Your thoughts about how government purchases consultancy services, and what consultancy services you provide to government

A Request for Information (RFI)

10 June 2013

This RFI is for you if:

- **You're a consultant or other independent expert or professional who provides consultancy-style services to government**

- **You're a consultancy or other independent expert or professional business providing consultancy-style services to government**

- **You want to assist us in establishing an All-of-Government solution for consultancy services that meets your needs and those of your government clients**

- **You want to be involved and kept up to date in what's going on in this space**

This RFI is NOT for you if:

- **You provide recruitment services covering contractor placements**

- **You provide advertising services**

- **You provide legal services**

MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HIKINA WHAKATUTUKI

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What is this all about?

We (the Ministry of Business, Innovation and Employment) are looking to establish an All-of-Government (AoG) solution for the provision of consultancy services to government agencies. We're doing this because we think the New Zealand Government can purchase these services in a more efficient and effective manner – from both the agency and supplier point of view. This project is at a very early planning stage and the result of this Request for Information (RFI) document – along with information provided by government agencies and other research – will be used to inform possible solutions and potential programmes of work.

> This word is in orange because it's one of our buzz words and you may not be familiar with it – check out Appendix 2!

In order to establish a solution that meets the needs of both the government agencies and the supply market, we need to fully understand the consultancy services that you offer. That is where this RFI comes in – we can learn more about you, what services you provide to government agencies, and how you think we can improve the way we buy these services!

We want to involve you in what we're doing, but we also want to do this in a timely manner. This RFI will enable us to establish contact points within your organisation to support this consultation to occur in an efficient way.

Please note that this RFI is for information purposes only – it will not be evaluated, will not be used to create a shortlist and will not result in a contract award. However, it is an excellent opportunity to provide early input into a solution that could affect you.

What do we mean by consultancy services?

Broadly, we mean services provided by independent persons (be they individuals or business organisations), individually or collectively using their skills, experience, expert knowledge and professionalism to add value to government agencies, and who typically operate within a framework of relevant professional standards and disciplines.

Please refer to Appendix 1 for a list of consultancy services that government agencies typically procure. The range of services is vast and diverse and we need to gather further information around these services before a final solution is defined. The information you provide will help us decide what government agencies' consultancy needs are.

Services that are considered to be **out of scope** include:

- Audit services provided under an appointment or allocation by the Auditor-General pursuant to the Public Audit Act 2001.

- Contractor placements arranged by a recruitment provider for common corporate, administration and information technology roles in Auckland, Wellington or Christchurch. These services are already available under the AoG Contract for External Recruitment Services, which you can read about here.

- Services associated with the following advertising services:

    a) Media – Strategy, Planning and Buying;
    b) Creative and Production Services; and
    c) Client Services – Strategy and Project Management.

    These services will shortly be available under the AoG Contract for Advertising Services, which you can read about here.

- The provision of external legal advice and opinion, including legal advice in connection with policy formulation and strategy development. These services are already available under the AoG Contract for External Legal Services, which you can read about here.

There are some existing syndicated contracts that include aspects of the consultancy services listed at Appendix 1. We will be working with the agencies who lead these contracts to find the right long-term consultancy solution for them.

What will the end solution look like?

Consultancy requirements across government agencies vary considerably. We want a solution that informs government agencies about suppliers' areas of speciality, level of quality, and value for money offering. Other than that, we have no pre-conceived view of what this solution will look like; it could be a panel arrangement, a pre-qualified 'open' list, or some other arrangement. It could be one solution, or multiple solutions. This is the opportunity for you to tell us what the solution should look like from your point of view.

Interested? Next steps

We have provided some questions for you in Appendix 3. These questions are also provided in the separate Excel document entitled 'Appendix 3: Response Template' – please provide your information using this template, and email it to consultancy.coe@mbie.govt.nz.

We would appreciate submission of your response no later than **1 July 2013**. If you have any questions, please get in touch.

