

## **Why does CALM call for expressions of interest?**

Where commercial opportunities arise on CALM managed lands and waters that require the number of licences to be restricted<sup>1</sup>, the licences are commonly allocated through a publicly advertised, competitive call for expressions of interest (EOI).<sup>1</sup>

EOI's are conducted in a manner consistent with State Supply Guidelines. As there may be a variety of different proposals or methods of operations that may achieve the objectives of the process, EOIs are designed to seek information from applicants that demonstrates their skills, experience and capacity to provide a high level of service and visitor experience in a manner that is sensitive to the environmental, social and cultural values of the area. This process enables CALM to consider the allocation of licences on the basis of the best business and management outcome for the State.

It is very important that applicants provide as much relevant information in their application as possible so that the evaluation panel is fully informed about the proposal. Do not assume that the panel members or CALM have any previous knowledge about you, your skills and abilities or past performance.

## **How should interested people/organizations respond to CALM's calls for expressions of interest?**

### **Register as an Applicant:**

If you obtain a copy of the "Guidelines to Submissions" and intend to be an applicant, it would be valuable to notify the contact person at CALM of your interest and register as a potential applicant. If CALM is not aware of your intent to apply for the opportunity, you may not receive some vital information in the event that further information is made available to interested parties before the due date for submissions.

### **Understand the assessment process and respond to selection criteria**

Assessment process

The process of assessment is explained fully in a "Guidelines for Submissions" document issued for each EOI.

These Guidelines provide the following details:

- background on the particular opportunity
- relevant information that may assist applicants (including, but not limited to, statistics, management objectives, recommended reading advice, licence charges)
- requirements of the assessment process (for CALM and applicants)
- selection criteria
- probity guidelines applicable.

As EOIs are intended to be a competitive process, applications are assessed on the extent to which selection criteria are addressed. Applicants should strive to obtain the best assessment possible for

---

<sup>1</sup> CALM licences may be restricted in numbers, area of operation or types of activities due to environmental, management, safety or visitor amenity reasons.

their related capabilities, rather than settling for meeting the minimum acceptable requirements of the EOI.

### Probity Auditor

In the interest of all parties involved, a probity auditor is appointed for each EOI called to determine whether the process is conducted according to the “Guidelines for Submission” and provide a level of independent assurance that the process has been undertaken with due regard to legislative obligations, codes of ethics and conduct, CALM’s policies and the EOI Guidelines. The probity auditor addresses accepted principles of probity relating to:

- \* Confidentiality & conflict of interest
- \* Transparency of the process
- \* Accountability, and
- \* Value for money

The probity auditor provides advice to the panel and CALM in relation to these issues and applicants can also discuss any concerns they have directly with the probity auditor.

### Evaluation Panel

The evaluation panel appointed for each process is selected to represent a broad range of skills and experience related to the selection criteria.

Usually the panel is comprised of a:

- \* CALM licensing/leasing officer
- \* CALM District/Regional officer with appropriate knowledge of the activity/location
- \* A Tourism WA representative and
- \* Any other independent person with appropriate specialist skills as required

If necessary, the panel also has the option of seeking other specialist advice.

### Selection Criteria

Selection criteria are developed by CALM and appropriate stakeholders, which may include other Government agencies or organisations that do not have a conflict of interest with potential applicants. Consultation with tourism industry representatives and/or existing licence holders usually takes place.

There are two types of criteria;

#### 1. Compliance Criteria

These criteria usually require a clear “yes” or “no” response<sup>2</sup>.

The applicant should be able to demonstrate their compliance or ability to comply with these criteria. Should an application be received where a compliance criterion is not clearly addressed, CALM may request the applicant to provide further appropriate information. Subject to the

---

<sup>2</sup> For example provision of vehicle/vessel registration and public liability insurance, a demonstration of specific qualifications and stating agreement to specific actions.

applicant being assessed as a preferred applicant, any offer of a licence would be subject to complete compliance with all compliance criteria.

Where the word "demonstrate" is used in the selection criteria, this normally means that evidence other than a statement from the applicant is expected. Where possible, applicants should aim to provide independent documentary evidence to support any statements made in their application.

## 2. Weighted/Qualitative Criteria

These criteria are weighted in accordance with their importance to CALM. Applicants should therefore aim to place more emphasis on responding to criteria with higher weightings. These criteria are scored on a scale of 0-9, with 5 being a score that meets the criterion to an acceptable level. A score of less than 5 means the application does not satisfactorily address the criteria and could result in the application being unsuccessful. A score of more than 5 means the application goes beyond the minimum acceptable requirement.

