

Introduction To Building Procurement

Construction has been an industry characterised by disputes, fierce competitiveness and fragmentation - all major obstacles to development. Now, however, a relationship-based approach to project procurement, through partnering and alliancing, aims to bring about a fundamental change. This book addresses the critical relationship issues for a more collaborative and sustainable construction industry. It looks at how project procurement and project alliancing partner selection works, and how risk and crisis resolution are managed. It provides readers with guidance and models on how to put a relationship-based approach to procurement into practice, drawing on specific prototypes from an actual, successful project that can be adapted.

"This book ... adds to the impressive 'legacy' of learning which is still emerging from the successful delivery of the London 2012 construction programme. The authors combine the reforming zeal of a champion for change, who was there every step of the way, with academic rigour, and the result is delivered with impressive passion and commitment to the topic ... All spenders and suppliers need to read this, to understand how conventional understandings of procurement fall so dramatically short when applied to high value-high risk acquisitions, which invariably is what large construction projects represent." —Don Ward, Chief Executive, Constructing Excellence, UK Successful construction is often attributed to one or more aspects of the delivery process from good planning, design and clever engineering to efficient project management and quality construction. Before any of these disciplines can begin, they all require some form of procurement to select the team or supply chain to meet a client's or a project's specific requirements. The concept of PSE - Purchase and Supplier Engineering - originated in the procurement of the construction and infrastructure required to stage the 30th Olympiad in London during 2012. At the time of writing PSE has successfully delivered almost £25bn of public procurement meeting client and project requirements and without legal challenge. The construction of the venues and infrastructure needed to stage London 2012 was such a resounding success that it boosted not only the reputation of the UK construction industry but also the confidence of the UK population in the country's ability to organise, build and run a major international event. Its success has been lauded as something from which clients and industry could learn. The ODA has established a comprehensive and informative body of evidence as part of a Learning Legacy. While the ODA is well aware of the many elements of the procurement and supply chain management, the complete end to end concept of how the Olympic supply chain procurements were managed has until now not been captured. For example, how does one buy the stage for an Olympic Games? How does one manage the details of thousands of contracts and the many firms of contractors, subcontractors and material suppliers and ensure that no one organisation adversely affects any other to the detriment of the programme? How are a client's requirements beyond those of the capital asset realised as part of the investment? How does one measure programme exposure, or manage performance? How does one measure capacity and the ability of firms to cope with the work and manage the risks involved? Programme Procurement in Construction: Learning from London 2012 covers the planning and preparation of a programme's procurement processes from understanding and developing the client's requirements, to monitoring performance

based on the benchmarks contractors set out in their own tender submissions. The emphasis is on a close attention to detail to avoid surprises, while keeping a focus on the total programme. Purchase and Supplier Engineering provides an overview of managing the interest of firms in participating and the resulting capacity and workloads of all suppliers, including the main contractors and the critical subcontractors and material suppliers. Offering techniques, tips and lessons learnt from the implementation of PSE on London 2012 and Crossrail, this book is aimed at public and private sector clients, developers, senior management and those businesses and professionals involved in undertaking the procurement, supply chain management and delivery of multiple construction projects or complex major construction programmes.

This book is an introduction to construction contract administration and management, covering the delivery and execution stage of a construction project and the various issues which the contract administrator needs to proactively manage. It can therefore be used as a contract administrator's resource book covering what needs to be done (and why) to keep a construction project on track from a commercial and contractual perspective. It is particularly appropriate for students and new practitioners from varied construction professions and whilst it covers domestic (UK) projects, it will be particularly useful for those studying and working on international projects where terminology, procedures and legal systems may differ from the UK. The content is split into four parts and is subdivided into easy-to-read chapters replicating the timeline of a project during the construction stage: Part A covers initiating the construction stage, project delivery mechanisms, contract administration and health and safety management; Part B covers managing the construction stage, contractor performance and relationship management; Part C covers finalising the construction stage, project completion and close-out; Part D covers claims and disputes. Introduction to Construction Contract Management will be particularly useful for students enrolled on global construction programmes together with international distance learning students and non-cognate graduates starting out on an international career in construction contract administration and quantity surveying.

