

Purchase Order via Tendering Procedures

采购订单(招标)流程

RXGC Share Service Finance

励展大中华区财务共享服务

Tender Procedures

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1. Objectives 目标

These Procedures are a supplement to the RXGC's Procurement Policy and apply to tendering for the acquisition of goods and services from suppliers external to the Business Units ("BU"), valued at RMB/HKD 100,000 and above (tax inclusive).

本流程系励展大中华区采购政策之补充且适用于业务实体（BU）向外部供应商采购值为人民币/港币100,000元以上的产品及服务招标及采购。

2. Scope 范围

Please refer to Procurement policy

请参见采购政策。

3. Key aspects of the tendering process 招标流程的关键内容

Invited Tendering may be used instead of Open Tendering in most circumstances. Invited Tendering occurs when specific suppliers are invited to tender for goods or services rather than the tender being open to any suppliers. The Financial Controllers must approve all Invited Tender proposals.

在多数情况下，邀请招标可取代公开招标。邀请招标适用于特定供应商被邀请参加产品或服务的招标而不是向所有供应商公开招标的情形。所有邀请招标提议必须经财务总监审批。

Accountability requires comprehensive documentation for all tenders. Detailed justification of all decisions made, especially the selection of the tenderer, must be recorded in Business Process Management (BPM) system. Documentation must be available to show that the tendering process is no fair but also that it is seen to be fair. All communications with tenders must be documented.

所有招标项目要求归档。所有决定都要求详细的理由说明，特别是招标方的选择原由必须在业务流程管理系统（BPM）中予以说明。所有文件必须可以显示招标流程是公正的。所有与招标方的沟通必须以文件形式记录。

Staff involved must ensure that the objectives of the project being tendered are clarified and that clear specifications are developed and funding identified.

所涉及人员必须确保所申请招标项目目标清楚且有详细的规格及所需资金说明。

All tenders are centrally administered and procured on the standard RXGC tender document that describes specific terms and conditions of Tender purchases, by the Procurement Services Department. All tender documents are kept by Procurement Services Department.

所有招标需集中管理并按照励展大中华区标准的招标文件进行，招标文件的具体条款及要求请按照采购部采购原则执行。所有招标文件需由采购部保管。

4. Procedures 流程

4.1 Applicant raises tender request in BPM system and provide relevant detail regarding the required goods and services, e.g. quantities, specifications, etc. The system will direct to Department/Project Manager and Vice President for approval. 申请人在 BPM 系统提出招标需求并提供关于所需产品及服务的详情，如数量、规格等。系统将直接指示部门/项目经理及副总裁审批。

4.2 Procurement manager receives tender request in BPM will review the request before pass it to Financial Controller for approval.
采购经理在 BPM 系统中接收招标需求并在向财务总监审批前审核该申请。

4.3 Applicant's department/project head and procurement manager and other person who may be involved in the process must plan their activities in such a way that sufficient time will be available for Procurement manager to arrange tender to the best advantage of BU in terms of this purchase. 申请人所在部门/项目负责人及采购经理及其他项目涉及人员必须对其活动有充分的计划，以使采购经理可以有足够的时间为业务部门的最大利益安排招标。

4.4 A detailed document must at all times be set out in writing to indicate quantities, specifications and other information such as timing required, measurements, etc. of goods and services for which tenders are requested. Details of samples or prototypes that are to be submitted by the tenderer must also be explained. This document will be known as the "Request for Tender" ("RFT"). The RFT must contain sufficient details of the specific goods or services desired. RFT may not give preference to certain brands or providers. The tender process cannot be initiated if full specifications are not submitted in writing. 必须有一份书面文件列明关于招标所需产品及服务数量、规格及其他详细信息（如所需时间、步骤等）。样品或进程的细节需由招标方递交并予以解释。该文件即为RFT。RFT必须包括所期望购买的产品及服务的详尽的细节描述。RFT不可以倾向某些品牌或供应商。在详细的书面说明提交前不应启动招标流程。

The department head or Vice President who is authorized to request the goods or services to be purchased bears the responsibility for this and sign on RFT invitation letter. 授权对所购买产品或服务提出需求的部门负责人或副总裁对签署RFT邀请信承担责任。

4.5 The detailed specifications document must be sent to supplier's responsible person via email by Procurement manager. Please refer to section 10 of this policy for detail. 列有详细说明的文件必须由采购经理通过电子邮件形式发送至供应商。请参考本政策第10部分。

4.6 Suppliers that interested for tender required to send RFT to dedicated email address (tender@reedexpo.com.cn) controlled by Procurement Service Department before deadline set in RFT. Please refer to section 11 of this policy

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for detail.

对参与竞标的供应商需在RFT所列期限之前将RFT发送至指定电子邮件地址（tender@reedexpo.com.cn）。详情参考第11部分。

4.7 Tender Evaluation team reviews all tenders received and finalize final selected supplier. Please refer to section 13 of this policy for detail.

招标评估委员会将对所有收到的竞标书进行审核并商讨决定最终的。详情参见第13部分。

4.8 If there is any clarification, modification and further negotiate needed, procurement manager is responsible to contact supplier in transparent, recorded and conducted in a manner that does not disadvantage other tenderers. Please refer to section 14,15 and 16 of this policy for detail.

如果需要任何澄清、修改或进一步协商，采购经理应以不损害其他供应商利益的前提下通过透明方式，与供应商联系并进行记录。详情参见第 14、15 及 16 部分。

4.9 Once the tender approves in system, Procurement manager will inform respective supplier. Please refer to section 17 of this policy for detail.

一旦招标审批通过，采购经理应通知相关供应商。请参见第 17 部分。

4.10 Once application approved, procurement manager to print out PO and purchase contract from BPM, then getting company chop. Then send out PO and purchase contract to supplier and copy applicant. Procurement manager also maintain open PO status.

一旦申请获得审批，采购经理应打印采购订单及采购合同并加盖公司印章，并将采购订单及采购合同发送至供应商并抄送申请人。采购经理应将记录及维护采购订单状态。

4.11 The standard purchase contract must be sent together with PO to supplier. Please refer to section 12 of Procurement Policy for detail.

标准采购合同应随同采购订单一并发送供应商。请参见采购政策第12部分。

4.12 Once contract signed, applicant need to log into BPM to click on "Contract signed" button to recognize the commitment arise.

合同一经签署，申请人需登录BPM系统点击“合同签署”按钮作为对所提起承诺的认可。

4.13 The person receipting the goods or services must ensure goods and services have been received in a satisfactory condition the following steps should be undertaken:-

- (1) Goods received are checked against the description on the Purchase Order.
- (2) Quantity and price are checked.
- (3) Goods are inspected for damage and returned to the supplier if found to be

faulty.

产品或服务的接收人必须确保产品或服务按照下述步骤接收并令人满意：

- (1) 所接受产品已按照采购订单描述进行查验；
- (2) 数量及价格被核对；
- (3) 查验产品是否存在损害，如果存在损害应返回至供应商。

A person who is responsible as part of their duties, or as agreed with the delegated authority, to perform the function of taking delivery of the goods and/or service will certify (sign and date) the invoice that all of the goods were received in good order and condition or all of the service was satisfactorily performed. Purchase Order reference number must be stated in Invoice before payment process. Payment will be approved based on this advice if the payment is against a duly approved purchase order.

依据其职责或经过授权代表同意负责接收产品及或服务的负责人员应确认（签署并加入日期）决算单所列产品已被完好接受或所有服务已被完全满意地履行完毕。付款流程前采购订单参考编码在决算单上注明。如果付款与此前所批采购订单不一致，则付款将依据该等建议进行审批。

4.13 Where good and/or service were found to be faulty, improper performed or not as specified the supplier must be immediately contacted and details noted on the invoice or order.

