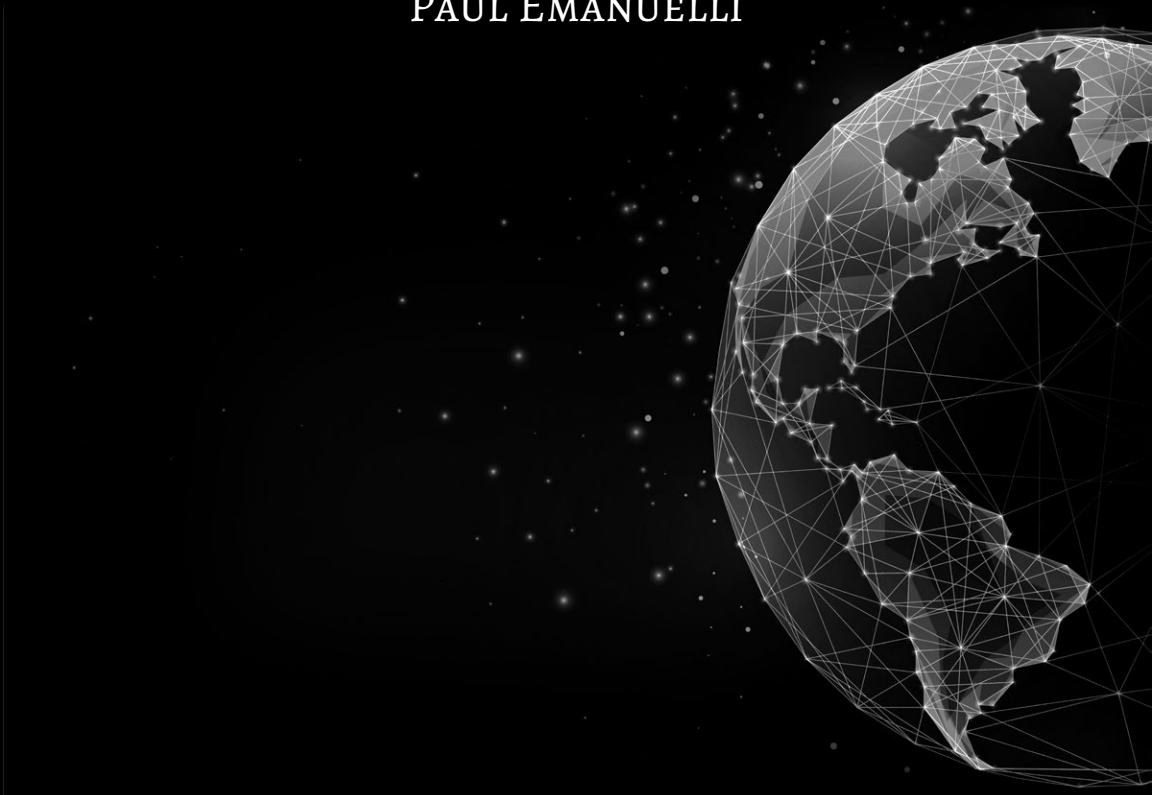
The Art of Tendering

A Global Due Diligence Guide

Paul Emanuelli



Procurement Publishing Office

2023 Edition

Table of Contents

Preface ..... *v*

About the Author ..... *x*

Editor's Note ..... *xii*

Introduction **1**

Serving the Public Interest 1

1. Institutional Governance **6**

Introduction 6

Accountability Controls 7

Oversight and Interference 7

Political Interference in the Bidding Process 7

Depoliticizing the Procurement Process 9

Staff Training Critical to Procurement Integrity 16

Weak Approval Protocols Cause Liability 19

Prime Minister's Heated Remarks Bias Evaluation 21

Dispute Raises Doubts Over Role of Oversight Board 23

Bahamas Liable for Breach of Contract 29

Jamaica Improperly Terminates Tendered Contract 30

Dysfunctional Governance and the eHealth Scandal 32

Post-eHealth Audit Uncovers More Spending Abuses 36

Stimulus Spending Rush Leads to Flawed Approvals 38

Lack of Transparency in G8 Legacy Projects 41

Former PM Awarded $200,000 in Bias Battle 43

Former Chief of Staff Convicted For Deleted Records 47

Former PM Advisor Convicted on Influence Peddling 86

Audit Finds Politicized Train Station Decisions 91
Court Rejects Lost Profit Claim Against Dialogue RFP 95
Investigation Finds Conflict in Municipal Land Sale 107
Rushed Water Projects Lead to Improper Spending 109
Record Gap in Fishing Licence Award 112
Losing Bidder Seeks Damages for Unlawful Bias 114
Report Pans Municipal Flood Prevention Project 117
Audit Calls for More Oversight of Partisan Ads 120
PM Breaches Conflict Law 121
Weak Portfolio Management Leads to Multiple Irregularities 153
Failure to Obtain Approvals Invalidates Contract 157
Ombudsman Finds Corporate Credit Card Misuse 160
Political Interference in Failed Nuclear Sole-Source 162
African Audits Raise Governance Issues 168
Caribbean University Audit Finds Weak Governance 177
Judicial Council Breaks Procurement Rules 179
Weak Controls in Highway Patrol Purchasing 182
Report Dismisses Allegations of Outside Interference 185
Senior Officials Scapegoat Procurement Staff 188
New Board Cancels Shady Award 194
COVID-19 Exposes Weak Governance 197
Appeal Court Rejects Dialogue RFP Challenge 202
Audits Call for Improved Oversight 205
Jamaican Audits Find Flawed Governance 211
Recent Audits Reveal Ongoing Governance Gaps 218
Recent Cases Reveal Weak Approval Practices 223
Weak Oversight Leads to Governance Gaps 225
Oversight Flaws Cause Project Delays 228

Implementing Good Governance Standards 232
Deputation to Legislative Committee 233
Decentralization Key to Solving Bottlenecks 237
Applying Global Standards to Local Purchasing 239
Seven Global Principles for Government Tendering 239
The Source of Procurement Standards 240
Global Standards and Local Practices 242
Cutting Red Tape to Increase Efficiency 249

Audits Call for Update of City's Practices 252
"Cowboy Culture" in Municipal Procurement 255
Audit Finds Compliance Complacency 260
Entity Fails to Implement Governance Framework 262
New Zealand Doubles Down on Audit Oversight 265
Flawed Planning in $26M Health Care Sole-Source 270
Mitigating Major Project Meltdowns 273
Trade Winds Expanding Open Public Procurement 276
Surveying Leading Global Procurement Standards 279
Statutory Reforms Across the Caribbean 299
Caribbean Cases in a Global Context 311
World Bank Benchmarks Global Practices 315
New Zealand Updates Procurement Rules 321
Audits Call for Better Planning and Training 326
Audits Call for Portfolio Management 329

Integrity Indicators 335

Conflict of Interest, Unfair Advantage, and Bias 336
Facing a Flurry of Unfair Advantage Claims 336
Bid Rejected Due to Spousal Conflict of Interest 340
Supreme Court Finds No Proof of Bias 342
Recusal Leads to Rejection of Bias Claim 343
Evaluator Conflict Breaches Procurement Rules 346
Contract Struck Down Due to Evaluator Conflict 347
Former Public Servant Guilty of Conflict Law Breach 351
Former Councillor Banned for Conflict Breach 354
Inside Advantage Breaches Trade Treaty Rules 357
"Value-Adds" Raise Transparency Concerns 361
Court Rejects Bias Claim Due to Weak Evidence 363
Purchasing Institutions Must Screen for Conflicts 368
Court Rejects Conflict and Finds Illegal Activity 371
GAO Overrules Unfair Advantage Disqualification 377
Court Distinguishes Potential Bias from Actual Bias 379
Health Agency Audit Finds Weak Conflict Practices 382
Impaired Objectivity Conflict Taints Contract Award 383
Internal Recusal Ineffective Mitigation Measure 387

PM Faces Ethics Probe Over Charity Sole-Source 391
Ontario Inquiry Calls for Conflict Reforms 395
Impaired Objectivity Leads to Re-Evaluation 400
Foosball Socials Trigger Conflict Ruling 401
Conflict Claim Rejected Since No Financial Interest 407
Watchdog Clears PM in "Strictly Business" Ruling 409
Employee Conflict Taints Specifications 411
School Board in Trust Fund Conflict 413
Inside Information Undermines Bid Process 415
Secret Service Fails to Screen for Conflicts 417
Bidder Builds Effective Conflict Firewall 419
Battling Bias, Conflicts, and Collusion 421
Reports Reveal Flawed Conflict Controls 432
Unsolicited Proposal Raises Conflict Concerns 434
Lawyer Breaches RFP Conflict Rules 435
Process Tainted by Perception of Conflict 438

Bid-Rigging, Collusion, and Corruption 444
Newsreel Reveals Global Bid-Rigging Pandemic 444
Bid-Rigging: A Federal Offence 470
Competition Act Changes Address Bid-Rigging Risks 472
Court Orders $25-Million Price-Fixing Fine 475
Audit Finds Bid-Rigging in Paving Contracts 477
Court Strikes Down Italian Anti-Collusion Law 479
Federal Employee Charged in Bid-Manipulation Case 485
Technology Contracts a Target for Corruption 492
Are You a Soft Target for Purchasing Scams? 497
Contract-Splitting Used in Bid-Rigging Scheme 499
Veiled Ownership Structures Create Fraud Risks 504
Procurement Staff Fined for Improper Sole-Sourcing 510
Government Employees Sentenced in Fraud Scheme 512
Officials Sentenced to Hard Labour for Fraud 515
RFP Tainted by Collusion Concerns 519
Bid-Rigging Charges Lead to Civil Claim 525
Rushed Procurements Raise Fraud Risks 526
Court Recognizes New Collusion Claim 529
South African Court Overturns Collusion Ruling 533

Weak Oversight Enables Kickback Scheme 536

Open Competition Requirements 542

The Rising Tide of Sole-Sourcing Challenges 542
Canada Loses Direct Award Challenges 549
The Emergency Rule 553
Court Accepts Direct Awards to State-Owned Entity 557
Mixed Contract Falls Outside Open Tendering Rules 558
Court Reviews City's Sole-Source Decision 560
Emergency Exception Struck Down in Second Year 563
Court Upholds Stand-By Contracts for Fire Services 570
Failure to Plan Cannabis Testing Not an Emergency 572
RCMP Breaks Contract-Splitting Rules 573
Rampant Sole-Sourcing in Alcohol Deals 575
Security Concerns Do Not Trump Trade Treaties 578
Comparing Concession Contracts in Canada and EU 581
Concession Contracts Subject to Procurement Rules 587
Concession Contract Falls Through Regulatory Gaps 589
Land Sales Fall Outside Regulatory Review 593
Use of Resellers Results in Overpayments 594
Comptroller Uncovers Widespread Non-Compliance 595
State Cracks Down on Local Non-Compliance 601
Audit Finds Conflicts and Contract-Splitting 607
Social Procurement Leads to Improper Awards 610
Value-For-Money Audit Calls for Open Tendering 611
Courts Strike Down Illegal Sole-Sourcing 613
Pandemic Purchasing Bypasses Due Process 614
Sole-Sourcing in the South Pacific 618
Audits Raise Concerns Over Rushed Awards 619
Comptroller Expands Compliance Audits 622

Neutral Specifications 628
Managing Local Preference 628
Court Overrules Cabinet's Hidden Local Preference 630
Court Finds Flawed Evaluation After Local Lobbying 632
Australian Authority Liable for Local Preference 633
House of Commons Liable for "Buy British" Policy 635

Court Upholds Local Preference Low Bid Bypass 638
CFTA Arbitration Rules Against Local Warranty 641
The Perils of COVID-19 Procurement 643
Local Preference for Pandemic Supplies 646
"Buy Ontario" Scheme a Protectionist Pantomime 648
The State of Compliance 656

Restrictive Requirements 659
Public Institutions Face Specification Challenges 659
Court Upholds Prior Experience Requirement 681
Environmental Criteria Struck Down as Restrictive 682
Court Strikes Down Notary Requirement 686
Court Upholds Proof of Payment Requirement 688
Court Strikes Down Subcontractor Rule 690
Security Contractor Claims Biased Specifications 692
Court Rejects Biased Price Design Claim 693
Court Upholds Insolvent Supplier Disqualification 696
Court Upholds Single Award Cloud Contract 698
Airport Authority Defends Limited Competition 700
Rulings Strike Down Restrictive Requirements 702

Open Frameworks and Consolidated Spending 704
Leveraging Compliant Framework Agreements 705
UN Standards for Open Framework Agreements 707
Buyer Beware of Piggybacking and Onboarding 710
Court Rules Against Out-of-Scope Piggyback 713
State Comptroller Strikes Down Piggyback Purchase 714
Report Says Pool Purchasing to Cut Costs 714
Canadian Group Purchasing in the Spotlight 718
Tribunal Narrows Use of Urgency Exception 736
UK Framework Agreement Challenged 737
Co-Operative Purchasing at a Crossroads 739
Ontario Buys Bureaucracy in Cost Saving Scheme 741
Audit Finds Flaws in Use of Purchasing Card 744
Deficiencies in Central Purchasing 745
Lost Opportunities in Police Procurement 747
Inefficiency in Collaborative Purchasing 748

Framework Agreement Not Anti-Competitive 749
Audit Calls for Improvements to City Frameworks 754
Bank of England Centralization a Work-In-Progress 755
Report Finds Rule Breaches in Small Contracts 757
Court Strikes Down Piggybacking Clause 758
Piggyback Schemes Lead to "Free-for-All" 760
Audit Finds a Lack of Post-Award Transparency 763
Registry System Subject to Due Process 764

2. Project Governance 766

Introduction 766
A State of Peril: Why Procurement Projects Fail 768
Four Measures of Success and Failure 768
Applying a Five-Factor Risk Multiplier 773
The Five Inherent Risk Factors 777
The Use of P3s Calls for Much More Scrutiny 785
P3 Hospital Cost $200 Million Extra in Financing 789
Audit Calls for More Cost Transparency in Use of P3s 791
Boeing Wins $35 Billion Bid Protest 794
Bid Dispute Panel Strikes Down $3 Billion Evaluation 796
Ten Critical Defects in Nuclear Bid Evaluation 801
Court Derails Tainted Train Tender 805
Audit Finds Delays and Biased Planning in P3 Project 808
Report Slams P3 Highway Project 813
P3s Criticized for Secrecy and Fudged Figures 815
Audit Calls for More Transparent Funding Decisions 824
Audit Warns of P3s Coming Home to Roost 825

Project Planning and Procedures 831
Five Planning Steps to Fast-Tracked Tendering 832
Weak Governance in Convention Centre Project 834
Audit Calls for Better Local Asset Management 837
Poor Planning Results in High-Cost Project Delays 838
Audits Find Weak Life Cycle Planning 845
Rushed Awards Raise Red Flags 849
Planning and Training Key to Innovation 857

Project Team Roles and Responsibilities 864
Ombudsman Finds Weak Project Governance 864
Audit Calls for Better Project Governance 868
Province Mismanages Bluenose II Project 870
Weak Staffing Leads to Failed Implementation 873
Delays and Overruns in Airport Project 875
Flawed BAFO Evaluations Lead to Voided Award 878
Audit Calls for Enhanced Group Scoring Procedures 882
Fairness Monitor Not Administrator or Legal Expert 886
Debunking Misconceptions About Fairness Advisors 888
$250 Million Claim in Group Scoring Challenge 893
Guiding Principles for Government Evaluators 903
Flawed Consensus Scoring Triggers Re-Evaluation 906
Fairness Advisors and Group Scoring Ruled Optional 912
Tribunal Rejects Mandatory Consensus Scoring 914
Implementing Enhanced Consensus Scoring 915
The Confidentiality-Transparency Conundrum 919
Balancing Transparency and Confidentiality 920
Protecting Confidentiality in Dialogue RFPs 926
Court Dismisses Breach of Confidence Claim 930
Bidding Principles for Senior Decision-Makers 931
Ten Principles for Evaluator Attestations 934