After we have collated and analysed the RFI responses, we will then begin setting parameters around what services may be covered by an AoG solution. We hope to provide more information about that process, including timeframes and a high-level scope in the third quarter of this calendar year.

Questions? Call us

We hope this RFI has clearly articulated the information you need to submit a response. However, if you have any questions then please email consultancy.coe@mbie.govt.nz.

Anything else you should know?

Please be mindful of the following terms and conditions of this RFI:

- The issue of, and response to, this RFI is for information gathering purposes only and is not to be construed as representing or creating any binding obligation on us to enter into any legal commitment whatsoever or as being any commitment by us to make any purchase of services.

- You should identify any parts of your response that are commercially sensitive. We will not, subject to our legal obligations (including under the Official Information Act 1982 and Privacy Act 1993) and our obligations to Parliament, provide commercially sensitive information to any third party, except as follows. By responding to this RFI, you acknowledge that:
    a) We can share, under an obligation of confidence, your response to questions 10 and 11 of Appendix 3:
        (i) (where it relates to ICT consultancy services) with the ICT FL;
        (ii) (where it relates to property or construction consultancy services) with the Property FL;
        (iii) (where it relates to any District Health Board) with healthAlliance N.Z. Limited and/or Health Benefits Limited; and
        (iv) with the relevant government agency to which it relates. For example, we may wish to discuss information we received concerning New Zealand Police with New Zealand Police.

b) We can share information or data extracted from your response (aggregated with other responses) on an anonymised basis.

We need to share some information with these FLs: The New Zealand Government has introduced Functional Leaders (FL). The Chief Executive of the Ministry of Business, Innovation and Employment has been appointed as the **Procurement FL;** the Chief Executive of the Department of Internal Affairs has been appointed as the **ICT FL**; and the Chief Executive of the Ministry of Social Development has been appointed as the **Property FL**. Any AoG solution concerning ICT and property services will be created and implemented in consultation with the relevant FL. Also, **healthAlliance N.Z. Limited** and **Health Benefits Limited** are government agencies that provide shared services to benefit New Zealand health organisations, and any AoG solution that may affect District Health Boards will be created and implemented in consultation with them.

APPENDIX 1: CONSULTANCY SERVICES

Below is a list of the consultancy services that are considered **in scope** for this RFI.

Parent Categories:	Categories:	Examples of what is included in each Category:
Business Consultancy	**Business Change**	• Business Analysis and Benchmarking • Business Change Planning (including Business Case, Requirements, and the Better Business Case Framework) • Business Change Implementation • Business Process Improvement • Customer Service Improvement • Lean and Kaizen Process Re-Engineering • Organisational Change Management
	Human Resource	• Capability and Performance Management • Employment Relations (including HR Guidance and Best Practice) • Health and Safety Appraisal, Policy and Development • Leadership Development and Coaching • Learning and Development • Organisational Change and Design
	Marketing and Communications	• Analysis, Advice and Strategy • Graphic Design • Internal Communications • Public Relations • Sales and Marketing • Stakeholder Engagement and Relationship Management • Technical Writing
	Operations Management	• Business Process Management • Operational Procedure Definition and Operating Model Development and Design • Reporting and Monitoring Frameworks • Transaction and Data Processing
	Policy, Research and Development	• Development and Design • Evaluating • Legislation Development and Machinery of Government • Maori and Pacific Peoples Policy (including Treaty of Waitangi) • Market Research • Public Policy • Research services (including ICT-related research; excluding Market Research)
	Procurement and Logistics	• Implementation • Policy, Strategy and Design • Sourcing (excluding Public Private Partnerships) • Spend Analysis • Supply Chain (including Logistics, Strategy, Policy and Inventory Management)
	Programme / Project Management and Change Enablement	• Governance • Programme / Project Baseline and Maturity Assessment • Programme / Project Business Analysis • Programme / Project Business Case • Programme / Project Commissioning Services • Programme / Project Communications • Programme / Project Control and Management (including Recovery) • Programme / Project Design • Programme / Project Financial Budgeting • Programme / Project Training and Development • Project Management Methodology
	Risk	• Business Continuity Planning • Disaster Recovery Planning • Risk Assessment, Remediation and Management