若发现产品及或服务有任何瑕疵，不恰当履行或与此前约定不一致，必须立即联系供应商并在决算单或订单上注明详情。

If goods are returned to the supplier, details must be noted on the invoice and order and the supplier should not be paid for the returned goods.

如果产品被退还至供应商，决算单及采购订单上必须注明该等详情且供应商不得就该等退还产品获得任何付款。

5. Tender Waivers 招标豁免

The need to run a tender may be waived in exceptional circumstances. Refer to section 9 in the Procurement Policy.

某些例外情形下招标流程可以被豁免。请参见采购政策第9部分。

6. Tenders requiring a Non-Disclosure Agreement 招标所需保密协议

In certain circumstances, the Procurement Services Department may require an interested tenderer to accept and sign a Non-Disclosure Agreement before receiving the tender documentation.

在某些情况下，采购服务部门会要求竞标方在接收招标文件前接受并签署一份保密协议。

7. **Tender Evaluation Team** 招标评估小组

All tenders must have a Tender Evaluation Team to ensure the probity of the tender process. The Tender Evaluation Team must consist of at least three members, including a representative from the Procurement Services Department as well as other people who have the relevant technical knowledge of the goods or services required.

所有招标必须经招标评估小组评估以确保招标流程的公正性。招标评估小组必须由至少三名成员组成，包括一名采购服务部门代表以及针对需要采购的产品及服务具备相关技术知识的其他人员。

- ✓ Financial Controller, the leader of Procurement Services Department and Tender Evaluating Team
财务总监，采购服务部及招标评估小组负责人
- ✓ One member of the evaluation team is to be project team/department head to the area requesting the tender.
评估小组的一名成员需是所需招标的项目团队/部门负责人
- ✓ Procurement manager from the Procurement Services Department who will be the tender contact and the only member of the Team permitted to communicate with tenderers.
采购服务部门的采购经理应是招标联系人且是团队中唯一被允许与投标方联系的人选
- ✓ Tenders relating to operation (on-site) and marketing must also have a representative from respective department.
与现场运营及市场相关的招标必须有一名来自该相关部门的代表。
- ✓ Vice President (VP), of respective project/department is encouraged to join Tender Evaluation Team.
相关项目/部门的副总裁加入招标评估小组(可选择的)。

-Min of 3 members required for conducting meeting. If project director/manager and VP are absence, they can delegate ops/marketing or someone else to represent project team in team discussion.

会议需有至少三名成员参加。如果项目总监/经理及副总裁缺席，其可以委派运营/市场部门或其他人参加小组讨论。

Tender Evaluation Team members can seek external assistance and advice on specific aspects of the tender. This assistance must be co-ordinated through the Tender Evaluation Team Leader.

招标评估小组可就招标具体方面寻求外部协助及建议。该等协助必须通过与招标评估小组负责人合作方式进行。

Tender Evaluation Team members must not have a vested or perceived interest in the outcome. A Conflict of Interest declaration will be distributed to the Evaluation Team members prior to the commencement of evaluations by the Team Leader and anyone

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with a conflict of interest must declare this conflict and disqualify themselves from the tender. Refer to the Corporate's Code of Conduct and Anti Bribery Law for details.

招标评估小组与招标结果不应有任何拥有或被认为有任何利益关系。任何利益冲突必须在评估开始前由小组负责人向评估小组成员告知，任何由利益冲突的人员必须公布且对该招标不适格作为小组成员。详情请参见公司行为准则及反贿赂法律。

8. Request for Tender Documentation (RFT)/招标需求文件 (RFT)

Documentation for tenders is to be prepared by the Procurement Services Department using

Approved RFT templates and include as a minimum requirement:

招标文件由采购服务部门根据经审批的RFT准备及至少包括下列要求：

(a) Invitation to tender/招标邀请

This is a general statement of the purpose of the tender and disclaimers associated. 该部分对招标目的及相关免责条款进行总体说明。

(b) Conditions of tendering/招标条件

These are principal tendering conditions and will include provisions concerning:- 招标原则条件包括下述相关内容：

- ✓ Interpretation/标书说明
- ✓ Issue of Tender Documents/招标文件拟定
- ✓ Invited Tenderer to Become Informed/通知被邀请投标方
- ✓ Queries During Tender Period/投标期间询问
- ✓ Tender Closing Time/投标结束时间
- ✓ Lodgment Of Tenders/投标提交
- ✓ Tender Preparation Costs/标的成本
- ✓ Contents Of Tender/标书内容
- ✓ Post-Tender Submission/投标后提交
- ✓ Tender Validity/投标有效性
- ✓ Assessment and Acceptance Of Tender/投标评估及受理
- ✓ Evaluation criteria and weighting percentage allocation/评估标准及衡量比例分配
- ✓ Disclosure of Tender Information and Announcement/投标信息披露及公布
- ✓ Appendix to Detail Of Tendering - Tender Specific Information/投标细节附件-投标具体信息
- ✓ Location tenders are to be submitted to (eTenderBox tender web lodgement address)/投标被提交至投标电子邮箱
- ✓ Closing date and time for the receipt of tenders/投标的截止日期
- ✓ Name and contact details of the Procurement Manager/采购经理姓名及联系方式。

(c) Assessment Criteria/评估标准

These are the principal selection criteria that tenders will be assessed on:-

The criteria are usually selected from the following/下述标准被选择用于评估:

- relevant experience/相关经验;
- past performance/以往表现;
- management and technical skills/管理及技术能力;
- resources/资源;
- management systems/管理体系;
- methodology/方法;
- price/价格.

(d) Specifications and Contractual Requirements/规格及合同需求

These are the tender specifications for the goods or service required and the structure of responses. Tender specifications must be clear and specific and included in the documentation to tenderers. The specifications are to be prepared by the Procurement Services Department in conjunction with the area requesting the tender, by people who have the relevant technical knowledge of the goods or services required.

下文系产品或服务招标说明以及竞标流程。投标说明必须清晰且具体的体现在向投标方发送的文件中。具体说明由采购服务部门具备所需产品或服务相关技术知识的人员根据所要求的招标进行准备。

A clear statement on the structure of responses required from tenderers will assist in evaluating tenders. Tenderers should be requested to provide the same information on key issues (including financial issues) to enable comparison between tenders.

依据招标方要求的清晰回复可以协助对竞标方进行评估。投标方应被要求提供针对关键问题（包括财务问题）的同意信息以便对不同竞标方进行比较。

Tender specifications must be written so they are not restricted to or favour a particular brand or supplier, to ensure that the tender selection is an open and fair process.

投标说明必须以书面形式提供，故其不应限制或优先考虑某一特定品牌或特定供应商，以确保招标选择系经过公开公平的流程进行。

A draft pro forma Agreement document will be provided to tenderers with the tender documentation.

合同样本随同标书一起被发送至竞标者

9. Agreements Arising from Tender Outcome/依据投标结果的协议

The successful tender will require the execution of a formal Purchase Contract/Agreement.

