids comprising several companies in association with each other are common.



- After a tender process and whether you've been successful or not, ask for a debrief (see Standard Tender Conditions)
- Bidding is a highly competitive process; be prepared for a medium to long term view about doing business with AusAID rather than expecting to win vast amounts of work in the short term
- Liaise with people and organisations that have been awarded AusAID contracts



Hints on Proposal Writing

- Read the documentation carefully to ensure your bid meets all requirements
- Directly address the selection criteria and substantiate your claims strongly, both in the technical proposal and required annexes
- Note any weightings attached to selection criteria. Make sure that the emphasis in your submission reflects the weightings on the selection criteria



- If you are unsure of something in regard to the tender, ask questions. Address all questions to the Contact Person listed in Part 1 of the RFT.
- Don't make claims that can not be substantiated
- Before you submit your proposal:
 - ◆ Do a quality check – an independent review to assist in editorial and logical consistency is recommended.



Management Arrangements

- Clearly identify management inputs (who will do what, and with what level of input) as well as your proposed management framework. This is particularly necessary when a joint venture or consortium bid is submitted



Approach and Methodology

- Do not just repeat what AusAID has already provided in the tender document.
- Bidders need to show that they understand what the activity is about.
- Specifically identify project risks and how you propose to manage them.



- If bidders are considering an alternative methodology they must submit a conforming bid in the first instance and include the alternative approach as a separate annex. Bidders must win the project on the conforming tender in the first instance before an alternative can be considered.



Key Personnel

- CVs should be provided for all Key Personnel nominated. The CVs should be focused towards skills required and clearly outlined the duration and extent of the nominee's involvement in activities
- Provide referees who can comment on the nominee's experience and their claims against the selection criteria. AusAID can identify and contact referees of its choosing if it considers that it is not getting a complete picture



Pricing of Bids

- Prices submitted with bids must reflect the whole of life costs of undertaking the activity.
- Ensure that appropriate cost breakdowns are shown in the financial proposals.
- Bidders may include their assumptions about their costing when preparing their financial proposals.
- AusAID is not interested in proposals from bidders that do not adequately resource the task.



Presentations and Interviews

- Bidders may be invited to meet with the Technical Assessment Panel (TAP) to make a brief presentation or to undertake an interview. In those instances, make sure the team is fully knowledgeable of the contents of the technical proposal.
- Keep any presentation focused and within the allocated time limit.
- Be prepared for a 'surprise' question/scenario to be required on the day.



- Ensure the presentation is vibrant and engaging remembering that several will be sat through by the panel
- Avoid overly complicated diagrams
- Let team members answer questions posed to them. Do not answer questions on their behalf
- The TAP interview process usually allows bidders to send an observer to the briefing. This provides an ideal opportunity for senior managers to see how their team performs and to understand comments provided in the debrief.

