

INVITATION FOR EXPRESSIONS OF INTEREST

Colonial War Memorial Hospital – Master Planning Services

Part A - Project Information



CWM Hospital Master
Planning EOI

2 April 2024

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1 INTRODUCTION

1.1 The Opportunity

In partnership with the Fijian Ministry of Health and Medical Services (**MHMS**) and the Australian Department of Foreign Affairs and Trade (**DFAT**), the Fiji Program Support Facility (**FPSF**), currently managed by Tetra Tech International Development Pty Ltd (**Tetra Tech**), wishes to procure a suitable partner to deliver master planning services required for the Colonial War Memorial (**CWM**) Hospital redevelopment.

The required master planning services include activities and deliverables across four stages, as shown in Table 1.

Table 1: CWM Hospital Master Planning Stages

	Stage 1—Clinical Services Plan	Stage 2—Redevelopment Options Analysis	Stage 3—Preliminary Master Plan	Not in scope: Stage 4—Feasibility Study
Key Activities	<ul style="list-style-type: none"> 10-year CWM Hospital Clinical Services Plan to identify clinical service strategies to address the healthcare needs of the Fiji population, now and into the future <ul style="list-style-type: none"> Include health service activity and bed projections to 20 and 30 years to assist with Master Planning. 	<ul style="list-style-type: none"> CWM Hospital Infrastructure Assessment to assess existing infrastructure capacity (size) and capability (functionality) to meet healthcare service needs, now and into the future including building status and risk. Redevelopment Options Report to identify the preferred redevelopment approach including: <ul style="list-style-type: none"> upgrading and/or expanding buildings at or nearby the existing hospital campus (“brownfield” development); and/or alternate site options report including new buildings on a new site (“greenfield” development). 	<ul style="list-style-type: none"> CWM Hospital Master Plan to identify the infrastructure redevelopment needed in response to the outputs of Stage 1 and 2, including: <ul style="list-style-type: none"> site plan, identifying buildings and service locations functional blocking and stacking for each building schedule of accommodation to meet identified service needs / demand staging and service decanting plan to maintain continuity of service during redevelopments. 	<ul style="list-style-type: none"> Concept design for redevelopment/s. Cost plan for delivery of redevelopment/s. Delivery strategy Feasibility study that outlines funding requirements and implementation plan.
Key Deliverables	<ul style="list-style-type: none"> CWM Hospital Clinical Services Plan 	<ul style="list-style-type: none"> CWM Hospital Infrastructure Assessment CWM Hospital Redevelopment Options Paper 	<ul style="list-style-type: none"> CWM Hospital Master Plan 	<ul style="list-style-type: none"> CWM Hospital Redevelopment Concept Design Report CWM Hospital Redevelopment Cost & Risk Plan CWM Hospital Legal and approvals plan CWM Hospital Feasibility Study
Expected Timeframe (activity)	6 months	4 months	6 months	12 months
Expected timeframe	2 months	2 months	2 months	2 months

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	Stage 1—Clinical Services Plan	Stage 2—Redevelopment Options Analysis	Stage 3—Preliminary Master Plan	Not in scope: Stage 4—Feasibility Study
(review / decision)			Indicatively an additional 2 months to procure Stage 4	

EOI Responses MUST be lodged electronically through the AusConnect website at <https://ausconnect.dfat.gov.au/> by the Thursday 18 April 2024 at 5:00pm AEST (7:00pm FJT).

1.2 About the Fiji Program Support Facility

The Fiji Program Support Facility (FPSF) was established in 2017 with the aim of supporting Australia's delivery of education, health, governance, and emergency readiness and response initiatives in Fiji. As part of its role, the FPSF provides technical assistance, funds management and logistical and administrative service for the program across the breadth of the Department of Foreign Affairs and Trade's (DFAT's) Aid investment Plan. The FPSF also oversees scholarships and educational projects in Tuvalu.

Tetra Tech International Development Pty Ltd (Tetra Tech) is the current Contract Owner for the FPSF under a contract with DFAT. The Successful Respondent will enter into a contract with Tetra Tech, as Contract Owner of FPSF, for the master planning services for CWM Hospital.

1.2.1 RPS' Role

RPS is pleased to partner with the FPSF and Tetra Tech for transaction and technical assurance advisory services for the CWM Hospital Project. In this context, the Respondent should note that RPS is managing the Project Procurement Process on behalf of the FPSF (managed by Tetra Tech) and that all contractual matters are between Tetra Tech International Development Pty Ltd and the Respondent.

More information on Governance and Parties is provided in section 3.

1.3 Purpose of this Invitation for EOI

The purpose of this invitation for EOI is to:

- provide information to Respondents about the Project and provide an overview of the scope of works
- outline the Procurement Process and proposed timetable for the Project
- outline the proposed commercial framework and contracting approach
- invite Respondents to submit EOI Responses
- set out the Evaluation Criteria against which the Evaluation Panel will evaluate each EOI Response to select Shortlisted Respondents (refer to sections 3 and 4 and Part B – EOI Response Forms of this Invitation to EOI).

This EOI is provided by FPSF, managed by Tetra Tech, subject to the specific terms and conditions contained in Appendix B.

1.4 Structure of this Invitation for EOI

This invitation for EOI is structured in two (2) parts:

- Part A – Project Overview and Respondent Instructions
- Part B – EOI Response Forms

Parts A and B are available on <https://ausconnect.dfat.gov.au/> and will be available to respond to until the Closing date and time in section 5.5.

2 COLONIAL WAR MEMORIAL HOSPITAL PROJECT

2.1 Background to Project / CWM Hospital Overview

The CWM Hospital is Fiji's largest and main referral hospital. Located in the capital Suva, the hospital spans across 14 buildings sets and accommodates 535 beds, 31 wards and 8 operating theatres. In 2022, CWM Hospital managed 26,118 admissions, 6,771 births and 316,446 outpatient visits. However, these figures are likely significantly underreported.

Engineering assessments of CWM Hospital in 2019 found that of the 14 building sets

- 6 are “structurally unsafe & below World Health Organization standards, and need to be demolished or reconstructed”
- 7 are “structurally safe... but need immediate repairs.”

No major works have been undertaken since this time.

In October 2023, the World Bank's aide memoire found:

- “Many construction materials are experiencing rust and deterioration due to various factors such as natural hazards (tropical cyclones, humidity, droughts), in addition to seismic activity.”
- The older buildings lack consistent maintenance, impacting both healthcare services delivery and operational efficiency.

For the past two decades, the CWM Hospital has operated without a comprehensive Master Plan or a national or central division Clinical Services Plan. Consequently, the available data regarding hospital usage suffers from substantial gaps, rendering it unreliable for effectively managing both present and future healthcare requirements. This deficiency extends to the capacity to forecast demographic shifts and anticipate trends in disease patterns. As part of its aide memoire, the World Bank recommended that “a comprehensive Master Plan for the full renovation or possible rebuilding of Fiji's national referral and teaching hospital is needed”.

On 27 November 2023, the MHMS formally requested support from the Australian High Commission (AHC) in Fiji to fund the master planning process for CWM Hospital. As per the request, “CWM Hospital, as the largest and most important healthcare facility in our nation, is at the forefront of our efforts to provide quality medical care to the Fijian population. However, the existing 550 bed facility – which celebrates its 100-year anniversary this month – is no longer fit for purpose and requires a major redevelopment and investment.”

