



RDTL—MINISTRY OF FINANCE
Procurement Service

BEST PRACTICE GUIDE 3: TENDER PROCESSES AND TENDER DOCUMENTS

RDTL—Procurement Guidelines

The Procurement Legal Regime—Decree Law sets out new procurement processes which must be carried out by government procurement officers for purchases on behalf of the Government of Timor-Leste. The revised processes and documentation system is explained in this series of Guides. There are now ten new Guides available that broadly summarize the updated key procurement process set out within the new Decree Law. They are available on the Ministry of Finance website (<http://www.mof.gov.tl>) and from the Procurement Service of the Ministry of Finance to assist government officers in their work.

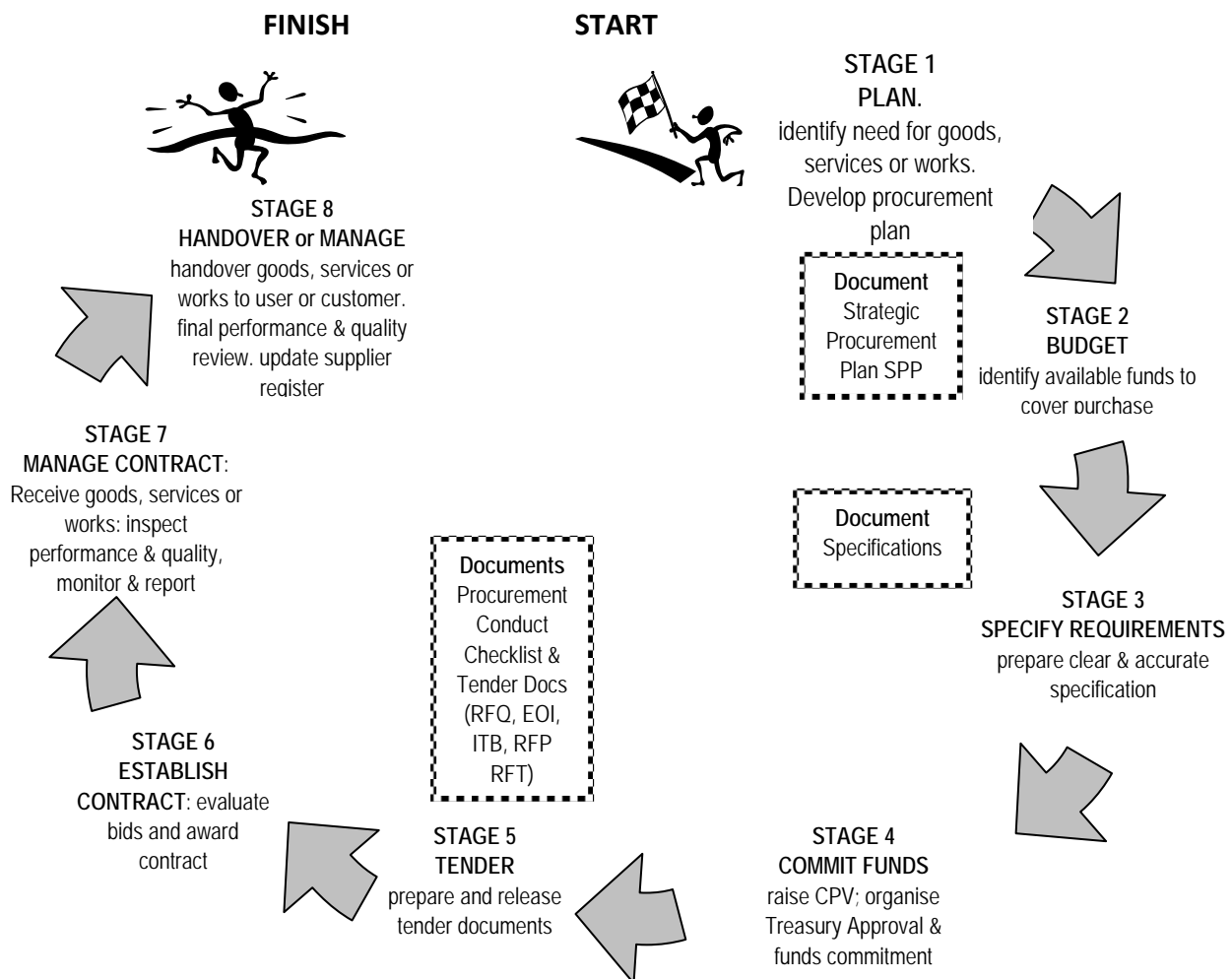
What is this Guide?

