



Procurement Policy



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

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1: CEO's Foreword

Every year we spend billions of euro providing thousands of different health, social and personal services on behalf of taxpayers.

When it comes to spending this money, I believe that we have two major responsibilities.

Firstly, we must make sure that every time we spend a euro, we secure the best possible value. In this context, value represents more than simply achieving the lowest cost, but also means that the product or service being purchased matches its intended purpose.

Secondly, every time we make a purchase we must take advantage of our substantial purchasing power to streamline our processes and make our budgets go further.

By delivering on these two responsibilities, we are capable of making considerable savings that we can redirect towards improving our services.

This is a task for every one of us, whether we are responsible for purchasing or for using goods and services that are purchased by others.

This publication will assist you achieve better value for money. Please make sure its policies are applied at all times with consistency and fairness.



Professor Brendan Drumm
Chief Executive Officer



2: Introduction

This policy document updates the previous Health Service Procurement Policy adopted by Health Boards, Voluntary Hospitals and Direct-funded homes in 2000.

This version results from an organisation-wide review led by HSE Procurement and Regional Materials Managers in consultation with interested parties including:

- > Medical and dental
- > Nursing
- > Health and social care professionals
- > Other patient and client care staff
- > Management and administration
- > General support staff

Based on best practice, it is designed to ensure a common approach for all Health Service Executive (HSE) staff in the procurement of supplies, works and services and ensure a strong focus on the role of procurement in keeping with the code of practice for governance of state bodies. The HSE acknowledges the importance of effective and efficient procurement in achieving its overall objectives.

This document clearly defines the roles and responsibilities of all practitioners involved in the procurement process.

Procurement incorporates all activities from requisition, through payment, to eventual disposal and is the responsibility of all staff involved in the process. All staff engaged in procurement-related activities are required to familiarise themselves with all relevant regulations.

This document will ensure that all revenue and capital expenditure complies with the very best industry practices. Implementation will ensure compliance with EU Directives and Government Guidelines, ensure that best value for money is achieved through utilising the HSE's significant purchasing power and ensure that all transactions are transparent and offer equal opportunity to all qualified suppliers.

This policy document must be read in conjunction with related HSE Code of Governance documentation.

3: Core Values

All purchasing of supplies, works and services is governed by the following core values:

- > Achieving efficiency, effectiveness and best value for money in terms of overall life-cycle
- > Patient and customer focus
- > Dealing with quality suppliers, contractors and service providers
- > Operating in a fair, open, transparent and non-discriminatory manner in the marketplace
- > Properly managing risk
- > Complying with all relevant European and national legislation and government guidelines
- > Operating to the highest ethical standard



4: Context

- > Health care expenditure on supplies, works and services is worth in excess of €3bn per annum
- > This expenditure extends across a diverse range of products that include highly complex building projects, medical equipment, medicines, hotel services, banking and ICT services
- > These supplies, works and services are key tools of the very many professionals who provide services to patients and customers in the health arena
- > The acquisition and use of supplies, works and services are key elements for the HSE in maximising health and social gain
- > It is essential that appropriate procurement policies and procedures are in place for all the key stakeholders in this process
- > It is the responsibility of each stakeholder to participate fully in the process



5: Authority Limits

Any procurement undertaken must comply with the following procedures. It is a requirement that final approval to award must be obtained at the appropriate authority level.

For procurement of supplies, works, services and disposal of non-real estate assets the appropriate authority level for sign-off must be adhered to.

Authorities at National Director or Assistant National Director level can approve only contracts specific to their area of budget responsibility.

All formal requests for approval must have sign-off by the relevant 'Commercial Evaluator' confirming that the process followed complies with HSE Procurement Policy, Government Guidelines, EU Directives and that optimum Value for Money (VFM) has been achieved.

Authority to dispose of real estate resides with the Board of the HSE.

The Health Act 2004 makes specific reference to advisors (Section 24) and the Minister's permission needed for major capital spending (Section 34).