中选投标方将被要求签署正式采购合同/协议。

Agreements will be prepared on Standard Purchase Agreements provided by the

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RXGC in-house lawyer. Agreements arising from tender outcomes are to be on a Standard Purchase Agreement will include the following details:

协议将依据标准采购协议准备并由励展大中华区法律顾问提供。基于招标结果产生的协议将是标准采购协议并将包括下述细节：

- ✓ the term of the Agreement, including options for extensions/协议条款，包括延期选择
- ✓ a detailed description of the goods and/or services to be supplied and when /针对即将提供的产品及或服务的详细描述
- ✓ any specification about the nature or quality of the goods or services to be supplied/针对即将提供的产品或服务关于其性质或质量的说明
- ✓ any variations to the goods or services or financial arrangements allowed and a process for variation/任何针对产品或服务或财务安排允许的变更以及变更流程
- ✓ ownership of intellectual property rights/知识产权归属
- ✓ any insurance obligations indemnities from the supplier/供应商保险义务及赔偿
- ✓ any confidentiality provisions/保密条款
- ✓ any guarantees required/所需承诺/质保
- ✓ the financial arrangements, including amounts and timing of payments, and supplier expenses allowed/财务安排，包括付款金额及时间，被允许的供应商费用
- ✓ any foreign exchange rate fluctuation obligations/外汇汇率浮动
- ✓ provisions for default and termination/过错条款及终止
- ✓ any winding down obligations at the end of the agreement/协议终止后仍存续之义务
- ✓ assigning or sub-contracting contract obligations/合同义务的转让或分包

10. Invited tender procedures/招标邀请流程

(i) Inform selected supplier/通知所选供应商

Procurement Service department required to contact selected supplier and provide following information for suppliers:

采购服务部门需要与所选供应商联系并向其提供下述信息

- ✓ An adequate description of the tender to allow prospective tenderers to decide whether they wish to prepare a tender, or a link to the location where this information is available
针对招标的准确描述可允许那些可能的供应商决定其是否希望准备招标，或向其提供可获取招标信息链接地址
- ✓ A tender reference number;
招标参考编码
- ✓ Where tenders are to be lodged (eTenderBox tender web lodgement address) and the Closing date and time; and
招标送交地点（电子招标邮箱及电子邮件地址）以及招标结束日期及时间；
- ✓ Any other important dates and deadlines.
任何其他重要日期及截至时间。

Procurement Services Department will endeavour to ensure that the time given between the release and the closing date of the tender is sufficient to allow a tenderer to study the tender specification and prepare a bid; however the final duration will be determined by the Procurement Services Department. 采购服务部门应尽力确保在发出邀请与投标结束之间的时间使投标方能够对招标说明进行研究并准备投标；但最终的起止时间应由采购服务部门确定。

(ii) Information to Tenderers/向投标方提供之信息

All potential tenderers are to be given the same documented information. Any background material given to one potential tenderer is to be supplied to all potential tenderers. A record must be maintained of the distribution of background material.

所有潜在投标方都将被给予同样的文件信息。任何针对某一潜在供应商提供之信息均将向所有潜在投标方提供。在分发背景材料信息时必须保留相关记录。

Confidentiality about tenderers must be maintained and therefore no group emails or letters identifying the supplier are to be issued.

竞标方信息应予以保密，且电子邮件或信函不应被群发。

(iii) Extending the tender closing date/延长投标结束日期

If it is necessary to extend the tender closing date, all registered suppliers (as per 10 (ii)) will be informed via an addendum issued by the Procurement Services Department.

如果有必要延长投标结束日期，所有已登记竞标方（依据第10（ii））均应由服务采购部门以附录形式通知。

(iv) Amendments to tender documents/投标文件之修改

Where amendments or clarifications to tender documents are required, a numbered and dated addendum will be issued to all registered suppliers (as per 10 (ii)) via an addendum issued by the Procurement Services Department, in sufficient time to allow for their consideration before the tender closing date. If an addendum that reflects a substantial change to the original tender documents is issued less than five working days prior to the tender closing date, then the tender closing date may be extended.

如果需要修改或澄清投标文件，采购服务部门应通过附录形式（标注编号及日期）向所有竞标方（依据第10（ii））发送并确保供应商在招标结束日之前有足够时间对所做修改做出反应。

11. Receipt and Registration of Tenders/投标方受理与登记

All tenders are to be sent to the Procurement Services Department's dedicated email address (tender@reedexpo.com.cn) at the tender web address.

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所有投标应发送至采购服务部门在招标网页指定电子邮件地址 (tender@reedexpo.com.cn)。

The eTenderbox will be opened after the tender closing date and time. Details of the tenders received are registered by the eTenderBox on a schedule/register which includes:

电子招标信箱将于投标结束后开立。所收到的投标细节将由电子招标信箱登记记录，包括：

- ✓ tender details/投标细节；
- ✓ tender reference number and tender name/投标参考编码及投标方名称；
- ✓ tender closing date and time/投标结束日期及时间；
- ✓ date and time the tender box was opened; and/投标信箱开放时间；及
- ✓ supplier name, time submitted and a unique identifier for each file/供应商名称、提交时间以及每一文件的唯一标识。

All tenders received must be kept in a secure location.

所有接收到的投标文件必须在安全路径下保存。

Tenders will only be accepted in the Procurement Services Department's eTenderBox. Tenders submitted by facsimile, email, hand delivery, post or any method other than via the eTenderBox will not be accepted, except in exceptional circumstances with express approval from the Procurement Services Department.

投标仅应被采购服务部门指定的电子投标信箱接收。以传真、其他电子邮件、手工送达、邮寄或任何其他非电子招标信箱送交的投标均不被接受，除非某些例外情形下经采购服务部门明确批准。

Tenders that are not sent to dedicated tender email address prior to closing time will be deemed to be a late tender.

在截止日期之前未送达至指定招标电子邮件地址的投标均视为延误投标。

12. Late tender/回标延误

Late tenders must not be considered, except when the Tender Evaluation Team is satisfied and can demonstrate that the integrity and competitiveness of the tendering process would not be compromised.

错过回标时间的标书被视为无效，除非招标评估小组对其满意且能够证明其竞标过程的公正及竞争性。

Late tenders may be considered when verifiable circumstances are confirmed by the Tender Evaluation Team, such as:

延误投标在下述情形下经招标评估小组确认后可予以考虑：

- ✓ exceptional circumstances, such as the tender being the only tender or a natural disaster affecting all tenders equally, that ensure the integrity and competitiveness of the tendering process would not be compromised by considering the late tender

特殊情形说明, 如投标方为唯一投标方或因自然灾害对所有投标方均造成影响, 但考虑该延误投标时, 应确保投标流程的正直性及竞争性

- ✓ the tender left the control of the tenderer prior to close of tenders and confidentiality of the tender was maintained before it was opened;
回标后竞标人随即对其标书失去修改权利, 但标书被打开前其内容依然视为商业机密
- ✓ control of the confidentiality of tenders before the scheduling of tenders guarantees no enhancement to the late tender occurred using knowledge of the other tenders;
若竞标方能够证明其回标延误非用于获取其他竞争对手的标书机密, 其标书可视为有效
- ✓ the RFT documents stipulate that lateness is not a bar to consideration.
RFT文件约定延误不构成其列入考虑对象的阻碍。

Acceptance of a late tender will be at the discretion of the Tender Evaluation Team Leader.

是否接受延误的投标应以招标评估小组负责人决定为准。

13. Evaluating and Assessing Tenders/投标评估及审核

The Tender Evaluation Team Leader obtains the schedule/register of tenders received and the tender documents for evaluation. The methodology, format and detailed criteria for the evaluation are to be documented and agreed to by the Tender Evaluation Team prior to the commencement of the evaluation. Assessments must be undertaken in a timely manner. Please refer to Appendix A: Tender Evaluation Guidelines for detail.

招标评估小组负责人获得所收到的已登记投标以及投标文件用于评估。评估方法、方式以及具体标准将由招标评估小组在评估开始前以书面形式同意。评估需及时进行。详见附件A: 投标评估指南。

Each member of the Tender Evaluation Team is to evaluate the tenders independently and then the Team together will consider and agree on the results. Supporting documentation must be comprehensive and include the decisions arrived at in making the assessment and reasons for the recommended tender, especially where the lowest tender is not accepted.

招标评估小组的每一个成员都应对投标进行独立评估, 随后小组将共同商议并产生统一结果。纪要文件应当全面记录包括评估结果以及推选中标方理由, 特别是当最低投标价格未被接受时。

The Procurement manager is to document on the evaluation and assessment process taken. The report will include a finalization on the successful tenderer(s) and action required. Tender board approval is required when there is dispute among Tender Evaluation team or procurement amount more than Vice President approval limit. Justification for the selection of the recommended tender is to be included. Each

member of the Tender Evaluation Team will sign the evaluation document to confirm that member's concurrence to the outcome and then this report is to be submitted to the Tender Board on quarterly basis.

