

CASE STUDY / TRADING PLACES

10 tips to win a tender

1. UN Peacekeeping Missions are required to keep between 7 and 14 days of supply of Combat Ration Packs at all times as a way to mitigate safety and security risks. Those Missions support approximately 110,000 military and 9,000 civilian personnel. Combat Ration Packs are being supplied by one contractor to all Missions. The contract is expiring next year and the UN is looking to rebid the requirement in line with its principles of Procurement.

2. While the final details of the requirement are being finalized by the Department of Field Support (DFS), the Procurement Division has started to look for potential bidders for this requirement.

Question 1: if you were the PD case officer, what would you do?

3. The successful bidder will be required to demonstrate excellence in their food safety management systems, sufficient production capacity to meet the UN demand, compliance with nutritional requirements, a sufficient number of menus for different nutritional groups, robust packaging and labelling standards and the capacity to manage a complex supply chain with deliveries to the Peacekeeping Missions.

Question 2: if you were the PD case officer, what solicitation instrument would you use?

4. The bid required bidders to submit proposals in 2 sealed envelopes - one envelope with the technical proposal and the other envelope with the financial offer. Failure to do so will lead to disqualification.

5. The bid specifies that the technical offer will carry a weight of 60% in the final decision and the Financial Offer will be weighted 40%. The cut-off score for a technical offer to be deemed as technically compliant is 70%.

6. In accordance to the conditions set forth in the bid, it is mandatory that the bidders have a recognized Food Safety Management System Certificate for their production facility, and they demonstrate experience supplying similar packs for the last 5 years.

7. The Scope of Requirement (SOR) annexed to the bid carefully explains the details of the requirement, and requires the bidders to submit the following information as part of their technical proposal:

- Menu options for all types of CRP's
- Test results demonstrating that the CRP's meet the nutritional requirements, storage requirements, vibration requirements, etc.
- Details about the manufacturing of the CRP's
- A proposal for the packaging and labelling
- A proposal for the logistics and distribution to all Missions.

8. The bid states that the prices for each type of CRP's must remain valid for the initial term of the Contract, which will be 3+1+1 years. The successful bidder must, upon signature of the Contract, provide an Independent Bank Guarantee in the amount of 10% of the total amount envisaged for the initial term of the Contract. The bid states that accepting the United Nations General Conditions of Contract is mandatory.

9. By the bid closing date PD received 9 bids. The bid opening unit opened the packages in a public ceremony.

#	Separate sealed Technical Offer	Separate sealed Financial Offer	Observation	Questions
1	Yes	Yes		
2	No	No	Bid opening team opened the envelope and found loose documents – technical and financial in the envelope	Question 3: If you were the director of PD – what would you do?
3	Yes	Yes		
4	Yes	Yes		
5	Yes	Yes		
6	Yes	Yes	Delivered by hand 20 minutes after the bid closing deadline	Question 4: If you were the director of PD – what would you do?
7	Yes	Yes		
8	Yes	Yes		
9	Yes	Yes	Supplier's name not on invitee list	Question 5: If you were the director of PD – what would you do?

10. PD submitted the Technical Offers to the Technical Evaluation Committee of the bid for evaluation.

11. Following the evaluation, the Technical Evaluation Committee submitted the technical report with the following assessment.

#	Food Safety Certificate	More than 5 years' experience	Menu options (max 200)	Test results (max 200)	Manu-facturing (max 200)	Labelling (max 200)	Logistics (max 200)
1	yes	yes	200	100	100	50	50
2	yes	yes	200	200	100	100	150
3	no	yes	200	200	200	200	200
4	yes	yes	200	200	200	100	150
5	yes	unclear	200	200	200	100	100
6	yes	yes	150	200	200	200	200

Question 6: which companies failed the Technical Evaluation?

12. The PD case officer performed a commercial evaluation of the offers, making sure that all the components of the cost submitted by the suppliers were carefully added to come up with a total cost of the Contract. The evaluation of Financial Offers gave the following results:

#	Estimated quantity TYPE A	Quoted price TYPE A	Estimated quantity TYPE B	Quoted price TYPE B	Financial offer
1	3,000,000	\$10	2,000,000	\$15	\$60,000,000
2		\$9		\$14	\$55,000,000
3		\$11		\$18	\$69,000,000

13. Following this, the PD case officer calculated the Best Value for Money computation in accordance to the terms of the bid.

#	Technical Evaluation	Weighted 60%	Financial offer	Financial Offer weighted 40%	Aggregate BVM Score
1	750	450	\$60,000,000	367	817
2	850	510	\$55,000,000	400	910
3	950	570	\$69,000,000	319	889

Question 7: what company would you recommend for award?

14. Upon signature of the Contract with the winning bidder, the PD case officer sent letters of regret to all 8 unsuccessful bidders. The day after receiving that letter, a representative of one of the companies called PD bitterly complaining about the outcome of the solicitation.

Question 8: what would you do as the PD case officer?