Approval to deviate from any of the procedures set out in this document is reserved to the Chief Executive Officer, or where appropriate, the Board.



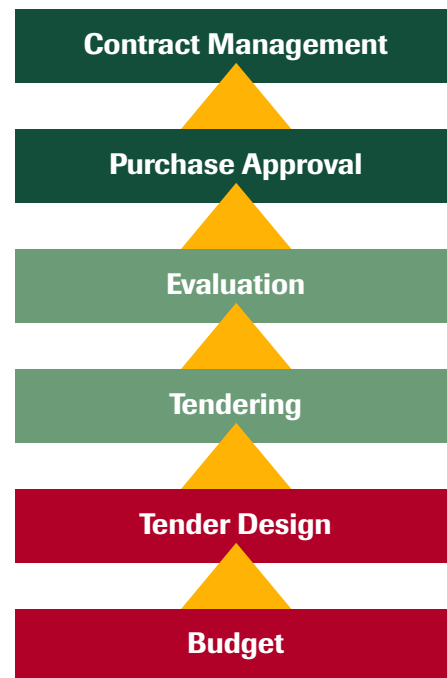
6. The Procurement Environment

The overall strategic goal of procurement is to maximise the effectiveness of procurement in providing support for effective and efficient patient care. The patient is the focus and all opportunities to improve procurement should be viewed in the light of their contribution to improved patient care.



7. The Procurement Process

The basic key stages in the procurement process that must be addressed are:



8. Procurement Policies

The primary objectives of the HSE procurement policy are to ensure that all transactions:

- > Meet the requirements of customers
- > Give best value for money
- > Utilise the HSE's significant purchasing power
- > Are totally transparent and proportional
- > Ensure equality of access to qualified suppliers
- > Are formally contracted
- > Fully comply with Government Guidelines and EU Directives applicable to state bodies
- > Are undertaken in a professional manner

Key Requirement:

Competitive tendering or other forms of open competition shall be the normal practice except in exceptional circumstances as set out in this corporate policy statement.



Purchasing 9: Procedures



The procedures, set out below, will form the basis for putting in place formal purchasing and contractual agreements for supplies, works and services. All significant procurements, and particularly procurements governed by EU Procurement Directives, should be undertaken only by appropriately experienced personnel.

When a procurement requirement is identified it is necessary, before proceeding to purchase, to establish whether an existing contract is already in place and, if so, to utilise that contract.

Where no formal purchasing agreements are in place the procedures outlined below must be followed.

9.1 Aggregation of Requirements

The HSE is required to ensure that no procurement requirement is split with the intention of avoiding the application of EU Procurement Directives. Accordingly all HSE staff involved in the procurement of supplies, works and services should take proportionate and reasonable steps to:

- > Seek to identify within the HSE other likely users of similar supplies, works and services

- > Consult with identified users to establish if future functional requirements are equivalent
- > Incorporate equivalent requirements (where established) into the specification of requirement pre-tender
- > Expand the scope of contract to include other potential user requirements within the HSE

9.2 Contract Value

When determining which procedure to use, the maximum possible monetary value of a contract must be taken into account. Under no circumstances may a contract be artificially split to circumvent these procedures.

9.3 Low Value Purchases

This procedure must be used for once-off purchases with an estimated value less than €5,000.

Contract Value table

The contract values below apply in the context of overall HSE procurement aggregation (See 9.1 and 9.2)

Contract Value:	Procedure to be used:
Less than €5,000	One quotation required
€5,000 – €50,000	Minimum of three quotations required
€50,000 or more	Formal tender process required
€211,000 or more (Supplies and Services)	EU Procurement Directives apply
€5.278 million or more (Works)	EU Procurement Directives apply

Key Requirement:

Benchmark prices (market testing)

- > A single commercial quotation may be used if it is established that value for money has been achieved – alternatively three quotes should be secured
- > Market testing should apply
- > Local accountability and control procedures should apply
- > Relevant backing documentation should be held on file for audit purposes
- > Administrative tasks should be minimised proportionate to value of spend