招标评估小组采购经理需以文件形式记录招标及评估过程。报告应包括最终中标的投标方以及所需采取的行动。当招标评估小组之间出现争议或采购价格超过副总裁审批权限时需提交招标委员会审批。选择推荐的投标方的合理理由应被写入其中。招标评估小组成员均应在评估文件上签署以表明对评估结果的任何，该评估报告应每季度向招标委员会提交。

There are five components in the tender evaluation process:

招标评估流程包括以下五部分：

1. Capability Assessment/能力评估

This assessment covers the experience of the tenderer and the capability and qualifications of the key personnel who will be working under the proposal.

评估涉及投标方经验、能力以及依据建议书将要提供工作之关键人员的资质。

Reference checks are essential. The Capability Assessment must cover:

背景调查非常重要。能力评估必须涵盖：

- ✓ tenderers track record/投标方业绩
- ✓ confirmation of references provided/对所提供参考方的确认
- ✓ tenderers financial and managerial capacity to deliver the goods and/or services/产品或服务的竞标方的财务及管理状况
- ✓ a credit reference check/信用调查
- ✓ tenderers policy on risk management and their corresponding program/竞标方风险管理能力及相应条款
- ✓ tenderers occupational health and safety management practices and performance/竞标方职业健康与安全管理和绩效
- ✓ tenderers workplace and industrial relations management practices and performance/竞标方工作地点及相关的行业管理经验及绩效
- ✓ tenderers environmental management practices and performance/竞标方环境管理经验与绩效
- ✓ tenderers insurance cover (e.g. public liability, professional indemnity, workers compensation, etc)/竞标方保险内容涵盖（如：公众险、专业赔偿、工人补偿等）

2. Technical Assessment/技术评估

The technical assessment will establish whether the tender meets the requirements set out in the specification and, if not, the significance of any variation from that specification. Any modifications proposed in the tender are to be checked for acceptability. Where the tenderers own facilities are proposed to be used the capacity to meet the workload should be verified. Any innovations offered and value adding components are to be assessed.

技术评估将对投标方是否符合要求进行评估，该评估还包括对重大变更之评估。任何对所提议投标进行的变更均应为接受之目的进行审查。投标方所拥有被用于证明其符合工作量要求的能力应被核实。任何创新及增值部分应被评估。

3. Contractual Assessment/合约性审查

The contractual assessment establishes the acceptability of any contractual qualifications or variations stated in the tender, particularly where these propose variations to delivery or quality. The cost and other effects of any acceptable variations will be taken into account and legal advice may need to be sought.

合约性审查确立对合约资质或投标所述任何变化的接受性，特别是针对交付或质量提议变化时。对任何可接受的变更所导致的成本及其他方面应予以考虑并可能需要咨询法律意见。

4. Financial Assessment/财务评估

The financial assessment will identify all relevant costs and benefits and the calculation of annual costs and/or net present values of the competing tenders. The initial one-off costs, the ongoing costs associated with maintaining the goods and/or service, and the costs on expiry of the contract, including penalties and discounts, should be identified and calculated. Consideration needs to be given to any exchange rates, payment terms, installation, training, transportation and insurance costs.

财务评估确认所有相关成本及收益并计算竞标方的年销售业绩及利润。起初的一次性投入，产品及或服务维护费用以及终止合同成本，包括罚金及折扣均应被确定及计算。还需对外汇汇率、付款条款、安装条款、培训、运输及保险成本等进行考虑。

5. Long-term Assessment/长期评估

An analysis must be undertaken on the long term implications to the RXGC, including contract failure, risk of a single supplier, information and communications technology implications, costs, expiry of the contract and replacement of equipment, consideration of end of life including cost and method of reuse, recycling or disposal, decontamination.

必须对励展大中华区所可能产生的长期影响进行分析，包括合同履行失败，唯一供应商的风险，信息及技术沟通影响，成本，合同终止以及设备替换，设备过使用期限后的相关成本 包括维护，回收利用 延长使用等。

14. Clarification of Tenders/标书说明

If important information received in a tender is not clear then clarification can be requested from the tenderer. The clarification sought from the tenderer must not give the tenderer an unfair advantage over the other tenderers or allow the tenderer to revise or enhance its original tender. Clarification with tenderers should be limited to requests for additional information should it become evident during the evaluation process that valuable information is needed to be able to compare tenders with one another, or that information is needed with regard to any other matter that may be to the advantage of BU. Negotiation about the price that is tendered generally is NOT

permissible. Clarification may lead to additions and amendments to original documents.

如果所接收到的标书某些重要信息不清楚，则需要向竞标方进行澄清。向竞标方所寻求的澄清不应对于其他竞标方产生不利影响或允许竞标方修改或加强其原有标书内容。澄清仅限于对额外信息之需求，该额外信息将用于评估且该信息被用于与另一竞标方进行比较，或该等信息用于可能任何对业务实体有利益之事宜。针对投标价格的协商通常不被允许。澄清可能导致对原有文件的增加或修改。

The nature, reason and outcome of any negotiations with tenderers must be included in written form with the tender documents that are given to Tender Evaluation team who will be responsible for making the recommendations.

任何与竞标方的沟通目的、原因及结果均应以书面形式同其他招标文件一并提交至负责招标评估小组。

The Tender Evaluation Team cannot trade-off one tenderer prices against other tenderers' prices in order to obtain lower prices.

招标评估小组不能为获取更低价格而促使一名投标方与其他投标方进行价格平衡。

15. Modifications and Re-tendering/修改及重新招标

During the tender evaluation process, if the Tender Evaluation Team decides to make substantial modifications to the original tender, then it will be necessary to recommence the tendering process. An opportunity must be given to each original tenderer to submit a new tender. Comprehensive documentation must be retained that shows why the substantial modifications are necessary and demonstrates that the modifications are consistent with the original requirements of the user department. 在招标评估过程中，如果招标评估小组决定对原有招标进行重大修改，其需要重新开始招标流程，并应给予原有每一个投标方同等的机会重新提交投标书。针对该等重大变化需保留全面文件并显示变化原因并说明该等变化与使用部门的原有需求是否一致。

The Financial Controller is to approve the re-tendering proposal.

财务总监对重新开始的招标建议进行审批。

16. Post Tender Negotiations/投标后协商

Where there are no acceptable tenders, negotiations may be conducted with the tenderer submitting the least unacceptable tender, or the tender which conforms most closely to the requirements and provides best value for money (the 'best tender').

如果没有可接受的投标，则需与投标方协商向其送达不可接受投标，或如果投标方与投标要求非常接近且能够提供最优性价比，则为‘最佳投标方’。

Where tenders are ranked by a systematic method, for example, by scoring tender prices and other evaluation criteria, the tender with the best ranking would normally be regarded as the best tender.

如果投标方按照系统方法进行评级，如，按照投标价格以及其他评估标准进行打分，排名最好的投标方通常被认定为最佳投标方。

There are also instances when the BU may negotiate with an acceptable preferred tenderer to improve outcomes. Any negotiation process should be transparent, recorded and conducted in a manner that does not disadvantage other tenderers.

还有些情况是业务部门可与已接受的优先投标方协商以提升结果。任何协商过程必须透明并做记录，且不应对其他供应商带来不利影响。

If none of the tenders are acceptable following negotiation it will be necessary to close the tender and re-tender.

如果协商后没有投标方可接受，则需结束此次招标并重新招标。

17. Acceptance of Tender/招标接受

Following online Tender Board approval in BPM system, a “letter of acceptance” is to be issued to the successful tenderer. The letter of acceptance must state that the acceptance of the tender is conditional upon execution of a contract satisfactory to the BU.

