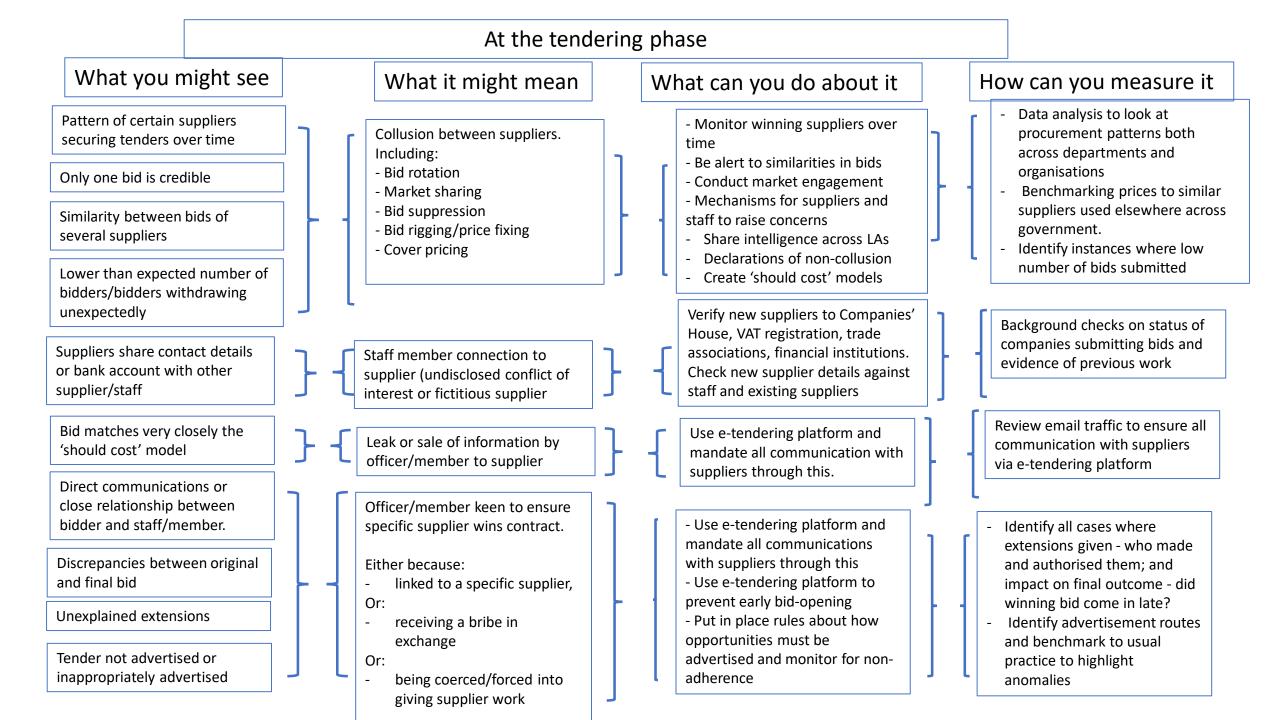
At the pre-tendering phase

What you might see What it might mean What can you do about it How can you measure it Officer/member keen to Ensure no one individual Survey usage of Officer/member insisting on ensure that a specific solely responsible for goods/services purchased the need for goods/services supplier wins the procurement decisions contract. Identify contracts where Atypical use of single Robust and transparent there was only one (or sourcing Either because: management of Conflict of limited) bids. Assess market linked to a specific Interest place to see whether this supplier, either Unusual timing of would be expected. Robust and transparent directly as a director procurement management of Gifts and or via family or friend Data analysis and testing of Hospitality Or: Procurement of contracts where values lie Officer/member goods/services not in just below relevant receiving a bribe in Robust needs assessment procurement plans thresholds. exchange for contract process money or other Tender requirements are Review single source benefit Up-to-date and embedded overly specific or vague contracts Or: contract procedure rules Officer/member -Data analysis on contracts Scrutiny of single-sourcing receiving being Close relationship to identify splitting coerced/forced into justification between officer/member giving supplier work and supplier Review tenders within a Use standard templates for short period/holiday period tender specifications



At the award phase

What you might see

Scoring criteria not set in advance

Scoring criteria used for evaluation different from those in specification

Selection or award criteria appear unrelated to contract type

Individual tries to influence other panel members

Panel members not appropriately qualified

Unsigned panel meeting minutes

No panel or committee used to evaluate tenders/bids

Manual alteration to bid documentation after submission

What it might mean

Officer/member keen to ensure that a specific supplier wins the contract.

Either because:

- linked to a specific supplier, either directly as a director or via family or friend Or:
- Officer/member receiving a bribe in exchange for contract money or other benefit
- Or:
- Officer/member receiving being coerced/forced into giving supplier work

What can you do about it

Agree evaluation criteria in advance and publish with the tender documentation.

Ensure that no single individual is responsible for drafting/agreeing criteria

Use an evaluation with appropriate skills, experience and seniority

Clear guidelines on the role of evaluation panels and verify process is followed

Conduct assessment using an online system to maintain independence

Use an e-tendering platform to protect bids from alteration

How can you measure it

Test validity of scoring / weighting against original specification

Compare instances of excluded bidders against original specification

Interview all panel members individually to ascertain reasons why supplier selected

Identify all cases where contract decisions made by single individual. Assess for patterns, trends. Use data analytics to see if any relationship with supplier can be confirmed.