- > Expenditure approval of budget-holder required
- > Sufficient and reasonable amount of time allowed for interested suppliers to respond
- > Minimum of three competitive quotations based on specifications returned to a prescribed date
- > Quotations to be evaluated against predefined award criteria (most economically advantageous) or on the basis of lowest cost if award criteria is not predefined
- > Purchase approval at appropriate authority level required
- > Relevant backing documentation to be held on file for audit purposes

9.4 Intermediate Value Purchases

This procedure must be used for purchases with an estimated value greater than €5,000 and less than €50,000.

Key Requirement:

To inform intermediate value purchase decisions a minimum of three competitive quotes are required

While there is no requirement to advertise on the national public procurement website (www.etenders.gov.ie) for requirements below €50,000, you are encouraged to do so if the anticipated response would not be disproportionate, having regard to the value of the requirement.





9.5 High Value Purchases

This procedure must be used for purchases with an estimated value greater than €50,000.

Key Requirement:

Advertise requirement on government etenders website www.etenders.gov.ie

- > Formal tendering must be used
- > Expenditure approval of budget holder required
- > Specification is required including award criteria
- > Advertise requirement on www.etenders.gov.ie
- > Minimum of two weeks' response time for suppliers
- > Sealed bids to a prescribed date
- > Minimum of three competitive bids required
- > Formal purchase approval supported by clinical/technical and commercial recommendations
- > Relevant backing documentation to be held on file for audit purposes

9.6 EU Directive Procurement (thresholds apply)

For procurements with estimated values exceeding EU thresholds (Works contracts greater than €5.278m, services/supplies contracts greater than €211,000 approx.) the high value procurement procedure must be amended to take account of EU Procurement Directives, including requirements relating to:

- > Periodic Indicative Notice (PIN)
- > Call for competition (outlining OJEU weighted award criteria)
- > OJEU contract award notice

EU Thresholds are revised every two years. Complete and up-to-date thresholds can be checked on the EU public procurement website <http://simap.eu.int> which can be accessed via a link on www.etenders.gov.ie

9.7 External Agencies

For contracts funded or part-funded by the HSE and awarded by private sector entities, the HSE should ensure that they are awarded in accordance with the procedures set out in these guidelines to the extent that this is practical and proportionate. Where appropriate, this requirement should be included among the conditions attached to the grant of funds to private sector entities.



9.8 Exceptional Circumstances

Derogations from normal procedure may be used in exceptional circumstances, such as:

- > Urgency
- > Proprietary materials
- > Additional deliveries
- > Bargain purchases
- > Confidential contracts
- > Statutory type purchases

Use of exceptional circumstances does not permit a departure from EU Procurement Directives and must be approved at the appropriate authority level as delegated by the CEO. For further details see appendices on page 23.

9.9 Negotiation

General policy

Competitive tendering is the normal procedure used to purchase supplies, works and services. In some circumstances however negotiation can be used. In all cases, the decision whether or not to conduct negotiation lies with the CEO or his nominee. Circumstances for negotiation may include:

- > Where competition does not exist (i.e. proprietary purchases)
- > Some leverage or the potential for rationalisation exists (e.g. a number of contracts may be aggregated)

If negotiations are to be entered into, the HSE's procedure must be adhered to (see appendices on page 22).

Roles and Responsibilities

10:



Within the purchase process, there must be clear roles and responsibilities which recognise and are inclusive of the key participants, and cohesively allow for best procurement practice outcomes.

The following roles, which best practice dictates should be separate, are fully complementary and interdependent. In certain instances the Clinical/Technical Evaluator role and the Customer Service role may be the same.