招标委员会通过BPM系统在线审批后，一封“接受信”将发送至中标投标方。接受信必须注明接受投标的条件时与业务部门签署合同且该合同令业务部门满意。

All other tenderers are to be notified in writing that they were not successful. Unsuccessful tenderers can request a debriefing with the Tender Evaluation Team Leader. Debriefings should explain how their tender performed against the evaluation criteria, rather than against the successful tender.

所有竞标方均以书面形式通知竞标结果。未中标的投标方可以与招标评估小组负责人询问。询问应解释投标如何依据评估标准进行评审而不是与中标方进行比对。

The letter of acceptance and letters to unsuccessful tenderers are to be prepared by the Tender Evaluation Team and signed by Financial Controller.

接受信以及向未中标方发出之信函均应由招标评估小组准备并经财务总监签署。

If none of the tenders are acceptable it will be necessary to close the tender and re-tender. Financial Controller is to approve the re-tendering proposal.

如果没有投标方中标，则需要结束本次招标并重新开始招标。财务总监对该等重新招标提议进行审批。

18. Dealing with Queries from Unsuccessful Tenderers/处理未中标招标方质询

Tender information is commercially sensitive and therefore must be handled and protected appropriately. The disclosure of information could prejudice the commercial interests of the companies submitting the bid and the bargaining power of the RXGC in the future. Unsuccessful tenderers can be advised of the name of the successful tenderer, the contract price and, in the case of a higher price having been accepted, the reasons why their offer was not successful. The Procurement Services Department may wish to inform the unsuccessful tenderer about the weaknesses in

their bid in comparison made against the tender selection criteria, but not the other bids.

招标信息具有商业敏感性需予以恰当处理及保密。对任何信息之披露可能会影响提交该投标方公司的商业利益以及影响励展大中华区未来的议价权利。未中标企业可以被告知中标方名称，合同价格（当一个更高的报价被接受时）以及其未中标原因。采购服务部门可以通知未中标企业其相比投标所选标准之弱势，而不是与其他投标进行比较。

Unsuccessful tenderers must be informed by the relevant purchaser within 5 working days of the decision and confirmation (if necessary) of a tender being allocated. The tender register must be updated with the necessary information as soon as unsuccessful tenderers have been informed in writing that they have not been successful. Please refer to Appendix A: Tender Evaluation Guidelines for detail.

在对一个投标做出最终决定及确认（如必要）后五个工作日内必须通知未中标方。投标方的登记信息必须在其以书面形式被通知其未中标后尽快被更新。详情请参考附件A：招标评估指南。

Some tips to remember are:

需提醒的是：

- ✓ Ensure all tenderers are aware of the sole contact person, i.e. Procurement Manager.
确保所有投标方都知道唯一的联系人是采购经理。
- ✓ Ensure relevant people in your department/unit are aware of the sole contact person, do not answer any questions themselves, and refer questions to the correct person.
确保你所在部门/业务单元的相关人员都知道该唯一联系人，不应自行回答任何问题而应将该等问题交至正确的人去回复。
- ✓ Ensure all communications are documented so that there can be no argument about what was said.
确保所有沟通都以文件形式记录以避免争议。

19. Agreements Arising/产生的协议

All tenders will require a written Agreement between the BU and the successful tenderer. The draft Agreement provided with the tender documentation will form the basis (refer to section 9 above for details).

所有招标都需要业务部门与中标方之间签署书面协议。招标文件中所草拟的协议将构成该等协议之解除（详情参见第9部分）。

In most cases, Agreement negotiations between the BU and preferred tenderer will be finalized prior to the Tender Board approval for the acceptance of a tender.

多数情况下，业务部门与优先供应商之间的协议需在招标委员会接受该等招标之前完成。

20. Variations to Purchase Orders/已审批采购订单之变更

Variations up to 5% (include taxes) on the approved amount do not require additional approval by the Tender Board. Variations in excess of 5% or RMB/HKD 10,000 whichever is higher must be re-submit the requisition in BPM and go thru the verification and approval process for the revised order amount. The original PO that has been replaced is ended in system, applicant required to state the reason of variance as remark in BPM.

针对所审批金额上下浮动 5%（含税）之间无需获得招标委员会额外审批。但变动超过 5%或人民币/港币 10,000（以更高者为准）是必须重新在 BPM 系统中重新提交申请并针对该修改订单金额重新进行认定及审批流程。原有订单被替换并在系统中关闭，申请人需在 BPM 系统中就该等变更说明理由。

21. Resource and Web links/信息及链接

Anti Bribery Law / 反贿赂法律: http://ssc.myrxc.cn/ziyuan_cont.jsp?id=270

Code of Conduct for suppliers and code of ethics / 供应商行为及道德准则:
<http://www.reedelsevier.com/corporateresponsibility/policies/Pages/Home.aspx>

Level of Authority policy / 授权审批权限: http://ssc.myrxc.cn/ziyuan_cont.jsp?id=211

Preferred suppliers / 优先供应商: http://ssc.myrxc.cn/ziyuan_cont.jsp?id=281

Quotations procedure / 采购: 报价流程: http://ssc.myrxc.cn/ziyuan_cont.jsp?id=280

22. Contacts/联系方式

Policy Interpretation and Application/政策解释及应用

Waiver, Selected Tendering and Processing of Tenders/招标豁免、选择及流程

Financial Controller/财务总监

Name: Eliza Li Tel: 86 10-5933 9316 Email: eliza.li@reedexpo.com.cn

姓名 :李岩 电话 :86 10-5933 9316 电子邮件 :eliza.li@reedexpo.com.cn

Name: Simon Wong Tel:86 21-5153 5218 Email: simon.wong@reedexpo.com.cn

姓名 :王绍铭 电话 :86 21-5153 5218 电子邮件 :simon.wong@reedexpo.com.cn

Tendering process and BPM solutions/招标流程及BPM解决方案

Procurement Service Department/采购服务部门

Procurement Manager/采购经理

Name: 黄左权 Tel: 86 10-5933 9411,

Email: wayne.huang@reedexpo.com.cn

23. Review/审核

This policy will be reviewed annually and on an ad hoc basis if required.

本政策将每年考核或根据需要不时考核。

The Chief Financial Controller will approve changes to financial procedures and guidelines and will co-ordinate changes to financial policy.

首席财务官负责审批财务流程及指南的任何变更并将该等变更反映到财务政策中。

Amendment to form, schedules and weblinks will be processed by Finance department.

任何对格式、清单及链接的修改都应由财务部进行。

Please forward suggestions and comments on this policy via the feedback in Finance intranet. 请将对本政策的意见及建议通过 Finance intranet 反馈。

Appendix A: Tender Evaluation Guidelines

附件 A：招标评估指南

1. INTRODUCTION/简介

Business Units (“BU”) within RXGC should aim to achieve value for money whenever they procure. This requires clear project definition and selection of the best procurement method for the project.

The Procurement policy and Tendering procedures set out mandatory requirements and best practices for procurement of goods or services.

励展大中华区的业务部门（BU）无论何时均应以获得最佳性价比为目标。这将要求有明确的项目定义并为项目选择最佳的采购方式。本采购政策以及招标流程列明了为采购产品或服务的强制要求以及最佳操作。

Our tendering processes aim to ensure that the most suitable supplier is selected for each project. The processes are based on three principles: probity, fairness and value for money. Traditionally, tender results have been always awarded to the company with the lowest priced conforming tender. This method of awarding tenders will continue into the future for most projects.

招标流程目标在于确保为每一个项目选择最合适的供应商。该流程基于三个原则：诚实、公正及高性价比。通常而言，招标结果可以为公司获得最低价格。招标方式将继续应用于以后等多的项目中。

Nevertheless, there are occasions when the traditional method may not result in the selection of the most suitable supplier for the project. An example is a contract for the long term maintenance of a building, where the quality of maintenance has a direct impact on the operation of event, compliance with CIT requirement and fire safety and the long term value of the asset.