Qualitative criteria usually seek details about the level of skills and experience the applicant has or will provide through all key personnel in the applicant's business. This usually includes a criterion that seeks information about marketing, local community benefits (including for local Aboriginal people) and providing for people with disabilities. There may also be requirements to address other Government social policies.

### Requests for Proposals (RFP's)

More complicated projects that require a higher level of assessment may be conducted in 2 stages. This usually applies to projects that involve the development of semi permanent infrastructure such as safari camps.

In this case the 1st stage (EOI) is designed to qualify the applicant by determining their qualifications and capacity to finance and operate the project and also whether the applicant's proposal is appropriate.

Successful stage one applicants might then be invited to submit a higher level of information for further assessment that might involve a greater commitment of time and funds to prepare.

### Panel Contact with Applicants

Applicants should not contact individual panel members in regard to the process as this may threaten the integrity of the process. Should applicants have questions, the EOI Project Manager may be contacted in writing or if the question relates to probity issues, the probity auditor. Contact with the Project Manager by email is acceptable.

The panel may decide to contact applicants to seek clarification of information provided in an application but would not seek extra information over and above that in the applicant's submission. The panel may choose to request an interview with an applicant to clarify some information but this is not common. Any interviews would be conducted in such a way that would not disadvantage any other applicant to the EOI.

### Lodging Submissions

Do not assume that because it has been posted that it will get to the Tender Box on time. Faxed or electronic applications will not be accepted. Arriving at CALM's Post Box on the closing day does not mean it will make it to the Tender Box on time. If posting, address the package as per the instructions in the guidelines. The words TENDER BOX should be highlighted. Do not assume that Express Post services from regional areas will be next day delivery. Contact the Project Manager for clarification if you are concerned your application will not be received in time.

#### Process Results

If there is only one applicant that meets the criteria, CALM has the right to enter into direct negotiations with that applicant without further assessment.

CALM reserves the right to amend the EOI process that includes cancellation, variation or supplementation. If there are no suitable applications, then there may be no licences/leases offered from the process.

CALM is required to consult with the appropriate vested body<sup>3</sup> and gain the approval of the Minister for the Environment before it is in a position to offer a licence/lease.

Applicants cannot be notified of the result until Ministerial approval is obtained by CALM. Where further negotiations are required before CALM can consult or seek Ministerial approval, "Preferred Applicant" status may be offered to an applicant.

All unsuccessful applicants will then be advised and offered a debriefing on their application. Debriefings cannot include a direct comparison to any other application as all applications are treated in strict confidence except where the law requires otherwise.

---

<sup>3</sup> Conservation Commission of Western Australia/Marine Parks and Reserves Authority

## Check List For Applicants:

Applicants should ensure that they have completed the following:

1. Carefully read the "Guidelines to Submissions" document. If you have any questions or do not understand what is required, contact the person listed on the front cover for further information or clarification.
2. Research information to ensure that you understand what is being requested in the criteria.
3. If CALM does not know of your intent to be an applicant, ensure you advise the contact person of your details.
4. Address all criteria separately under the heading or criterion number as detailed in the guidelines. If the criterion is broken into separate points, answer these separately.
5. If the criterion asks you to demonstrate something, provide supporting documentation that is appropriate (eg qualifications or certificates).
6. Place more emphasis on criterion with higher weightings.
7. If the applicant's business involves personnel other than the owner who have skills or qualifications that may enhance the application, then this should also be detailed and independently demonstrated within the application (ie provide copies of qualifications or certificates of other personnel).
8. Where appropriate, provide references from people who can vouch for or support what you have said in your application.
9. Attach all appropriate certificates (eg. registration of vehicles, SPV certificates, insurance certificates) as requested in the compliance criteria.
10. Make sure you have made enough copies as required in the "Close of Submissions" section usually on the page just after the selection criteria. CALM will not photocopy copies for panel members.
11. Ensure that you finish your submission in enough time to have it fully prepared and arrive in CALM's Tender Box by the required time and date.

## Assistance in preparing submissions

EOI's are a competitive process. If you feel that you need assistance with a submission, it is suggested that you contact a Tourism WA Regional Manager, your local Business Enterprise Centre or the Small Business Development Corporation for advice. It is the content that is important, not how glossy the application is.