10.1 Roles and Responsibilities of the Budget Holder

- > Establish appropriate procedures to ensure accountability and covering expenditure approvals within the cost centre
- > Review procurement plan
- > Ensure that adequate internal operational controls exist in relation to procurement
- > Review all proposed purchases that exceed original expenditure approval

10.2 Roles and Responsibilities of the Customer(s)

- > Ensure that the purchase is covered by the appropriate expenditure approval
- > Ensure that there is adequate time allowed for the procurement process
- > Plan and define requirements
- > Participate as required in the procurement process

- > Participate in multi-disciplinary-procurement teams as required
- > Provide appropriate feedback on the performance of the contract

10.3 Roles and Responsibilities of the Clinical/Technical Evaluator

- > Review annual Procurement Plan
- > Participate in multi-disciplinary-procurement teams as required
- > Draw up specifications in line with EU Directives and other standards that clearly define requirements
- > Participate in the identification of potential suppliers
- > Undertake clinical/technical evaluation against specification
- > Prepare clinical/technical recommendation
- > Partake in negotiations if required
- > Monitor and report on contract performance



10.4 Roles and Responsibilities of the Commercial Evaluator

- > Be satisfied prior to going to tender that there is expenditure approval
- > Co-ordinate procurement process
- > Provide commercial tender analysis
- > Lead the qualification/assessment of suppliers
- > Lead negotiations if required
- > Procure supplies, works and services in line with current purchasing policies and procedures
- > Ensure that approved purchasing systems and procedures are being implemented
- > Monitor and report on contract performance

The Commercial Evaluator has a duty to report to the Head of Procurement on any purchasing matter that gives cause for concern.

10.5 Roles and Responsibilities of the Purchase Approver

In the context of the objectives for effective procurement the Purchase Approver must:

- > Ensure that the HSE has obtained best value for money
- > Ensure that the purchasing strategy has taken into account both the initial costs and full life-cycle costs for the product or service
- > Ensure that all purchases have taken into account the requirements of other corporate policies
- > Ensure that the procurement process has been carried out in accordance with HSE procurement policy and procedures
- > Authenticate that value for money has been secured
- > Sign-off purchase approval

10.6 Interpretation of Policy and Procedures

The CEO is the principal initiator/interpreter of HSE procurement policy.

11: Tendering Procedures



Where formal tendering is required the procedures outlined below must be followed.

11.1 Specification

Specifications should be formulated by reference to recognised standards or in terms of performance or functional requirements. Technical specifications must define all required characteristics such as quality levels, environmental performance, design (including accessibility for disabled persons), dimensions, use of the product, fire, safety, infection control, and packaging. Technical specifications must afford equal access for tenderers and not have the effect of creating unjustified obstacles to opening up competition.

11.2 Communication Protocol

All supplier queries pre-closing date must be submitted in writing and all candidates advised of any significant issues raised and responded to.

Unsuccessful candidates should be advised as early as is practicable. Any appeals by candidates should be referred to the next authority level.

11.3 Award Criteria

Contracts should be awarded on the basis of "the lowest price" or the "most economically advantageous tender" (MEAT). The criteria selected to identify the most economically advantageous tender should adequately address:

- > Quality of supplies, works or services
- > Total life-cycle cost of proposal
- > Capacity and capability of service provider
- > Environmental impact of proposal



11.4 Opening Tenders

The process of receiving, opening and recording tenders must be conducted in a manner that ensures the integrity of the tendering process. Late tenders have the potential to:

- > Bring into question the integrity of the tendering process especially where the 'late tender' is received after bids have been opened
- > Disadvantage other tenderers by affording the 'late tenderer' additional time to prepare a bid

and accordingly cannot be considered.

- > The tender delivery instructions must be clear to all prospective tenderers at the invitation to tender stage and the tender receipt arrangements are to be made as fail-safe as possible
- > Tenders are to be opened as soon as possible after the closing date by at least two authorised officers of the HSE. Tenderers' price sheets are to be date-stamped and signed by each authorised officer

11.5 Evaluation of Tenders

Evaluation of tenders must be carried out by a suitably competent team. The evaluation and award process must be demonstrably objective and transparent and based solely on the published award criteria. This is best achieved by the use of a scoring system based on all the relevant weighted criteria, indicating a comparative assessment of tenders under each criterion. Total life-cycle costs must be calculated at evaluation stage and should include estimated cost of disposal where relevant.