	Strategy	- Advice - Business Transformation Design - Citizen Engagement Design - Development - Operating Model Design - Small and Medium Enterprise Development - Review
Finance Consultancy	**Accounting**	- Accounting (Technical and Transaction) Advisory Services - Business Accounting Services (Bookkeeping, Payroll etc.) - Financial Reporting, Compliance and Accounts Preparation
	Audit and Assurance *(excluding audit services provided under an appointment or allocation by the Auditor-General pursuant to the Public Audit Act 2001)*	- Compliance and Regulatory Audit - Financial Statement Audit - Forensic Accountancy Investigations - Forensics (excluding Accounting Investigations) - Fraud Audit - Internal Audit, Investigations and Advisory Services - IT Systems Audit - Probity Audit - Quality Assurance and Advice (including Independent Quality Assurance and Quantitative Risk Analysis) - Special Purpose Audits and Review Engagements
	Finance and Economics	- Appraisal of Investment Proposals - Economic Analysis and Modelling - Financial Strategy (including Asset Sales) - Investment and Banking Services (including Treasury Management and Treasury Risk Management) - Project Financial Management (including Budgeting, Estimating, Forecasting, and Modelling) - Public Private Partnerships (including Business Case and Strategy) - Systems and Solutions (including Enterprise Resource Planning and Financial Management Information Systems)
	Taxation	- Tax Compliance and Preparation - Tax Planning and Advisory
Health Consultancy	**Health Services**	- Clinical - Non-clinical
	Models of Care	
ICT Consultancy	**Architecture and Technical Design**	
	Information Management	- Advice and Strategy - Analytics and Forensics - Document Management Systems / Electronic Documents and Records Management System Requirements, Implementation and Employment
	Policy and Strategy	
	Programme / Project Management	- Change Management Systems (including System Change, Software Version Control) - Programme and Project Management - Technical Communications
	Systems	- Application Portfolio Management - Business Analysis (including Business Requirements Developments; Business Process Development; Software Design; Form Design; Functional Analysis; Technical Analysis) - Pre-Implementation Systems Analysis - Systems Integration
	Technical Implementation	
	Testing	- Testing Management - Test Execution - Test Scripting
	Web and Applications	- App Design and Development - Web Design and Development
Property and Construction	**Lead Design**	- Acoustic Engineering - Architect to the Contract Services - Architectural and Design Services (including Sustainability)

Consultancy		
Taken from the Syndicated Construction Consultancy Services Panel established by the Department of Corrections, with the exclusion of 'Supplementary Services' [1]		• CAD Draughting • Engineer to the Contract Services • Environmental Management Systems (EMS) and EMS Auditing • Fire Detection, Fire Evacuation Planning, Fire Protection Engineering • Geotechnical, Civil and Structural Engineering • Ground and Soil Engineering Services • Heating Ventilation and Air Conditioning • Information / Communication Systems • Landscaping Architecture • Mechanical, Electrical, Hydraulic, Vertical Transportation Engineering • Remediation and Management Contaminated Sites • Resource Management Act consenting in relation to the specific project • Security – electronic and physical • Space layout / Furniture, Fixtures and Equipment Planning and Delivery • Surveying and as-built recording, coordination with existing records • Technical Writing • Terrestrial and Aquatic Ecology • Vehicle Movement Design (Transport Engineering) • Waste Management • Wastewater Engineering
	Project Management	• Construction Monitoring Services • Cooperation with project related independent contractors • External consultation with suppliers and controlling authorities • Facilitation Services • Fit Out Management • Programme Control and Management • Project Commissioning Services • Project Control and Management • Project Financial Budgeting • Project Management Services • Value Management Services
	Quantity Surveying	
	Supplementary Services	• Asset Valuation • Facilities Management Appraisal and Development • Industry and Market Research Services • Portfolio Management/Review • Property Advisory Services • Property and Lease Negotiation • Property Sourcing • Rental Valuation • Roading Design and Engineering Services • Statutory Planning • Water Supply Engineering • Writing Property Strategy/Plans • Workplace Design/Planning/Space Management Services