In response, the AHC has requested the FPSF to outline a way forward to undertake the master planning process.

2.2 Project objectives

The objectives of the CWM Hospital Master Plan are to ensure that redevelopment of CWM Hospital infrastructure is:

- **safe and accessible:** The Master Plan will facilitate safe, affordable and accessible healthcare environment for staff, patients, and communities.
- **effective and efficient:** The Master Plan will enable healthcare efficient and effective healthcare delivery using contemporary and emerging models of care.
- **deliverable:** The Master Plan will consider and respond to challenges and opportunities of redeveloping the hospital and construction in the local context.
- **value-for-money:** The Master Plan will optimise value for money, inclusive of capital and operating costs across the infrastructure lifecycle.
- **supported:** The Master Plan will consider input from staff, patients, community, and service partners to ensure stakeholder needs are addressed and enjoy broad support and is aligned with published government objectives and policy and funding agencies.

2.3 Project scope

The Consultant will be responsible for completing the activities and deliverables for:

- Part B – EOI Response Forms
- Stage 1—Clinical Services Plan
- Stage 2—Redevelopment Options Analysis
- Stage 3—Master Plan

Stage 4—Feasibility Study (out of scope) will form part of a future Request for Proposal (RFP) process.

It is expected that Stages 1 to 4 can be completed within the timeframe outlined in Table 1.

2.3.1 Stage 1—Clinical Services Plan

An overview of the required activities, deliverables and expected timeframe for Stage 1 is shown in Table 2.

Table 2: Project Scope, Stage 1 - Clinical Services Plan

Stage 1—Clinical Services Plan	
Key Activities	<ul style="list-style-type: none"> • 10-year CWM Hospital Clinical Services Plan to identify clinical service strategies to address the healthcare needs of the Fiji population, now and into the future.
Key Deliverables	<ul style="list-style-type: none"> • CWM Hospital Clinical Services Plan
Expected Timeframe	4 months (+2 month review/decision)

The CWM Hospital Clinical Services Plan must include the following:

- Current state service profile of CWM Hospital, including activity profile, bed and treatment space profile, workforce profile.
- Current and future health service needs analysis of CWM Hospital service catchment population
- Challenges and opportunities in responding to identified health service needs.
- Future state service profile for CWM Hospital, including activity projections, bed and treatment space projections, and high-level workforce, funding, and information and communications technology impacts.
- Additional health service activity and bed projections at 20 and 30 years to assist with Master Planning.
- Strategic objectives/directions for clinical services at CWM Hospital to achieve the future state service profile.
- Implementable actions to achieve the strategic objectives/directions for clinical service at CWM Hospital.
- Process for implementation, monitoring and review of the CWM Hospital Clinical Services Plan.
- Engagement and consultation with key stakeholders in the Master Plan’s development.

2.3.2 Stage 2—Redevelopment Options Analysis

An overview of the required activities, deliverables and expected timeframe for Stage 2 is shown in Table 3.

Table 3: Project Scope, Stage 2 – Redevelopment Options Analysis

Stage 2—Redevelopment Options Analysis	
Key Activities	<ul style="list-style-type: none"> • CWM Hospital Infrastructure Assessment to assess existing infrastructure capacity (size) and capability (functionality) to meet healthcare service needs, now and into the future. • Redevelopment Options Paper to identify the preferred redevelopment approach including:

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Stage 2—Redevelopment Options Analysis	
	<ul style="list-style-type: none"> upgrading and/or expanding buildings on the existing hospital campus (“brownfield” development); and/or – new buildings on a new site (“greenfield” development).
Key Deliverables	<ul style="list-style-type: none"> • CWM Hospital Infrastructure Assessment • CWM Hospital Redevelopment Options Paper • A single preferred recommended option
Expected Timeframe	4 months (+2 month review/decision)

The Redevelopment Options Analysis must include the following:

assessment of existing infrastructure at CWM Hospital, including capacity and capability to meet healthcare service needs across the planning horizons (10, 20 and 30 years), including:

- review of existing site and floor plans and update as required to reflect current conditions.
- buildings and services condition assessment.
- capacity assessment of existing infrastructure to accommodate projected beds and treatment space requirements, as identified in Clinical Services Plan.
- functionality assessment of existing infrastructure spaces to deliver changed/new models of care, as identified in Clinical Services Plan.
- engagement and consultation with key stakeholders as required.
- development of a CWM Hospital Infrastructure Assessment Report to detail findings of completed assessments.

identification and comparative analysis of available options for the redevelopment of CWM Hospital to meet projected infrastructure needs, as identified by Clinical Services Plan and Infrastructure Assessment, including:

- development of appropriate evaluation criteria for options analysis, aligned to the Project Objectives.
- consideration of upgrading and/or expanding buildings on the existing CWM Hospital site (“brownfield” development approach).
- identification of potential alternative sites for relocation of CWM Hospital (in full, or in part) (“greenfield” development approach).
- technical investigations, as required, to support evidence-based comparative analysis of identified options.
- identification of preferred option for progression to Stage 3.
- engagement and consultation with key stakeholders as required.
- development of a CWM Hospital Redevelopment Options Paper to summarise the approach and outcomes of the options analysis.

2.3.3 Stage 3—Master Plan

An overview of the required activities, deliverables and expected timeframe for Stage 3 is shown in Table 4.

Table 4: Project Scope, Stage 3 – Master Plan

Stage 3—Master Plan	
Key Activities	<ul style="list-style-type: none"> • CWM Hospital Master Plan to identify the infrastructure redevelopment needed in response to the outputs of Stage 1 and 2, including: <ul style="list-style-type: none"> site plan, identifying buildings and service locations functional blocking and stacking for each building schedule of accommodation to meet identified service needs / demand

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Stage 3—Master Plan	
	<ul style="list-style-type: none"> – redevelopment staging and service decanting considerations, to maintain continuity of service during redevelopments.
Key Deliverables	<ul style="list-style-type: none"> • CWM Hospital Master Plan
Expected Timeframe	4 months (+4 month review/decision)

The CWM Hospital Master Plan must include the following:

- analysis describing how the Master Plan addresses the Project Objectives and needs identified in key strategic inputs, including the Clinical Services Plan, Infrastructure Assessment Report, and Redevelopment Options Paper.
- development of future site plan/s, identifying buildings and clinical/non-clinical unit locations.
- development of functional blocking and stacking for each building.
- identification and description of inter-departmental functional relationships and adjacencies required.
- development of a schedule of accommodation at site, building, floor, and unit levels. It should describe clinical and non-clinical spaces using a recognised health facility guidelines/standard (e.g., Australasian Health Facility Guidelines). It should show the degree of alignment between current supply, projected demand, and planned supply of beds and treatment spaces, across the planning horizon.
- development of staging and decanting strategy to address operational, funding, and constructability considerations.
- engagement and consultation with key stakeholders as required.

2.3.4 Stage 4—Feasibility Study

An overview of the required activities, deliverables and expected timeframe for Stage 4 is shown in Table 5.