Clear Requirements and Formats 938
Imprecise Requirements Cause Delays and Overruns 938
Multiple Audits Scrutinize Air Ambulance Services 940
Caribbean Projects Fall Under Audit Scrutiny 942
US Smart Building Initiatives Lack Benchmarks 949
Big-Firm Bias and State-Sponsored Monopolies 950
Belt and Road Initiative Thwarts Competition 961
Driving Out Small Operators: The School Bus Study 967
Big Firms Monopolize Brexit Consulting 975
Court Upholds Ferry Subsidy 977
Why Optimism Bias is an Olympic-Sized Problem 980
Pan-Am Games Exceed Budget by $300 Million 985
How Over-Optimism Leads to Project Failure 987
Chopper Purchase Plagued by Optimism Bias 1014

Project Tops $1 Billion After Major Scope Changes 1019
Massive Underfunding in UK Military Procurement 1021
Defects, Delays, and Indecision in F-35 Program 1022
Recurring Delays in Australia Military Procurement 1026
Funding Shortfall Causes Payroll System Crash 1029
Delays Cause Construction Project Impasse 1036
Optimism Bias Impacts BBC Project 1037
Optimism Bias Causes Space System Delays 1039
Poor Planning Causes F-35 Maintenance Problems 1042
NASA Projects Face More Delays 1044
Cost Estimates Go Off the Rails 1047
Optimism Bias Derails Cost Controls 1051
UK Battles Ongoing Project Funding Shortfalls 1054
Reports Find Cost-Control and Delivery Failures 1056
Delivery Delays Impede Canadian Armed Forces 1061
Rush to Spend Overtakes Risk Management 1063

3. Forms and Formats 1066

Introduction 1066

Range of Formats 1067
Negotiated RFPs: Adapt or Get Left in the Dust 1067
Canada Dumps Contract A, Launches Negotiated RFPs 1068
Negotiated RFPs: Implementation Case Studies 1074
The Procurement Playbook: Global Standards 1079
Demystifying Dialogue RFPs 1085
Negotiating Beyond Contract A: 20 Points of Law 1099

Template Content 1104
The Architecture and Anatomy of Template Design 1104
Top Ten Template Defects 1109

Awareness of Format Use 1113

Managing the Risk of Lost Profit Claims 1113
Contract A Lost Profit Claims: A Global Analysis 1114
Samoa Recognizes "Contract A" Process Contract 1120

Compliance Issues Trigger Lost Profit Claims 1126
Part 1 – Minor Irregularities Lead to Major Lawsuits 1126
Part 2 – Alternate Proposals Not Acceptable 1133
Overbudget Bids Trigger Bid-Shopping Battles 1136
Avoiding the Bid-Shopping Trap 1146
City Liable for Damages in Cancelled Tender Case 1147
UK Court of Appeal Recognizes Process Contract 1148
Reneging Bidder Ordered to Pay $500,000 1150
Court of Appeal Rejects Lost Profit Claims 1151
Low Bidder Forfeits Bid Bond After Failing to Close 1154
Privy Council Recognizes Process Contract 1155
Florida Court Overturns Lost Profit Award 1158
Australian Court Recognizes Process Contract 1161
Bid-Shopping Turns Tender into Illegal Auction 1165
Contract A Fairness Duties Applied to Irish Tender 1167
Court Denies Damages After Improper Bid Bypass 1168
Court Overextends Process Contract Principles 1173
Bid Battle Proves Defensibility of Flexible RFPs 1179
Scottish Court Rejects Process Contract Claim 1181
Summary Dismissal Fails Due to Contract A Process 1182
Court Awards Lost Profits for Flawed Evaluation 1185
No Lost Profits in EU Bid Protest 1188
Lost Profits for Improper Low Bid Rejection 1195
Failed Price Negotiations Lead to Contract A Claim 1199
Case Dismissed After Court Finds No Contract A 1207
Frontier Justice and the End of Contract A 1219
Winning Defence Costs Over a Million in Unpaid Fees 1221
Court Dismisses $150 Million Claim Against NRFP 1223
Court Allows Lost Profit Claim After Cancellation 1230
Lost Profit Claim Proceeds to Trial 1232
Court Rejects Regulation of Inter-Bidder Conduct 1235
Lost Profits Awarded Over Hidden Preference 1237
Courts Reject "Contract A" Process Contract 1238

Administrative Law and Government Procurement 1239
Recent Cases Show a Rise in Procedural Remedies 1240
Court Rejects Judicial Review Application 1257

Non-Contract A RFPs Subject to Judicial Review 1260
Scoping Judicial Review in Government Procurement 1263
Court Strikes Down Award Over Irregularities 1271
Striking Down "Moderation Stage" Overruled 1275
Judicial Review Recognizes Non-Contract A RFP 1284
Union-Only Decision Subject to Judicial Review 1290
Cabinet Cancellation Not Subject to Review 1293
Duty to Consult Trumps COVID-19 Crisis 1303

4. Document Drafting 1308

Introduction 1308

Drafting Process Flow 1309
Accelerated Procurement: Speed and Precision 1309
Top Ten Drafting Dangers 1312
The Precision Drafting Code 1315
What Are We Buying? The Initial Mapping Statement 1322
Addenda Dilemma: Rocked by Inconsistent Terms 1326

Drafting Roles and Responsibilities 1329
Leveraging Clean-Room Thinking 1329
Flawed Milestone Mapping Leads to Project Failure 1331
New Trains Fail to Meet Accessibility Standards 1337
Flawed Specs Cause Process Flaws and Scope Cuts 1348
Government Fails to Define Child Care Standards 1352
Engineers Accountable for Specifications 1353
Engineers Owe Bidders Duty of Care 1355
Municipality Liable for Verbal Specification Change 1357
Engineers Liable for $2 Million for Disclosure Flaws 1358
Subcontractor Sues for Alleged Bad Drafting 1362

Document Readability 1364
Reconciling Plain Language and Technical Precision 1364
Adopting Professional Editing Practices 1366
Cutting Down Your CRAD Count 1375
Leveraging the Seven Laws of Interpretation 1384
Developer Has Rough Ride Rectifying Material Error 1396

Dispute Over i.e.: An Example of Uncertainty....1398
Stray Comma Launches $2 Million Melee....1400
Interpretation Lost in Translation....1402
Use of And/Or Leads to Legal Liability....1402
Municipality Liable for Consultant's Drafting Error....1404
Deadline Ambiguity Triggers Yukon Bid Battle....1407
Vague Drafting Leaves 59-Second Deadline Ambiguity....1408
Ambiguous Numbering Leads to Compliance Dispute....1409
Oblique Stroke Triggers Multiple Bid Battles....1411
Missing Serial Comma Launches $5 Million Claim....1414
Dispute Turns on Timing of Requirements....1417
Drafting Errors Costly to Privy Council....1420
Vaguely Drafted Bidding Rules Lead to Bid Dispute....1420
Sloppy Drafting Triggers Evaluation Dispute....1427

5. Bidding Risks....1431

Introduction....1431

Contract Scoping....1432
Corner-Cutting Causes Contracting Chaos....1432
Selecting the Appropriate Contract Structure....1434
Driving Success with Integrated Project Delivery....1455
Unresolved Terms Lead to Restitution Order....1477
Exclusivity Dispute Leads to Injunction Battle....1479
Oral Agreement Leads to $26 Million in Damages....1480
Pricing Pitfalls: Building Proper Bidding Foundations....1483
No Meeting of the Minds in University Project....1485
Parties Dispute Retroactivity of Rate-Review Clause....1488
Pricing Formula Ruled Out of Order....1490
World Bank Recommends Pricing Structures....1491
Canadian Government Ranks Pricing Structures....1493
World Bank Recommends Consulting Price Models....1496
GAO Recommends Review of Payment Practices....1499
Production Defects Plague Aerial Refueling Planes....1502
GAO Pans $20 Billion No-Warranty Plan....1505
Specification Change Ruled Out-of-Scope....1509

Court Upholds Ad Hoc Purchase 1511
GAO Strikes Down Contract Extension 1513
Contract Terminated After Failed Acceptance Testing 1514
Flawed Pricing Triggers Downstream Problems 1516

Material Disclosures 1525
Disclosure Risks a Global Procurement Issue 1525
Court Awards Extra Costs Due to Flawed Disclosures 1527
Disclosure Case Established Cardinal Rule 1528
Faulty Disclosure Opens Liability Floodgates 1530
Volume Error Leads to Bid Protest 1531
Province Liable in Disclosure Dispute 1533
Historical Data Material to Bid Evaluation 1534
Disclosure Dispute Leads to Protracted Court Battle 1536
Poor Disclosure Roadblocks Municipal Project 1537
Court Awards $40 Million for Flawed Disclosure 1539
Bronx Towing Turf Battle Triggers Volume Dispute 1545
Cost Surge Triggers Group Purchasing Price Dispute 1546
Government Liable for Volume Misrepresentation 1549
Mounties Busted for Improper Disclosure 1550
Court Orders Incumbent to Disclose Volumes 1552
Disclosure Duties and Incumbents 1553

Evaluation Defensibility 1556
A Three-Pillar Strategy for Bid Evaluations 1556
The GAO Releases a Torrent of Re-Evaluation Orders 1559
Ombudsman Delivers Wake-Up Call on Evaluations 1563
Canadian Cases Highlight Evaluation Challenges 1565
Transparency Critical to Defending Evaluations 1576
Rectifying Compliance Controversies 1581
Moving Beyond One-Shot Bid Submissions 1589

Tender Compliance 1595
Compliance Disputes a Rising Global Challenge 1595
New York Comptroller Regulates Bid Compliance 1603
Bid Repair and the Duty to Reject 1604
Court Overrules Unfair Bid Repair 1605

Bid Found Non-Compliant at Bid Deadline 1607
Pricing Errors Prove Fatal to Bid Validity 1608
Court Overrules Award to Non-Compliant Low Bid..... 1609
Improper Rejection Due to Pricing Form Issue 1611
Court Pulls Plug on Non-Compliant Power Contract.....1624
Summary Dismissal of Non-Compliant Bidder's Claim 1625
Court Awards Lost Profits for Non-Compliant Award 1629
Award Struck Down Due to Flawed Assessment.....1629
Technical Non-Compliance Leads to Re-Evaluation 1631
Missing Commitment Letters Result in Re-Evaluation 1634
Weak Evaluation Results in Bus Service Do-Over.....1637
Self-Certifications Valid for Tender Compliance.....1638
Courts Enforce Compliance Requirements.....1639
Personnel Issues Create Compliance Concerns.....1641

Procedural Non-Compliance 1645
Closing Time: Late-Bid Case Studies 1645
Late Tender Trapped in Port of Spain Traffic.....1647
Court Upholds Rejection of Incumbent's Late Bid.....1649
Security Desk Delays Undermine Pre-Bid Meeting.....1653
Missed Pre-Bid Meeting Fatal to Bid Validity 1655
Court Upholds Rejection of Email Bid 1658

Conditional Bids 1660
Government Properly Rejects Counter-Offer Bid..... 1660
Out-of-Scope Bid Rejected as Non-Compliant..... 1661
Court Rejects Out-of-Scope Offer Claim 1662
Court Upholds Rejection of Alternate Price Bid.....1664
Court Upholds Rejection of Unbalanced Bid.....1667
Alternative Proposals Lead to Non-Compliance 1669
Court Strikes Down Hedged Bid as Non-Compliant.....1673
Court Quashes $6.7 Billion Award to "Carve-Out" Bid.....1674
Court Upholds Rejection of Conditional Railway Bid 1676

Technical Non-Compliance 1679
Court Upholds Named Subcontractor Requirement.....1679
Rejection of Low Bid on Pricing Omission Overturned 1681
Bid That Exceeds Requirements Ruled Compliant.....1683

Court Upholds Rejection of Non-Compliant Bid 1684
Bid Valid Notwithstanding Minor Irregularities 1685
Retroactively Ratified Bid Deemed Non-Compliant 1687
Court Upholds Experience Requirement Rejection 1688
Court Upholds Waiving Minor Irregularity in Low Bid 1691
Product Samples Found Non-Compliant 1692
Flawed Financial Viability Analysis in Florida Tender 1694
Court Rejects Allegation of Non-Compliant Award 1694
Rejection Upheld Due to Technical Non-Compliance 1696
Court Accepts Waiving of Minor Irregularities 1697
Low Bid Rejected Due to Flawed Bid Bond 1700
Court Upholds Formal Non-Compliance Rejection 1701
Court Upholds Material Non-Compliance Rejection 1702
Blank Line Item Leads to Non-Compliance 1703
Hidden Factors Prove Fatal to Evaluation 1705
Re-Draft Ordered Over Flawed Interpretation 1707
Technical Issues Create Compliance Concerns 1711
Board Upholds Technical Compliance Rejections 1715
Board Orders Technical Compliance Re-Evaluations 1718
City Awards Cloud Contract to Non-Compliant Bid 1722

Ranking and Selection Criteria 1724
The Global Challenge to Evaluation Decisions 1724
Dealing with Abnormally Low Bids 1733
GAO Strikes Down Flawed Evaluations 1738
Comptroller Cracks Down on Evaluation Flaws 1740
Court Strikes Down Council's Low Bid Bypass 1744
City Council Liable for Bypassing Low Bidder 1745
Power Utility Liable for Undisclosed Price Formula 1746
Court Strikes Down Subjective Prequalification 1748
Court Upholds Rejection of Abnormally Low Bid 1751
Court Strikes Down Award Due to Hidden Criteria 1756
Court Upholds Right to Cancel Flawed Process 1759
Court Rejects Hidden Financial Capacity Criteria 1761
GAO Says Best Quality Criteria Beats Low Bid Rule 1762
Urban Development Corp Sued Over Evaluation 1763
Air Force Ordered to Re-Evaluate Bidder Experience 1764

Unreasonable Cost Analysis Leads to Re-Evaluation....1765
Re-Evaluation Ordered Over "Best Value" Ambiguity....1767
Re-Tender Ordered Over Flawed "Best Value" Analysis....1769
Staff Experience Different Than Company Experience....1771
Improvised Evaluation Factors Trigger Re-Evaluation....1772
Faulty Military Evaluation Causes $4.6 Billion Recall....1774
Midstream Evaluation Change Prompts Retender....1775
Undisclosed Criteria Lead to Lost Profits Award....1776
Open-Ended Pricing Structure Sparks Bid Battle....1777
Bias Claims Lead to Finding of Flawed Weightings....1781
Weightings and Sub-Criteria Not Always Required....1784
Award Struck Down Due to Price Evaluation Flaws....1787
Hidden Criteria Lead to Voided Award Decision....1790
Court Strikes Down Non-Transparent Evaluation....1799
Monopoly Concerns Lead to Low Bid Bypass....1802
Evaluators Allowed to Exercise Skill and Judgment....1805
Flawed Price Assessment Leads to Re-Evaluation....1806
Court Finds Non-Transparent Scoring Scheme....1808
Flawed Cost Calculations Prompt Re-Evaluation....1811
Unclear Evaluation Rules Lead to Trial....1813
Court Rejects Duty to Benchmark in Dialogue RFP....1816
Court Rejects Hidden Criteria Claim....1819
Contract Struck Down Over Reference Improvisation....1827
Flawed Evaluation Due to Hidden Criteria....1828
Court Upholds Low Bid Bypass for Faster Schedule....1830
Court Overrules Four-Out-of-Five Line Item Score....1831
Court Rejects Challenge of One-to-Ten Scoring Scale....1835
Court Upholds Threshold Scoring and Short-Listing....1845
Prior Knowledge Biases Incumbent Scoring....1847
Weak Evaluation Leads to Voided Award....1850
Tribunal Finds Hidden Criteria....1855
GAO Strikes Down Vague Evaluation Scheme....1856
Performance Assessment Prompts Re-Evaluation....1861
Bidder Misrepresentations Result in Re-Evaluation....1864
Government Ordered to Assess Competing Prices....1867
RFP Results in Dismissal of Low Bidder Claim....1871

Assessing Past Experience in Bid Evaluations 1874
Using References in Bid Evaluations 1903
Unbalanced and Abnormally Low Bids 1914
Flawed Price Assessments Trigger Re-Evaluations 1926
Board Rules on Price Evaluation Disputes 1930
Flawed Non-Price Scoring Triggers Re-Evaluations 1931
Missing Data Distorts Price Evaluation 1934