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[1]This syndicated contract commenced in 2012. **With the exception of 'Supplementary Services' listed above, it is unlikely that we will look to include Property and Construction Consultancy Services before the expiry of the initial contract term.**

APPENDIX 2: SUPPLEMENTARY INFORMATION

1. **Please explain the terminology!**

- **All-of-Government (AoG):**

   AoG contracts / solutions establish a single supply agreement between the Crown and approved suppliers for the supply of selected common goods and services purchased across the New Zealand Government.

   These contracts deliver a range of benefits to government agencies, suppliers and, ultimately, the New Zealand taxpayer and ratepayer. These benefits include: cost-savings for government agencies, taxpayers and ratepayers; productivity gains for suppliers; improved competition; and transparency of suppliers' qualitative and value for money offerings to government agencies. The new Government Rules of Sourcing provide an explanation about AoG contracts which you can view here (see Rule 55).

   To learn more about AoG contracts, please visit www.procurement.govt.nz.

- **Functional Leader**

   Please refer to page 4.

- **Government agencies**

   By government agencies, we mean all New Zealand government agencies in the Public Service, State Service, State Sector and Public Sector. The www.procurement.govt.nz website maintains an updated list of all the individual organisations within the wider Public Sector here.

- **Government Rules of Sourcing**

   The new Government Rules of Sourcing (the Rules), which come into effect on 1 October 2013, will replace the Mandatory Rules for Procurement by Departments that was issued by the Ministry of Economic Development in 2006.

   If you provide services to any government agency, then we recommend you familiarise yourself with the new Rules. They are straight-forward and easy to read – you can view a copy here.

- **Request for Information (RFI)**

   This RFI is a market research tool that is used to gather information. It is not used to evaluate or shortlist respondents in any way. The new Rules provide an explanation about RFIs which you can view here (see Rule 34).

2. **Will government agencies be required to implement any subsequent AoG solution?**

   Please refer to the new Government Rules of Sourcing – in particular, refer to Rule 55 about AoG contracts and Rule 6 about which agencies the Rules apply to.

3. **Can overseas organisations respond to this RFI?**

   Yes, we welcome responses from overseas organisations.

4. **How might this possible AoG solution affect my business?**

   It is too early to say whether and how any possible AoG solution may affect your business. It will depend on the final scope of services sought, and the type of solution.

   If and when a Notice of Procurement (this is a new phrase that is used by the Government Rules of Sourcing, see Rules 34 and 35) is issued, this will occur via GETS (www.gets.govt.nz) and it will

contain information that will enable you to understand how the AoG solution may affect your business.

5. **I would like to be involved in any AoG process – is there an opportunity for me to do this?**

   Please email the details of your contact person to us (consultancy.coe@mbie.govt.nz) to express your interest, as there may be opportunities to provide feedback on draft documentation concerning any possible AoG solution on an informal, ad hoc basis.

MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HIKINA WHAKATUTUKI

PROCUREMENT.GOVT.NZ
NEW ZEALAND

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Appendix 3: RFI Questions

Thank you for taking the time to provide us with information to help shape a consultancy services solution that will benefit providers and government agencies. Your response before 1 July 2013 will be most appreciated.

Please note that we are unable to accept marketing information or other supplementary information (including attachments) at this time.