This book explores Public Procurement novelties and challenges in an interdisciplinary way. The process whereby the public sector awards contracts to companies for the supply of works, goods or services is a powerful instrument to ensure the achievement of new public goals as well as an efficient use of public funds. This book brings together the papers that have been presented during the "First Symposium on Public Procurement", a conference held in Rome last summer and to be repeated again yearly. As Public Procurement touches on many fields (law, economics, political science, engineering) the editors have used an interdisciplinary approach to discuss four main topics of interest which represent the four different parts in which this book is divided: Competitive dialogue and contractual design fostering innovation and need analysis, Separation of selection and award criteria, including exclusion of reputation indicators like references to experience, performance and CV's from award criteria, Retendering a contract for breach of procurement rules or changes to contract (contract execution), Set-asides for small and medium firms, as in the USA system with the Small Business Act that reserves shares of tenders to SMEs only.

This second edition of Building Procurement has been revised to take into account recent developments in procurement, such as the Private Finance initiative, as well as

some of the recommendations in the Latham Report and its working groups. The author sets out the basics of the building process, the principal players, along with general conventions and background information on building contracts and conditions of appointment for consultants. Fourteen case studies, based on real projects principally from the author's experience, are included to illustrate the progressive nature of procurement in practice. Examples of good and bad procurement decisions are given in the studies, with a postscript and comment on the reasons for success or failure. Public procurement affects a substantial share of world trade flows, amounting to 1000 billion euros per year. In the EU, the public purchase of works, goods and services has been estimated to account on average for 16 percent of GDP. The novelty of this book is that it focuses on the new European Union Directives approved in 2014 by the EU Parliament. The book consists of original contributions related to four specific themes of interest to the procurers' day-to-day role in modern public purchasing organizations – both economists and lawyers – allowing for relevant exchanges of views and “real time” interaction. The four sections which characterize the book are Life-cycle Costing in Public Procurement; Calculating Costs and Savings of Public Procurement; Corruption and Probity in Public Procurement and Public Procurement and International Trade Agreements: CETA, TTIP and beyond. These themes have been chosen for their current relevance in relation to the new European Public Procurement Directives and beyond. The original format features, as is the case with the first three volumes, an introductory exchange between leading academics and practitioners, from differing disciplines. It offers a series of sequential interactions between economists, lawyers and technical experts who supplement one another, so as to enrich the liveliness of the debate and improve the mutual understanding between the various professions. This essential guide will be of interest to policymakers, academics, students and researchers, as well as practitioners working in the field of EU public procurement. Innovation in public procurement is essential for sustainable and inclusive growth in an increasingly globalized economy. To achieve that potential, both the promises and the perils of innovation must be investigated, including the risks and opportunities of joint procurement across borders in the European Union and the United States. This in-depth research investigates innovation in public procurement from three different perspectives. First, leading academics and practitioners assess the purchase of innovation, with a particular focus on urban public contracting in smart cities involving meta-infrastructures, public-private partnership arrangements and smart contracts. A second line of inquiry looks for ways to encourage innovative suppliers. Here, the collected authors draw on emerging lessons from the US and Europe, to explore both the costs and the benefits of spurring innovation through procurement. A third perspective looks to various innovations in the procurement process itself, with a focus on the effects of joint and cross-border procurement in the EU and US landscapes. The chapters review new technologies and platforms, the increasingly automated means of selecting suppliers, and the related efficiencies that “big data” can bring to public procurement. Expanding on research in the editors' prior volume, *Integrity and Efficiency in Sustainable Public Contracts: Balancing Corruption Concerns in Public Procurement Internationally* (Bruylant 2014), this volume builds on a series of academic conferences and exchanges to address these issues from sophisticated academic, institutional and practical perspectives, and to point the way to future research on the

contractual models that are emerging from new procurement technologies. There is suspicion in the UK and across Europe that the upcoming introduction of new European Directives will encourage a regime of conservatism and legal risk aversion, fostering the delivery of mediocre and banal building design. This book dispels these myths and instead looks at the genuine impact of EU law on architectural practice. Engaging in public sector work requires a broad understanding of this seemingly complex and constantly evolving subject, and unlike other texts, the book is designed to explore public procurement from the perspective of the architect. An easy to follow guide through the complex legal and technical jargon involved in the procurement process, the book provides practical tools which will assist architects in developing their own, clear procurement strategy. Although written with a UK audience in mind, the advice will also be applicable to other European jurisdictions. It is invaluable reading for existing practitioners wishing to expand their current involvement in the public procurement process, as well as those encountering it for the first time.