This **Guide** is for Government Procurement Managers and senior officers.

This Guide explains how to **carry out standard procurement processes** and provides **copies of the standard documents** to be used in these processes when procuring goods, services and works for the Government of Timor-Leste.

These tender processes are part of **STAGE 5** in the Cycle of Procurement detailed below.

Diagram: CYCLE of Procurement



PART A—Procurement Decree Law: Summary of Procurement Methods

Recent changes to the Procurement Legal Regime—Decree Law sets out new procurement processes which must be carried out by government procurement officers for purchases on behalf of the Government of Timor Leste.

Here is a table which broadly summarizes the key procurement process set out within the new Decree Law (although this is not a substitute for reading and understanding the Decree Law if you are required to).

Table: Summary of Procurement Methods

Procurement Method	Description and application
<p>Request for Quotation (RFQ)</p> <ul style="list-style-type: none"> purchases less than \$100 000 	<p>A standard process of requesting and obtaining three written quotes should be used for purchases worth less than \$100 000 (see ANNEX B, C, D).</p> <p>A Certificate of Exemption is to be completed, authorised and maintained on file if three written quotes are not obtained (see ANNEX H).</p>
<p>Public Tender</p> <ul style="list-style-type: none"> any purchase more than \$100,000 	<p>A standard process of Public Tender must be used (mandatory) for any purchase worth more than \$100,000.</p> <p>This is undertaken through a Request for Tender (RFT), Invitation to Bid (ITB) or Request for Proposal (RFP) process (see ANNEX E, F, G).</p> <p>Restricted or Limited Tendering by prequalification (see below) should only be undertaken when the situation supports such an approach to the market.</p>
<p>International Public Tender</p> <ul style="list-style-type: none"> works over \$1 000 000 goods over \$250 000 services (consultancy) over \$250 000 	<p>A standard process of International Public Tender must be used (mandatory) in the following cases:</p> <ul style="list-style-type: none"> for the purchase of public works construction, worth more than \$1 000 000 for the purchase of goods and non-consulting services worth more than \$250 000 for the purchase of services or consultancy contracts worth more than \$250 000 <p>This is undertaken through a Request for Tender (RFT), Invitation to Bid (ITB) or Request for Proposal (RFP) process (see ANNEX E, F, G).</p>
<p>Limited Tender by Pre-Qualification</p>	<p>A standard process of limited tender by pre-qualification can be used when the technical complexity or the high value involved require a prior assessment of the financial, commercial and technical capacities of the bidders or suppliers.</p> <p>The pre-qualification process can take place at any time on application by a potential supplier or business.</p> <p>Where a pre-qualified list of bidders or suppliers has been made, limited tenders should be invited from one or more suppliers using a quotation process.</p>
<p>Restricted Tenders</p>	<p>A standard process of restricted tender can be used when the time and costs necessary to examine and assess a large number of bids are much higher than the small amount of goods, services or works to be procured.</p> <p>It is directed to registered suppliers who are already known to have the capacity needed.</p>

Procurement Method	Description and application
Procedure by Negotiation	<p>A standard process of negotiation can be used in exceptional circumstances:</p> <ul style="list-style-type: none"> • when it is not possible in advance for the government to determine the technical specifications; or • when the government needs to consider more than one bid or technical option in order to be able to decide which one better meets their needs.
Procurement by Sole Sourcing	<p>A standard process of Procurement by Sole Sourcing can be used in the circumstances set out in Articles 20 and 21 (Procurement Decree Law) for Exemptions from Quotations and Tenders.</p> <p>A Certificate of Exemption is to be completed, authorised and maintained on file (see Annex E).</p>
Standing Offer Agreement	<p>A process of Standing Offer Agreement entails approaching a pre-qualified supplier listed on the supplier’s registry and inviting them to provide an offer in response to a prospective supply requirement. The supplier would commit to making their offer valid for a specified time period so other Ministries and government agencies could avail themselves of this ‘standing offer’. In this process it is only necessary to obtain one quote as the supplier has already been vetted and a second competitive process is unnecessary.</p>

Procurement Conduct Checklist

Ministries should consider using the *Procurement Conduct Checklist* which itemises each person and issue that will be relevant in the tender process. Much of this information should be available in the *Strategic Procurement Plan* if this was completed thoroughly in the planning phase (see *Best Practice Guide 1: Strategic Procurement Planning*). By using the *Procurement Conduct Checklist* staff can be assured most key issues will be identified within the tender process.