Table 5: Project Scope, Stage 4 – Concept Design and Cost Plan

Stage 4—Feasibility Study	
Key Activities	<ul style="list-style-type: none"> • Concept design for redevelopments. • Cost plan for delivery of redevelopments.
Key Deliverables	<ul style="list-style-type: none"> • CWM Hospital Redevelopment Concept Design Report • CWM Hospital Redevelopment Cost Plan • CWM Hospital Feasibility Study
Expected Timeframe	6 months (+2 month review/decision)

The Concept Design Report must include the following:

- analysis describing how the Concept Design Report progresses the Master Plan.
- demonstrated consideration of relevant legislation, policies, guidelines, and standards as related to health facility design.
- development of appropriate design principles, aligned to the Project Objectives.
- update of schedule of accommodation (for Concept Design level), as per Stage 3.
- overview of the site analysis and context considerations.
- Overview of the design process.
- update of site, building, and clinical/non-clinical unit locations for Concept Design level.
- update of functional blocking and stacking for each building for Concept Design level.

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- update of inter-departmental functional relationships and adjacencies, and description of staff and servicing flows.
- development/update of architectural drawings to floor plan level.
- update of staging and decanting strategy for Concept Design level.
- engineering technical assessments to inform cost plan development.
- engagement and consultation with key stakeholders as required.

The Cost Plan must include the following:

- consideration of Concept Design Report, including engineering assessments and architectural drawings.
- Probabilistic cost plan, including
 - design and management fees (dependent on delivery strategy)
 - escalation (dependent on delivery strategy and program)
 - risk and contingency allowances (based risk plan).
- clarifications, assumptions, and exclusions in the cost plan.
- cost detail to include (at minimum):
 - net construction cost (NCC)
 - project construction cost estimate (PCCE)
 - gross construction cost (GCC)
 - FF&E and MME Costs
 - ICT Costs
 - authority fees and charges
 - land acquisition / property settlements
 - total project costs (TPC).

The Feasibility Study will include the following (in line with potential funders' policies and requirements):

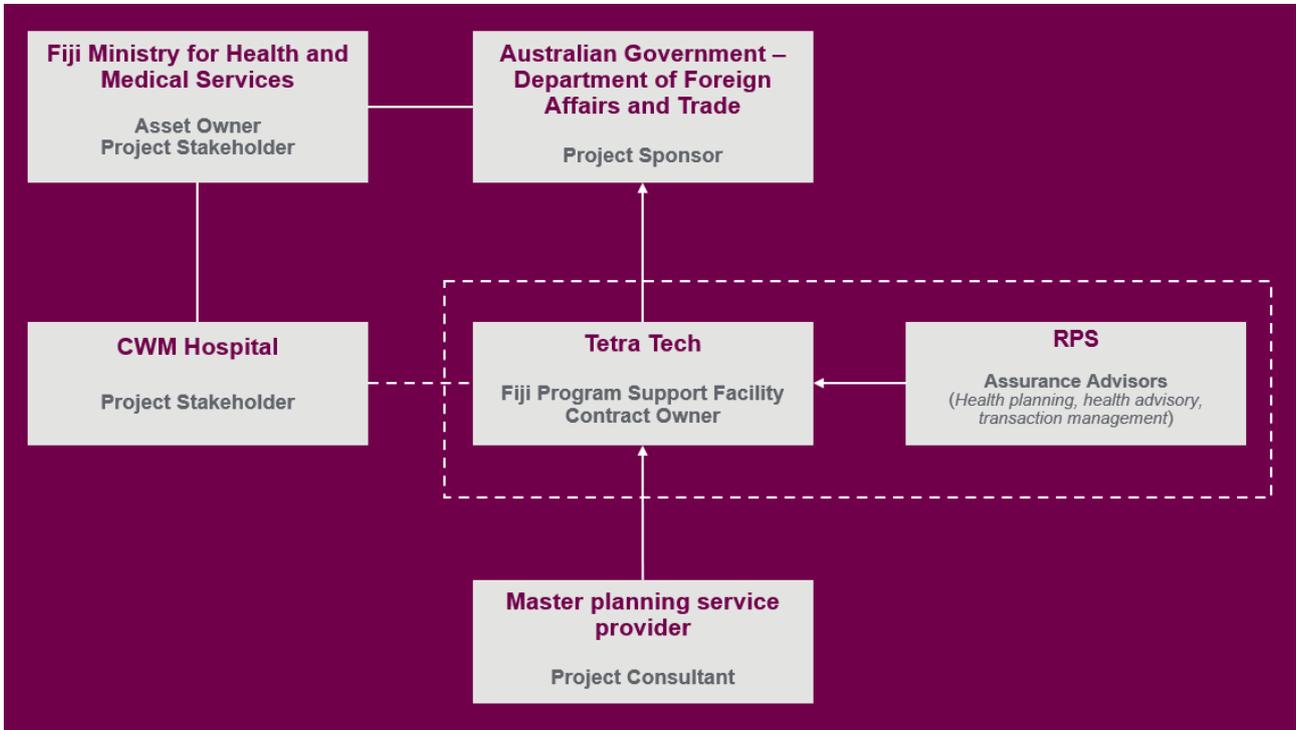
- A financial model/s
- An analysis of social, economic, environmental and sustainability impacts in line with relevant safeguard policies
- Delivery model analysis recommending a preferred delivery model and strategy
- Legal and regulatory approvals (including planning, environmental or any legislative requirements)
- Implementation plan

3 GOVERNANCE AND PARTIES

3.1 Overview

Figure 1 shows the governance arrangements for the Project.

Figure 1: Governance structure



3.2 Fiji Ministry of Health and Medical Services

The Fiji Ministry of Health and Medical Services (**MHMS**) is the key Project Stakeholder. It is responsible for overseeing Fiji's Healthcare system and providing a wide range of equitable, efficient and affordable health services through Fiji's health facility in all medical sub-divisions.

The current Minister is Hon. Atonio Rabici Lalabalavu, and the Permanent Secretary is Dr Jemesa Tudravu.

3.3 Australian Department of Foreign Affairs and Trade

The Australian Department of Foreign Affairs and Trade (**DFAT**) is funding the Project. DFAT promotes and protects Australia's international interests to support their security and prosperity. DFAT works with international partners and other countries to tackle global challenges, increase trade and investment opportunities, protect international rules, keep the Asia-Pacific region stable and help Australians overseas.

DFAT also manages Australia's international presence – a network of over 120 embassies, high commissions, consulates-general and representative offices across five continents – and has over 6,000 staff located in Australia and overseas. These staff are the diplomats, negotiators, consular officers and advisers developing and delivering Australia's foreign, trade and development policy on behalf of Australia and Australians.

DFAT have engaged FPSF to implement Australia's Fiji bilateral development assistance. Over the past five (5) years working in close partnership with the Government of Fiji, FPSF has implemented almost half of DFAT's aid program.

The Australian High Commission (AHC), a subset of DFAT, acts on behalf of the Australian Government to strengthen bilateral relations with Fiji, and is responsible for promoting Australian interests, encouraging trade and promoting mutually beneficial investment opportunities. The current Australian High Commissioner in Fiji is Ewan McDonald.

3.4 Fiji Program Support Facility

The Fiji Program Support Facility (**FPSF**) was established in 2017 with the aim of supporting Australia's delivery of education, health, governance, and emergency readiness and response initiatives in Fiji. As part of its role, the FPSF provides technical assistance, funds management and logistical and administrative service for the program across the breadth of DFAT's Aid investment Plan. The FPSF also oversees scholarships and educational projects in Tuvalu.