Question
YOUR CONTACT DETAILS
1a.   Contact person's name
1b.   Contact person's email address
1c.   Contact person's phone number
ABOUT YOUR ORGANISATION
2.   Name of organisation   Please provide the legal name and trading name, if applicable.
3.   Type of entity   E.g. New Zealand limited company, partnership, sole trader…

4.	Location of office/s (or location you provide services in)
	E.g. Auckland, Christchurch, Australia and Singapore, *or* I don't have a physical office but I provide services in Christchurch.
5.	Tell us about your organisation
	We are interested in learning about you – what are your areas of speciality? Are you owned by an overseas company or are you partnered with anyone? Do you operate from home?
6.	If you provide consultancy services, do you also occasionally provide 'gap-fill' (staff-substitution services / business-as-usual) services?
	A yes or no is fine, but you are welcome to elaborate. E.g. roughly 33% of our services could be considered as gap-fill services. Feel free to also elaborate on what type of gap-fill solutions you provide.

ABOUT YOUR CONSULTANCY SERVICES

7. Please place a 'Yes' next to the categories below to indicate your areas of expertise.

Business Consultancy		Area of expertise
Business Change	• Business Analysis and Benchmarking	
	• Business Change Planning (including Business Case, Requirements, and the Better Business Case Framework)	
	• Business Change Implementation	
	• Business Process Improvement	
	• Customer Service Improvement	
	• Lean and Kaizen Process Re-Engineering	
	• Organisational Change Management	
Human Resource	• Capability and Performance Management	
	• Employment Relations (including HR Guidance and Best Practice)	
	• Health and Safety Appraisal, Policy and Development	
	• Leadership Development and Coaching	
	• Learning and Development	
	• Organisational Change and Design	
Marketing and Communications	• Analysis, Advice and Strategy	
	• Graphic Design	
	• Internal Communications	
	• Public Relations	
	• Sales and Marketing	
	• Stakeholder Engagement and Relationship Management	
	• Technical Writing	
Operations Management	• Business Process Management	
	• Operational Procedure Definition and Operating Model Development and Design	
	• Reporting and Monitoring Frameworks	
	• Transaction and Data Processing	
Policy, Research and Development	• Development and Design	
	• Evaluating	
	• Legislation Development and Machinery of Government	
	• Maori and Pacific Peoples Policy (including Treaty of Waitangi)	
	• Market Research	
	• Public Policy	
	• Research services (including ICT-related research; excluding Market Research)	
Procurement and Logistics	• Implementation	
	• Policy, Strategy and Design	
	• Sourcing (excluding Public Private Partnerships)	
	• Spend Analysis	
	• Supply Chain (including Logistics, Strategy, Policy and Inventory Management)	
Programme / Project Management and Change	• Governance	
	• Programme / Project Baseline and Maturity Assessment	
	• Programme / Project Business Analysis	

Enablement	• Programme / Project Business Case	
	• Programme / Project Commissioning Services	
	• Programme / Project Communications	
	• Programme / Project Control and Management (including Recovery)	
	• Programme / Project Design	
	• Programme / Project Financial Budgeting	
	• Programme / Project Training and Development	
	• Project Management Methodology	
Risk	• Business Continuity Planning	
	• Disaster Recovery Planning	
	• Risk Assessment, Remediation and Management	
Strategy	• Advice	
	• Business Transformation Design	
	• Citizen Engagement Design	
	• Development	
	• Operating Model Design	
	• Small and Medium Enterprise Development	
	• Review	
Finance Consultancy		**Area of expertise**
Accounting	• Accounting (Technical and Transaction) Advisory Services	
	• Business Accounting Services (Bookkeeping, Payroll etc.)	
	• Financial Reporting, Compliance and Accounts Preparation	
Audit and Assurance *(excluding audit services provided under an appointment or allocation by the Auditor-General pursuant to the Public Audit Act 2001)*	• Compliance and Regulatory Audit	
	• Financial Statement Audit	
	• Forensic Accountancy Investigations	
	• Forensics (excluding Accounting Investigations)	
	• Fraud Audit	
	• Internal Audit, Investigations and Advisory Services	
	• IT Systems Audit	
	• Probity Audit	
	• Quality Assurance and Advice (including Independent Quality Assurance and Quantitative Risk Analysis)	
	• Special Purpose Audits and Review Engagements	
Finance and Economics	• Appraisal of Investment Proposals	
	• Economic Analysis and Modelling	
	• Financial Strategy (including Asset Sales)	
	• Investment and Banking Services (including Treasury Management and Treasury Risk Management)	
	• Project Financial Management (including Budgeting, Estimating, Forecasting, and Modelling)	
	• Public Private Partnerships (including Business Case and Strategy)	
	• Systems and Solutions (including Enterprise Resource Planning and Financial Management Information Systems)	
Taxation	• Tax Compliance and Preparation	
	• Tax Planning and Advisory	
Health Consultancy		**Area of expertise**
Health Services	• Clinical	
	• Non-clinical	
Models of Care		
ICT Consultancy		**Area of expertise**
Architecture and Technical Design		
Information Management	• Advice and Strategy	
	• Analytics and Forensics	
	• Document Management Systems / Electronic Documents and Records Management System Requirements, Implementation and	