然而，某些情形下传统方法可能无法为项目选择出最合适的供应商。例如为建筑负责维修的长期合同，维修质量直接影响展会的运营，需符合公司IT要求，防火安全以及资产的长期价值。

In these situations, an alternative tender evaluation process using weighted criteria should be adopted to determine the tender that offers the best value. This process is utilized where the performance of the supplier is of crucial importance to achieving the required outcome.

在这些情况下，使用加权标准的备选招标评估流程应被启用以获得招标最大价值。供应商的表现对获得所要求的结果具有决定性作用。

The weighted criteria method of tender evaluation requires that selection criteria in addition to price are included in tender documents and form part of the tender

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assessment process. A system of weighting the selection criteria is used to compare tenders and identify the tenderer with the best performance record in terms of time, cost and value for money.

招标评估加权标准法要求除价格外的选择标准应包括在招标文件中并作为招标流程的一部分。加权标准体系用于比较并确定竞标方是否具有最佳表现，成本以及高性价比。

This Guideline has been developed to present a consistent and robust whole of RXGC approach for all tenders that utilize the weighted criteria method for tender assessment. The Guideline will compliment the The Procurement policy and Tendering procedures and provide information to assist BU in the preparation of documentation and evaluation of tenders using weighted criteria.

本指南旨在为励展大中华区在招标评估过程中如何使用加权衡量法提供一个稳定且客观的方法。本指南符合采购政策以及招标流程并为业务部门提供信息以协助其准备相关文件并使用加权标准评估招标。

2. PRINCIPLES/原则

The weighted criteria tender assessment process is based on the following principles: 招标评估流程的加权标准基于下述原则：

- selection criteria that reflect the critical elements of the project and that can be assigned a weighting/所选标准应反映项目的关键因素且可以以加权比例形式体现；
- weightings that reflect the relative importance of selection criteria/加权比例应反映所选标准的重要程度；
- scores that are based on information submitted with the tender bid/应根据竞标方所提供的信息进行打分；
- normalizing the non-price criteria and the tender price before applying the weightings to allow for the true effect and advantage of the weighting system/申请加权标准前需对非价格标准进行标准化以使其能真实反映加权体系的优势。

The system recognizes suppliers who have better performance records in terms of quality, time and cost.

该体系对那些在质量、时间以及成本方面具有更佳表现的供应商予以认可。

Weighting on the tender price normally between 40% and 60%. A lower weighting on tender price would represent extraordinary circumstances. Tender Evaluation Team adopting a weighting of less than 40% will be required to justify their decision to the Tender Board.

招标价格的加权值通常介于40%至60%。低于该比例的加权值只限于某些例外情形。招标评估小组采用加权法时如果招标价格加权值低于40%时，则需要提交至招标委员会批准。

The weighting for price would be lowest for tenders requiring innovative input and methodology. A lower price weighting results in a high price having a relatively low

impact on the total score.

当价格不成为招标的侧重因素，加权值可以适当降低。一个较低的价格加权值可能会导致高价格但对整体评分产生相对较低的影响。

BU should consider whether the extra cost incurred by a very good tender submission is matched by a reduction in the overall project costs or by the project's running costs. This analysis should be carried out by the officer responsible for the project or the evaluation team.

业务部门在申请招标时一定全面考量，是否所申请的招标会造成额外的费用，是否招标会降低总体的项目成本。该项分析应由项目负责人或评估小组完成。

3. SELECTION CRITERIA/选择标准

Rather than automatically accepting the lowest price, the tender evaluation process applies weighting for skills, quality, experience and previous performance in a manner to ensure value for money.

除自动接受最低价格外，招标评估流程在技能、质量、经验以及过往表现方面采用加权法以确保性价比。

To assess tenders, a system of criteria intended to encapsulate the competence of the tendering organization to undertake a particular project is used to rate the tenderer's bids.

招标的评估标准和体系旨在就某一特定项目的招标标准的完整性予以衡量并用于对竞标方的标书进行打分。

All relevant information requested in the tender documents and provided with the tender is used in the tender evaluation.

所有招标文件中所需要的相关信息都应在招标评估中被使用。

Selection criteria are intended to assess the competence of the tendering organizations' to achieve the required project outcome and are used to rate each of the tenders.

选择评估标准旨在就某一特定项目的招标组织体系的完整性予以衡量并用于对竞标方的标书进行打分。

The criteria are usually selected from the following/衡量标准通常从下述标准中选择:

- relevant experience/相关经验;
- past performance/以往表现;
- management and technical skills/管理及技术技能;
- resources/资源;
- management systems/管理体系;
- methodology/方法;
- price/价格.

Generally, no more than five criteria would be used. The criteria must be relevant to the project, they must be able to be evaluated in a meaningful way and they must be able to be used to allocate a score to the tender submissions.

通常而言，使用标准不应超过5个。标准必须与项目相关，必须有实际的衡量意义且可用于评估且能以数值体现以用作对所提交的招标进行判断。

When weighting non-price evaluation criteria, BU shall ensure that any difference in scores between a good submission and a satisfactory submission does not overshadow a substantial price difference. BU assessing submissions with a substantial price difference must ultimately justify their selection in terms of value for money if the higher priced tender submission gets the higher score.

对于非价格的评估标准的确定，业务部门确保为非价格标准不应影射价格差异。如果高价格的招标取得了更好的分值，业务部门评估时应最终证明其选择是基于性价比原则进行。

3.1 Relevant Experience/相关经验

Previous experience of the tenderer needs to be assessed in relation to the fields of expertise required to achieve the intended outcomes of the project. Recent experience is more valuable than historic experience. The company's previous experience in technical areas comparable to the tendered project, the scale of past projects and the role undertaken within those projects should be considered.

投标方的以往经验在项目需要取得预想结果时根据其专业领域被予以评估。近期经验比历史经验更有价值。公司在技术领域的以往经验与招标项目相比，其以往项目规模以及在该类项目中所承担的角色都应被予以考虑。

Information required should include a list of relevant projects undertaken and for each project provide:

所需要的信息包括所承担的相关项目列表，针对每一个项目还需要提交：

- description and relevance to the tendered project/与所招标项目的描述及相关性；
- role of the tenderer/投标方的角色；
- project cost/项目成本； and 及
- duration of project/项目周期。

3.2 Past Performance/以往表现

The tendering organisation's performance in completing past projects to the quality standards required, time performance, within budget, claims history, project management, and product value need to be assessed.

招标方按照质量标准在组织完成以往项目中的时间安排、是否在预算范围内、以往投诉、项目管理以及产品价值等需要被评估。

Extension to the contract completion date and claims for variations also give an indication of performance capability. Similarly, the satisfaction of previous clients

regarding the management of the project and project outcome provide useful subjective information on performance of the tenderer.

延长合同完成日期或被要求修改都可以作为证明其履行能力的印证。类似地，以往客户对其项目管理及项目结果满意也可作为投标方表现提供有用的主观信息。

The information required should include the following information on each project:

针对每一个项目所需要的信息包括：

- project name/项目名称;
- client's project manager (name and phone/fax numbers)/客户项目经理（姓名及手机号码/传真号码）；
- quality standards, target performance levels/质量标准、目标层级;
- tender price, variations and final cost/投标价格，变化及最终成本;
- completion date and extensions of time granted/完成日期及延长期限。

3.3 Technical Skills/技术技能

The competence of key management, professional and technical personnel that the tenderer proposes to employ on the project needs to be assessed with particular emphasis on the skills and experience in technical areas comparable to the project.

需对投标方建议为项目所服务的关键管理人员、专业人员及技术人员在与项目相关的技术领域所应具备的特定技能及经验进行评估。

The information required should include the following details of the proposed project team:

针对所提议项目小组所需要的信息包括：

- names/姓名;
- function/职能;
- technical expertise/技术经验; and及
- CV's to be provided/简历.