FPSF supports the Australian Government's policy of improving the efficiency, coherence and effectiveness of the aid program by having multiple aid programs (for example health, education, scholarships) managed by FPSF. FPSF promotes coherence across programs and provides an overarching structure through which the Government of Australia can coordinate its development relationship with the governments of Fiji.

The FPSF works with MHMS to support and deliver initiatives under the Fiji Health Program (**FHP**) to improve equitable access, safety, quality and coverage of health services for all Fijians.

Initially a 5-year commitment, FPSF's mandate was extended in January 2022 for an additional 3 years. This extension encompasses sector-specific programs in Fiji and the administrative management of Australia Awards in both Fiji and Tuvalu on behalf of the Australian Government.

3.5 Tetra Tech

Tetra Tech International Development Pty Ltd (Tetra Tech) is the current Contract Owner for the FPSF under a contract with DFAT.

3.6 RPS

RPS is owned by Tetra Tech and has been engaged by FPSF for transaction and technical assurance advisory services for the CWM Hospital Project. Any documentation, correspondence or information from RPS in relation to the CWM Hospital is on behalf of and in representation of Tetra Tech International Development Pty Ltd and FPSF.

3.7 Evaluation Panel

An Evaluation Panel will be established for the Procurement Process.

Their role includes but is not limited to:

- reviewing, evaluating and assessing all EOI and Request for Proposal (**RFP**) responses in line with the Evaluation Plan
- considering procurement risks as appropriate
- shortlisting and recommending successful Respondents to the Approval Panel/Delegate to enter into the RFP phase
- shortlisting and selecting a successful Respondent to the Approval Panel/Delegate to accept for contract award

3.8 Approval Panel

An Approval Panel will be established for the Procurement Process.

Their role includes but is not limited to:

- consider the evaluation report and approve the recommended Successful Respondent/s from the Evaluation Panel for EOI and RFP Phases.

4 PROCUREMENT APPROACH

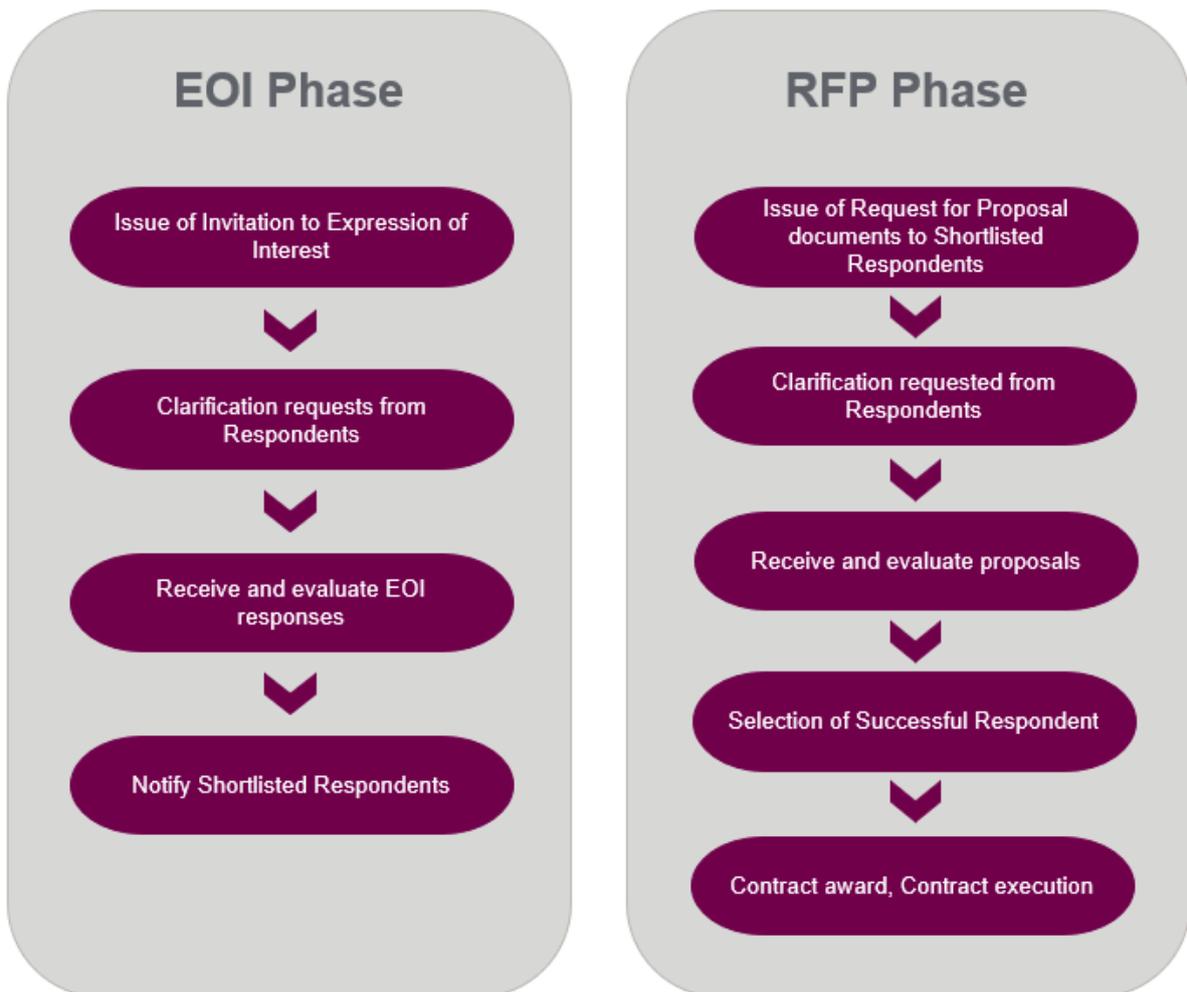
4.1 Overview

This section describes the Procurement Process, provides an overview of the procurement program and provides information on key issues relevant to the Procurement Process.

4.2 Steps in Procurement Process

The Procurement Process for a master planning services partner for the CWM Hospital will consist of the steps outlined in Figure 2. Further detail on the process can be found in sections 4.3 and 4.4.

Figure 2: Procurement Process



4.3 EOI Phase

4.3.1 EOI overview

The EOI Phase is designed to select three (3) to five (5) Shortlisted Respondents to proceed to the RFP Phase. FPSF may abbreviate or modify the process outlined in Table 6: EOI overviewTable 6, subject to the number and quality of EOI Responses.

Table 6: EOI overview

Step	Overview
Step 1: Invitation for EOI for Part A and Part B release	Invitation for EOI released by public advertisement on AusConnect.
Step 2: EOI response	Respondents submit EOI Responses
Step 3: Evaluation of EOI responses	Evaluation of EOI Responses by transaction team and Evaluation Panel, shortlisting three (3) to five (5) Respondents. This step involves clarifications (if any) sought by FPSF to Respondents.
Step 4: Notification	Based on the evaluation of EOI Responses, three (3) to five (5) Respondents will be invited to proceed to the RFP Phase.

RPS reserves the right to contact referees or make enquiries from other sources to verify information provided by Respondents at any time during the Procurement Process.

4.3.2 EOI responses

The EOI Response must be prepared in accordance with the requirements outlined in this Invitation for EOI.