Site visits should be undertaken only where they are necessary to inform decisions, are non-discriminatory and must be documented and financed by the HSE.

11.6 Awarding Contracts

Contracts should be awarded only to suppliers who can demonstrate the necessary qualifications, capabilities, and experience in providing the required supplies, works or services.

The length of contracts should not, as a general rule, exceed five years.

Tax Clearance Certificates must be obtained as appropriate.

For contracts above EU thresholds, contract award is subject to expiry of a notification period to unsuccessful candidates.

Post-award price reviews can be considered only against predefined review criteria i.e. where suppliers have linked the price quoted, or a percentage thereof, to a recognised index (e.g. Consumer Price Index, Internationally Quoted Exchange Rates), at tender stage and this variation clause was factored into the evaluation process.

12: Purchase Approval

To ensure the logical and complete presentation of decision-critical information, significant procurement request proposals (more than €50,000) should be formally documented and provide the following information:

12.1 Introduction

A context statement detailing the initiator, the purpose and the cost estimate of the proposal. Confirm budget provision. Outline of tender process (open, restricted etc) and contract strategy followed (term and contingencies).

12.2 Tender Evaluation

Summary of business analysis (tabulated) and final ranking after evaluation.

12.3 Value for Money

Identify most economically advantageous, technically acceptable purchase decision. Report any measurable saving or cost curtailment resulting.

12.4 Budget Implications

Highlight financial implications (capital and revenue) revealed by full life-cycle costing. Confirm contact with relevant budget-holder.

12.5 Stakeholder Response

Record consultative actions (relevant stakeholder support).

12.6 Recommendation

Summarise basis for award, affirm compliance with procedures, restate the full value of contract and the nominated supplier(s)/service provider.

12.7 Approval

Confirm purchase decision (sign-off by appropriate authority in accordance with HSE procedures).

Note

An abbreviated summary format of the above report should be used for procurements less than €50K.



Debriefing Suppliers



Apart from observing legal obligations where provisions of EU Procurement Directives apply, the HSE adopts a voluntary constructive policy on debriefing unsuccessful candidates.

Debriefing unsuccessful suppliers is important in helping suppliers to improve their competitive performance. It increases the potential for improved Value for Money (VFM) on future contracts. It is a key element in supplier development and allows procurement staff to gain more information on the market-place, in general, and supplier specialisation in particular.

For all significant contracts HSE must formally debrief suppliers who request it where they have been unsuccessful at either the selection or tender stage in contracts. This requirement is mandatory where contracts exceed the prescribed EU thresholds.

The purpose of debriefing is to establish a reputation as a fair, honest, 'open' and ethical organisation, to encourage good suppliers and contractors to seek HSE business and submit tenders. It is important that unsuccessful tenderers are offered some benefit from the time and money spent in preparing their tenders, and assisting suppliers to improve their performance.

The topics for discussion at an interview and the amount of detail covered will vary according to the nature of the procurement but care should be taken to demonstrate that judgements are being made only against the criteria published in the Invitation to Tender (ITT). While it is appropriate to give the name of the successful tenderer and in most cases the price or the cost of the winning bid, care must be exercised not to disclose confidential information relating to other candidates.

At the end of the debriefing interview the supplier's team should be asked for any constructive comments they may have on the bid list selection and tendering process generally.

Meetings should be minuted.

14: Asset Disposal

The HSE recognises asset disposal as an integral part of supply management. The core principles that apply to the procurement of assets also apply to their disposal.

The procedural guidelines are set out in a format intended to facilitate staff to carry out their asset disposal responsibilities in a cost-effective and efficient manner.