See **ANNEX A: Procurement Conduct Checklist** at the end of this Guide.











Procurement processes and standard documents

The preparation of tender documents (such as RFQ, ITB, RFP, RFT) and the selection of the appropriate tender processes and methods are critical tasks in procurement.

Documentation, whether for request for quotation (RFQ), a selective registration or expression of interest (ROI/EOI), public or international tendering (ITB, RFP, RFT), restricted or limited tendering through prequalification, should comply with the procurement principles set out the Decree Law and summarised in these *Best Practice Procurement Guides* (see **Table: Summary of Procurement Methods** here on page 3) and in addition to maintaining high standards of ethics and probity in all phases of the tender process.

There are a number of standard documents or templates to use in the various tender processes. These standard documents or templates must be used by Ministries and agencies and any change from these standard documents must be approved by the Procurement Service of the Ministry of Finance.

The standard documents currently available for use here are:

-  Procurement Conduct Checklist (Annex A)
-  Simple Request for Quotation (RFQ): Goods and Related services (Annex B)
-  Simple Request for Quotation (RFQ): Works (Annex C)
-  Simple Request for Quotation (RFQ): Consulting Services (Annex D)
-  Invitation to Bid (ITB): Goods and Related Services (Annex E)
-  Invitation to Bid (ITB): Medium Works (Annex F)
-  Request for Proposals(RFP): Consulting Services (Sample only) (Annex G)
-  Certificate of Exemption (Annex H)
-  Letter to successful tenderer (Annex I)
-  Letter to unsuccessful tenderer (Annex J)

The electronic documents are available for use at: <http://www.mof.gov.tl>

Exemptions

Exemptions should only be considered in exceptional circumstances and cannot be used for the purpose of avoiding competition. Exemptions can only be made for:

- obtaining multiple quotes for procurement under \$100,000,
- public tendering and restricted tendering for procurement over \$100,000.

Factors that may justify granting an exemption are:

- matters of urgency including public health, security or safety where this could not reasonably be foreseen;
- where no tenders were submitted or no tenders were submitted that conform to the essential requirements of the tender documentation or no suppliers satisfied the conditions for participation, in this case a direct contact with a supplier of choice may be made;
- an absence of competition for technical reasons;
- where the goods or services can only be supplied by a particular supplier and there is no reasonable alternative or substitute goods or services exist due to the absence of competition for technical reasons;
- for additional delivery of goods and services that are intended either as replacement parts, extensions or continuing services for existing equipment, software, services or installations where a change in supplier would necessitate the procurement of goods and service that do not meet the requirements of compatibility;
- where it is intended to procure a new product (or prototype) of a good or service intended for a limited trial or that is developed in the course of, and for, a particular contract for research, experiment, study or original development;
- for the protection of patents, copyrights or other exclusive rights or proprietary information;
- for goods purchased on a commodity market or for purchases made under advantageous conditions including unsolicited innovative proposals;

- as a result of a design contest; and
- other justifiable, suitably documented grounds of impracticability or inexpediency.

Exemption Authorities

The authority for considering and granting or approving an exemption:

- from obtaining multiple quotes resides with the Secretary of State of the appropriate Ministry, or Accountable Officer (or any person to whom they delegate that authority); and
- from public or restricted tendering, resides with the relevant Minister with authorisation under the Decentralisation and Accreditation Program, after which it is the authority of the Minister of Finance.

PART B—Consistent and transparent processes

Each government contract made with local and international businesses must be carried out in a consistent, open, transparent and fair manner. This should be done by using a documented evaluation and selection process that can be made available to all potential bidders.