4.3.3 EOI evaluation

Evaluation of EOI Responses will involve the following steps:

Conformance check: EOI Responses conform to the requirements set out in Invitation for EOI - Part B: Response Forms and have provided the information and documents referenced in the [EOI Response Checklist](#) (Table 1 in Invitation for EOI - Part B: Response Form)

- a. **Confirmation of declarations and undertakings:** Confirm that an authorised individual on behalf of the Respondent has completed and submitted a:
 - i. Schedule of Particulars (refer Form 1 of EOI Part B)
 - ii. Compliance with Invitation for EOI conditions (refer Form 2 of EOI Part B)
 - iii. Probity Declaration (refer Form 3 of EOI Part B)
 - iv. Ethical Supplier Declaration (refer Form 4 EOI Part B), and
 - v. Conflicts of Interest (refer Form 5 of EOI Part B)
- b. **Mandatory Criteria:** Respondents are expected to satisfy all of the mandatory criteria set out in section 6.3.
- c. **Evaluation of EOI Responses:** Evaluation against the EOI Criteria based on the EOI Responses.

4.3.4 Notification to Shortlisted Respondents to participate in RFP Phase

Following evaluation of EOI Responses, RPS will invite no more than three (3) Shortlisted Respondents to participate in the RFP Phase.

4.3.5 Debriefing

Unsuccessful Respondents in the EOI Phase will not be offered a debriefing on the evaluation of the EOI Response if requested.

4.4 RFP Phase

At the commencement of the Request for Proposal (**RFP**) Phase, Shortlisted Respondents will be issued RFP documents to complete.

4.4.1 RFP Overview

Step	Overview
Step 1: Issue of RFP documentation	Issue of RFP documentation to Shortlisted Proponents.
Step 2: Clarifications	Shortlisted Proponents request clarifications (if any).
Step 3: Respondents complete and submit RFP documents	Respondents submit their Proposals.
Step 4: Evaluation of Proposals responses	Evaluation of RFP Responses by transaction team and Evaluation Panel, and selection of preferred Respondent. This step may involve clarifications (if any) sought by FPSF/RPS to Proponents.
Step 5: Notification of Preferred Respondent	Based on the evaluation of Proposals, the Preferred Proponents will be notified and invited to enter into a contract with FPSF for CWM Hospital master planning services

4.4.2 RFP Evaluation Criteria

Evaluation of Proposals will be based on a combination of financial and non-financial evaluation criteria. Assessment of Proposals will be independent of the assessment of EOI Responses during the EOI Phase. The intent is that each Proponent will enter the RFP Phase with an equal opportunity of becoming the Successful Proponent.

FPSF will provide the RFP evaluation criteria to Shortlisted Proponents on commencement of the RFP Phase.

4.4.3 Evaluation and acceptance of proposal

After the submission of Proposals, FPSF reserves the right to negotiate with one or more Proponent to finalise the evaluation of the RFP Phase and select a Successful Proponent. Based on evaluation of Proposals and FPSF will select the Successful Proponent to execute the contract for CWM Hospital master planning services and commence Stage 1 – Clinical Services Planning.

4.5 Indicative Procurement Program

Table 7: CWM Hospital Indicative Procurement Program

Milestone	Date*
Joint DFAT and MHMS Announcement	15 March 2024
Industry Briefing	18 March 2024
Invitation for EOI released publicly	2 April 2024
EOI Response submissions close	18 April 2024
Notify Successful EOI Respondents to proceed into RFP Phase	30 April 2024
Release RFP Documentation to Shortlisted Respondents	2 May 2024
RFP Response submissions close	23 May 2024
Notification of Preferred Respondent	17 June 2024
Finalise negotiations and contract award	27 June 2024
Contract Executed	July 2024

*Dates in Table 7 is the best interpretation to meet the program’s requirements. These dates are subject to change.

4.6 Information available to Respondents

4.6.1 Project information

All relevant project information needed to respond to this invitation for EOI is contained within this document. Supporting information and documentation for the RFP Phase will be provided as detailed in section 4.4.

4.6.2 Questions and request for clarification

If a Respondent has a question or request for clarification during the EOI Phase, these must be directed to the nominated agency Contact Officer on the AusConnect website. When submitting a question to the Contact Officer, the Respondent is to identify each question as either 'Confidential' or 'Non-Confidential' in the question title.

If a Respondent is of the view that an enquiry relates to proprietary aspects of their EOI Response or is commercial-in-confidence, the Respondent should identify the enquiry as such, by marking the question as 'Confidential' as noted above and provide details of why the enquiry is proprietary or 'commercial-in-confidence'.

Enquiries and RPS' responses will be provided to all Respondents, except where:

- the enquiry relates to proprietary information relevant to the EOI Response of the Respondent making the enquiry, or is commercial-in-confidence, and the Respondent has identified that its enquiry as such (as noted above), or
- RPS, in its absolute discretion, is of the opinion that the enquiry and their response will not materially impact the integrity or the competitiveness of the EOI Phase.
- Where RPS, in its absolute discretion, is of the opinion that the enquiry is not proprietary in nature or commercial-in-confidence, RPS will advise the Respondent that the enquiry and RPS' response will be provided to all Respondents, or the Respondent has the opportunity to withdraw the enquiry.

Respondents should note that the final time for submissions of questions regarding is 5:00pm AEST (7:00pm FJT) 10 April 2024. All other general enquiries must be made by contacting the Contact Officer, as listed on the AusConnect website.

5 EOI RESPONSE REQUIREMENTS

5.1 Introduction

This section specifies the basis upon which the Respondent is required to submit their EOI Response. It is important that Respondents comply with the information and instructions provided below to permit consistency in the evaluation of EOI Responses. If a Respondent fails to provide a complete EOI Response in accordance with the requirements of this section, FPSF may, at its discretion, choose to disqualify the Respondent from the evaluation process.

5.2 Information required

Respondents are requested to ensure their EOI Response reflects the structure set out in, and contains the information requested by Part B. Where page limits have not been specified, Respondents are required to provide concise responses that clearly address the information requested.

EOI responses must:

- Be clear and concise
- provide the information as described in section 5.4 using the EOI Response Forms – Part B.
- be submitted and received in accordance with the requirements of this Invitation for EOI set out in section 2 of Part B prior to the closing time and date nominated in section 5.5.
- provide only information that is relevant and requested, and
- be in English.

5.3 Response format

Respondents should note the following with respect to the required format of the EOI Responses:

- font no smaller than Arial Narrow 11
- single line spacing and minimum 6pt spacing between paragraphs
- conform to the page limits stated in Part B, and
- be received electronically pursuant by the Closing Date (Section 5.5)

5.4 Response detail

EOI Responses must comply with the page limits shown in Table 8. FPSF and the Evaluation Panel is not obliged to read material in excess of the nominated page limits (e.g. included as attachments, exhibits, appendices, etc) nor take that content into account in the evaluation process. Page limits include all diagrams, charts, pictures, graphics and similar material. Corporate brochures, marketing material or similar material included in an EOI Response will not be considered. Unless otherwise indicated, all information must be provided under the relevant criteria heading only, and not placed elsewhere in the EOI Response.