Procedural Integrity 1937
Court Strikes Down Vague BAFO Process 1937
Award Voided Due to Breach of Sunshine Law 1939
Injunction Granted Over Sunshine Law Breach 1941
Protest Fails to Prove Irregularities Impacted Award 1943
Evaluators Stray from Disclosed Weightings 1947
Skewed Evaluation of Mad Cow Testing Kits 1948
GAO Finds Indefensible Post-Bid Price Adjustments 1949
Procedural Irregularities Ruled "Non-Substantial" 1950
Court Accepts Award to Second-Ranked Bidder 1952
Court Rejects Evaluation Over Reference Checks 1956
An Old Tale of Buyer Beware 1960
Flawed Inspection Leads to Defective Chair Delivery 1961
Court Lays Down Law on Late Bids 1962
Government Overrules Evaluation Recommendations 1969
Post-Bid Changes Prompt Re-Evaluation Order 1970
Furniture Bid Fails to Stack Up to Specifications 1972
Court Strikes Down Post-Bid Price Adjustment 1973
Court Upholds Transparency of Two-Stage Evaluation 1975
Scope Change Negotiations Prompt Price Dispute 1978
Strict Submission Rules Trigger Compliance Claim 1983
Court Upholds Misrepresentation Rescission 1984
Post-Bid Scope Change Fatal to Fair Price Evaluation 1985
Court Voids Award Due to Unauthorized Process 1987
Bidder Swap-Out Results in Voided Contract 1988
Court Upholds Over-Budget Improvisation 1989
Court Rules Late Bid Validly Accepted 1992
Court Rejects Duty to Permit Post-Close Corrections 2003
Post-Bid Sample Ruled Non-Compliant 2014

Court Upholds Duty to Reject Misrepresentation Bid 2016
Court Restricts Clarification Rights 2018
Tribunal Criticizes Written Review Process 2022
Government Allowed to Rely on Representations 2024
Court Voids Post-Bid Validity Period Award 2026
Contract Struck Down Due to Improvised Evaluation 2029
Town Liable for Improvised Compliance Assessment 2032
Final Submission Timelines Ruled Too Tight 2036
Court Restricts Scope of Award Negotiations 2037
Re-Assessment of Award Subject to Bid Protest 2038
Flawed Dialogue Feedback Prompts Re-Bid Order 2040
GAO Finds Failures to Enforce Pre-Award Conditions 2044
Courts Rule on Due Process Disputes 2046

Cancellation Challenges 2048
Frivolous Farm Tender Fuels Fraud Claim 2048
Bidders Awarded Bidding Costs in Cancelled Tender 2049
Court Orders Award After Arbitrary Cancellation 2051
Flawed Cost Estimate Forces Low Bid Rejection 2053
Court Upholds Rejection of Overbudget Bids 2054
Cancellation Upheld After All Bids Non-Compliant 2056
Evaluation Irregularities Lead to Cancelled Process 2057
Unfair Bid Cancellation Breaches Trade Treaty 2058
Court Upholds Right to Re-Tender Due to High Bid 2059
Court Directs Award After Unfair Bid Termination 2059
Court Overrules Faulty Specification Cancellation 2060
Re-Tender Upheld Due to Ambiguous Bid Instructions 2062
Finnish Municipality Sued Over Cancellation 2063
Cancellations Subject to Challenge Under EU Rules 2064
Court Upholds Overbudget Bid Rejection 2065
Tribunal Finds Flawed Cancellation of Negotiations 2067
Court Allows Rejection of Single Overbudget Bid 2070
Court Upholds Re-Tender After Flawed Evaluation 2071
Bad Mandatory Drafting Leads to Cancellation 2072
Court Overrules Cancellation Over Minor Error 2088
Cost Cancellation Triggers Bid Dispute 2089
Court Upholds Cancellation Over Statutory Breach 2090

Court Rejects Judicial Review in Tender Cancellation 2091
Vague Price Instructions Prompt Re-Tender 2093
Self-Imposed Delays No Excuse for Cancellation 2095
Agency Engages in Bid Shopping Sole-Source 2096

Evaluation Record-Keeping 2098
Failure to Maintain Records Prompts Sanctions 2098
Weak Records an Ongoing Issue 2107
Court Overturns Missing Form Disqualification 2111
Lack of Evaluation Records Fatal to Compliance 2112
Weak Evaluation Records Lead to Redirect Order 2117
Flawed Evaluation Triggers Multiple Bid Complaints 2129
Court Voids Award Due to Missing Evaluation Record 2134
Proper Evaluation Notes Lead to Rejected Protest 2136
Flawed Records Prompt Re-Evaluation 2138
Flawed Price Evaluation Causes Re-Evaluation Order 2140
Lack of Records Voids Contract Rescission 2142
Weak Records Prompt Price Re-Evaluation 2144
Weak Records Results in Re-Evaluation 2147
Lack of Records Leads to Voided Awards 2149
Missing Records Undermine Transparency 2151
Destroyed Records Breach Retention Rules 2153

Confidentiality, Debriefings, and Access Requests 2154
Confidentiality and Transparency Cases 2154
Debriefing Duties Trigger a Legal Tidal Wave 2157
Access Laws May Compel Disclosure of Bid Prices 2160
Arctic Tender Navigates Confidentiality Crossfire 2161
Court Orders Redacted Disclosure of Bid Documents 2164
Award Struck Down Due to Flawed Debriefing 2167
Court Rules Against Business Information Disclosure 2172
Debriefing Upheld as Sufficiently Transparent 2174
Flawed Debrief Results in Lost Profit Award 2175
Premature Award Notice Breaches Confidentiality 2181
Tendering Process Not Over Until Contract is Signed 2185
Tribunal Warns Against Cursory Debriefs 2186
US Bid Protest Study Recommends Better Debriefings 2188

Court Finds Lack of Detail in Flawed Debriefing....2193
Records Withheld Due to Commercial Information....2196
Court Rejects Injunction Against Information Release....2200
Government Breaches Debriefing Duties....2203
Access Commissioner Orders Disclosure of Proposal....2208
Court Protects Confidential Business Information....2210
Court Orders Disclosure of Evaluation Records....2214
US Supreme Court Boosts Confidentiality Protections....2216

Dealing with Bid Protests....2224
Standstill Periods Create Contracting Chaos....2224
Building Barriers Against Abuse of Process....2231
Court Reinstates Award After Improper Rejection....2241
Flawed Dispute Process Leads to Flawed Rescission....2243
Court Upholds Re-Evaluation Decision....2245
Court Rejects Injunction Application....2249
Court Injunction Slams Brakes on Bus Tendering....2252
Court Annuls Flawed Re-Evaluation....2257
Court Upholds Forfeiture of Bid Protest Bond....2258
Bid Protest Fees Upheld Under European Rules....2259
Montserrat Improperly Rescinds Contract Award....2261
Tribunal Criticizes Failure to Disclose Protest Rights....2265
The US Federal Regime: A Bid Protest Case Study....2266
GAO Releases 10th Edition of Bid Protest Guide....2273
Australia's New Bid Protest Regime....2277
CFTA Arbitration Enforces Ten-Day Limitation Period....2281
Arbiter Says *CFTA* Does Not Apply to Local Purchasing....2282
Court Dismisses Protest Due to Complaint Delay....2284
Bid Protest Regime Brings Due Process to Kenya....2286
Bid Dispute Disclosures Require Sworn Oaths....2299
Dispute Legal Advice Remains Confidential....2302
Court Strikes Down Flawed Re-Evaluation....2302

6. Contract Management....2304

Introduction....2304
Weak Oversight Causes Contracting Issues....2305

Contract Administration Accountability 2309
Mayor's Interference Leads to Contract Dispute 2309
Lack of Approvals Leads to Misappropriations 2310
Audit Finds Tax Authority Breached Spending Rules 2313
Audit Calls for Better Co-Ordination of IT Projects 2315
Complacency and Fraud in Fire Inspections 2317
Audit Finds Bad Bridge Maintenance Practices 2321
Weak Oversight Leads to Drug Overpayments 2323
Prisons Fail to Properly Manage Food Contracts 2325
Establishing Performance Benchmarks 2328
Audits Uncover Contract Management Flaws 2333

Scope Management 2336
$385 Million Cost Overrun in Olympic Project 2336
Post-Award Scope Increases Ruled Sole-Sourcing 2338
Contract Extension Invalid Due to Statutory Breach 2340
Auditor Finds Non-Compliance in City Change Orders 2342
Services Outside Scope of Original Contract 2343
Scope Changes Trigger Delay Dispute 2346

Performance Tracking and Debarment 2354

Performance Tracking 2354
Ombudsman Calls for Vendor Management Strategy 2354
Poor Past Performance Can Justify Low Bid Rejection 2357
Court Upholds Interim Debarment 2359
Tainted Sushi Causes Re-Evaluation Order 2360
Improper Rejection for Alleged Poor Performance 2362
Cutting Corners in Winter Maintenance Contracts 2363
Auditor Slams Poor Performance Management 2365
Major Management Flaws in Road Paving Contracts 2368
City Contractors Submit False Work Logs 2371
Audit Finds Flawed Change Order Practices 2373

Debarment 2375
Statute Creates Five-Year Ban for Ethics Breaches 2378
World Bank Advises Debarment Over Bid Security 2379
Bidder Barring Fair Game if Properly Applied 2381

Supplier Banned for Life After Failing Drug Tests 2385
Court Upholds Debarment Over Bribery Allegations 2388
Bid Rejection Upheld Against Breaching Bidder 2393
No-Notice Debarment Breaches Fairness Rules 2395
Commission Recommends Debarment Over Forgery 2408
Court Rejects Constitutional Debarment Challenge 2409
Sanctions Board a Model for Deterring Corruption 2412
Bidder Misrepresentation Leads to Voided Award 2418
Court Voids Flawed Debarment 2420

7. Training 2422

Introduction 2422
Resource and Training Gap: A Procurement Crisis 2423

Hiring Standards 2426
The Seven Essential Skills of Public Procurement 2426
Five Factors for Scoring Advanced Performers 2429

Procurement Training 2434
Is Red Tape Paralyzing Public Purchasing? 2434
Report Says Less Centralization and More Training 2436
Weak Training Leads to Failed Project 2439
Staff Shortages Impact Nuclear Security 2444
Staff Shortages Cause Repeat Sole-Sourcing 2446
Staff Shortages Lead to Award Delays 2450
Audit Calls for More Procurement Resources 2451
Audit Recommends More Evaluator Training 2454
Audit Calls for Better Procurement Training 2456
Weak Staffing Undermines Fleet Management 2458
Audit Calls for Better Training to Avoid Delays 2459
ANAO Calls for Better Conflict Training 2461
Court Rejects Challenge to Evaluator Competence 2462
Audits Call for Better Contract Training 2465

Advanced Negotiation Training 2468
Seven Due Process Principles for Negotiated RFPs 2468
Strategic Execution in Negotiated RFPs 2492

Defending Against Sharp Negotiation Practices 2503
Court Overturns Flawed Negotiation 2510
Court Awards Sub $7.5 Million for Phantom Contract 2511
Audit Calls for Proper Resourcing of Negotiations 2519
Audit Finds Weak Negotiations in Major Deal 2520
Failure to Negotiate Costing Taxpayers Billions 2523
Opening Competition Through Dialogue RFPs 2525
Legal Challenges to Dialogue RFPs 2532

8. Innovation and Improvement 2536

Introduction 2536

Broader Organizational Awareness 2537
Building Organizational Awareness 2538
World Bank: A Model for Compliance Assessments 2540
The 24 Due Diligence Indicators 2544
How Do You Measure Up? Analyzing Five Years' Data 2549
Follow-Up Audit Finds Incomplete Execution 2558
Benchmarking Review Calls for Greater Compliance 2561
The Art of Strategic Execution 2566
The Need for Strategic Procurement 2569

Business Process Improvement 2573
Assimilation is Futile: Achieving Real Improvement 2573
Strategic Execution: Mobilizing Project Management 2576
A Rapid Action Plan for Process Improvement 2579
Hot Launching Your Project Teams 2592
Audit Recommends Tracking Award Timeframes 2595
Inspector Finds Flaws in Field Base Construction 2597
Pandemic Crisis a Failure in Strategic Execution 2605
Business Continuity Critical in Pandemic 2607
Securing the Tendering Cycle for COVID-19 Responses 2611
Forging a Road Less Travelled 2614
How to Avoid Procurement Delays 2617

Effective Use of Technology 2621
Clearing the Path to Paperless Bidding 2621

Human Intelligence in Procurement Automation 2623
2020 Vision: How to Reboot Your Tendering System 2626
2020 Vision: A Cayman Case Study 2628
UN Model Law: A New ERA of Online Bidding 2645
Reverse Auctions: Debunking Misconceptions 2651
Court Rejects Attempt to Disrupt Reverse Auctions 2686
Audit Calls for Improvements in Reverse Auctions 2696

Figure Index *2698*
Table of Audits and Reports *2700*
Table of Cases *2720*
Table of Laws, Rules, and Regulations *2759*
Table of Resources *2763*

Figure Index

Fig. 1 - Purchasing Pyramid - Framework Zone **704**;
Fig. 2 - Dynamic Purchasing System **709**;
Fig. 3 - Purchasing Pyramid - Major Projects **767**;
Fig. 4 - Performance Assessment - Four-Point Scale **769**;
Fig. 5 - Case Study - Air Ambulance Services **771**;
Fig. 6 - Case Study - Information Management System **771**;
Fig. 7 - Case Study - Military Relocation Services **772**;
Fig. 8 - Case Study - Ship Restoration Project **772**;
Fig. 9 - Flawed Execution Fallacy **778**;
Fig. 10 - Systemic Structural Flaws **778**;
Fig. 11 - Flawed Execution Fallacy and Systemic Structural Flaws **779**;
Fig. 12 - Project Design **831**;
Fig. 13 - RFX Table of Elements **1110**;
Fig. 14 - Seven Core Project Elements **1113**;
Fig. 15 - Selected Construction Contract Formats **1436**;
Fig. 16 - Stipulated Price Contract (CCDC - 2008) **1438**;
Fig. 17 - Construction Management Contract for Services (CCDC 5A - 2010) **1443**;
Fig. 18 - Construction Management Contract for Services and Construction (CCDC 5B - 2010) **1446**;
Fig. 19 - Design-Build Stipulated Price Contract (CCDC 14 - 2013) **1448**;
Fig. 20 - Standard Form Multi-Party Agreement for Integrated Project Delivery Document (AIA C191 - 2009) **1451**;
Fig. 21 - Internal Governance Roadmap **2537**;
Fig. 22 - Due Diligence Indicators **2544**;
Fig. 23 - 8 Critical Target Areas **2581**;

Fig. 24 - 24 Due Diligence Indicators **2582**;
Fig. 25 - 6-Tier Scoring System **2583**;
Fig. 26 - Design, Drafting, and Assembly **2588**;
Fig. 27 - Procurement Playbook **2589**;
Fig. 28 - Dynamic Purchasing System **2591**;
Fig. 29 - Procurement Compliance Quadrants **2615**;
Fig. 30 - Electronic Reverse Auctions - Accessible Formats **2667**;

Table of Audits and Reports

75th Guam Island Fair and Liberation Day Carnival Procurement, Office of Public Accountability (Guam, October 2020) **207**;
2010 Fall Report of the Auditor General of Canada, Office of the Auditor General of Canada (Canada, Fall 2010) **1014**;
2012-13 Major Projects Report, Auditor General (Australia, December 2013) **1026**;
2016-2017 Major Projects Report, Department of Defence, National Audit Office (Australia, 2018) **1028**;
2016 Preventing Corruption in Public Procurement, Organization for Economic Co-operation and Development (OECD) (2016) **278**;
2019 Audit Report on General Administration Sector, Fiji Auditor General (Fiji, June 2021) **208**;
2019 Report - Volume 1, Provincial Auditor of Saskatchewan (Canada, 2019) **382**;
2019 World Bank Group Sanctions Board Law Digest, World Bank Group (World Bank, 2020) **2412**;
2020 Report – Volume 1, Saskatchewan Auditor General (Canada, 2020) **182**;
Acquisition of 4–6 Grand Avenue, Camellia, Audit Office of New South Wales (Australia, May 2021) **526**;
Alberta Infrastructure – Procurement Practices, Auditor General of Alberta (Canada, June 2022) **221**, **658**;
An Audit of Joint Solution Procurement and the Revenue Management Project, Auditor General of British Columbia (Canada, 2008) **1074**;
An Audit of Matters Relating to the Concession Awarded to Vitals Global Healthcare by Government, National Audit Office (Malta, December 2021) **228**;
An audit of matters relating to the concession awarded to Vitals Global Healthcare by Government, National Audit Office, (Malta, July 2020) **519**;
Annual Plan 2018/19, Controller and Auditor-General (New Zealand, June 2018) **265**;
Annual Plan 2019/20, Controller and Auditor-General (New Zealand, June 2019) **267**;
Annual plan 2022/23, Controller and Auditor-General (New Zealand, June 2022) **220**;