As an industrial process, construction is unique. The procurement processes used to achieve the successful completion of built assets requires a different approach to that adopted in most other industries, due to the design of buildings being bespoke and the sites being geographically varied. The procurement process is central to the success of any construction project and many of the problems which impact construction projects can be traced back to the procurement phase, so a good understanding of the methods of procurement, the development of a procurement strategy and the influence it has on project success is essential for all those working in the industry. Much has changed in the global construction industry since publication of the second edition of Building Procurement, for example the increase in debt burden of many major economies, widespread adoption of Building Information Modelling (BIM) Technology in the industry and the United Kingdom's exit from the European Union. This new edition has been rewritten to take account of these significant developments, but at its core it continues to provide a critical examination and review of current procurement practices in the UK, continental Europe (including EU procurement procedures), China, Middle East and Sub-Saharan Africa and the USA. It retains its original strong emphasis on the need for clients to establish achievable objectives which reflect the project business case and focuses on development of suitable strategies and management structures to meet those objectives in the current construction climate. Building Procurement will be essential reading for senior undergraduate and postgraduate students of construction management and practitioners working in all areas of construction management.

Do recent moves in the construction industry towards collaborative working and other new procurement procedures really make good business sense? Procurement in the Construction Industry is the result of research into this question and it includes the first rigorous categorizing of the differences between procurement methods currently in use. In the process of carrying out this research, the team has produced a comprehensive study of procurement methods which looks in detail at the relative benefits and costs of different ways of working, with sometimes surprising results. As such, it is not only a valuable guide for practitioners on the complexities of the procurement process, but also an outline of the relevance of economic theory to the construction sector.

This book seeks to educate and equip aspiring professionals, industry practitioners, and students in the knowledge and practice of contract administration and procurement in

the Singapore Construction Industry. It discusses the roles of and relationships between the different parties (e.g. Owner, Architect, Quantity Surveyor), tendering procedures, project delivery methods, payments, variations, final account, and other aspects for the administration of construction contracts in Singapore. This second edition has been updated to include: The book is written in an easy and readable form. Technical jargon is minimised. The topics include both common and less common issues in industry that practitioners and students should be aware of. Most of the examples are obtained from industry (with modifications) and reflect current practices. Timelines, flowcharts, sample forms, sample letters, and other documents illustrating the processes are provided in this work, for the easy understanding of the readers. The contract administration process takes into account the Singapore Institute of Architects' Measurement Contract (9th Edition), the Public Sector Standard Conditions of Contract for Construction Works (7th edition), and also the Building and Construction Industry Security of Payment Act.

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Can contractors and specialists add value to a project by their early involvement in design, pricing, risk management and programming? How can this be structured and what role do contracts have to play? What is the impact on procurement and project management? Commentators from Banwell to Egan have recommended earlier contractor appointments, and this has also been linked to successful project partnering. How are the two related? Early Contractor Involvement in Building Procurement considers the case for a two stage procurement approach based on a system of agreed project processes during the preconstruction phase. It examines the ways in which a contract can describe and support this model throughout its procurement, partnering and project management, and is illustrated with case studies taken from projects and programmes across the construction and engineering industry. The roles of the various parties involved, the obstacles they encounter and the benefits they can achieve are examined in detail. There is practical guidance on how to improve speed, economy, sustainability, change control, dispute avoidance, and client satisfaction. This book bridges the gap between contract law, partnering and project management and will be essential reading for middle and senior management at construction contractors, consultants and clients in both the public and private sectors. This book is an easy-to-read introduction to the principles and methods of building procurement and is aimed at first year students or non-cognate graduates starting out on a career in construction, property, quantity surveying and construction management. The book starts with a brief introduction to the construction industry, including how the industry is organised into contractors, consultants and clients. After a discussion of the historical development of procurement methods, which show a steady shift of risk and responsibility towards the supply side (contractors), the various roles and responsibilities which must be carried out in any project are discussed in detail. The aim is to show the reader that procurement routes are effectively a permutation of these responsibilities between the various parties. The book then explains the various methods by which the contractor(s) are paid, either by pre-negotiated lump sums or by some form of cost reimbursement. Variants of these two systems are also discussed. Several chapters are given to the detailed discussion of the main procurement routes

together with the appropriate standard forms of contract designed for that route. More modern developments such as Private Financing and PPP are discussed and a chapter covering emerging trends in procurement completes the book. Containing discussion points, chapter summaries and case studies, this book is ideal for use in a variety of degree programs and courses across the built environment and engineering.