The responsible government procurement officer may make changes to the documented process outlined here (and the terms and conditions of tender documentation may provide for such changes). However any changes or variations to the tender process must:

- BE based on the merit of the bid;
- NOT give preference to any bidder; and
- minimise any unnecessary costs for a bidder.

In making changes, Officers must consider the risk that government may be made liable to compensate bidders who might be negatively affected by any changes.

The need for consistency

To be fair all suppliers and bidders should be given the same commercial information and guidance and instructions during the tender process. Procedures, rules and bid evaluation criteria need to be applied consistently to the different bids to prevent any actual or perceived discrimination or preferential treatment. Consistency of this kind can best be maintained where clear procedures are documented in advance, where staff are fully trained in them, and where there is strong continuity in the people who make up the tender project team and advisers.

Procurement process and steps—Expressions of Interest (EOI) and Requests for Tender (RFT--ITB or RFP)

Government procurement is normally managed within a competitive quote or bid process involving **two steps**: firstly, an Expression or Registration of Interest (EOI/ROI) procedure, followed by either a Request for Quote, Proposal or Tender or Invitation to Bid (RFQ/RFP/RFT/ITB) procedure. A **one step** process may also be implemented using the RFQ/RFP/RFT/ITB step only. In higher value or more complex situations, the two step process is often used. Through an Expression of Interest (EOI) process it is possible to gain a better understanding of the market and gauge the interest in the market toward the tender. The responses can then be used to develop more accurate and detailed specifications.

2 STEP Process	1 STEP Process
EOI/ROI Procedure understanding of market & market interest	—
RFQ/RFP/RFT/ITB Procedure	
CONTINUING Steps: evaluation, negotiations, selection, contract establishment and management	

This is followed by the further steps of evaluation of quotes, proposals or bids, and sometimes post-tender negotiations, culminating in the selection of supplier and establishment of contract.

The rules governing the conduct of procurement processes should be documented clearly in the EOI and/or the RFT (RFP or ITB). These rules, or conditions of tender, should normally cover:

- any restrictions on the eligibility of parties to bid
- a statement of the Ministry’s objectives for the tender
- the scope, content and format required of bids
- any essential requirements of bids or bidders, for instance any skills or experience which the bidder must have to participate in the tendering process
- desirable requirements of bids or bidders which would be advantageous but not critical
- the criteria against which bids are to be evaluated
- the deadline for the submission of bids, and the location for lodging them
- procedures for managing late submissions
- definitions of non-conforming bids and procedures for managing them
- procedures for handling day-to-day contact between the government procurement project team and bidders
- details of any parties whom bidders are prohibited from contacting
- other procedures governing the provision of information to bidders, including any confidentiality arrangements
- procedures for variation in bids before execution
- a statement of the Ministry’s rights. (This would include the right to terminate the tender process, or unilaterally vary the rules that govern it. In this case, consideration should be given to maintaining the confidence of bidders that a decision to terminate a process will not be made lightly.)

The EOI and RFT (RFP or ITB) are key documents that ensure fairness and integrity in the tender process, with the RFT (RFP or ITB) normally having the proposed contract attached. They should be rigorously prepared and approved before they are finalised and sent to bidders. The EOI and RFT (RFP or ITB) need to contain all information necessary to allow bidders to prepare and submit responsive expressions of interest or tenders respectively. If other innovative procurement methods are adopted, the rules above should still be considered.

Legal status of the EOI and RFT (ITB or RFP)

The EOI and RFT (RFP or ITB) are legally binding documents and their contents (terms and conditions) may constitute a contract that is binding on both the Ministry and the bidders. Any changes to either of these documents once they have been released must be made very carefully so as not to disadvantage any bidder.

If the Ministry wishes to change the published evaluation criteria applying to a bidding process, it needs to do so in a clear and transparent way. If the change is made before bids are lodged, bidders should be given sufficient time to address the change and the Ministry needs to confirm any short-listing done to date. If the change is made after bids are lodged, the change must be communicated to short-listed bidders. They should be given an opportunity to re-submit the section of the bid affected by the change. It is then necessary to confirm any short-listing done to date that may be affected by the change.