Annual Report 2021-2022, Office of the Procurement Ombudsman (Canada, July 2022) **2527**;
Annual Report, Auditor General of Manitoba (Canada, March 2014) **941**;
Annual Report, Auditor General of Ontario (Canada, 2008) **789**;
Annual Report, Newfoundland and Labrador Office of the Auditor General (Canada, January 2022) **221**;
Annual Report, Section 3.07 Infrastructure Stimulus Spending, Auditor General of Ontario (Canada, 2010) **38**;
Annual Report, Section 3.08 Municipal Property Assessment Corporation, Auditor General of Ontario (Canada, 2010) **2313**;
Annual Report, Section 3.08 OntarioBuys Program, Auditor General of Ontario (Canada, 2009) **741**;
A report of investigations into the City of Port Phillip, Victoria Ombudsman (Australia, June 2010) **255**;
A review of collaborative procurement across the public sector, Auditor General (United Kingdom) (United Kingdom, May 2014) **741**, **748**;
A Review of the Vancouver Convention Centre Expansion Project: Governance and Risk Management, Auditor General of British Columbia (Canada, October 2007) **2336**;
Army Should Improve Use of Alternative Agreements and Approaches by Enhancing Oversight and Communication of Lessons Learned, U.S. Government Accountability Office (GAO) (United States, October 2020) **861**;
Assessment of the Public Procurement systems of the Republic of Kazakhstan Samruk-Kazyna, World Bank (United States, 2019) **2561**;
Audit of Acquisition Planning and Cost Controls While Transitioning Support Service Contracts in Iraq, U.S. Department of Justice Office of the Inspector General (OIG) (United States, September 2021) **620**;
Audit of Department of State Compliance With Requirements Relating to Undefinitized Contract Actions, U.S. Department of Justice Office of the Inspector General (OIG) (United States, July 2021) **620**;
Audit of DoD Service-Disabled Veteran-Owned Small Business Contract Awards, Inspector General U.S. Department of Defense (United States, February 2020) **610**;
Audit of Fiji Procurement Office and the Construction Implementation Unit, Fiji Auditor General (Fiji, November 2019) **2451**;
Audit of Government Vehicles, Commonwealth of the Northern Mariana Islands (CMNI) Office of the Public Auditor (OPA) (Northern Mariana Islands, February 2020) **2458**;
Audit of GSA's Controls to Prevent Contracting With Suspended and Debarred Contractors, US General Services Administration (GSA) (United States, June 2020) **1061**;

Audit of Internal Controls Managing the Procurement of Goods at U.S. Embassy Freetown, Sierra Leone, U.S. Department of Justice Office of the Inspector General (United States, July 2022) **222**;
Audit of Noncompetitive Contracts in Support of Overseas Contingency Operations in Afghanistan and Iraq, U.S. Department of Justice Office of the Inspector General (OIG) (United States, October 2021) **621**;
Audit of Sole-Source Depot Maintenance Contracts, U.S. Department of Justice Office of the Inspector General (OIG) (United States, July 2022) **621**;
Audit of Stage 2 Light Rail Transit (LRT) Project Procurement, Office of the Auditor General, City of Ottawa (Canada, November 2019) **2454**;
Audit of the Army's Base Life Support Contract for Camp Taji, Iraq, U.S. Department of Defense (DoD) (United States, March 2020) **1057**;
Audit of the Department of State Management and Monitoring of Federal Assistance Awards to For-Profit Organizations, U.S. Department of Justice Office of the Inspector General (United States, May 2022) **2334**;
Audit of the United States Marshals Service's Contract Awarded to The GEO Group, Incorporated to Operate the Robert A. Deyton Detention Facility, Lovejoy, Georgia, U.S. Department of Justice Office of the Inspector General (OIG) (United States, July 2020) **2306**;
Audit of U.S. Army Base Operations and Security Support Services Contract Government-Furnished Property in Kuwait, U.S. Department of Justice Office of the Inspector General (United States, June 2022) **2334**;
Auditor General Report for 2018-2019, Audit Service Sierra Leone (Sierra Leone, December 2019) **174**;
Audit Results Report – Annual 2020-21 Financial Audits of State Government Entities, Office of the Auditor General, Western Australia (Australia, November 2021) **220**;
Australian Government Procurement Contract Reporting Update, Australia National Audit Office (ANAO) (Australia, March 2020) **763**;
Benchmarking Infrastructure Development 2020, World Bank Group (2020) **211**;
Benchmarking Public Procurement 2016, World Bank (2016) **315**;
Benchmarking Public Procurement 2017, World Bank (2017) **316**;
Bluenose II Restoration Project, Nova Scotia Auditor General (Canada, January 2015) **870**;
Bond Requirements in a Procurement Protest Procedure in Selected Countries, United States Library of Congress (United States, June 2014) **2238**;
Boquet Valley Central School District, New York State Comptroller (United States, December 2021) **622**;
Brewster Central School District, New York State Comptroller (United States, March 2020) **600**;
Buffalo Academy of Science Charter School, New York State Comptroller (United States, March 2020) **600**;

Building and Implementing the Phoenix Pay System, Office of the Auditor General of Canada (Canada, Spring 2018) **784**, **1031**;
Business Case Development in the Ontario Public Service, Auditor General of Ontario (Canada, December 2020) **209**, **328**;
Business Regulation in South Asia and The Belt and Road Initiative, World Bank Group (2020) **210**;
Campbell Primary School Modernisation Project Procurement, Australia Capital Authority Auditor-General (Australia, December 2021) **226**;
Cape Class Patrol Boat - In Service Support Arrangements, Auditor-General (Australia, December 2018) **847**;
Caribbean Maritime University (CMU): Governance, Procurement and Resource Management, Jamaica Auditor General (Jamaica, December 2019) **177**, **213**;
Cayuga County, New York State Comptroller (United States, April 2019) **595**;
Change Order Process Audit, Edmonton City Auditor (Canada, June 2016) **2342**;
City of Palm Bay, Florida Auditor General (United States, December 2019) **882**;
Collaboration Among School Boards: Working Together For Better Value, Ontario Ministry of Education (Canada, 2000) **719**;
Complaint Regarding the Issuance of Lobster Fishery Licences to a Family Member of a then Government Minister, Contractor General (Jamaica, January 2019) **112**;
Compliance Review of ARPA Funding Eligibility Process, City of Las Cruces Internal Audit Office (United States, January 2022) **2151**;
Consolidated General Report on National and Provincial Audit Outcomes, Auditor-General (South Africa, 2020-2021) **219**;
Consolidated General Report on the Local Government Audit Outcomes, MFMA 2017-18, Auditor-General (South Africa, June 2019) **168**;
Contract award and management of Project Stratum, Northern Ireland Audit Office (United Kingdom, December 2021) **2529**;
Copenhagen Central School District, New York State Comptroller (United States, March 2020) **600**;
Cost-Type Contracts - Procedures Needed for Sharing Information on Contract Choice among Military Departments, U.S. Government Accountability Office (GAO) (United States, May 2020) **1059**;
COVID-19 Preparedness and Management Special Report on Emergency Management in Ontario—Pandemic Response, Auditor General of Ontario (Canada, November 2020) **327**, **330**;
COVID-19 Response Strains Supply Chain While Modernization Delays Continue, U.S. Government Accountability Office (GAO) (United States, September 2020) **198**;
Data Bulletin: An Examination of County Jail Communication Services and Equipment Contracts, Kentucky Auditor of Public Accounts (United States, July 2021) **1521**;

Defence capabilities – delivering what was promised, UK Comptroller and Auditor General (United Kingdom, March 2020) **2459**;
Defence's Administration of Enabling Services — Enterprise Resource Planning Program: Tranche 1, Australian National Audit Office (ANAO) (Australia, August 2021) **2308**;
Defence's Contract Administration — Defence Industry Security Program, Australian National Audit Office (ANAO) (Australia, September 2021) **2329**;
Defence's Procurement of Combat Reconnaissance Vehicles (Land 400 Phase 2), Australian National Audit Office (ANAO) (Australia, November 2020) **210**;
Defence's Procurement of Offshore Patrol Vessels — SEA 1180 Phase 1, Australian National Audit Office (ANAO) (Australia, October 2020) **2108**;
Defense Acquisitions: Observations on the F-35 and Air Force's Advanced Battle Management System, U.S Government Accountability Office (GAO) (United States, May 2019) **1042**;
Denver International Airport - Concessions Management, Office of the Auditor, Audit Services Division, City and County of Denver (United States, February 2022) **2153**;
Department of Defence's Procurement of Six Evolved Cape Class Patrol Boats, National Audit Office (Australia, December 2021) **432**;
Departments' use of consultants to support preparations for EU Exit, Auditor General (United Kingdom, June 2019) **975**;
Detection of Warning Signs for Potential Bid Rigging Should be Strengthened, City of Toronto Auditor General (Canada, March 2017) **477**, **2683**;
Digital Transformation Agency's Procurement of ICT-Related Services, National Audit Office (Australia, September 2022) **434**;
Disaster Assistance: FEMA Should Take Additional Actions to Strengthen Fraud Risk Management for Public Assistance Emergency Work Grants, U.S. Government Accountability Office (GAO) (United States, September 2020) **527**;
Disaster Response: Agencies Should Assess Contracting Workforce Needs and Purchase Card Fraud Risk, U.S. Government Accountability Office (GAO) (United States, November 2020) **528**;
DOD Should Comprehensively Assess How Its Policies Affect the Defense Industry, U.S. Government Accountability Office (GAO) (United States, June 2018) **1499**;
DOD Should Develop a Strategy for Assessing Contract Award Time Frames, U.S. Government Accountability Office (GAO) (United States, June 2018) **781**, **2595**;
DOD Utilities Privatization - Improved Data Collection and Lessons Learned Archive Could Help Reduce Time to Award Contracts, U.S. Government Accountability Office (GAO) (United States, April 2020) **1057**;
E20: renewing the EastEnders set, Auditor General (United Kingdom) (United Kingdom, December 2018) **1037**;

Effectiveness of the Management of Contractors — Department of Defence, National Audit Office (Australia, June 2022) **2466**;
Effectiveness of the Management of Contractors — Department of Veterans' Affairs, National Audit Office (Australia, June 2022) **2467**;
Effectiveness of the Management of Contractors — Services Australia, National Audit Office (Australia, June 2022) **2466**;
Enhanced Information Needed on Contractor Workplace Safety, U.S. Government Accountability Office (GAO) (United States, February 2019) **2044**;
Equipment Plan 2012 to 2022, National Audit Office (United Kingdom, January 2013) **1021**;
Establishment and Use of ICT Related Procurement Panels and Arrangements, Australian National Audit Office (ANAO) (Australia, August 2020) **2108**;
Establishment and Use of Multi-Use Lists, Auditor-General for Australia (Australia, June 2014) **740**;
Etna Volunteer Fire Department, New York State Comptroller (United States, May 2019) **596**;
Evaluation of Niger Air Base 201 Military Construction, Inspector General U.S. Department of Defense (United States, March 2020) **2597**;
External consultants at the European Commission, European Court of Auditors (European Union, 2022) **2528**;
F-35 Joint Strike Fighter - Actions Needed to Address Manufacturing and Modernization Risks, U.S. Government Accountability Office (GAO) (United States, May 2020) **1058**;
F-35 Joint Strike Fighter, U.S. Government Accountability Office (GAO) (United States, June 2018) **1025**;
Falkirk Council: Annual Audit Report to Members and the Controller of Audit - year ended 31 March 2020, Ernst & Young LLP (EY) (United Kingdom, March 2021) **528**;
FAS is Forfeiting Savings Identified in Preaward Audits of Multiple Award Schedule Contracts, US Inspector General (United States, April 2020) **2523**;
Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks, U.S. Government Accountability Office (GAO) (United States, December 2020) **334**;
First Special Report on the financial management of government's Covid-19 initiatives, Auditor-General of South Africa (South Africa, 2020) **201**;
Follow-Up on Audit Recommendations from 2012 to 2018, Office of the Auditor General of Ontario (Canada, 2019) **2558**;
Follow-Up Report – North Bergen School District: A Performance Audit of Selected Fiscal and Operating Practices, Office of the State Comptroller, New Jersey (United States, July 2022) **222**;
Forensic Audit – Construction Training Fund, Office of the Auditor General, Western Australia (Australia, June 2022) **222**;

Forestry and Land Scotland: 2019/20 Annual Audit Report, Audit Scotland (United Kingdom, October 2020) **528**;
For Whose Benefit? Transparency in the development and procurement of COVID-19 vaccines, Transparency International and World Health Organization Collaborating Centre (WHO CC) for Governance, Accountability and Transparency in the Pharmaceutical Sector (University of Toronto) (May 2021) **849**;
Fraud Hotline Report: Tip alleged procurement and ethics violations within the Water Bureau, City of Portland Auditor's Office (United States, February 2020) **607**;
Fraud Investigation of a Vendor Providing Life Safety Inspection Services to the City of Toronto, Toronto Auditor General (Canada, June 2018) **780**, **2317**;
Future Submarine Program — Transition to Design, Australian National Audit Office (ANAO) (Australia, January 2020) **2519**;
Genesee Community College, New York State Comptroller (United States, October 2019) **598**;
Getting the right information to effectively manage public assets, New Zealand Auditor General (New Zealand, November 2017) **837**;
Getting to the Root of the Issues: A Follow-Up to the 2019 Tree Maintenance Services Audit, Toronto Auditor General (Canada, February 2021) **1520**;
Ghana - Assessment of Stage 1 - Use of Country Procurement Systems in Bank-Supported Operations: Proposed Piloting Program (World Bank, August 2010) **2541**;
Government at a Glance 2017, Organization for Economic Co-operation and Development (OECD) (2017) **2**;
Government at a Glance 2019, Organization for Economic Co-operation and Development (OECD) (2019) **1**;
Government at a Glance 2021, Organization for Economic Co-operation and Development (OECD) (2021) **3**;
Government Contract Bid Protests: Analysis of Legal Processes and Recent Developments, United States Congressional Research Service (United States, September 2018) **2266**;
Government of Guam Procurement Training and Certification Program, Office of Public Accountability (Guam, December 2020) **860**;
Granting of contract number OoS17/18-021 by the Office of Sport, New South Wales Public Works Committee (Australia, September 2022) **438**;
GSA Should Establish Goals and Performance Measures to Manage the Smart Buildings Program, U.S. Government Accountability Office (GAO) (United States, January 2018) **780**, **949**;
Guided Missile Frigate, U.S. Government Accountability Office (GAO) (United States, August 2019) **1505**;

Hanford Waste Treatment Plan: DOE Is Pursuing Pre-treatment Alternatives, but Its Strategy Is Unclear While Costs Continue to Rise, U.S. Government Accountability Office (GAO) (United States, May 2020) **1059**;
HAS Outpatient Pharmacy Services, Cayman Islands Office of the Auditor General (Cayman Islands, November 2021) **228**;
Heavy Lift Helicopter Program: Navy Should Address Cost and Schedule Risk, U.S. Government Accountability Office (GAO) (United States, March 2021) **858**;
Herkimer County Community College, New York State Comptroller (United States, December 2019) **598**;
High Speed Two: A progress update, National Audit Office (United Kingdom, January 2020) **1051**;
Highway Robbery: Public Private Partnerships and Nova Scotia Highways, Canadian Centre for Policy Alternatives (Canada, June 2019) **813**;
Higley Unified School District: Criminal Indictment—Conspiracy, Procurement Fraud, Fraudulent Schemes, Misuse of Public Monies, False Return, and Conflict of Interest, Arizona Auditor General (United States, July 2021) **430**;
ICT procurement - what are the corruption risks?, Queensland Crime and Corruption Commission (Australia, August 2018) **492**;
Improving government procurement, National Audit Office (United Kingdom, February 2013) **745**;
Improving health care through pro-competitive procurement policy: Digital Health Care Market Study Part 2, Competition Bureau (Canada, October 2022) **2526**;
Information Access and Privacy Information Technology Projects, Auditor General of Nova Scotia (Canada, January 2019) **873**;
Information Technology (IT) Systems and Cybersecurity at Metrolinx, Auditor General of Ontario (Canada, December 2020) **334**;
Infrastructure as a Service: Are the benefits being achieved?, Controller and Auditor-General (New Zealand, February 2018) **267**;
Infrastructure Ontario - Alternative Financing and Procurement, Auditor General of Ontario (Canada, 2014) **773**;
Inland Revenue Department: Procurement for the Business Transformation programme, Controller and Auditor-General (New Zealand, March 2018) **268**;
Inquiry into management fees paid by South Auckland Middle School and Middle School West Auckland in 2018, Controller and Auditor-General (New Zealand, November 2021) **413**;
Inquiry into procurement of work by Westland District Council at Franz Josef, Office of the Auditor-General New Zealand (New Zealand, March 2019) **117**, **2609**;
Inquiry into the Government's decision to negotiate with SkyCity Entertainment Group Limited for an international convention centre, New Zealand Auditor General (New Zealand, February 2013) **788**, **834**;