Table 8: Response page limits

Section	Description	Page limit
1. Covering Letter	Optional	1 page
2. Executive Summary	Optional	2 pages
3. Schedule of Particulars	To be submitted in the form provided in Form 1 of the EOI Response Forms.	Not applicable
4. Compliance with Invitation for EOI Conditions	To be submitted in the form provided in Form 2 of the EOI Response Forms.	Not applicable

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5. Probity Declaration	To be submitted in the form provided in Form 3 of the EOI Response Forms.	Not applicable
6. Ethical Supplier Declaration	To be submitted in the form provided in Form 4 of the EOI Response Forms.	Not applicable
7. Declarations and Conflict of Interest	To be submitted in the form provided in Form 5 of the EOI Response Forms.	Not applicable
8. EOI Mandatory Criteria Returnable Schedules	To be submitted as per Invitation for EOI – Part B	Refer maximum page limits specified for each Mandatory Evaluation Criterion in Part B
9. EOI Comparative Criteria Returnable Schedules	To be submitted as per Invitation for EOI – Part B	Refer maximum page limits specified for each Comparative Evaluation Criterion in Part B

5.4.1 Authority to sign

An EOI Response must be signed by an authorised representative from each Respondent Member of the Respondent using the form contained in Form 1 of the EOI Response Forms. Member Companies of the Respondent submitting the EOI Response must be the entities that would ultimately enter into the CWM Hospital master planning services contract.

5.4.2 Submission details

EOI Responses MUST be lodged electronically through the AusConnect website at <https://ausconnect.dfat.gov.au/> by the closing date and time (section 5.5). EOI Responses must be submitted in the following software package: Microsoft Word or Adobe Acrobat Document (pdf). Do not zip or embed files.

EOI Responses must be submitted in accordance with the following naming convention:

- provide a high-level overview of the evaluation process
- CWM Hospital EOI Response_[Respondent Name]
- AusConnect does not allow for alphanumeric characters (e.g., “&” and “_”). Long file names are to be avoided.

5.5 EOI closing date and time

The Closing Date for lodgement of an EOI Response is Thursday 18 April 2024 at 5:00pm AEST (7:00pm FJT).

5.6 Late submission policy

Respondents are encouraged to submit their EOI Response well in advance of the closing time to avoid any data transmission delays or issues with the upload process. The Respondent is responsible for ensuring that its EOI Response is lodged by the Closing Date. Any EOI Response not lodged in AusConnect by the Closing Date may not be considered by FPSF unless there is evidence satisfactory to FPSF that the Respondent attempted to lodge such EOI Response on AusConnect prior to the Closing Date.

5.7 Addenda

FPSF may at any time issue in writing an addendum to the Invitation for EOI, including in response to a request for clarification submitted by a Respondent. Any addendum issued by FPSF will form part of the Invitation for EOI.

If the addendum is issued by FPSF prior to the Closing Date specified in section 5.5, the EOI Response will be deemed to have considered the addendum.

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If the addendum is issued by FPSF after the Closing Date and FPSF, acting reasonably, considers that the addendum may have an impact on the Respondent's EOI Response, the Respondent will be given a reasonable period of time to re-submit its EOI Response.

6 EOI EVALUATION

6.1 Purpose

The purpose of this section is to:

- provide a high-level overview of the evaluation process
- set out the Mandatory Evaluation Criteria and Comparative Evaluation Criteria
- inform Respondents of FPSF right to seek clarifications.

6.2 Evaluation process

The EOI evaluation process will be used to shortlist Respondents that have the proven corporate experience, capability, capacity and understanding to deliver the Project to participate in the RFP Phase. EOI Respondents will be assessed by an Evaluation Panel. The Evaluation Panel will consist of appropriately experienced personnel and will be supported by commercial, legal, technical and other specialist advisers, internal and external to FPSF as required. Refer to section 3.7 for more detail on the Evaluation Panel’s role.

6.3 Mandatory Evaluation Criteria Returnable Schedules

The Respondent must demonstrate to the satisfaction of FPSF its capacity to comply with the Mandatory Evaluation Criteria shown in Table 9. The information required to respond to these Mandatory Evaluation Criteria is set out in Part B will be a ‘pass / fail’ test considered essential thresholds by FPSF.

Table 9: Mandatory Evaluation Criteria

Mandatory Evaluation Criteria	
<p>Mandatory Criterion 1:</p> <p>Compliance with EOI requirements</p>	<p>Respondents are required to respond and complete Forms 1 – 5 in section 2 of the Invitation for EOI Part B document.</p> <p>Form 1: Schedule of Particulars Form 2: Compliance with Invitation for EOI Conditions Form 3: Probity Declaration Form 4: Ethical Supplier Declaration Form 5: Conflict of Interest</p>
<p>Mandatory Criterion 2:</p> <p>Master planning experience in the Australia and Asia Pacific region</p>	<p>The Respondent must provide a list of at least three (3) comparable hospital master planning projects successfully completed in the Australia and or Asia Pacific region in the past ten (10) years.</p>

6.4 Comparative Evaluation Criteria Returnable Schedules

The Respondent must demonstrate its capabilities in respect of the Comparative Evaluation Criteria set out in Table 10. The information required to respond to these Comparative Evaluation Criteria is set out in Part B. The Comparative Evaluation Criteria weightings are also detailed in the Table 10.

Table 10: Comparative Evaluation Criteria

Comparative Evaluation Criteria		Weighting
<p>Comparative Criterion 1:</p> <p>Project appreciation</p>	<p>The Respondent is required to identify and provide the perceived key project risks on the Project for master planning services, including proposed strategies to manage such risks across each phase of the master planning services contract (Clinical Services Plan,</p>	<p>27.5%</p>

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	Redevelopment Options Analysis, Preliminary Master Plan).	
<p>Comparative Criterion 2:</p> <p>Master planning experience in the Australia and Asia Pacific region</p>	<p>The Respondent must provide evidence of experience in providing successful master planning services in at least three (3) comparable projects over the last five (5) years in the Australia and/or Asia Pacific region.</p> <p>The response should demonstrate the Respondent's experience in delivering Clinical Services Plans, Redevelopment Options Analysis and Master Plans.</p>	<p>37.5%</p> <ul style="list-style-type: none"> • Clinical Services Plan (12.5%) • Options analysis (12.5%) • Preliminary Master Plan (12.5%)
<p>Comparative Criterion 3:</p> <p>Team structure and proposed key personnel</p>	<p>The Respondent must provide an organisational chart showing proposed key personnel for the different phases of the master planning contract (Clinical Services Plan, Redevelopment Options Analysis and Preliminary Master Plan) showing names and the positions they will fill on the Project and their percentage of time allocated to the Project.</p> <p>The Respondent and each Respondent Member must clearly represent any partnering and subcontractor arrangements as part of the EOI and represent on the organisational chart.</p>	<p>35%</p> <ul style="list-style-type: none"> • Team structure (10%) • Proposed personnel (25%)
	Total	100%

7 PROBITY AND COMPETITIVENESS

7.1 Probity Advisor

A representative from Tetra Tech has been nominated as the Probity Advisor and is responsible for maintaining probity throughout the Procurement Process outlined in this Invitation for EOI. The Probity Advisor's role is to ensure a fair and equitable Procurement Process for all Respondents. The Probity Advisor will be present at briefings, meetings, interviews and / or workshops during the Procurement Process.