		Area of expertise
	Employment	
Policy and Strategy		
Programme / Project Management	• Change Management Systems (including System Change, Software Version Control)	
	• Programme and Project Management	
	• Technical Communications	
Systems	• Application Portfolio Management	
	• Business Analysis (including Business Requirements Developments; Business Process Development; Software Design; Form Design; Functional Analysis; Technical Analysis)	
	• Pre-Implementation Systems Analysis	
	• Systems Integration	
Technical Implementation		
Testing	• Testing Management	
	• Test Execution	
	• Test Scripting	
Web and Applications	• App Design and Development	
	• Web Design and Development	
Property and Construction Consultancy		**Area of expertise**
Lead Design	• Architectural and Design Services (including Sustainability)	
	• Space layout / Furniture, Fixtures and Equipment Planning and Delivery	
	• Architect to the Contract Services	
	• Mechanical, Electrical, Hydraulic, Vertical Transportation Engineering	
	• Heating Ventilation and Air Conditioning	
	• Fire Detection, Fire Evacuation Planning, Fire Protection Engineering	
	• Geotechnical, Civil and Structural Engineering	
	• Resource Management Act consenting in relation to the specific project	
	• Surveying and as-built recording, coordination with existing records	
	• Acoustic Engineering	
	• Landscaping Architecture	
	• Vehicle Movement Design (Transport Engineering)	
	• Security – electronic and physical	
	• Information / Communication Systems	
	• Technical Writing	
	• CAD Draughting	
	• Engineer to the Contract Services	
	• Ground and Soil Engineering Services	
	• Environmental Management Systems (EMS) and EMS Auditing	
	• Waste Management	
	• Remediation and Management Contaminated Sites	
	• Terrestrial and Aquatic Ecology	
	• Wastewater Engineering	
Project Management	• Construction Monitoring Services	
	• Cooperation with project related independent contractors	
	• External consultation with suppliers and controlling authorities	
	• Facilitation Services	
	• Fit Out Management	
	• Programme Control and Management	
	• Project Commissioning Services	
	• Project Control and Management	
	• Project Financial Budgeting	
	• Project Management Services	
	• Value Management Services	
Quantity Surveying		

Supplementary Services	• Asset Valuation	
	• Facilities Management Appraisal and Development	
	• Industry and Market Research Services	
	• Portfolio Management/Review	
	• Property Advisory Services	
	• Property and Lease Negotiation	
	• Property Sourcing	
	• Rental Valuation	
	• Roading Design and Engineering Services	
	• Statutory Planning	
	• Water Supply Engineering	
	• Writing Property Strategy/Plans	
	• Workplace Design/Planning/Space Management Services	

8. Are there any consultancy services that you provide to government agencies that we have left out?

We have prepared this list with the assistance of several providers of consultancy services, but may not have included the consultancy services that you provide. Please let us know what these services are and where you see them fitting within our matrix.