This practical guide to cost studies of buildings has been updated and revised throughout for the 5th edition. New chapters have been added on the RICS New Rules of Measurement (NRM) for order of cost estimating and elemental cost planning, and on the procurement of construction projects.

This book presents an extensive study on the extant constructs of corruption in infrastructure-related projects and aims to contribute to the determination and elimination of its incidence and prevalence in infrastructure projects. The book conducts a comprehensive examination of the various determining factors of corruption that negatively affect the procurement process and, in the end, result in cost and time overruns. The authors present an in-depth understanding of how the identified determining factors of corruption can be addressed. Thus, it is intended to broaden the reader's knowledge of the causes, risk indicators, and different forms of corrupt practices in the procurement process of infrastructure works, before explaining how they affect its stages and activities. A dynamic model is developed to demonstrate how to tackle the overall impact of corruption within the procurement process and, at the same time, increase the effectiveness of the extant anti-corruption measures. In short, this book demonstrates that the fight against corruption in the procurement process is strategically feasible and must continue. This book is essential reading for academics, researchers, professionals and stakeholders in the procurement of infrastructure projects and civil works, as well as those with an interest in corruption, construction management and construction project management.

The procurement stage of the building process is critical to the success of any building project, and as such must be understood by everybody entering the industry.

Introduction to Building Procurement is designed to familiarize the novice with the principles and methods of building procurement, starting at the most basic level. With chapter summaries and tutorial questions provided throughout the book, the reader will get to grips with the following topics: the structure of the construction industry the nature of clients the historical development of building procurement methods the roles and responsibilities carried out in any project. Having developed the necessary background knowledge, the reader is then introduced to the more complex aspects of procurement in detail, such as: methods of paying contractors the main procurement routes in use standard forms of contract. The concluding chapter discusses emerging procurement trends, and speculates on future developments to bring the reader right up to speed with the modern industry. With its clear layout and highly accessible approach, Introduction to Building Procurement is the perfect introductory text for undergraduate students and professionals starting out on a career in quantity surveying, construction project management or construction commercial management.

Procurement Systems details the whole spectrum of procurement issues in the construction industry, starting with the client /customer and running through managerial, cultural and IT-based issues. The book commences with an overview of previous work and a section on selection criteria is provided to enable practitioners to make their

choices of procurement form. Importantly, performance comparisons of different procurement forms are discussed and the main emphasis of the book is to highlight best practice based on the most up-to-date research. One chapter deals specifically with developmentally orientated procurement issues in NICs (newly industrialised countries), where best practice is assessed from a different set of perspectives. The authors contributing to this book are among the most highly respected and eminent in the field.

Provides a practical framework and toolkit for improved construction project outcomes based on trust and collaboration This book explores the concept of trust as a tool in improved construction procurement strategies, and provides important insight into the influence of trust on the success of construction projects and redevelopment programs. It is a practical guide that offers readers a solid outline and expert strategies for improving project outcomes through collaboration—ultimately proving that teamwork can really make the dream work. *Building Collaborative Trust in Construction Procurement Strategies: A Practical Guide* incorporates a toolkit, complete with flowcharts, to introduce certain trust building interventions within projects. It shows how initiatives and factors that influence collaborative trust can be easily implemented and embedded in construction management for improved practice. It also covers potential challenges, risks, problems, and barriers when it comes to trust. In addition, the book looks at the influences for collaborative trust in the construction industry as well as implications in practice for it in construction. It finishes by looking at the future of collaborative trust in construction procurement. Teaches the importance and influence of trust on collaborative working and partnerships principles Examines to what extent trust within collaborative working arrangements influences the success of collaborative working practices Covers the effect that certain factors and trust building mechanisms have on collaborative working and partnerships and how they can be embedded into procurement of projects Discusses what constitutes best practice and how trust in collaborative procurement practices influences the success of construction projects *Building Collaborative Trust in Construction Procurement Strategies: A Practical Guide* is an excellent book for construction management professionals, including clients, consultants, and contractors. It will also serve as a helpful text for undergraduate and postgraduate students and academics.