Respondents may contact the Probity Advisor by email at the email address noted below, in circumstances where they have concerns in relation to the probity or the conduct of the Procurement Process. The Probity Advisor's details are:

Name: Cameron Mapstone

Company: Tetra Tech International Development Pty Ltd

Email: Cameron.Mapstone@tetrattech.com

Telephone: +61 8 8375 4457

If a Respondent becomes aware of a probity or Procurement Process issue of concern, the Respondent should immediately contact the Probity Advisor by email and provide details of:

- the proposed probity or Procurement Process issue or concern
- how the probity or Procurement Process issue or concern impacts on the Respondents interest or the integrity of the Procurement Process
- any relevant background information, and
- the Respondent's proposal(s) for the resolution of the probity or Procurement Process issue or concern (where possible).

Any contact or communication with Probity Adviser will be disclosed by the Probity Adviser to FPSF.

7.2 Conflicts of Interest

Any potential conflicts of interest must be declared in Response Form 5 – Part B of Invitation to EOI, including but not limited to:

- the proposed probity or Procurement Process issue or concern
 - prior or current engagement with FPSF, and
 - involvement of former FPSF (Tetra Tech) or DFAT employees,
- FPSF will make a determination regarding any potential conflicts identified.

8 PROPOSED COMMERCIAL AND LEGAL FRAMEWORK

A draft master planning services contract will be provided to Shortlisted Respondents in the RFP Phase who will have the opportunity to review and advise of any departures or changes for FPSF's consideration.

Respondents should be aware that the CWM Hospital master planning services is intended to be invoiced and paid in Australian Dollars (AUD), and subject to Australian Goods and Services Tax (GST) and Australian contract law.

9 ENQUIRIES AND FURTHER INFORMATION

9.1 General enquiries

All contact and general enquiries in relation to the project must be directed to the Contact Officer in writing as set out in section 4.6.2.

9.2 Privacy collection statement

Tetra Tech is committed to protecting the privacy and security of your personal information and will ensure all information is managed in accordance with its Privacy Policy.

Please refer to Tetra Tech's Privacy Policy here:

<https://intdev.tetratechasiapacific.com/privacy-policy/>

Where there are differences in the way we process your personal information due to local laws, we will notify you of this through supplementary or specific website privacy statements.

Tetra Tech will process your personal information in accordance with this Privacy Policy and its global Privacy Statement, unless otherwise required by applicable law.

<https://www.tetratech.com/policies/privacy-statement/>.

9.3 Terms and conditions

This Invitation for EOI is provided by FPSF subject to the specific terms and conditions contained in Appendix B- Terms and Conditions.

Appendix A: Glossary

This glossary of terms applies specifically to this Invitation for EOI. Capitalised words and phrases have the meaning set out below.

Term	Meaning
Beneficial Owner	An individual who owns 25% or more of, or otherwise controls the business of, an entity (such as a trust, an association or a company). Ownership and control may be direct (such as through shares) or indirect (such as shares held by a third party on the individual's behalf).
Closing Date and time	The date and time nominated in section 5.5 by which the EOI Response must be submitted by the Respondent.
Comparative Evaluation Criteria	Each comparative evaluation criterion set out in section 6.4.
Consultant	The Successful Proponent
Contact Officer	The officer listed on AusConnect for Respondents to contact for a CWM Hospital project or EOI enquiry.
Contract Owner	Refers to the Contract Owner of the Fiji Program Support Facility which is currently Tetra Tech International Development Pty Ltd.
EOI Phase	the phase of the Procurement Process commencing with the release of this Invitation for EOI and ending at the commencement of the RFP Phase.
Evaluation Criteria	The evaluation criteria against which the EOI Responses will be evaluated, comprising the Mandatory Evaluation Criteria and the Comparative Evaluation Criteria. Evaluation Criterion has a corresponding meaning.
Evaluation Panel	the panel selected by FPSF to evaluate EOI Responses and RFP Proposals and make a recommendation to DFAT and MHMS of a Successful Proponent.
FPSF	The Fiji Program Support Facility. FPSF was established in 2017 to support Australia's delivery of education, health, governance and emergency preparedness and response programs in Fiji.
Invitation for Expression of Interest	This Invitation for EOI prepared by FPSF for the purposes of identifying suitably qualified Respondents to participate in the RFP Phase as further described in section 1.4
Mandatory Evaluation Criteria	Each mandatory evaluation criterion set out in section 6.3
MHMS	The Fiji Ministry of Health and Medical Services. Refer to section 3.2
Proponent	a Respondent.
Procurement Process	Refers to all procurement activity for the procurement of a suitable master planner to deliver the scope of works detailed in section 2.3
Respondent	The entity or group of Respondent Members that submits an EOI Response. Also referred to as a Proponent.
Respondent Members	each of the entities forming the Respondent in their individual capacity.
RFP Phase	Refers to the Request for Proposal Phase which follows the Invitation for EOI Phase
RPS	RPS is owned by Tetra Tech and has partnered with the FPSF and Tetra Tech International Development for transaction and technical assurance advisory services for the CWM Hospital Project
Shortlisted Respondent	A Respondent that has been shortlisted and invited to submit a proposal in the RFP Phase.
Successful Proponent	the Proponent selected by FPSF at the end of the RFP Phase to enter a contract with FPSF to proceed to delivery master planning services as detailed in section 2.3. for the CWM Hospital.
Terms and Conditions	The Terms and Conditions of submitting an EOI for the Project as detailed in Appendix B
The Project	Refers to the CWM Hospital master planning services project.

Appendix B - Terms and Conditions

B.1 EOI Terms and Conditions

B.1.1 Agreement to Conditions

By lodging an EOI Response, you as Respondent (You) agree to the following EOI Terms and Conditions:

- a. **(FPSF's discretion):** You acknowledge and agree that:
 - i. FPSF does not make any representations or provide any undertakings to You other than to invite You to submit an EOI Response;
 - ii. FPSF may cancel, not proceed with or change the Procurement Process at any time, in its absolute discretion and without explanation, including but not limited to:
 1. inviting any other persons to submit an EOI Response (whether or not they were previously invited to submit or did submit an EOI Response);
 2. varying or amending the evaluation criteria contained in Part A and B of this EOI;
 3. changing an EOI Response deadline or Closing Date;
 4. carrying out any other Procurement Process in relation to the Project; or
 5. engaging any other persons (whether or not they were invited to submit or did submit an EOI Response and whether or not they agreed to include any party to the PAA); and
 - iii. There will be no final and binding arrangement for entering into a contract unless and until the contract has been executed by You and FPSP; and

Without limiting sub-paragraph (iii), there will be no final and binding arrangement in respect of carrying out the Project as a result of this EOI.
 - iv. Nothing in this EOI in any way unlawfully restricts or otherwise unlawfully affects the unfettered discretion of FPSP to exercise any of its functions and powers pursuant to any law.
- b. **(Consideration of EOIs):**
 - i. (Conforming EOIs) FPSF will consider any EOI Response that complies with and is lodged in accordance with these EOI Terms and Conditions.
 - ii. (Non-conforming EOIs): FPSF may (in its discretion and without being under any obligation to do so) consider any non-conforming or alternative EOI Response.
- c. **(Evaluation):** In considering any EOI Response, FPSF's obligations are limited to those obligations expressly set out in this EOI. You acknowledge that:
 - i. FPSF will assess EOI Responses having regard to such factors as it considers appropriate in its absolute discretion, including the evaluation criteria set out this EOI (which are not necessarily exhaustive, and should not be read as being set out in an order of precedence or as otherwise indicative of the weighting given to any criteria);
 - ii. FPSF has an absolute and unfettered discretion in relation to this EOI and evaluation of EOI Responses and is not required to give reasons for its decisions relating to or in connection with this EOI; and
 - iii. You are not entitled, in any jurisdiction, to challenge any decision by FPSF relating to or in connection with this EOI or the evaluation, shortlisting and Procurement Process outlined in this EOI.
- d. **(Further Information):** You must:
 - i. promptly upon its occurrence, notify FPSF in writing of any material change to the information contained in the EOI Response, including any change in your ownership or financial or technical capacity; and