It is not mandatory to make the importance score (or weightings) of the evaluation criteria known in an EOI or RFT (RFP or ITB). However if they are made known, they need to be adhered to, or changed in a way that is made known to bidders so they can revise their bids accordingly. This applies to all other elements of tender evaluation criteria.

It is therefore essential to draft the EOI or RFT (ITB or RFP) carefully to provide a framework in which government and business can have confidence. Where the EOI or RFT (RFP or ITB) contains a clear rule, it should be applied strictly.

ANNEX A

PROCUREMENT CONDUCT CHECKLIST

Section 1—General Information

1.1 General Information

Ministry or Agency Name	
Accountable Staff	
Date	

1.2 Project title and identifier

Project No	<i>[insert unique contract number assigned to this contract]</i>
Project Title	<i>[Insert the title of the contract]</i>
Category (G, S, W)	<i>Goods/Services/Works</i>

1.3 Background

Provide a brief background to the purchase

1.4 Project objectives

Describe the objectives of the purchase

1.5 Project Steps and Timelines

Insert or delete rows, as needed for specific procurement method (see section 3.2 below).

STEPS	Target date
STEP 1 (if completed): Issue date EOI	
Market briefing(s)	
Deadline for receipt of EOI responses	
Evaluation and short-listing of EOI respondents	
STEP 2: Release of RFQ/RFP/ITB/RFT	
Market briefing(s)	
Deadline for receipt of RFQ/RFP/ITB/RFT responses	
STEP 3: Evaluation of bids/proposals	
Post-tender negotiations	
STEP 4/5: Selection of supplier and Contract establishment	

1.6 The Procurement/Tender Team

Tender team <i>(Add to, or delete from, this section as required.)</i>		
Role	Name	Title and organisational role/company
Project Manager (and Chair)		
Team member		
Team member		
Commercial adviser		
Legal adviser		

Section 2—Key responsibilities

2.1 Responsibilities of the Tender Evaluation Team

Tick the boxes that indicate roles to be undertaken (otherwise leave blank). Add rows for additional roles.

<input type="checkbox"/>	Evaluate procurement responses according to the tender evaluation criteria												
<input type="checkbox"/>	Test and verify the claims made by tenderers in relation to the tender evaluation criteria;												
<input type="checkbox"/>	Engage the market as required												
<input type="checkbox"/>	Evaluation and negotiation stages of the tender process												
<input type="checkbox"/>	Propose tender timelines and any timeline variations;												
<input type="checkbox"/>	Prepare initial EOI/RFQ/RFP/ITB/RFT												
<input type="checkbox"/>	Propose any variations to the original EOI/RFQ/RFP/ITB/RFT documentation												
<input type="checkbox"/>	Obtain signoff at the following stages in the process:												
	<table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 5%;"></th> <th>Action</th> <th>Signoff by</th> </tr> </thead> <tbody> <tr> <td>1</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> </tr> </tbody> </table>		Action	Signoff by	1			2			3		
	Action	Signoff by											
1													
2													
3													
<input type="checkbox"/>	Other <i>(please specify)</i>												

2.2 Standard Documentation to be used by tender team (EOI; RFQ; RFP; ITB; RFT)

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Section 3: Key conduct requirements

	Standard Government of Timor Leste conduct requirements will be followed.
	Standard Government Timor Leste conduct requirements will be varied in the following way (<i>please specify</i>):

3.1 Effective competition

	Effective competition will be achieved by (<i>please specify</i>):
	There is a lack of competition, but value for money will be judged by (<i>please specify</i>):

3.2 The procurement process or tender method (*select 1 method*)

	Public call for EOI followed by an RFT (RFP or ITB)	Public/International (<i>please circle</i>)
	Public request for tender RFT (RFP or ITB) only	Public/International (<i>please circle</i>)
Limited tender by Pre-Qualification	Name of list (if any)	
Restricted Tender		
Procedure by Negotiation		
Procurement by Sole Sourcing		
Purchase from a Standing Offer Agreement		

3.3 Consistency and transparency of process

	Evaluation criteria will be determined before advertising.					
	Evaluation criteria will be weighted before advertising.					
	Evaluation criteria will be included in the EOI/RFT (RFP or ITB) documentation.					
	Evaluation criteria scores will be included in the EOI/RFT (RFP or ITB) documentation.					
There will be a	<input type="checkbox"/>	mandatory	<input type="checkbox"/>	non-mandatory	<input type="checkbox"/>	pre-tender briefing.