Spon's Architects' and Builders' Price Book 2012, compiled by Davis Langdon, provides the most accurate, detailed and professionally relevant construction price information currently available for the UK. Its unique Tender Index, updated through the year, provides an ongoing reality check and adjustment for changing market conditions. This is the o

This is a step-by-step manual of public procurement for government officials, researchers, and students.

This book is a step-by-step practical guide on how to achieve successful projects in EPC/turnkey contracting and construction. Mapping out the shape of a project, the book spells out where things often go wrong, where and why disputes arise, and how to avoid conflicts. It is a key reference point for all involved in the contract, making it attractive to legal practitioners, construction industry professionals, and government officials involved with these projects.

The fourth edition of *Introduction to Building* continues the authoritative overview of the many design and practical considerations associated with the creation and maintenance of buildings. It has been updated to include current legislation and new government guidelines. This book

provides a comprehensive introduction to the various aspects of building and development from initial planning and design through contract procurement to construction. With regard to maintenance and repair of existing buildings, traditional construction procedures are retained from the previous editions.

Practical Project Management for Building and Construction covers the 14 knowledge areas of project management that are essential for successful projects in the construction industry. For each knowledge area, it explains the processes for scope, time, risk, cost, and resource management. Filled with work and process flow diagrams, it demonstrates h

This key text for the building team is an authoritative guide and gives a detailed account of the team's roles and responsibilities, with best industry practice required to ensure that building projects meet clients' expectations on time, cost and quality. The second edition of The Aqua Group Guide to Procurement, Tendering and Contract Administration has been edited, enlarged and updated by a high-profile author team with unparalleled experience of both private and public sectors, as well as of teaching on QS courses. It covers the entire building process from inception to final account and throughout, the emphasis is on current best practice. This edition has new material on the CDM regulations; JCT contracts; the RIBA Plan of Work; the RICS New Rules of Measurement; BIM; and Sustainability - as well as a general update for industry changes, especially on procurement; internationalisation; and PFI. With clear and thorough explanations, you are taken through self-contained chapters covering the detail of the briefing stage, procurement methods, tendering procedures, and contract administration. The period from starting a college course to successful completion of professional examinations represents a long and steep learning curve. The range of skills and the knowledge required to perform work efficiently and effectively might, at first, seem rather daunting. Although designed as an introductory textbook for undergraduates in construction, architecture and quantity surveying, The Aqua Group Guide offers an excellent overview of contract administration and will provide you with sufficient understanding to hold you in good stead for your early years in professional practice.

First Published in 2003. Routledge is an imprint of Taylor & Francis, an informa company. Procurement is playing an increasingly strategic role as a lever for sustainable development and social and environmental responsibility. Greater regulation on sustainable procurement in the public sector, including significant changes to the EU Directive in April 2014, are driving this change. This comprehensive guide to sustainable procurement by practising legal experts Colleen Theron and Malcolm Dowden distils key developments in EU and UK public sustainable procurement legislation, government guidance and policy; provides an introduction to sustainable procurement more broadly; provides case studies and practical examples on contractual aspects of procurement; shows you how to set up a sustainable procurement strategy; and contributes to the development of sustainable procurement policy. There is also increased emphasis on "clean" supply chains in the private sector, as best practice seeks to mesh with public sector requirements and reduce the risk that bids for public contracts might be undermined by adverse environmental impacts or social misconduct along the supply chain. Private sector companies should act now to establish best practice sustainable procurement principles to minimize the risk of litigation; several international standards are embedding the principles of sustainable procurement into their requirements. The book also offers practical examples of what sustainable procurement entails, whether the organization is bidding for public sector contracts, in need of meeting tender requirements, looking to obtain certification for a standard, or is simply seeking to improve its supply chain management and implement best practice.

Building from the previous two successful editions, The Procurement Models Handbook is an essential resource for everyone working in the procurement profession, including those selling directly to it. The authors provide the reader with a useful guide to the business models most

frequently applied in the procurement and supply chain arena. Procurement and supply chain management are two of the highest contributors to corporate success in the modern world. This third edition is a new revised international version with additional tools that reflect the value of procurement in our globally-connected world. The authors have included over 50 well-established strategic and operational models that have a proven track record of delivering value over years of practice. Each model is presented pictorially, with explanatory commentary on its practical application to support. These models are designed to save unnecessary cost and deliver significant benefits for their user and have been carefully selected by the authors based on their originality and usefulness for practical application in the context of procurement and the supply chain. The Procurement Models Handbook is an invaluable and enduring source of reference for practitioners and business managers, as well as an essential learning support for business and procurement students.