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- ii. provide to FPSF (or its nominee, including any adviser) any further information requested by FPSF in respect of the EOI Response within the timeframe required by FPSF (or, if no timeframe is specified, promptly after receiving FPSF's request).
- e. **(Amendments):** FPSF may issue amendments or additions to this EOI at any time.
- f. **(Documentation and information):**
 - i. **(Confidentiality)** You must keep strictly confidential and secure any FPSF Supplied Information provided to You by FPSF at any time in relation to this EOI or the Project
 - ii. **(FPSF Supplied Information)** unless such information is already within the public domain, or must be disclosed and used by an officer, employee, agents or advisor engaged by You for the purpose of assisting You to conduct due diligence or prepare an EOI Response (and then only on the condition that the recipient of the FPSF Supplied Information has first provided a confidentiality undertaking to FPSF in the form required in EOI Response.
 - iii. **(Errors or other issues):** You must advise FPSF in writing of any error, discrepancy, ambiguity, incompleteness, omission, inquiry or other issue arising in connection with the FPSF Supplied Information immediately after You become aware of it.
 - iv. **(Licence):** You grant FPSF an irrevocable and royalty free licence to use any part of the EOI Response for any purpose in connection with the EOI and RFP Phase (including evaluating the EOI Response).
- g. **(Compliance with Law):** In preparing and lodging any EOI Response, You must comply with any reasonable requirements or directions of FPSF regarding safety and the environment.

You must declare your compliance with the Ethical Supplier Declaration and confirm that You are conforming by responding to the relevant evaluation criteria in your EOI;

If You do not complete and pass the forms detailed in this Invitation for EOI Part B, the EOI will be non-conforming.

You warrant that:

- i. You comply with and will continue to comply with the Modern Slavery Act 2018 (Cth) (Modern Slavery Act) and any legislation of a Territory or State relating to Modern Slavery (as that term is defined in the Modern Slavery Act) (as applicable); and
- ii. You have taken reasonable steps to investigate your labour and business practices, and those of your subcontractors and direct suppliers, to ensure that there is no Modern Slavery (as that term is defined in the Modern Slavery Act) used anywhere in your operations or supply chain or in the operations or supply chain of any of your subcontractors or direct suppliers.

You will not engage in any collusive behaviour, anti-competitive conduct or any other similar conduct that contravenes any laws with any other Respondent or any other person in relation to the preparation or lodgement of any EOI or RFP Response; and

You will immediately notify FPSF, in writing, if at any time You become aware of any conflict of interest or any matter that may give rise to a conflict of interest and address such conflict of interest or matter, to FPSF's satisfaction.

- h. **(Consequences of Breach):** If FPSF reasonably believes the Procurement Process may be jeopardised or there has been a failure to comply with the EOI or any document required to be executed, FPSF may:
 - i. exclude You from participating further in the Selection Process; and/or
 - ii. cease to consider an EOI Response if any related party to You fails to comply with the EOI Terms and Conditions.
- i. **(Costs):** Except where expressly provided otherwise, You must pay your own costs arising in connection with your EOI Response or compliance with these conditions.
- j. **(Validity):** EOI Responses must remain valid and binding and capable of acceptance by FPSF for 6 months from the Closing Date.
- k. **(Intellectual Property):** Any intellectual property rights in your EOI Response will, as between FPSF and You, belong to You.

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You agree to grant to FPSF a non-exclusive, royalty-free, perpetual, assignable licence to use, reproduce and adapt your EOI Response as FPSF sees fit for the EOI Phase. Any intellectual property rights created in connection with the RFP Phase vest in or are immediately assigned to FPSF upon its creation.

You indemnify FPSF against any loss or liability arising from third party claims in connection with any intellectual property rights in your EOI Response or in connection with the RFP Phase.

- l. (Privacy):** You warrant that you have obtained consent from all relevant individuals for sensitive information provided in the EOI Response and have otherwise complied with the Privacy Act 1988 (Cth) in relation to the sensitive information.
- m. (Conflict of Interest):** You must disclose in the EOI Response any circumstances, arrangements and understandings that constitute, or may reasonably be considered to constitute, an actual, potential or perceived conflict of interest with your obligations under this EOI or your participation in the RFP Phase or the Project.
- n. (Disclaimer):** In no circumstances will FPSF or any of their respective directors, officers, employees, agents or advisors be liable to You whether in contract, tort (including negligence or misrepresentation), under statute (to the extent permitted by law) or otherwise for any costs, losses, expenses, liabilities or damages incurred or suffered by You:
 - i.** in acting upon this EOI, in preparing an EOI Response, or in otherwise acting in reliance upon these EOI Terms and Conditions;
 - ii.** arising out of or in connection with your provision of an EOI Response in any way whatsoever;
 - iii.** arising out of or in connection with the exercise, or failure to exercise, by FPSF of any of their rights under these EOI Terms and Conditions;

You will have no recourse against FPSF or their respective employees, agents or advisors in relation to any decision by FPSF in relation to the Procurement Process or the selection of any shortlisted Respondent.

FPSF does not warrant or represent that FPSF Supplied Information is free from errors or omissions, and takes no responsibility for the accuracy, currency, reliability and correctness of the FPSF Supplied Information. The FPSF Supplied Information is made available on the understanding that FPSF and its employees, officers, consultants and agents, will have no liability (including liability by reason of negligence) for any loss, damage, cost or expense incurred or arising by reason of any person using or relying on the information and whether caused by reason of any error, omission or misrepresentation in the information or otherwise.

- o. (Others to be bound):** You must ensure that any person or entity forming part of your EOI Response, or for whom You request information for the EOI, is bound by and complies in all respects with the same terms and conditions contained in this EOI.
- p. (Governing Law):** This EOI is governed by the laws of the Australia and You irrevocably submit to the courts of that jurisdiction. You must comply with all relevant laws in participating in the Procurement Process.

You acknowledge that the Australian Jobs Act 2003 (Cth) (Jobs Act) applies to this Project and that You will be required to comply with the AIP National Framework including but not limited to:

- i.** notification to Australian suppliers of opportunities to provide goods and services above the low value contract threshold as defined in the Jobs Act (Key Contracts) for the Project
- ii.** providing details on the pre-qualification requirements for Key Contracts
- iii.** development of a communication strategy to communicate early opportunities for Key Contracts
- iv.** training and capacity building opportunities for suppliers of goods and services for Key Contracts.

You will be required to keep records and provide all information reasonably required by FPSF to meet its reporting obligations under the AIP National Framework and any AIP Plan approved by the relevant authority.