3.4 Costs

Costs for potential suppliers to Tender/Expressions of Interest are expected to be:					
High (comment below)	<input type="checkbox"/>	Medium (comment below)	<input type="checkbox"/>	Low	<input type="checkbox"/>
Costs for potential tenderers will be minimised by (describe):					

3.5 Contact for tender queries and responses

All tender queries or requests for further information, and the responsibility for acknowledging receipt of tenders (within 10 days) will be managed by:	Name	
	Role	

3.6 Supplier and Tender Briefings or Meetings

Supplier and Tender Briefings or Meetings are not planned.			
Supplier and Tender Briefings or Meetings will be provided to:			
Name		Role	
Name		Role	

3.7 Security and confidentiality

Tenders will be received at

An approved tender box	Location	
Other (<i>describe</i>):		

3.8 Format for receipt of tenders

Paper submission to standard tender box		
Electronic document (CD etc.) to standard tender box		
Other (<i>describe</i>):		
A secure tender room will be used.	Location	
Tender room security will be the responsibility of:	Name	
	Role	

3.9 Project debriefs

A project debrief is not planned.			
A project debrief will be provided to:			
Name		Role	
Name		Role	

Section 4: Probity tasks and steps

4.1 Records

Signed contracts will be held on file number:		
Tender working papers will be held until filed by:	Name	
	Role	

4.2 Conflicts

No actual, potential or perceived conflict of interest (COI) matters have been identified.	
Some COI matters have been identified and will be managed as detailed below:	
<i>(Please describe)</i>	

4.3 Advertising arrangements

Tender advertising will include:

Media (newspaper, magazine/bulletin, radio)	
National/District Outlet	<i>(please specify)</i>
Other Location	<i>(please specify)</i>
Other <i>(please specify)</i>	

4.5 Notification of tenderers not shortlisted

Non-short-listed tenderers will be notified by:	Name	
	Role	

4.6 Short-listed tenderers – probity and track record check

Corporate information checks will be obtained.	
Specialist financial advice will be obtained.	
Referee checks will be sought.	

4.7 Supplier selection report and recommendation

A report consistent with reasons for selection and non-acceptance of bids, will be prepared and submitted to:	Name	
	Role	

4.8 Notification of unsuccessful tenderers

After final approval, remaining unsuccessful tenderers will be notified by:	Name	
	Role	

4.9 Transition arrangements

Formal transition requirements will not be required.			
The following will be involved in transitioning in the new supplier <i>(add rows if necessary)</i> :			
Name		Role	
Name		Role	
Name		Role	

Section 5: Documentation

The following key documents will be retained. *(tick and add as appropriate)*

	Tender history		Business case documentation
	Planning approvals		Strategic planning documents
	EOI documentation		RFT (RFP or ITB) documentation
	Notice of meetings		Procurement conduct plan
	Lists of users contacted		Tender briefing meeting minutes
	List of tenders received		Conflict of interest declarations
	Evaluation summary		Notification to shortlisted tenderers
	Notification to non-shortlisted tenderers		Approval documents
	Notifications to 'non-successful' tenderers		Notification to preferred supplier
	Record of post-tender negotiations		Agreement/contract
	Implementation plans		Service level agreements

Section 6: Tender conduct approvals

Any variations to this plan must be approved by:	Name	
	Role	

This plan is approved by:	Signature	
	Name	
	Role	
	Date	

**ANNEX B:
Simple Request for Quotation (RFQ): Goods and Related services**

ANNEX C:
Simple Request for Quotation (RFQ): Works

**ANNEX D:
Simple Request for Quotation (RFQ): Consulting Services**

**ANNEX E:
Invitation to Bid (ITB): Goods and Related Services**

**ANNEX F:
Invitation to Bid (ITB): Medium Works**

ANNEX G: Request for Proposals(RQP): Consulting Services (Sample only)



REPÚBLICA DEMOCRÁTICA DE TIMOR-LESTE
MINISTÉRIO DAS FINANÇAS
DIRECÇÃO NACIONAL SERVIÇOS DE APROVISIONAMENTO -DNSA
Edifício No. 5, Rés – do – Chão, Palácio do Governo, Dili – Timor Leste
Telf. 3331204 – 3321871 – Fax. 3321882