3.4 Management Skills and Systems/管理技能及系统

The availability within the tenderer's organization of personnel with appropriate management skills together with effective management systems and methods appropriate to the successful management of the project.

招标方组织的从事项目的人员需具备适当的管理技能，并通过有效的惯例系统以及合适的方法成功管理项目。

The information required should include the following:

所需要的信息包括如下：

- quality system/质量体系;
- project management tools/项目管理工具;
- program software/项目软件;
- environmental management system/环境管理系统。

3.5 Resources/资源

The equipment, including facilities and intellectual property, which the tenderer proposes to use on the project need to be assessed.

招标方提议在项目中使用的设备，包括设施及知识产权应被评估。

The information required should include the following:

所需信息包括如下：

- specialist equipment/专业设备;
- labor, by trade skills/具有商业技能的劳工; and及
- facilities/设施.

3.6 Methodology/方法

The procedures or innovative methods the tenderer proposes to use to achieve the specified end results, or the special processes detailed in tender documents.

投标方提议在取得具体最终结果所使用的流程及创新方法或特定流程需在投标文件中详细体现。

The tenderer should be able to demonstrate its capability to bring the contract to a satisfactory conclusion by describing the methodology of approach to accomplish the project's required outcomes.

投标方应通过描述其获得所需目标结果所使用的方法的方式证明其可以为合同代理人满意结果的能力。

The information required shall include the following

所需信息包括：

- program of works/工作计划;
- key performance indicators/执行关键指示;
- division of works into subcontracts/工作分包决定;
- innovative procedures to be used/所使用的创新流程;
- reporting and recording systems/报告及记录系统; and及
- Quality Plan/质量计划.

3.7 Price/价格

The price is the sum that the BU would be required to pay to the tenderer for the goods or service provided. This must include all costs over the duration of the contract. Depending on the contract, this could include:

价格是业务部门需要为投标方所提供的产品或服务所支付的总额。该总额必须包括合同履行期间所有的成本。基于合同，该总额包括：

- fixed capital cost/固定资产成本;
- variable tender costs during the contract period/合同履行期间的可变成本;
- special adjustments during the contract period/合同期间的特殊调整;
- maintenance costs/维护成本; and及
- operating costs/运营成本.

4. TENDER DOCUMENTS/招标文件

4.1 Selection Criteria and Weighting/标准选择及加权值

The criteria and weightings to be used must be selected so that the most appropriate criteria are used to review the tenders. The best value for money outcome is the one that reflects the requirements of the particular project.

所使用的标准及加权值必须被选择以便在评估招标时使用最恰当的标准。最优性价比是反映特定项目要求的标准之一。

If the project is highly technical or difficult, emphasis should be placed on the weightings of the total of the non-price criteria and the sub-attributes of technical skills and methodology.

如果该项目有很高的技术含量或非常难，则应更多强调非价格标准以及技术能力及方法并加强其加权值。

If the project is made up of multiple separable parts and requires a number of trade skills as subcontracts, then a higher weighting should be given to management skills.

如果项目由多个不同的部分组成并需要很多商业技能，则针对其管理技能方面需要更高的加权值。

Selection criteria must be comprehensive and cover all the information required to allow the tender evaluation to take place. Only information provided by the tenderer in response to the selection criteria, and other information requested in the tender documents, is permitted to be used in the tender evaluation.

选择标准必须综合全面涵盖所有所需信息以使招标评估顺利进行。只有那些投标方回复所选择标准的信息，以及其他招标文件中所要求的信息被允许用于招标评估。

The Procurement Services Department pre-registers suppliers to undertake works in defined categories. The selection of the evaluation criteria must take into consideration that this initial broad brush selection has already taken place. That is, the basic financial status and technical ability of the suppliers has been assessed. This does not prevent requests for additional information being made for particularly complex projects.

采购服务部门应在所定义的分类中预先就供应商所承担的工作进行登记。评估标准的选择必须考虑该最初的宏观的选择已经发生。即，供应商基本的财务情况及技术能力已经被评估。这并不阻止为特定复杂项目需要准备更多额外信息。

Tender Procedures

4.2 Criteria Notification/评分标准说明

Selection Criteria, which will be used in the tender evaluation process, must be included in the Request for Tender document, together with the weighting to be assigned to the criteria. The tender documents may also require that additional information is to be provided for use in the tender evaluation.

将用于招标评估流程的所选标准必须与各标准所分配的加权值一并包括在RFT文件中。招标文件可以要求提供更多额外信息用于招标评估。

4.3 Weighting/加权值

When assigning weights, the Tender Evaluation Team must ensure that:

分配加权值时，招标评估小组必须确保：

- all selection criteria to be used are assigned a weight/所有选择的标准都应被分配加权值；
- criteria weightings are to be within the range outlined below/加权标准应在下表所列范围内；
- the sum of all weights totals 100/加权值总额为100.

The weighting range for Selection Criteria should be within the following:

所选择标准的加权值范围应在下表所述范围内：

Range/范围	Group range %组所占比例%	Criteria 标准	Individual range %单项比例
Non-Price/非价格	40-60%	Relevant Experience 相关经验	5-20%
		Past Performance 以往表现	5-20%
		Technical Skills 技术能力	0-20%
		Resources 资源	0-20%
		Management Skills 管理技能	0-20%
		Methodology 方法	0-20%
Price/价格	40%-60%		

5. TENDER EVALUATION/招标评估

A Tender Evaluation Team comprising at least three members, please refer to Tender procedure section 7 for detail function and combination. The team will assess the tender bids in accordance with the procedures noted below.

招标评估小组由至少三名成员组成，详情参见招标流程第7部分。小组应依据流程对招标进行评估。

The tenders are scored according to the information provided. Only that information

submitted at the time of close of tender and lodged with the tender bid shall be used in the evaluation.

对标书应依据所提供信息进行打分评估。只有那些在招标结束之前提供的信息可以被用于评估。

5.1 Scoring “Non-Price” Criteria/非价格标准评分

The evaluation procedures are as follows:

评估流程如下：

1. Add the individual scores for each non-price criterion. Each criterion is given a point score from 0 (poor) to 10 (excellent) in increments of 1.0 each level.

将每个非价格标准分数累加。每个标准所给予的分数从0（差）到10（优秀），以1为增量。

2. Weigh the individual scores for each non-price criteria according to the pre-determined weightings. The weighted score is calculated by multiplying the score by the weight. In the example given below, the weighted score for tender 1, criteria 1 is calculated as $9 \times 20\% = 1.80$.

衡量每一个非价格标准的单独分数时应依据其预先决定的加权值。加权分数等值于分数与加权值的乘积。在下述举例中，招标1在标准1的加权分数为 $9 \times 20\% = 1.8$ 。

3. The sum of non-price scores for each tender is then normalized to 10. Normalizing is a transformation applied uniformly to each element in a set of data so that the set has some statistical property.

每一个招标的非价格分数总数被标准化为10。标准化统一用于将每一个因素转化为一套数据，并使该套数据成为可统计单元。

4. The following formula is applied to normalize the non-price scores:

$$= \frac{\text{Sum of non-price score for each tender} \times 10}{\text{Highest sum of non-price scores}}$$

标准化非价格分数时使用下述公式：

$$= \frac{\text{每一个非价格投标总分} \times 10}{\text{非价格最高分}}$$

5. This score is then adjusted for the total weighting of all the non-price criteria to obtain the overall weighted non-price score.