All HSE staff involved in the disposal of surplus or obsolete assets must:

- > Adequately document reasons for disposal (asset no longer required by the department or any other department in the HSE; asset is surplus to current or immediately foreseeable needs; asset is part of an asset replacement programme; asset is unserviceable or beyond economic repair; technology is obsolete and operationally inefficient)
- > Liaise with appropriate personnel. This is particularly important in relation to real estate and ICT disposals
- > Record estimated value of asset being disposed of and basis for that estimate. Where required specific expertise should be sought and documented, particularly in the case of real estate disposal
- > Obtain from the appropriate authority prior approval for disposal
- > Promote competition for asset being disposed;
 - > For assets with an estimated value greater than €50,000, bids must be sought via public advertisement
 - > For assets with an estimated value between €5,000 and €50,000, a minimum of three competitive bids based on detailed description of asset must be secured
 - > For assets with an estimated value less than €5,000, a single bid may be accepted provided it exceeds the documented estimated value
- > Once a successful bidder has been identified, secure formal disposal approval from appropriate authority.

Authority to dispose of real estate resides with the Board of the HSE.

15: Environment

As a significant public sector purchaser the HSE recognises that it has a particular role to play in contributing to the protection of the environment and the promotion of sustainable development, while pursuing best value for money for its contracts.



The HSE will, therefore, endeavour to:

- > Comply with all relevant environmental legislation
- > Encourage and persuade suppliers to investigate and introduce environmentally-friendly processes and products
- > Specify, whenever possible and reasonably practicable, the use of environmentally-friendly processes and products
- > Ensure that, where appropriate, environmental criteria are used in the award of contracts
- > Ensure that consideration is given to inclusion, within all specifications, of a facility for potential suppliers to submit prices for environmentally-friendly alternatives
- > Ensure that appropriate consideration is given to the costs and benefits of environmentally-friendly alternatives

16: Risk Management

16.1 General Policy

One of the primary objectives of any contract entered into should be the minimisation of risk. To ensure this, the following practices should be applied.

16.2 Quality and Reliability

Supplies and services that are critical for safety should be sourced only from suppliers who have appropriate quality systems in place.

Safety or operationally critical material should be subjected to testing prior to any award of contract.

16.3 Conditions of Contract

All suppliers must be made aware of and agree to comply with HSE Standard Terms and Conditions of Contract (available at www.hse.ie/en/SupplyOpportunities/TermsandConditions), or equivalent.

16.4 Insurance

Contractors and suppliers must, at a minimum, have adequate insurance as detailed in HSE Standard Conditions of Contract. An order may not be placed with a contractor until the relevant insurance documents including a performance bond as necessary have been approved.

16.5 Government Regulations

Contractors and suppliers must comply with all relevant governmental regulations including Tax Clearance Requirements, Construction Payments Procedures, Health and Safety and Employment legislation and regulations.

16.6 Legislation

All procurement-related activities must comply with all requirements and/or obligations of any statute, statutory instrument, rule, order, regulation, directive and/or byelaws laid down by legislation and Government Departments. HSE staff are required to act within the letter and the spirit of all of the above statutes.

16.7 Long-Term Contracts

Where a contract is of long-term duration insurances and relevant certificates must be kept current. In particular no payment may be made on foot of a contract unless the payee's Tax Clearance Certificate (or C2 Certificate, as appropriate) is current.

16.8 Vendor Qualification

It is HSE policy to deal only with suitably qualified suppliers. Suppliers to the HSE must be tax compliant and have appropriate insurance cover. All suppliers are registered on HSE software systems. Additional qualification criteria are applied as appropriate such as financial, economic and technical criteria.

16.9 Tender Qualification Systems

Some contracts may require a formal qualification system in order to select a tender list.

In all cases, qualification criteria must be agreed in advance of the publication of an OJEU notice or the invitation to suppliers and contractors to apply for qualification. Criteria must be objective and must not distort competition or unfairly discriminate against any supplier or contractor.