Inquiry into Waikato District Health Board's procurement of services from HealthTap, Controller and Auditor-General (New Zealand, September 2019) **270**;
In the Matter of An Appeal by Dynalife, Alberta Bid Dispute Panel (Canada, June 2015) **796**;
Introducing our work about procurement, Controller and Auditor-General (New Zealand, September 2018) **266**;
Investigation, City of Edmonton Office of the City Auditor (Canada, March 2020) **497**;
Investigation into changes to Community Rehabilitation Company contracts, National Audit Office (United Kingdom, December 2017) **1526**;
Investigation into government procurement during the COVID-19 pandemic, UK National Audit Office (NAO) (United Kingdom, November 2020) **200**;
Investigation into the government's contracts with Randox Laboratories Ltd, National Audit Office (United Kingdom, March 2022) **615**;
Investigation into the government's handling of the collapse of Carillion, National Audit Office (United Kingdom, June 2018) **960**;
Investigation into use of corporate credit cards by the City of Onkaparinga, Ombudsman SA (Australia, November 2019) **160**;
Job Corps: Actions Needed to Improve Planning for Center Operation Contracts, U.S. Government Accountability Office (GAO) (United States, August 2019) **2446**;
Joint Cyber Warfighting Architecture Would Benefit from Defined Goals and Governance, U.S. Government Accountability Office (GAO) (United States, November 2020) **333**;
Joint Strike Fighter - Introduction into Service and Sustainment Planning, Auditor-General (Australia, December 2018) **848**;
Judicial Council of California, California State Auditor (United States, December 2019) **179**;
KC-46 Tanker Modernization, U.S. Government Accountability Office (GAO) (United States, June 2019) **1502**;
Kings Park Central School District, New York State Comptroller (United States, March 2020) **601**;
Lansing Central School District, New York State Comptroller (United States, May 2022) **625**;
Lessons Learned from Office of Inspector General Audits Concerning the Review and Payment of Contractor Invoices Supporting Overseas Contingency Operations, U.S. Department of Justice Office of the Inspector General (United States, April 2019) **2333**;
Lockport City School District, New York State Comptroller (United States, April 2022) **623**;
Lynbrook Union Free School District, New York State Comptroller (United States, April 2022) **624**;

Major Capital Projects - Building Schools, Cayman Islands Office of the Auditor General (Cayman Islands, May 2015) **947**;
Major Capital Projects - Follow Up, Cayman Islands Office of the Auditor General (October 2017) **947**;
Management Advisory Memorandum Concerning the Department of Justice's Administration and Oversight of Contracts, U.S. Department of Justice Office of the Inspector General (OIG) (United States, July 2020) **2305**;
Management Advisory Memorandum of Concerns Identified with the Federal Bureau of Prisons' Procurement of Food Products, U.S. Department of Justice Office of the Inspector General (United States, March 2020) **2325**;
Management of Australia's Air Combat Capability - F-35A Joint Strike Fighter Acquisition, Auditor General (Australia, September 2012) **1023**;
Management of Australia's Air Combat Capability - F/A-18 Hornet and Super Hornet Fleet Upgrades and Sustainment, Auditor General (Australia, September 2012) **1024**;
Management of Commonwealth Leased Office Property, Auditor-General (Australia, October 2018) **845**;
Management of Defence Housing, Australian National Audit Office (ANAO) (Australia, April 2020) **2461**;
Management of Government Procurement, Cayman Islands Office of the Auditor General (Cayman Islands, July 2011) **946**;
Management of the Civil Maritime Surveillance Services Contract, National Audit Office (Australia, October 2021) **2465**;
Management of the Search and Rescue Aircraft Contract, Australian National Audit Office (ANAO) (Australia, January 2021) **860**;
Management System for the Maintenance of Parochial Roads (Kingston & St. Andrew Municipal Corporation), Jamaica Auditor General (Jamaica, December 2020) **217**;
Management System for the Maintenance of Parochial Roads (St. Catherine Municipal Corporation), Jamaica Auditor General (Jamaica, July 2020) **216**;
Managing PFI assets and services as contracts end, National Audit Office (United Kingdom, June 2020) **825**;
Managing the Bank of England's Central Services, Auditor General (United Kingdom, December 2018) **755**;
Managing the implications of public private partnerships, New Zealand Controller and Auditor General (New Zealand, November 2011) **786**;
Managing the Supplier Base, U.S. Government Accountability Office (GAO) (United States, March 2006) **1762**;
Marion Central School District, New York State Comptroller (United States, June 2022) **626**;
Mayors' Council of Guam Host Community Benefit Fund, Office of Public Accountability (Guam, July 2022) **223**;

Medicaid: CMS Needs to Implement Risk-Based Oversight of Puerto Rico's Procurement Process, U.S. Government Accountability Office (GAO) (United States, February 2021) **205**;
Metrolinx - GO Station Selection, Auditor General of Ontario (Canada, December 2018) **91**, **783**;
Metrolinx - LRT Construction and Infrastructure Planning, Auditor General of Ontario (Canada, December 2018) **782**, **838**;
Metrolinx - Public Transit Construction Contract Awarding and Oversight, Auditor General of Ontario (Canada, 2016) **2365**;
Metrolinx - Regional Transportation Planning, Auditor General of Ontario (Canada, 2012) **1019**;
Mexico - The Federal Procurement System: Challenges and Opportunities, World Bank (November 2007) **249**;
Misconduct within the Department of Communities relating to country building projects, Western Australia Corruption and Crim Commission (Australia, April 2022) **536**;
Modernising Army Command and Control - the Land 200 Program, Auditor-General (Australia, May 2019) **1348**;
Modernizing the Nuclear Security Enterprise: NNSA Is Taking Action to Manage Increased Workload at Kansas City National Security Campus, U.S. Government Accountability Office (GAO) (United States, April 2019) **2444**;
Moldova Country Procurement Assessment Report (CPAR), World Bank (June 2010) **237**;
Most Acquisition Programs Are Meeting Goals but Data Provided to Congress Lacks Context Needed For Effective Oversight, U.S. Government Accountability Office (GAO) (United States, January 2021) **333**;
Mount Vernon City School District, New York State Comptroller (United States, April 2022) **623**;
Mozambique Assessment of the Public Procurement System Main Report Volume I, World Bank (May 2020) **218**;
Multi-Role Helicopter Program, Auditor General (Australia, June 2014) **1027**;
Multiyear Procurement - Navy Should Provide Congress More Complete Information on Budget Request Decisions, U.S. Government Accountability Office (GAO) (United States, August 2022) **226**;
MV Veteran and MV Legionnaire, Newfoundland and Labrador Office of the Auditor General (Canada, August 2021) **2306**;
NASA: Assessment of Major Projects, U.S. Government Accountability Office (GAO) (United States, May 2019) **1044**;
NASA – Assessment of Major Projects, U.S Government of Accountability Office (GAO) (United States, April 2020) **1058**;
Navy Shipbuilding - Increasing Focus on Sustainment Early in the Acquisition Process Could Save Billions, U.S. Government Accountability Office (GAO) (United States, March 2020) **1056**;

Newark Valley Central School District, New York State Comptroller (United States, June 2022) **626**;
New Generation Rollingstock Train, Commission of Inquiry (Queensland, Australia, December 2018) **1337**;
New vessels for the Clyde and Hebrides, Audit Scotland (United Kingdom, March 2022) **231**;
New Zealand Public Private Partnership Model Review, New Zealand Infrastructure Commission (New Zealand, January 2021) **863**;
New Zealand Transport Agency: Maintaining state highways through Network Outcomes Contracts, Controller and Auditor-General (New Zealand, July 2020) **2328**;
North Syracuse Central School District, New York State Comptroller (United States, July 2022) **627**;
Nuclear Enrichment: Russia's Ill-Fated Influence Campaign in South Africa, Carnegie Endowment for International Peace (United States, December 2019) **162**;
NYCT Executive's Disclosure of Confidential Information to Vendor During Procurement Process (MTA/OIG #2021-02), Office of the Inspector General Metropolitan Transportation Authority (United States, March 2021) **428**;
Oakville Power Plant Cancellation Costs, Auditor General of Ontario (Canada, October 2013) **47**, **783**;
Observations on Federal Contracting in Response to the Pandemic, U.S. Government Accountability Office (GAO) (United States, July 2020) **197**;
Obtaining the Best Value Through the Use of Vendor Rosters, City of Toronto Auditor General (Canada, October 2017) **754**;
Offshore Processing Centres in Nauru and Papua New Guinea: Procurement of Garrison Support and Welfare Services, Australian National Audit Office (ANAO) (Australia, September 2016) **2439**;
OIG Final Report Re: Review of Safety Concerns and the County's Procurement of CNG Buses for the Department of Transportation and Public Works, Miami-Dade County Office of the Inspector General (United States, November 2019) **760**;
Ombudsman investigation into the probity of the Kew Residential Services and St Kilda Triangle developments, Victoria Ombudsman (Australia, June 2010) **864**;
Ongoing DOD Fraud Risk Assessment Efforts Should Include Contractor Ownership, U.S. Government Accountability Office (GAO) (United States, November 2019) **504**;
Ontario County Four Seasons Development Corporation, New York State Comptroller (United States, April 2022) **624**;
Onteora Central School District, New York State Comptroller (United States, May 2022) **624**;

Opportunities to Improve Compliance with Regulations and Enhance Tax Collections, U.S. Government Accountability Office (GAO) (United States, April 2019) **2044**;
Ornge Air Ambulance and Related Services, Auditor General of Ontario (Canada, March 2012) **940**;
Otselic Valley Central School District, New York State Comptroller (United States, July 2022) **627**;
Over-optimism in government projects, National Audit Office (United Kingdom, 2013) **1009**;
Oversight of Contracted Residential Services for Children and Youth in Care, Auditor General of British Columbia (Canada, June 2019) **1352**;
Owen Roberts International Airport (ORIA) Terminal Redevelopment Project-Progress Update as at August 2018, Auditor General (Cayman Islands, January 2019) **875**;
Pan Am/Parapan Am Games, Auditor General of Ontario (Canada, June 2016) **985**;
Performance Audit of Select District Hospitals in Arunachal Pradesh, Comptroller and Auditor General of India (India, 2020) **331**;
Performance Audit on the Management of Maintenance of Roads, National Audit Office (United Republic of Tanzania, March 2022) **230**;
Performance Audit Report: Jamaica Urban Transit Company Limited, Jamaica Auditor General (Jamaica, July 2020) **214**;
Performance Audit Report on the Institutional Framework for Fighting Corruption by the Anti-Corruption Commission (ACC) Case Study: Central Medical Stores, Audit Service Sierra Leone (Sierra Leone, April 2019) **175**;
Performance Audit Report on the Management of Construction Development Projects Financed Through Loans, National Audit Office (United Republic of Tanzania, February 2022) **230**;
Phase Two: Construction Contract Change Management Controls Should Be Strengthened, Toronto Auditor General (Canada, June 2019) **2373**;
Police procurement, National Audit Office (United Kingdom, March 2013) **747**;
Preliminary review: NAO's role in reviewing Government's measures relating to the COVID-19 pandemic, National Audit Office (Malta, May 2021) **526**;
Privately financed infrastructure investment: The Non-Profit Distributing (NPD) and hub models, Audit Scotland (United Kingdom, January 2020) **824**;
Probity of the processes for the heavy rail service contract, Australian National Audit Office (ANAO) (Australia, May 2021) **2108**;
Procurement and service delivery in South Asia : improving outcomes through civic engagement - strengthening procurement practices in Pakistan (World Bank, 2012) **2541**;
Procurement Audit: Phase 1 - Governance, Calgary City Auditor (Canada, November 2009) **252**;

Procurement Audit: Phase II - Systems and Processes, Calgary City Auditor (Canada, May 2010) **252**;
Procurement by the National Capital Authority, National Audit Office (Australia, June 2022) **619**;
Procurement of Delivery Partners for the Entrepreneurs' Programme, National Audit Office (Australia, June 2022) **433**;
Procurement of Electricity and Natural Gas Through Aggregators, New York State Comptroller (United States, February 2019) **594**;
Procurement of Garrison Support and Welfare Services, Australian National Audit Office (ANAO) (Australia, May 2020) **2443**;
Procurement of Strategic Water Entitlements, Australian National Audit Office (ANAO) (Australia, July 2020) **611**;
Procurement Practice Review of Environment and Climate Change Canada, Office of the Procurement Ombudsman (Canada, July 2020) **1563**;
Procurement Processes and Management of Probity by the Moorebank Intermodal Company, Auditor-General (Australia, October 2018) **262**;
Procuring Complex Information Technology Solutions, Office of the Auditor General of Canada (Canada, 2021) **328**, **861**;
Public Procurement in the Belt and Road Initiative, World Bank Group (World Bank, December 2018) **961**;
Public Service for Ontarians: A Path to Sustainability and Excellence (Drummond Report), Reform of Ontario's Public Services (Canada, February 2012) **715**, **739**;
Quaker Street Fire District, New York State Comptroller (United States, December 2021) **622**;
Quarry Rehabilitation Program Investigation, Manitoba Auditor General (Canada, May 2020) **1063**;
RADA's Management of the Rehabilitation of Farm Roads, Jamaica Auditor General (Jamaica, October 2019) **153**, **213**;
Rail Transit: Federal Transit Administration Could Improve Information on Estimating Project Costs, U.S. Government Accountability Office (GAO) (United States, July 2019) **1047**;
Recommendations to Société de transport de Montréal regarding contract management of the Bellechasse Transit Centre construction project, Bureau de l'Inspecteur Général (Canada, February 2022) **2096**;
Replacing Canada's Fighter Jets, Office of the Auditor General of Canada (Canada, 2012) **1022**;
Replacing Montréal's Champlain Bridge - Infrastructure Canada, Office of the Auditor General of Canada (Canada, Spring 2018) **781**, **808**;
Report 1 - Phoenix Pay Problems, Office of the Auditor General of Canada (Canada, Fall 2017) **784**, **1029**;
Report 2: National Shipbuilding Strategy, Office of the Auditor General of Canada (Canada, 2021) **327**, **858**;

Report 5-Equipping Officers of the Royal Canadian Mounted Police, Auditor General (Canada, Spring 2019) **573**;
Report of Investigation Concerning Allegations of Conflict of Interest in the Award of Contract for Artistic Direction of the 2016 Independence Grand Gala Celebration by the Jamaica Cultural Development Commission (JCDC), Integrity Commission (Jamaica, March 2022) **434**;
Report of Investigation Concerning Allegations of Fraud in relation to the Registration and Issuance of a Notification of an "Approved Supplier of Goods and Services to the Government of Jamaica" Letter to Elegant Weddings, Event Planning and Catering Limited, Integrity Commission (Jamaica, March 2022) **764**;
Report of the Auditor General - 2017 Volume I, Auditor General of New Brunswick (Canada, 2017) **260**;
Report of the Auditor General for the Financial Year Ended 31st March 2018, Office of the Auditor General (Eswatini, March 2018) **170**;
Report of the Auditor General for the Year 2015, Barbados Audit Office (Barbados, 2015) **943**;
Report of the Auditor General for the Year 2019, Barbados Audit Office (Barbados, May 2020) **109**, **948**;
Report of the Auditor General of Alberta, Auditor General of Alberta (Canada, April 2009) **2310**;
Report of the Auditor General of Alberta, Auditor General of Alberta (Canada, April 2010) **791**, **938**;
Report of the Auditor General of Alberta - November 2011, Auditor General of Alberta (Canada, November 2011) **868**;
Report of the Auditor General on the Accounts of the Government of the Republic of Malawi for the Year Ended 30th June 2018, National Audit Office (Malawi, June 2018) **174**;
Report of the Director of Audit on the Accounts of The Government for the Financial Year 2018-19, National Audit Office (Mauritius, February 2020) **172**;
Report on the Joint Enterprise Defense Infrastructure (JEDI) Cloud Procurement, Inspector General U.S. Department of Defense (United States, April 2020) **185**;
Report to the Legislative Assembly, Auditor-General for the Northern Territory (Australia, November 2021) **220**;
Republic of Armenia Country Procurement Assessment Report, World Bank (June 2009) **2436**;
Restoring accountability - recommendations (Gomery Report), Privy Council Office (Canada, 2005) **10**, **16**, **236**;
Defining Boundaries: The Constitutional Argument for Bureaucratic Independence and its Implications for the Accountability of the Public Service, Professor Lorne Sossin **14**;
For the Want of a Nail: The Role of Internal Audit in the Sponsorship Scandal,