REQUEST FOR PROPOSAL (RFP)

Date : 22 October 2008

RFP No: 812944

1. The RD TL Ministry of Finance Procurement Services invites sealed proposal from invited consultants for **CONSULTING SERVICES FOR THE DETAILED ENGINEERING DESIGN AND DOCUMENT PREPARATION FOR REHABILITATION OF URBAN STREETS, DRAINAGE AND FOOTPATHS for the RD TL Ministry of Infrastructure**. The resulting contract will be funded from budget appropriations of the RD TL Ministry of Infrastructure.
2. The bidding document and additional copies may be purchased for a nonrefundable fee of **:USD20.00 (twenty USD dollar)** at address as mentioned in item no 5
3. This tender shall be conducted as a **two envelope procedure**, wherein the Technical Proposal and Financial Proposal shall be submitted together in separate sealed envelopes. Consultants shall note carefully the instructions in the bidding documentation.
4. No Pre-bid meeting will be convened for the purpose of this Consultancy. The bidders are required to consult with Mr. Rui Hernani Guterres, Director of RBFC at Ministry of Infrastructure for additional information.
5. Bid shall submitted to : Procurement Services, Ministry of Finance, Administration Office, Building No 5. Palacio do Governo, Dili, Timor-Leste **On of before 10:00 HTL, Monday, 13 November 2008 and the technical proposal will be opened at 10:30 HTL at the same day** in the presence of bidders who wish to attend.
6. Bids shall be **valid for a period of 90 days** after submission date.
7. Bidders please note that your bid **must be submitted in Hard Copy form**
8. **IMPORTANTLY NOTE:** Bidder should consider the tender assesment criteria provided in RFP documents. This assesment breakdown directly reflect the importance of each component of the proposal submissions.
9. If bidder are assembled outside of Timor-Leste, the bidders are strongly advised to hand-cary the original proposal document and required copy to the above named address, rather than relying on the International air courier services. If bidders wish to rely on air courier services it is recommended that the submission be planned earlier than the bid submission deadline.
10. Please acknowledge receipt of this invitation by email to : rdtlitender@mof.gov.tl and inform whether or not you intended to submit a proposal

ANNEX H: Certificate of Exemption

Certificate of Exemption

Requirement Details

Branch/ Division:

Procurement Project Manager:

Outline Procurement requirement:

Estimated Purchasing Value:

Exemption Required (please tick appropriate box)

- Exemption from obtaining three quotes for the purchases less than \$100,000
- Exemption from Public Tender of Purchases more than \$100,000
- Exemption from Public Tender and from obtaining three quotes for purchases more than \$100,000

Reasons for Seeking Exemption

Approved

[ACCOUNTABLE OFFICERS or DELEGATES NAME]

[ACCOUNTABLE OFFICERS or DELEGATES POSITION]

Date: _____

ANNEX I: Letter to successful tenderer

[Date]

[Name of contact person]

[Title]

[Company Name]

[Address]

[Email]

Dear [Name of contact person]

Re: [Title of tender]

I am pleased to advise that your tender has been selected for the [Title of Project], subject to contract arrangements.

A contract in the form agreed to during the tender process is being prepared for your signature.

For further information please contact [Name and contract details of contact person].

Yours sincerely

[Chair of Procurement Team]

**ANNEX J:
Letter to unsuccessful tenderer**

[Date of signature]

[Name of contact person]

[Position Title]

[Company Name]

[Address]

Dear [Name of contact person]

RE: CONTRACT FOR [TITLE OF TENDER]

Thank you for your response to the tender for the provision of **[Title of Tender]**. We appreciate the effort that has been made in your submission.

Your tender has been evaluated against the selection criteria and following a detailed evaluation, I regret to advise that **[company name]** has been unsuccessful.

To assist you in tendering for future government contracts, the project manager will be happy to provide you with a debriefing in relation to your tender submission at the conclusion of the Tender process. If you wish to take up this option please contact **[Name and contract details of project manager]** to arrange a meeting.

Thank you for the time and effort in participating in this tender.

Yours sincerely

[project manager]

[position title]