Innovative and novel, this book extends its coverage of the topic well beyond the conventional themes of project solicitation and proposal evaluation. Using extensive experience gathered over five years of teaching postgraduate courses, Walker and Rowlinson build on Procurement Systems: A Guide to Best Practice in Construction to present a comprehensive and coherent volume that is invaluable to the wider project management community. Cross-disciplinary in approach, coverage includes general historical issues and practical discussions of different types of projects and their procurement needs. It provides and discusses cutting-edge research and thought leadership on issues such as: stakeholder management ethics and corporate governance issues business strategy implications on procurement e-business innovation and organizational learning cultural dimensions human resource development. Helping readers to design project procurement implementation paths that deliver sustainable value, this indispensable volume is key reading for students, lecturers and professionals working in or studying project management.

Procurers and contractors increasingly need practical guidance for the strategic procurement of building services. Clients seeking to improve the delivery performance of the construction industry are increasingly using alternative procurement arrangements. These modern arrangements attempt to deliver a more strategic approach to achieving value for money. Yet little thought is ever given to the strategic importance of building services. No other single aspect of a project will affect project success more than the timely delivery of a fully functioning services installation. Beyond the normal considerations of time, cost and quality, building services have a series of unique requirements not normally considered. For the first time these unique requirements are combined in a single text, providing the reader with the definitive guide to building services procurement. The text reviews each of the major critical success factors and clearly explains the supporting processes that must be enacted to ensure success. It reviews the general nature of procurement systems and construction projects, and then explores the increasing importance that building services play both in the construction process and in determining success for the client. Each significant stage within the procurement process is explored by explaining its

importance and showing what decisions need to be made to develop a cohesive strategy. It concludes by giving a step-by-step guide to clearly develop and implement a building services procurement strategy.

Increasingly, top executives view supply markets as sources of competitive advantage and as means of achieving strategic objectives. Procurement is the management activity that makes this happen, and this process depends on a superior risk management capability if it is to be effective. Yet, despite its importance, Procurement Risk Management is surprisingly under-developed. Recent Global Risk surveys have pinpointed Supply Chain Vulnerability as one of the four key global risks for the next decade. What is less well known is that this is only half of the story ... risk exposures also exist inside the company and can be just as damaging. No company is an island; it needs suppliers as well as customers. Conventional wisdom puts great emphasis on managing certain aspects of business such as customers; operations; strategy and finances. Typically, however, much less regard is paid to external suppliers and the risks present in dealing with them. As a minimum, suppliers are the sources of materials, services and expert attention which enable the company to feed its business model. When done well, a risk-aware procurement process provides the bonus of competitive advantage, with the ability to capitalise, on the occurrence of unexpected events. This short guide explains just how to do it. Each chapter explores the topic in hand, outlines the risks and the remedies available and offers guidance on the principles and risk prevention.

The guide that explores how procurement and contracts can create an integrated team while improving value, economy, quality and client satisfaction

Collaborative Construction Procurement and Improved Value provides an important guide for project managers, lawyers, designers, constructors and operators, showing step by step how proven collaborative models and processes can move from the margins to the mainstream. It covers all stages of the project lifecycle and offers new ways to embed learning from one project to the next.

Collaborative Construction Procurement and Improved Value explores how strategic thinking, intelligent team selection, contract integration and the use of digital technology can enhance the value of construction projects and programmes of work. With 50 UK case studies, plus chapters from specialists in 6 other jurisdictions, it describes in detail the legal and procedural route maps for successful collaborative teams. Collaborative Construction Procurement and Improved Value: Examines the ways to create an effective contract that will spell success throughout the procurement process Contains helpful case studies from real-world projects and programmes Explores the benefits of the collaborative construction process and how to overcome common obstacles Bridges the gaps between contract law, collaborative working and project management Includes the first analysis of the NEC4 Alliance Contract, the FAC-1 Framework Alliance Contract and the TAC-1 Term Alliance Contract

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