Liane E. Benoit and Ned Franks **2434**;
Review of Procurement Services Practices and Procurement Training – SC Governor's School for Agriculture at John de la Howe (JDLH), Office of the Inspector General of South Carolina (United States, July 2021) **427**;
Review of the Federal Bureau of Prisons' Pharmaceutical Drug Costs and Procurement, U.S. Department of Justice Office of the Inspector General (United States, February 2020) **2323**;
Review of the Procurement of the Lateral Flow Tests, Cayman Islands Office of the Auditor General (Cayman Islands, March 2022) **615**;
Review of Urban Forestry - Ensuring Value for Money for Tree Maintenance Services, Toronto Auditor General (Canada, April 2019) **1520**, **2371**;
Roads Value for Money Audit, Hamilton Office of the City Auditor (Canada, July 2021) **428**;
Samoa Operational Procurement Review, World Bank (May 2006) **2377**, **2379**;
Sauquoit Valley Central School District, New York State Comptroller (United States, February 2020) **599**;
School Meals Centre at Six Roads, St. Philip, Report of the Auditor General, Barbados Audit Office (Barbados, 2018) **1036**;
Scottish Public Pensions Agency: 2019/20 Annual Audit Report, Audit Scotland (United Kingdom, November 2020) **859**;
Secretary of State Grant Administration - Requested Information on Help America Vote Act Funds and Compliance, Georgia Department of Audits & Accounts (United States, March 2022) **221**;
Securing Personal Protective Equipment and Medical Devices, Office of the Auditor General of Canada (Canada, 2021) **327**, **329**;
Selected Federal Agencies Need to Take Additional Actions to Reduce Contract Duplication, U.S. Government Accountability Office (GAO) (United States, September 2020) **333**;
Shrouded in Secrecy: The Queen Elizabeth II Hospital Redevelopment and the Privatization of Nova Scotia's Health Care Infrastructure, Canadian Centre for Policy Alternatives (Canada, October 2019) **815**;
Sierra Leone - Assessment of national public procurement system based on OECD and DAC benchmarking tool (World Bank, May 2012) **2542**;
Slate Hill Fire District, New York State Comptroller (United States, December 2021) **623**;
Small Business Research Programs: Many Agencies Took Longer to Issue Small Business Awards than Recommended, U.S. Government Accountability Office (GAO) (United States, September 2019) **2450**;
Small Business Subcontracting - Oversight of Contractor Compliance with Subcontracting Plans Needs Improvement, U.S. Government Accountability Office (GAO) (United States, May 2020) **1060**;

Southwest Border: Schedule Considerations Drove Army Corps of Engineers' Approaches to Awarding Construction Contracts through 2020 U.S. Government Accountability Office (GAO) (United States, June 2021) **850**;
Space Acquisitions: DOD Faces Significant Challenges as it Seeks to Address Threats and Accelerate Space Programs, U.S. Government Accountability Office (GAO) (United States, April 2019) **1039**;
Special Audit of the Barbados Water Authority, Barbados Audit Office (Barbados, July 2012) **942**;
Special Audit of the Public Transport Service Corporation, Auditor General (Trinidad and Tobago, June 2016) **945**;
Special Audit on the National Housing Corporation High Rise Apartments at Grotto and Valerie, Barbados Audit Office (Barbados, September 2016) **943**;
Special report 19/22: EU COVID-19 vaccine procurement — Sufficient doses secured after initial challenges, but performance of the process not sufficiently assessed, European Court of Auditors (European Union, 2022) **617**;
Special Report Conducted Into Allegations of Acts of Irregularity and/or Impropriety, Conflict of Interest, Corruption, Nepotism, Cronyism and Favouritism at Petrojam Limited, Integrity Commission (Jamaica, October 2019) **212**;
Special Report: Consultant Use in Selected Health Organizations, Auditor General of Ontario (Canada, October 2010) **36**, **233**;
Special Report of Investigation Conducted Into Allegations Concerning Certain Donations which were made by Petrojam Limited to Organisations and Causes for the period April 2016 to March 2018, Integrity Commission (Jamaica, October 2019) **211**;
Special Report of Investigation Conducted into Allegations of Conflict of Interest, Irregularity and/or Impropriety, Integrity Commission – Office of the Contractor-General (OCG) (Jamaica, February 2020) **589**;
Special Report of Investigation Conducted into Allegations Regarding Impropriety and Irregularity in the Signing of 'cheques' by Ms. Shernet Haughton in Relation to the Performance of a Contract Awarded to Mr. [BB], by the Hanover Parish Council, Integrity Commission (Jamaica, February 2020) **214**;
Special Report of Investigation Conducted into Alleged Acts of Irregularity and Impropriety Surrounding the Submission of 'Forged' National Contracts Commission (NCC) Registration Letter by Orchard Solutions Limited, Integrity Commission – Office of the Contractor (OCG) (Jamaica, December 2018) **2408**;
Special Report of Investigation: Conducted into the Registration of Intelcan Technosystems Inc. with the National Contracts Commission (NCC) and the Implementation of the Contracts for the Design and Construction of Air Traffic Control Towers at the Norman Manley International Airport (NMIA) and the Sangster International Airport (SIA), Integrity Commission (Jamaica, March 2021) **853**;

Special Report of Investigation Conducted into the Sale of Lands Situated at Bogue Estate by the St. James Parish Council, Contractor General (Jamaica, December 2018) **107**;
Special Report of the Auditor General on the Port Royal Golf Course, Auditor General (Bermuda, October 2014) **944**;
Special Report of the Auditor General on the Royal Naval Dockyard, Auditor General (Bermuda, March 2015) **945**;
Special Report on Jamaica 50 Celebration Activities, Contractor General (Jamaica, March 2017) **946**, **2101**;
Special Report on St. Ann Municipal Corporation Contracts, Contractor General (Jamaica, November 2017) **946**, **2102**;
Special Report: Ontario's Electronic Health Records Initiative, Auditor General of Ontario (Canada, October 2009) **32**;
Spring Report of the Auditor General of Canada, Office of the Auditor General of Canada (Canada, Spring 2011) **41**;
Spring Report of the Auditor General of Canada, Office of the Auditor General of Canada (Canada, Spring 2014) **955**;
Striving for Quality, Timely and Safe Patient Care: An Audit of Air Ambulance Services in B.C., British Columbia Auditor General (Canada, March 2013) **941**;
Student Transportation Competitive Procurement Review Report, Student Transportation Review (Canada, 2014) **970**;
Study on a Management Approach to Vendor Performance, Procurement Ombudsman (Canada, 2009-2010) **2354**;
Study on Methods of Supply: Standing Offers and Supply Arrangements, Procurement Ombudsman (Canada, May 2010) **724**;
Supplementary Estimates (B) 2020-21, Parliamentary Budget Officer (Canada. PBO (Canada, 2020) **199**;
Supplying the Canadian Armed Forces, Office of the Auditor General of Canada (Canada, Spring 2020) **1061**;
Tajikistan - Country procurement status report (World Bank, May 2013) **2542**;
The 2020/21 audit of NHS National Services Scotland Response to Covid-19 pandemic, Audit Scotland (United Kingdom, October 2021) **614**;
The Australian Criminal Intelligence Commission's Administration of the Biometric Identification Services Project, National Audit Office (Australia, 2019) **1331**;
The contract awarded to the JCL and MHC Consortium by the St Vincent de Paul Residence for the management of four residential blocks through a negotiated procedure, National Audit Office (Malta, April 2021) **855**;
The COVID-19 pandemic: Supply and procurement of Personal Protective Equipment to local healthcare providers, Northern Ireland Audit Office (United Kingdom, March 2022) **615**;
The Disposal of the Site Formerly Occupied by the Institute of Tourism Studies, National Audit Office (NAO) (Malta, March 2020) **2520**;

The Equipment Plan 2017 to 2027, National Audit Office (United Kingdom, January 2018) **1021**;
The Equipment Plan 2019 to 2029, National Audit Office (United Kingdom, February 2020) **1054**;
The Government Procurement Card, National Audit Office (United Kingdom, March 2012) **744**;
The Minister's Office Staff: An Unreformed Part of the Public Services, Canadian Public Administration, Professor J. R. Mallory **17**;
The Public Accounts of Ghana Ministries, Departments and Other Agencies, Office of the Auditor-General (Ghana, December 2018) **173**;
The Town of Seneca Falls, New York State Comptroller (United States, September 2019) **597**;
The Use of the Emergency Contracting Methodology by Public Bodies 2015-2019, Integrity Commission, Investigation Division (Jamaica, September 2021) **852**;
Toronto Computer Leasing Inquiry, Toronto External Contracts Inquiry (Bellamy Report), City of Toronto (Canada, December 2005) **9**, **203**, **236**, **395**, **889**, **1086**, **1091**, **1098**;
Towards Agile ICT Procurement in the Slovak Republic, Organization for Economic Co-Operation and Development (OECD) (2022) **2530**;
Town of Charlton, New York State Comptroller (United States, June 2022) **625**;
Town of Cicero, New York State Comptroller (United States, March 2020) **599**;
Town of Van Etten, New York State Comptroller (United States, August 2019) **596**;
Transparency and the Public Trust: Report of the Collingwood Judicial Inquiry, Ontario Associate Chief Justice Frank N. Marrocco (Canada, November 2020) **395**;
Transportation and Infrastructure Renewal: Selection and Quality Management of Bridge Projects in Central and Western Districts, Auditor General of Nova Scotia (Canada, May 2019) **2321**;
Trudeau III Report, Conflict of Interest and Ethics Commissioner (Canada, May 2021) **409**;
Trudeau II Report, Conflict of Interest and Ethics Commissioner (Canada, August 2019) **121**;
Trumansburg Central School District, New York State Comptroller (United States, June 2022) **626**;
Using "functional leadership" to improve government procurement, Office of the Auditor-General (New Zealand, November 2019) **2456**;
VA Acquisition Management: Actions Needed to Improve Management of Medical-Surgical Prime Vendor Program and Inform Future Decisions, U.S. Government Accountability Office (GAO) (United States, September 2020) **332**;

VA Acquisition Management - Supply Chain Management and COVID-19 Response, U.S. Government Accountability Office (GAO) (United States, June 2020) **1060**;
Value-for-Money Audit: Metrolinx Operations and Governance, Auditor General of Ontario (Canada, December 2020) **326**, **857**;
Village of Bainbridge, New York State Compltroller (United States, June 2019) **596**;
Village of Islandia, New York State Comptroller (United States, May 2022) **625**;
Village of Red Hook, New York State Comptroller (United States, October 2019) **597**;
Weapon System Sustainment, U.S. Government Accountability Office (GAO) (United States, November 2020) **2329**;
Winnipeg Regional Health Authority - Administration of the Value-Added Policy, Auditor General of Manitoba (Canada, May 2010) **361**;
Winter Highway Maintenance, Auditor General of Ontario (Canada, April 2015) **2363**;
Workstation Support Services Contract: An Audit of Due Diligence, British Columbia Auditor General (Canada, November 2016) **734**;

Table of Cases

4Plan Consulting Corp. v. Shared Services Canada, Canadian International Trade Tribunal (Canada, February 2015) **1911**;
144314 Canada Inc./Nexys v. Department of Human Resources and Social Development, Canadian International Trade Tribunal (Canada, July 2008) **1402**;
ABB Namibia (Pty) Ltd. v. The Central Procurement Board of Namibia, High Court of Namibia (Namibia, May 2020) **2299**;
Abbvie Ltd v. The NHS Commissioning Board (NHS England), UK High Court of Justice – Technology and Construction Court (United Kingdom, January 2019) **693**;
Academy Leadership, LLC, U.S. Government Accountability Office (GAO) (United States, September 2021) **2534**;
Acadian Marine v. Highfield Construction and Parks Canada, Supreme Court of Prince Edward Island (Canada, January 2019) **1362**;
Accela, Inc. v. Sarasota County, Florida Second District Court of Appeal (United States, February 2008) **713**;
Accenture Inc. v. Ontario (Information and Privacy Commissioner) and Metrolinx, Ontario Superior Court of Justice Divisional Court (Canada, March 2016) **2156**;
Active Network, LLC v. The Department of Central Management, Fourth District Appellate Court of Illinois (United States, December 2018) **1244**;
Acura Inc. v. City of Chicago, Illinois Court of Appeal (United States, August 2013) **1725**;
A C Whyte & Company Limited v. Renfrewshire Council, Scottish Court of Session (United Kingdom, September 2020) **1638**;
Addx Corporation, U.S. Government Accountability Office (GAO) (United States, November 2019) **1559**;
Adferiad Recovery Limited v. Aneurin Bevan University Health Board, High Court of Justice of England and Wales (United Kingdom, November 2021) **1238**;
Adlair Aviation (1983) Ltd. v. Nunavut, Nunavut Court of Justice (Canada, October 2017) **1222**;
Advanced Decisions Vectors, Inc., U.S. Government Accountability Office (GAO) (United States, January 2016) **1596**;

Advanced Ergonomics Inc. v. British Columbia (Workers' Compensation Board), British Columbia Supreme Court (Canada, 2007) **2382**;
Advanced Systems Development, Inc., U.S. Government Accountability Office (GAO) (United States, September 2006) **1949**;
AdVenture Marketing Solutions Inc. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, 2011) **2340**;
Adware Promotions Inc. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, 2010) **1910**;
AES UXO, LLC, U.S. Government Accountability Office (GAO) (United States, December 2020) **423**;
Afolau Construction v. Samoa Sports Authority, Supreme Court of Samoa (Samoa, September 2013) **1978**, **2488**;
Afri-Infra (Pty) Ltd v. City of Tshwane Metropolitan Municipality, High Court of South Africa (South Africa, April 2016) **1247**;
Agate Construction v. New Jersey, New Jersey Superior Court, Appellate Division (United States, March 2017) **2227**;
Agriconsulting Europe SA v. European Commission, European Court of Justice (United States, January 2016) **1188**, **1735**, **1922**;
AIDS Healthcare Foundation v. Agency For Health Care Administration, Florida Division of Administrative Hearings (United States, September 2007) **1694**;
Airbus Helicopters Canada Ltd. v. Canada (Attorney General), Federal Court of Canada (Canada, February 2015) **675**, **951**;
AirClean Systems Canada v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, March 2018) **2022**;
Airport Mart, Inc. v. Westchester County, New York Supreme Court (United States, August 2015) **1726**;
Airports Company South Africa Soc Ltd. v. Imperial Group Ltd. & Others, Supreme Court of Appeal (South Africa, January 2020) **587**;
Air-Tite Sheet Metal Ltd. v. Canada (Attorney General), Newfoundland and Labrador Supreme Court (Canada, April 2003) **1905**;
Alcohol Countermeasure Systems Corp. v. Royal Canadian Mounted Police, Canadian International Trade Tribunal (Canada, April 2014) **955**, **1550**;
A Limited Company, Re Judicial Review, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, October 2012) **2359**;
All American Companies v. Department of Environmental Protection, Florida Division of Administrative Hearings (United States, September 2002) **2062**;
Allan Mwangi Muturi v. Kenya Airways Authority, Employment and Labour Relations Court (Kenya, February 2020) **190**;
All India Power Engineer Federation v. Sasan Power Ltd., Supreme Court of India (India, December 2016) **1729**;
All State Distributors Northeast, Inc., Office of the New York State Comptroller (United States, March 2000) **1603**;