该分数随后会为所有非价格标准的整体加权值进行调整，获得加权后的非价格分数的总值。

The example below shows how the weighted score is calculated and to normalize non-price scores:

下表举例说明加权分数如何计算并标准化为非价格分数：

Tender Procedures

Criteria标准	Weight加权值		Tender 1招标1	Tender 2招标2	Tender 3招标3
Criteria 1标准1	20%	Score分数	9	8	9
		Weighted score 加权分数	1.8	1.6	1.8
Criteria 2标准2	10%	Score分数	7	8	7.5
		Weighted score 加权分数	0.7	0.8	0.75
Criteria 3标准3	10%	Score分数	7	6	9
		Weighted score 加权分数	0.7	0.6	0.9
Total non-price criteria非价格标准 总分			3.2	3.0	3.45
Normalized non-price标准化后的非 价格分数			3.2x10/3.45	3x10/3.45	10
			9.28	8.7	10
Weighted non-price加权非价格总值	40%		3.71	3.48	4.00

The highest non-price total score is given a score of 10 and the other sums are ranked accordingly in proportion.

非价格总分数最高为10分，其他项目均按照其各自比例打分计算。

5.2 Scoring Price/价格分数

Scores for price are based on the following method: (Note that the lower the price, the higher the score.)

价格分数依据下述方式计算（请注意价格越低，分数越高）

Normalized price score = $\frac{\text{lowest tender price} \times 10}{\text{tender price}}$

标准化价格分数 = $\frac{\text{最低投标价格} \times 10}{\text{投标价格}}$

Tenderer竞标方	Tender quote (RMB) 投标报价（人民币）	Normalized price 标准化价格
1	128,200	10
2	133,000	9.62
3	192,500	6.66

5.3 Total Scores/总分数

Tender Procedures

Criteria 标准	Weight 加权值		Tender 1 招标 1	Tender 2 招标 2	Tender 3 招标 3
Criteria 1 标准 1	20%	Score 分数	9	8	9
		Weighted score 加权分数	1.8	1.6	1.8
Criteria 2 标准 2	10%	Score 分数	7	8	7.5
		Weighted score 加权分数	0.7	0.8	0.75
Criteria 3 标准 3	10%	Score 分数	7	6	9
		Weighted score 加权分数	0.7	0.6	0.9
Total non-price criteria 非价格标准总分			3.2	3	3.45
Normalized non-price 非价格标准化后			3.2x10/3.45	3x10/3.45	10
			9.28	8.7	10
Weighted non-price 加权非价格总值		40%	3.71	3.48	4
Normalized price 标准化后的价格			10	9.62	6.66
Weighted Price 加权后价格		60%	6	5.77	4
			9.71	9.25	8

5.4 Equivalency Rule/等同规则

When the difference between the first and second ranked scores is less than 3% the lowest price tender of the two is taken as the preferred tender unless there are extraordinary reasons for not doing so.

当前两名竞标者的打分差异小于3%时，则最低价格的竞标者应被认定为优先供应商，除非有其他特殊原因改变认定

The "3% rule" is based on a statistical review of the variances in the subjectivity of the evaluation committees' individual scoring.

“3%之规则”系基于评估小组个人打分的主观判断统计审核得出。

5.5 Alternative Tenders/备选竞标方

When the Conditions of Tendering allow for the submission of an alternative tender, provided a conforming tender is also submitted, the evaluation method will be similar. Only one tender is usually evaluated for each tenderer, you either accept or reject the alternative. Where the alternative is accepted, the conforming tender is put aside, and the evaluation made on the price and information submitted with the alternative.

当招标条件需要提交备选竞标方时，且此备选竞标方已经提交相关标书，则评标方法及标准等同。同一竞标方通常只能有一份标书参与评估，无论是否接受备选竞标方参与竞标。当备选竞标方被允许参与竞标，则之前被邀请的竞标企业被视为弃权。

6. EVALUATION REPORT/评估报告

An Evaluation Report should be prepared on all tenders received.

应为所有收到的投标准备评估报告。

This report shall address the selection criteria for all tenders and make an unqualified recommendation on the preferred tenderer. All members of the Tender Evaluation Team shall endorse the report and recommendation.

报告应向所有竞标方说明所选标准并对优先投标方做出推荐。 招标评估小组全体成员应签署报告并做出建议。

The Evaluation Report must be forwarded to the Tender Board for approval for all procurement subject to scope and threshold in Procurement policy section 3 and 5.

针对所有采购的招标报告必须发送至招标委员会依据采购政策第3和5部分所述范围和限额审批。

7. POST TENDER INTERVIEW – DEBRIEFING/招标解说

7.1 Policy on Debriefings - Competitive Processes/招标解说政策-竞争流程

In certain major bid, Procurement Service department is required to conduct debriefings to any tenderer who has made a submission in a competitive tendering process. The debriefing will be specifically made in the email to the unsuccessful tenderers informing them of the tender result, but can not disclose the content of the bid winner.

对于某些重要的招标项目，采购部需要与竞标者做相关解说并以邮件方式通知竞标者竞标结果，但不得告知有关中标者的内容。

7.2 Purpose and Scope/目的及范围

The object of the debriefing will be to elaborate on the reasons behind the evaluation, in general terms, regarding the strength and weakness of the tenderer's submission. 此解说是为了说明评估分析及结果，通常而言，就是有关竞标者的优劣势比较。

Debriefings are offered for a purpose of ensuring that industry standards continuously rise by employing feedback as a learning opportunity. While the debriefing also contributes to the notion of natural justice, it does not permit an exploration of the merits of the submissions of others. Information concerning other bids must not be disclosed under any circumstances. Debriefings are not to be confused with appeals, negotiations or debates.

解说意义在于帮助竞标方了解最新的行业动态及行业标准，同时作为自身提高的学习机会。解说同事也是公平、透明、公正的体现。有关竞标方标书内容及细节在最终决定作出前禁止向外公开。解说目的是为了 避免竞标结束后竞标人的一切复议行为。

A debriefing is simply an opportunity for tenderer's to hear from the agency what the Tender Evaluation Team found good about their submission and what could have been improved.

解说给竞标企业提供了很好的学习机会以了解自身的不足，并找到改进方法。

7.3 Format/格式

The procurement manager from the Tender Evaluation Team will usually represent the BU.

招标评估小组的采购经理通常代表业务部门。

When accepting the invitation for a debriefing the tenderer must nominate the representative(s).

当企业或者公司收到投标邀请，必须指定相关内部人员作为竞标人以代表公司。

The normal format is for the Tender Evaluation Team to outline in sequence:

招标评估小组通常按照下述顺序进行评估：

- the selection criteria and sub-criteria and the reasoning behind their selection;
选择标准、评分标准及其选择理由；
- the weightings chosen and the reason; and
加权值选择及其理由；
- for each criteria and sub-criteria in turn, the features of the tenderer's submission that led to a favorable and unfavorable assessment against each.
针对每个标准及分标准，投标方所提交的标书的特点决定了其会得到一个有利或不利的评估。

Tenderer's can ask questions of clarification about the BU's perception of their submission. Questions about the submissions of others or about comparisons made are not allowable and the Procurement Manager should decline to answer them. While the selection process is not confidential, the judgements made on any given tender are confidential.

竞标方可向业务部门就其所提交标书需要澄清之处提问。但不得与其他竞标方所提交标书进行对比提出问题且采购经理应拒绝回复该类问题。即使选择过程是非保密的，但针对任何投标的判断应为保密。

8. OTHER MATTERS/其他事宜

The tenderer's actual scores against the selection criteria may be provided to the tenderer but not those of other tenderers. If the actual score sheets are used, the scores of others must be blanked out.

招标方可以向竞标方提供其竞标的最最终分数，但内容不包含其他竞标者分数。实际分数被提供时，涉及其他竞标方的分数应被删除。

Notes or minutes of the debriefing are not normally taken and it is essential that the tenderer's submission be available for reference during the debriefing.

评标过程中，竞标方的标书作为评标最有价值参考。

The BU is to note any opportunities for improvement in the processes that become apparent through the debriefing and take appropriate action following the debriefing.
业务部门应留意任何通过解说已很明显可提升流程的机会并在解说后采取合适的行动。