9. Are you aware of any consultancy services where demand may be higher than supply over the next 5 years?

We are aware of several consultancy areas where government agencies may have difficulties in sourcing the right providers due to the supply market not having the capacity to meet demand. We would be interested in learning where you consider there may be capacity issues for government agencies.

10. Please tell us how much you invoiced your government agency clients during the 2011/12 government financial year (July 2011 to June 2012).

Government agencies were generally able to identify how much it spent with each supplier, but found it challenging to break the spend down to a sub-category level.

Please remember that this information will be held confidentially, per the '*Anything else you should know*' paragraph.

Category	Name of government agency client (insert additional rows as required, or use a separate excel sheet if that's easier)	Total amount invoiced (NZD), excl GST & disbursements)
Business Consultancy		
Business Change		
Human Resource		
Marketing and Communications		
Operations Management		
Policy, Research and Development		
Procurement and Logistics		
Programme / Project Management and Change Enablement		
Risk		
Strategy		
Finance Consultancy		
Accounting		
Audit and Assurance *(excluding where provided under an appointment or allocation by the Auditor-General)*		
Finance and Economics		
Taxation		
ICT Consultancy		
Architecture and Technical Design		
Information Management		
Policy and Strategy		
Programme / Project Management		
Systems		
Technical Implementation		

Testing		
Web and Applications		
Health Consultancy		
Health Services		
Models of Care		
Property and Construction Consultancy		
Lead Design		
Project Management		
Quantity Surveying		
Supplementary Services		

11. If you provided extra service areas at question 8, please answer question 10 in relation to these services as well.

12. Please briefly explain how you charge for your consultancy services to government agency clients.

E.g. roughly 80% of my services are charged based on a daily rate; 10% is outcome-based; 10% is outcome-based with a risk sharing component.

13. What % of your consultancy services do you currently provide to government agency clients?

E.g. roughly speaking, 20% to government clients, 80% to other clients.

14. What % of your assignments / contracts for services are each valued at over NZD150,000?

Please provide a rough estimate in relation to services to government agency clients only. By 'valued at', we mean where the total amount of invoices for one assignment has added up to over $150,000, excluding GST and disbursements.

Please note that separate contracts for services or statements of work that are for the same project (i.e. the contract has essentially been rolled over) should be counted as a single contract for service.

15. What % of your assignments / contracts for services each takes more than 6 months to complete?

Please provide a rough estimate in relation to consultancy services to government agency clients only. E.g. Roughly 80% take more than 6 months to complete.

Please note that separate contracts for services or statements of work that are for the same project (i.e. where the contract has essentially been rolled over) should be counted as a single contract for service.

ABOUT AN AOG SOLUTION

16. Do you have any ideas around how the New Zealand Government can buy consultancy services more efficiently?

We want a solution that sees government agencies purchasing the consultancy services they need from the right provider, at the right level of quality, at the right price, - and we want them to have access to this information so they can make fully informed purchasing decisions. We are looking for any ideas you may wish to raise about:

- What solutions are likely to deliver the best overall outcome for both providers and government agencies?

- Where can process improvements be made?

- Where are the opportunities for cost efficiencies?

- What are the opportunities for improved quality of service delivery?

- What are examples of good practice – either from New Zealand or overseas – that you would like to see implemented here?

- How can government measure the savings made under a consultancy solution?

- How can government objectively measure the quality of a supplier and whether they provide value for money? And how can government present this information in a transparent way, under an obligation of confidence, to government agencies? Perhaps a type of client satisfaction survey or recommendation system could help to keep government agencies fully informed.

OFFICIAL INFORMATION ACT

17. We believe that your responses to questions 6 and 9 to 16 may be commercially sensitive. Do you agree?

	Please refer to *Anything else you should know?* on page 3 of this RFI. Please state **Yes** or **No.**
18.	Apart from the matters listed in question 17 above, please state whether any of your responses to other questions in this RFI are commercially sensitive. Please refer to *Anything else you should know?* on page 3 of this RFI. Feel free to list any other parts of your response that you feel are commercially sensitive.