All Tech Sealants & Waterproofing Ltd. v. Halifax (Regional Municipality), Nova Scotia Supreme Court (Canada, March 2012) **1537**;
Almon Equipment Ltd. v. Canada (Attorney General), Federal Court of Appeal (Canada, July 2010) **2112**;
Almon Equipment Ltd. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, January 2012) **1889**;
Aloia Bros. Concrete Contractors Ltd. v. Richmond Hill (Town), Ontario Superior Court of Justice (Canada, March 2008) **1141**, **2070**;
ALS Canada Ltd v. Statistics Canada, Canadian International Trade Tribunal (Canada, June 2018) **553**, **572**, **1251**;
Alstom Transport UK Ltd v. London Underground Ltd, High Court of Justice of England and Wales (United Kingdom, June 2017) **2227**;
Altoba Development Ltd. v. SaskPower, Saskatchewan Court of Queen's Bench (Canada, December 1995) **1135**;
Alumitech Architectural Glass & Metal Ltd. v. J.W. Lindsay Enterprise Ltd., Nova Scotia Supreme Court (Canada, January 2006) **1433**, **1485**;
Amber Contracting Ltd. v. Halifax (Regional Municipality), Nova Scotia Supreme Court (Canada, June 2008) **1141**;
Ambisig — Ambiente e Sistemas de Informação Geográfica SA v. AICP — Associação de Industriais do Concelho de Pombal, European Court of Justice (European Union, July 2016) **686**;
American Business Systems v. Department of Labor and Employment Security, Florida Division of Administrative Hearings (United States, September 1997) **2059**;
American Sports and Fitness Services, Inc., Office of the New York State Comptroller (United States, September 1998) **662**;
Amey Highways Ltd v. West Sussex County Council, England and Wales High Court – Technology and Construction Court (United Kingdom, May 2018) **1230**;
Anodiki Services EPE v. GNA, O Evangelismos — Ofthalmiatreio Athinon — Polykliniki, European Court of Justice (European Union, October 2018) **546**;
Antian Professional Services Inc. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, December 2006) **1884**;
Antwerpse Bouwwerken NV v. European Commission, European Court of Justice (European Union, December 2009) **2245**;
Apogee Engineering, LLC, U.S. Government Accountability Office (GAO) (United States, February 2019) **1915**, **2106**, **2140**;
Aquatech v. Alberta (Minister of Environment and Parks), Alberta Court of Queen's Bench (Canada, January 2019) **1417**;
Aquatron Marine (t/a Quatron Breathing Air Systems) v. Stratchyde Fire Board, Scottish Court of Session (Scotland, November 2007) **1776**;

Aquicon Construction Co. v. Vaughan (City), Ontario Superior Court of Justice (Canada, May 2003) **1127**;
Aranda Textile Mills (Pty) Ltd v. The Competition Commission of South Africa, Competition Appeal Court (South Africa, December 2021) **533**;
Arandis Power (Pty) Ltd v. President of the Republic of Namibia, Supreme Court of Namibia (Namibia, March 2018) **1730**, **2026**;
Archimedes Global, Inc., U.S. Government Accountability Office (GAO) (United States, June 2018) **377**;
Archus and Gama v. Polskie Górnictwo Naftowe I Gazownictwo S.A., European Court of Justice (European Union, May 2017) **1597**, **2014**;
Arctic Slope Missions Services, LLC, U.S. Government Accountability Office (GAO) (United States, January 2016) **336**;
Argair Aerospace Limited v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, February 2010) **1888**;
ArnAmy Inc. v. Florida Department of Management Services, Florida Division of Administrative Hearings (United States, June 2019) **2462**;
Arthur J. Gallagher Risk Management Services, Inc. v. The School Board of Miami-Dade County, Florida Division of Administrative Hearings (United States, January 2021) **1583**;
A.S. Hardy Co., Inc., Office of the New York State Comptroller (United States, February 2000) **1603**;
Ashlin Management Group, U.S. Government Accountability Office (GAO) (United States, November 2021) **1641**;
ASI Group v. Toronto, Ontario Superior Court of Justice (Canada, June 2017) **1526**;
ASM Research, U.S. Government Accountability Office (GAO) (United States, January 2016) **337**;
Asociación Nacional de Empresas Forestales v. Transformación Agraria SA, European Court of Justice (European Union, April 2017) **557**;
Asphalt Pavers Inc. v. Department of Transportation, Florida First District Court of Appeal (United States, April 1992) **2111**;
ASRC Federal Data Network Technologies, LLC, U.S. Government Accountability Office (GAO) (United States, May 2020) **1560**;
ATA Aerospace, LLC, U.S. Government Accountability Office (GAO) (United States, July 2019) **1916**, **2107**, **2144**;
Atlantic Catch Data Ltd. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, March 2018) **2024**;
AT&T Corporation, U.S. Government Accountability Office (GAO) (United States, July 2020) **400**;
AT&T Government Solutions, Inc., U.S. Government Accountability Office (GAO) (United States, July 2016) **336**;

AT&T Mobility LLC, U.S. Government Accountability Office (GAO) (United States, May 2022) **1932**;
Attorney General of Canada v. Valcom Consulting Group Inc., Federal Court of Appeal (Canada, January 2018) **2038**;
Attorney General of the Virgin Islands v. Global Water Associates Ltd, Judicial Committee of the Privy Council (United Kingdom, July 2020) **314**;
Attorney-General v. Problem Gambling Foundation of New Zealand, New Zealand Court of Appeal (New Zealand, December 2016) **1275**;
Attorney-General v. Public Procurement and Asset Disposal Board, Court of Appeal (Botswana, July 2007) **1117**, **1168**, **1265**;
Audit of Zero-Emission Buses - Sprint 2 – Tendering Process for 40-Foot Electric Buses, Office of the Auditor General, City of Ottawa (Canada, September 2022) **2531**;
Aurora Pump v. Goulds Pumps, Inc., Florida First District Court of Appeal (United States, December 1982) **1937**, **2472**;
Aurukun Bauxite Development Pty Ltd. & Anor v. State of Queensland, Supreme Court of Queensland (Australia, November 2016) **1256**;
Australian Education City Pty Ltd v. Victorian Planning Authority, Supreme Court of Victoria (Australia, February 2020) **1293**;
Autopos Marine Inc. d.b.a. AutoNav v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, June 2019) **552**;
Autorità Garante della Concorrenza e del Mercato-Antitrust v. Azienda Socio-Sanitaria Territoriale della Vallecamonica-Sebino (ASST), European Court of Justice (European Union, December 2018) **758**;
Avionic Instruments LLC, U.S. Government Accountability Office (GAO) (United States, June 2020) **1562**;
Azam & Co Solicitors v. Legal Services Commission, England and Wales Court of Appeal (Civil Division) (United Kingdom, September 2010) **1962**;
BAM Civil Limited v. The Department for Infrastructure, High Court of Justice in Northern Ireland (Northern Ireland, August 2018) **1831**;
BAM PPP PGGM Infrastructure Cooperative U.a. v. National Treasury Management Agency, High Court of Ireland (Ireland, October 2016) **1992**;
Bank of America, N.A., Office of the New York State Comptroller (United States, October 2010) **1604**;
Bannum, Inc. v. United States, United States Federal Court of Appeals (United States, March 2015) **2233**;
Barbaricum LLC, U.S. Government Accountability Office (GAO) (United States, December 2018) **2104**;
Battelle Memorial Institute, U.S. Government Accountability Office (GAO) (United States, May 2020) **1561**;
Baxter Healthcare Ltd v. Health Service Executive, High Court of Ireland (Ireland, July 2013) **1805**;

Bayline Group Ltd v. Secretary of Education, High Court of New Zealand (New Zealand, December 2012) **959**, **1802**;
Bay Point Schools, Inc. v. Department of Juvenile Justice, Florida Division of Administrative Hearings (United States, October 2005) **1761**;
BC Distribution Branch Directly Awarded Contracts, Auditor General of British Columbia (Canada, July 2019) **575**;
BCE Nexxia Inc. v. Canada (Commissioner of Corrections), Federal Court of Appeal (Canada, January 2002) **582**, **584**;
BCW Group, LLC, U.S. Government Accountability Office (GAO) (United States, March 2019) **1601**;
BDO USA, LLP, U.S. Government Accountability Office (GAO) (United States, May 2019) **1602**;
Bechtel Limited v. High Speed Two (HS2) Limited, England and Wales High Court of Justice (Technology and Construction Court) (United Kingdom, March 2021) **1592**;
Belfass SPRL v. Council of the European Union, European Court of Justice (European Union, May 2008) **1734**, **1921**;
Belfinger Construction UK Limited v. Edinburgh Tram Inquiry, Scottish Court of Sessions (Scotland, May 2018) **2200**;
Bell Mobility v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, 2008) **2338**;
BEM Systems, Inc., Office of the New York State Comptroller (United States, May 2019) **878**, **1913**;
Ben Bruinsma & Sons Ltd. v. Chatham (City), Ontario High Court of Justice (Canada, November 1984) **1136**, **2469**;
Bergeron Land Development, Inc. v. Department of General Services, Florida Division of Administrative Hearings (United States, November 1982) **2051**;
Berwick West Development Inc. v. British Columbia Hydro and Power Authority Power, British Columbia Supreme Court (Canada, 1996) **1746**;
Best Cleaners and Contractors Ltd. v. Canada, Federal Court of Appeal (Canada, March 1985) **2475**;
Best Climate Control Corp., Office of the New York State Comptroller (United States, July 2018) **1827**, **1912**;
B&G Sprinklers Ltd. v. Her Majesty the Queen, Court of Queen's Bench of New Brunswick (Canada, January 2018) **1254**;
Biltwel General Contracting Corp., Office of the New York State Comptroller (United States, August 2011) **1743**;
Bio-Rad Laboratories, Inc., U.S. Government Accountability Office (GAO) (United States, February 2006) **1948**;
Blackpool and Fylde Aero Club Ltd. v. Blackpool Borough Council, Court of Appeal of England and Wales (United Kingdom, May 1990) **1148**, **2662**;

Blackpool Borough Council v. Volkerfitzpatrick Limited, England and Wales High Court of Justice (Technology and Construction Court) (United Kingdom, June 2020) **2330**;
Bluechip Energy LLC v. University of Central Florida, Florida Division of Administrative Hearings (United States, April 2011) **1696**;
Bluenose Transit Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, March 2020) **1637**;
Blue Origin Florida, LLC, U.S. Government Accountability Office (GAO) (United States, November 2019) **1856**;
Bluesky Communications Limited v. Attorney-General, Supreme Court of Samoa (Samoa, July 2007) **1120**;
Booz Allen Hamilton, Inc., U.S. Government Accountability Office (GAO) (Canada, May 2020) **1561**;
Borgo Upholstery Ltd. v. Canada (Attorney General), Nova Scotia Court of Appeal (Canada, January 2004) **1961**;
'Borta' UAB v. Klaipėdos valstybinio jūrų uosto direkcija VĮ, European Court of Justice (European Union, April 2017) **690**;
Brad Gould Trucking & Excavating Ltd. v. Bird Construction Co., Supreme Court of Canada (Canada, March 2016) **1526**;
Bradscot (MCL) Ltd. v. Hamilton-Wentworth Catholic District School Board, Ontario Court of Appeal (Canada, January 1999) **1408**;
Brion Raffoul v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, March 2021) **422**, **1574**, **1901**;
Bristol Environmental Remediation Services, LLC, U.S. Government Accountability Office (GAO) (United States, January 2019) **1705**, **1897**;
Bristol Missing Link Limited v. Bristol City Council, High Court of Justice of England and Wales (United Kingdom, April 2015) **2225**;
British Steel Corp. v. Cleveland Bridge and Engineering Co Ltd., United Kingdom Queen's Bench (United Kingdom, 1981) **1477**, **2490**;
British Telecommunications Plc v. Common Services Agency, Scottish Court of Session (United Kingdom, February 2014) **1808**;
Brown & Huston Ltd. v. York (Borough), Ontario Court of Appeal (Canada, November 1985) **1530**;
Bureau d'études stratégiques et techniques en économique v. Canadian International Development Agency, Canadian International Trade Tribunal (Canada, September 2007) **357**;
Bus and Coach Association (New Zealand) Incorporated v. Attorney-General, High Court of New Zealand (New Zealand, June 2020) **1303**;
Bushbuckridge Local Municipality v. Mylocel (Pty) Ltd, High Court of South Africa (South Africa, August 2021) **613**;
Business Integra Technology Solutions, Inc., U.S. Government Accountability Office (GAO) (United States, July 2020) **1562**, **1899**;

CACI, Inc.-Federal, U.S. Government Accountability Office (GAO) (United States, April 2022) **1932**;
CAE Inc. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, August 2014) **1893**;
Cambridge Plumbing Systems Ltd. v. Strata Plan VR 1632, British Columbia Supreme Court (Canada, May 2009) **1142**;
Canada Forgings Inc. v. Atomic Energy of Canada Limited, Ontario Superior Court of Justice (Canada, November 2020) **1566**;
Canada Forgings Inc. v. Atomic Energy of Canada Ltd., Ontario Superior Court of Justice (Canada, August 2013) **1182**;
Canadian Bank Note Ltd. v. Saskatchewan Government Insurance, Saskatchewan Court of Queen's Bench **2156**;
Canship Ltd. v. Newfoundland and Labrador (Minister of Works, Services and Transportation), Newfoundland and Labrador Supreme Court (Canada, 2005) **19**;
Cape Book and College Supplies t/a University Bookshop v. Northlink TVET College, High Court of South Africa (South Africa, December 2015) **1247**;
Cardinal Construction Ltd. v. Brockville (City), Ontario High Court of Justice (Canada, 1984) **1355**, **1528**;
Caribbean Communications Network Limited v. The Attorney General of Trinidad and Tobago, Trinidad and Tobago Court of Appeal (Trinidad and Tobago, May 2001) **21**, **312**;
Carosi Construction Ltd. v. Niagara (Regional Municipality), Ontario Court of Appeal (Canada, 2003) **2357**;
Carosi Construction Ltd. v. Niagara (Regional Municipality), Ontario Court of Appeal (Canada, May 2005) **1907**;
Cartiera dell'Adda SpA v. CEM Ambiente SpA, European Court of Justice (European Union, November 2014) **1983**;
Cascadian American Enterprises, U.S. Government Accountability Office (GAO) (United States, February 2016) **1739**;
Case 1540 – MF112/2020 – Procurement of Card Services, Public Contracts Review Board (Malta, May 2022) **1931**;
Case 1669 – KLH/TDR/05/2021 – Tender for the Collection of Household Waste from the Locality of il-Hamrun in an Environmentally Friendly Manner, Public Contracts Review Board (Malta, January 2022) **1930**;
Case 1679 – SPD8/2021/096 – Framework Contract for the Supply and Delivery of Diesel EN 590 (or Equivalent), to the Gozo Waste Transfer Station and Vehicles, Public Contracts Review Board (Malta, February 2022) **1930**;
Case 1689 – SPD1/2021/121 – Call for Tenders for the Supply and Installation of Fenders at the Esplora Foreshore Jetty, Public Contracts Review Board (Malta, March 2022) **1930**;
Casertana Costruzioni Srl v. Ministero delle Infrastrutture e dei Trasporti, European Court of Justice (European Union, September 2017) **2384**;