1: Documentation

1.1 Keeping Records and Files

Proper records and files must be maintained in respect of all procurement activities. It is the responsibility of the Purchase Approver, or his/her nominee, to maintain these records and files.

All tender files should include records of:

- > Request to purchase from user (requisition/memo)
- > Business case (for new areas of expenditure)
- > Approved list of tenderers
- > Enquiry letter/call for competition notice or qualification notice
- > List of responses to letter/notice
- > Instructions to tenderer
- > Conditions of contract
- > Specifications/description of work
- > Qualifications/shortlisting report
- > Regret letters to suppliers not on tender list
- > Register of tenders received (or requests for quotation, where appropriate)

- > Copies of tenders or quotations (at minimum, the form of tender)
- > Justification of use of any derogation
- > Minutes of negotiation meetings, where appropriate
- > Commercial evaluation report (spreadsheet)
- > Technical/Clinical evaluation signed by Function Manager
- > Executive summary/recommendation
- > Purchase approval
- > Selection notice to unsuccessful tenderers
- > Copy of order/letter of appointment/signed contract
- > Award notice
- > Regret letters to unsuccessful tenderers
- > Contract award criteria
- > Debriefing notes

1.2 Holding Files

Files must be held safe and available for inspection as per HSE administrative policy.

17: Code of Ethics

It is HSE policy to maintain its high reputation for ethical behaviour and fair dealing in the context of its business.

The HSE code of conduct and behaviour for staff applies in the context of all HSE procurement.

2: Negotiations Procedure

When conducting negotiations, the following outline procedures should be adopted:

2.1 Preparing for Negotiations

- > Form a small negotiating team
- > Establish an award criteria e.g. compliance to specification, life-cycle costs
- > Thoroughly analyse the bid documentation
- > Agree a short list of bidders for negotiation
- > Set targets for the negotiation
- > Agree tactics for the negotiation

2.2 Conduct of the Negotiations

- > Hold the meeting on HSE premises
- > HSE Commercial Evaluator leads the negotiations
- > Declare the ground rules for negotiation (e.g. no Dutch auction)
- > Record minutes of the meeting and, if possible, agree the minutes with the supplier before the meeting is concluded

3: Exceptional Circumstances

3.1 Urgency

In cases of extreme urgency, where an immediate purchase must be made in order to avoid significant risk to persons or property or significant financial loss to HSE.

3.2 Proprietary Materials

The supplies or services being purchased are of a proprietary nature or comprise spare parts for existing plant and equipment and are available only from a single source. The market must be tested periodically to verify this, and at least once a year.

3.3 Additional Deliveries

Additional deliveries where a previous contract was awarded under a competitive tender and a change of supplier would result in incompatibility or disproportionate technical difficulties in operation or maintenance.

3.4 Bargain Purchases

Bargain purchases or purchases under particularly advantageous conditions, e.g. liquidation sale, creditors' agreement, winding up.

3.5 Confidential Contracts

Contracts that are particularly sensitive and of special strategic importance to the HSE and which require to be placed on a confidential basis.

3.6 Statutory-Type Purchases

These are items of repeated expenditure that arise for essential services where only one possible service provider exists. Examples of such services are:

- > Local authority service and water charges
- > Rates on HSE property
- > Motor taxation
- > Membership subscriptions to professional associations

Appendices

4: Glossary of Terms

- EU** European Union
- VFM** Value for Money
- ICT** Information Communication Technology
- PIN** Periodic Indicative Notice
- OJEU** Official Journal of the European Union
- ITT** Invitation to Tender
- MEAT** Most Economically Advantageous Tender

5: Useful Website References

- | | |
|------------------------------------|--|
| Health Service Executive at | www.hse.ie |
| National Public Procurement at | www.etenders.gov.ie |
| Department of Finance at | www.finance.gov.ie |
| Department of Health & Children at | www.dohc.ie |
| Irish statute book at | www.irishstatutebook.ie |

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