Castro & Company, LLC, U.S. Government Accountability Office (GAO) (United States, January 2016) **2100**;
C&B Construction, Inc., U.S. Government Accountability Office (GAO) (United States, January 2010) **2098**;
Center for Climate Strategies, Inc. v. Department of Environmental Protection, Commonwealth Court of Pennsylvania (United States, July 2018) **1658**;
Centerra Group, LLC v. The United States, United States Court of Federal Claims (United States, June 2018) **2029**;
Cevons Waste Management v. The Ministry of Communities, Bid Protest Committee (Guyana, July 2016) **314**, **1728**;
C.F. Construction Ltd. v. Town of Westville, Supreme Court of Nova Scotia (Canada, May 2018) **2032**;
CFS-KBR Marianas Support Services, LLC, U.S. Government Accountability Office (GAO) (United States, January 2015) **1811**;
CG Acquisition Inc. v. P1 Consulting Inc., Ontario Court of Appeal (Canada, October 2019) **886**;
CG Acquisition Inc. v. P1 Consulting Inc., Ontario Superior Court of Justice (Canada, October 2018) **1223**;
CGI Federal Inc., U.S. Government Accountability Office (United States, December 2014) **1985**;
CGI Federal Inc. v. United States, Federal Court of Appeals (United States, March 2015) **677**;
CGI Information Systems and Management Consultants Inc. v. Canada Post Corporation, Canadian International Trade Tribunal (Canada, 2014) **2129**;
Chags Health Information Technology, LLC, U.S. Government Accountability Office (GAO) (United States, April 2019) **1601**;
Cherian Varkey Construction Company (PVT) Ltd. v. State of Kerala, High Court of Kerala (India, May 2020) **2420**;
Chicago American Manufacturing LLC, U.S. Government Accountability Office (GAO) (United States, May 2022) **1714**;
China State Engineering Construction Company v. Namibia Airports Company Ltd., Supreme Court of Namibia (Namibia, May 2020) **194**;
C&H Industrial Services, Inc. v. City of Vineland, Superior Court of New Jersey (United States, May 2014) **1242**, **1624**;
Ciclat Soc. coop. v. Consip SpA, European Court of Justice (European Union, November 2016) **688**;
Circle Nottingham Ltd v. NHS Rushcliffe Clinical Commissioning Group, England and Wales High Court – Technology and Construction Court (United Kingdom, June 2019) **2229**;
City of Cape Coral v. Water Services of America, Inc., Florida Third District Court of Appeal (United States, September 1990) **1116**, **1151**;
City of New York v. R.A.M. Used Auto Parts, Inc., New York County Supreme Court (United States, March 2014) **1545**;

City of Opa-Locka v. Trustees of the Plumbing Industry Promotion Fund, Florida Third District Court of Appeal (United States, December 1966) **659**;
City of Pensacola v. Kirby, Florida Supreme Court (United States, July 1950) **1744**;
City of Sweetwater v. Solo Construction Corporation, Florida Third District Court of Appeal (United States, May 2002) **1756**;
City of Wildwood v. Gibbs & Register Inc., Florida Fifth District Court of Appeal (United States, June 1997) **1154**;
Clare Civil Engineering Ltd. v. Mayo County Council, High Court of Ireland (Ireland, July 2004) **1611**;
Clinton (t/a Oriel Training Services) v. Department for Employment & Learning, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, January 2012) **1790**, **1890**;
Club Hotel Loutraki AE v. Ethniko Simvoulio Radiotileorasis, European Court of Justice (European Union, May 2010) **558**;
CMH Construction Ltd. v. Victoria (Town), Newfoundland and Labrador Supreme Court (Canada, September 2010) **1142**;
CMI Interlangues Inc. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, February 2008) **551**;
Coady Construction & Excavating Limited v. Town of Conception Bay South, Supreme Court of Newfoundland and Labrador (Canada, May 2018) **1703**;
Colley Motorships Ltd. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal, (Canada, 2008) **2339**;
Commonwealth Director of Public Prosecutions v. Nippon Yusen Kabushiki Kaisha, Federal Court of Australia (Australia, September 2017) **475**;
Commonwealth of Massachusetts v. Town of Dracut, Massachusetts Superior Court (United States, February 2020) **601**;
Communicaid Group Ltd v. European Commission, European Court of Justice (European Union, March 2013) **2249**;
Community Maritime Park Associates Inc. v. Maritime Park Development Partners LLC, U.S. Court of Appeals (United States, March 2015) **1988**;
Compass Environmental, Inc. v. Department of the Environment, Florida Division of Administrative Hearings (United States, March 2005) **346**;
Computer Aid, Inc., Office of the New York State Comptroller (United States, October 2010) **1742**;
Computer Resources International (Luxembourg) SA v. European Commission, European Court of Justice (European Union, November 2014) **1734**, **1921**;
Computer World Services Corporation, U.S. Government Accountability Office (GAO) (United States, June 2020) **1561**;
Computer World Services Corporation, U.S. Government Accountability Office (GAO) (United States, November 2021) **702**;

Conduent State and Local Solutions, Inc. v. Florida Department of Transportation, Florida Division of Administrative Hearings (United States, July 2022) **1427**;
Consorzio Stabile Libor Lavori Pubblici v. Comune di Milano, European Court of Justice (European Union, July 2014) **1984**;
Copymoore Ltd & ors v. Commissioners of Public Works of Ireland, High Court of Ireland (Ireland, November 2016) **749**;
Corner Brook (City) v. Newfoundland and Labrador (Information and Privacy Commissioner), Supreme Court of Newfoundland and Labrador (Canada, March 2020) **2302**;
Corporation Express Canada Inc. (c.o.b. Staples Advantage Canada) v. Memorial University of Newfoundland, Newfoundland and Labrador Court of Appeal (Canada, October 2015) **1552**;
Cosepuri Soc. Coop. pA v. European Food Safety Authority, European Court of Justice (European Union, January 2013) **2156**;
Counted4 Community Interest Company v. Sunderland City Council, High Court of Justice of England and Wales (United Kingdom, December 2015) **2225**;
Critical Software S.A. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, December 2018) **1599**, **1896**;
Cross Construction Services, Inc. v. Department of Transportation, Florida Division of Administrative Hearings (United States, December 2020) **1516**;
Crowley Government Services, Inc., U.S. Government Accountability Office (GAO) (United States, January 2021) **1517**;
Crown Sydney Property v. Barangaroo Delivery Authority; Lendlease (Millers Point) v. Barangaroo Delivery Authority, New South Wales Supreme Court (Australia, December 2018) **2478**;
Crown Sydney Property v. Barangaroo Delivery Authority, New South Wales Supreme Court (Australia, December 2018) **2037**;
Cyriacks Environmental Consulting Services, Inc. v. Department of Transportation, Florida Division of Administrative Hearings (United States, December 2016) **2093**;
Data Specialities Mart v. Florida Department of General Services, Florida Division of Administrative Hearings (United States, February 1982) **1607**;
David Riggins v. Polk County, United States Court of Appeals (United States, March 2015) **677**;
Deane Public Works Ltd v. Northern Ireland Water Ltd, High Court of Justice in Northern Ireland, Chancery Division (Ireland, August 2009) **1173**;
Defensor Electronic Security (Pty) Ltd v. Centlec Soc Ltd, High Court of South Africa (South Africa, December 2021) **2047**;
Dekra Eireann Teoranta v. Minister for the Environment and Local Government, Supreme Court of Ireland (Ireland, April 2003) **2232**;

Delad Security, Inc. v. Department of Health and Rehabilitative Services, Florida Division of Administrative Hearings (United States, August 1996) **2243**;
Della Pello Paving, Inc. v. New Jersey, New Jersey Superior Court of Justice - Appellate Division (United States, February 2017) **2383**;
Della Pello Paving, Inc. v. State of New Jersey Department of Treasury, Superior Court of New Jersey Appellate Division (United States, February 2017) **411**;
Dell Services Federal Government, Inc., U.S. Government Accountability Office (United States, June 2017) **338**;
Deloitte Consulting LLP; ManTech Advanced Systems International, Inc., U.S. Government Accountability Office (GAO) (United States, July 2022) **419**;
Deloitte Consulting LLP, U.S. Government Accountability Office (GAO) (United States, April 2016) **1894**;
Deloitte Consulting LLP, U.S. Government Accountability Office (GAO) (United States, March 2020) **1560**;
DEM-Master Demolition Ltd v. Renfrewshire Council as Lead Authority for Scotland Excel, Scottish Court of Session (United Kingdom, October 2016) **2003**;
Department of Corrections v. Rainbow Properties, Florida Division of Administrative Hearings (United States, January 1989) **2241**;
Department of Transportation v. Groves-Watkins Constructors, Florida Supreme Court (United States, October 1988) **2054**;
Depaul Industries v. City of Eugene, U.S. District Court of the District of Oregon (United States, August 2018) **692**;
DHL Supply Chain Limited v. Secretary of State for Health and Social Care, England and Wales High Court of Justice - Technology and Construction Court (United Kingdom, August 2018) **2229**;
Dimension Data (Pty) Ltd v. State Information Technology Agency (SOC) Ltd, High Court of South Africa (South Africa, May 2016) **2230**;
Dinh v. Minister for Infrastructure and Public Utilities, Supreme Court of Vanuatu (Vanuatu, October 2001) **1688**, **1879**;
Director of Public Prosecutions v. Robert Anthony Napoli, County Court of Victoria (Australia, January 2022) **227**;
Direct Way v. European Parliament, European Court of Justice (European Union, October 2015) **1989**;
Dockpride Pty Ltd. v. Subiaco Redevelopment Authority, Supreme Court of Western Australia (Australia, September 2005) **1161**;
Double N Earthmovers v. Edmonton (City), Supreme Court of Canada (Canada, 2007) **898**, **1671**;
Douglas Gardens V, Ltd. v. Florida Housing Finance Corporation, Florida Division of Administrative Hearings (United States, February 2016) **1697**;
Down Touch Investments (Pty) Ltd v. Matjhabeng Local Municipality, High Court of South Africa (South Africa, August 2018) **2230**;

Dredging International NV v. European Maritime Safety Agency, European Court of Justice (European Union, September 2011) **1661**;
Dynamic Painting v. Ball Construction, Ontario Superior Court of Justice (Canada, December 2015) **1145**;
Earthlife Africa v. The President of the Republic of South Africa, High Court of South Africa (Western Cape Division, Cape Town) (South Africa, April 2017) **165**;
Eastern Cape Rural Development Agency v. Agribee Beef Fund (Pty) Ltd, Supreme Court of Appeal (South Africa, November 2021) **613**;
Eastern Regional Health Authority v. Kannegiesser Canada Inc., Newfoundland and Labrador Supreme Court (Canada, February 2015) **1669**;
Eastman Kodak Company v. Department of Health and Rehabilitative Services, Florida Division of Administrative Hearings (United States, March 1985) **661**;
Easycoach v. Ltd Department for Regional Development, High Court in Northern Ireland, Queen's Bench Division (United Kingdom, February 2012) **1799**;
Eccalon LLC, U.S. Government Accountability Office (GAO) (United States, January 2022) **2151**;
Ecosfera Inc. v. Canada (Department of the Environment), Canadian International Trade Tribunal (Canada, October 2007) **2157**;
Edgeworth Construction Ltd. v. N.D. Lea & Associates, Supreme Court of Canada (Canada, 1993) **1353**;
Eircom UK Ltd v. Department of Finance, High Court of Justice in Northern Ireland (Northern Ireland, March 2018) **2228**;
Elan Construction Ltd. v. South Fish Creek Recreational Assn., Alberta Court of Appeal (Canada, July 2016) **1728**;
Electrix Ltd. v. The Fletcher Construction Company Limited, High Court of New Zealand (New Zealand, October 2019) **2511**;
Electron Lighting Systems PVT Ltd v. Shah Investments Financials Development, Supreme Court of India (India, November 2015) **1726**, **2477**;
E.M. Watkins & Company, Inc. v. Board of Regents, Florida First District Court of Appeal (United States, June 1982) **1679**;
Energy Solutions EU Limited v. Nuclear Decommissioning Authority, England and Wales High Court (United Kingdom, July 2016) **801**;
Engineering Contractors Association of South Florida, Inc. v. Broward County, Florida Fourth District Court of Appeal (United States, June 2001) **1748**;
Envoy Relocation Services Inc. v. Canada (Attorney General), Ontario Superior Court of Justice (Canada, April 2013) **952**, **1539**;
Erusian Equipment & Chemicals Ltd. v. State of West Bengal, Supreme Court of India (India, November 1974) **2389**;
Esaprojekt sp. z o.o. v. Województwo Łódzkie, European Court of Justice (European Union, May 2017) **2016**;
Essex County Council v. UBB Waste (Essex) Ltd, England and Wales High Court of Justice (United Kingdom, June 2020) **1514**;

European Dynamics Luxembourg SA v. European Commission, European Court of Justice (European Union, December 2013) **2167**;
European Dynamics Luxembourg SA v. European Commission, European Court of Justice (European Union, July 2015) **2174**;
European Dynamics Luxembourg SA v. European Union Intellectual Property Office, European Court of Justice (European Union, April 2016) **371**, **1185**, **2175**;
European Union Intellectual Property Office v. European Dynamics Luxembourg SA, European Court of Justice (European Union, December 2017) **2241**;
European Union Intellectual Property Office v. European Dynamics Luxembourg SA, European Court of Justice (European Union, May 2018) **2193**;
Euroscript — Polska Sp. v. European Parliament, European Court of Justice (European Union, July 2014) **2257**;
Everest Construction Management Ltd. v. Town of Strathmore, Court of Appeal of Alberta (Canada, January 2018) **1830**;
eVigilo Ltd v. Priešgaisrinės apsaugos ir gelbėjimo departamentas prie Vidaus reikalų ministerijos, European Court of Justice (European Union, March 2015) **368**;
eVision Inc., SoftSim Technologies Inc., in Joint Venture v. Privy Council Office, Canadian International Trade Tribunal (Canada, August 2019) **1420**;
EVN AG, Wienstrom GmbH v. Republik Österreich, European Court of Justice (European Union, December 2003) **682**;
Excession Technologies Limited v. Police Digital Service, High Court of Justice of England and Wales (United Kingdom, February 2022) **1239**;
Explosive and Diving Services, Inc. v. Department of Transportation, Florida Division of Administrative Hearings (United States, February 1985) **1681**;
Export 220Volt, Inc., U.S. Government Accountability Office (GAO) (United States, January 2016) **1596**;
Facchini v. Canada (Attorney General), Ontario Court of Appeal (Canada, July 2020) **525**;
Fairclough Building Ltd v. Borough Council of Port Talbot, Court of Appeal of England and Wales (United Kingdom, July 1993) **340**;
Fairview Valley Fire, Inc. v. California Department of Forestry, California Court of Appeal (United States, January 2015) **553**, **570**;
Falck Rettungsdienste GmbH v. Stadt Solingen, European Court of Justice (European Union, March 2019) **548**;
Falcon Environmental Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, January 2021) **1900**, **2111**;
Falconry Concepts v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, January 2011) **1889**;
Faraday Development Ltd v. West Berkshire Council & Anor, England and Wales Court of Appeal (Civil Division) (United Kingdom, November 2018) **547**;

Federal Builders, LLC-The James R. Belk Trust, U.S. Government Accountability Office (GAO) (United States, May 2016) **2240**;
Federal Security Services Ltd v. The Northern Ireland Court Service, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, February 2009) **2072**;
Femme Cachee Productions Inc. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, November 2009) **1888**;
Fiji Independent Commission Against Corruption v. Laqere, High Court of Fiji (Fiji, February 2020) **512**;
Fiji Independent Commission Against Corruption v. Rudra Maharaj, High Court of Fiji (Fiji, February 2016) **444**;
FirstDigital Telecom, LLC v. Procurement Policy Board and Board of Regents, Utah Court of Appeals (United States, February 2015) **2237**;
F.L. Ravin Ltd. v. Southwestern Ontario Student Transportation Services, Ontario Superior Court of Justice (Canada, April 2013) **967**, **2252**;
Food Marketing Institute v. Argus Leader Media, Supreme Court of the United States (United States, June 2019) **2216**;
Founders Square Ltd. v. Nova Scotia (Attorney General), Nova Scotia Court of Appeal (Canada, 2001) **20**;
Fournier Excavating v. Nanaimo-Ladysmith School District No. 68, British Columbia Supreme Court (Canada, December 2002) **1326**;
Four Seasons Site Development Ltd. v. Toronto (City), Ontario Superior Court of Justice (Canada, May 2017) **2384**;
F P McCann Ltd v. The Department for Regional Development, High Court of Justice in Northern Ireland, Chancery Division (United Kingdom, June 2016) **1195**, **1736**;
Framan Mechanical, Inc. v. State University Construction Fund, New York Court of Appeal (United States, June 2017) **1730**, **1895**;
Friends of Lansdowne Inc. v. Ottawa (City), Ontario Superior Court of Justice (Canada, July 2011) **560**;
General Dynamics Information Technology, Inc., U.S. Government Accountability Office (GAO) (United States, June 2022) **2534**;
George Robson Construction (Weston) Ltd. v. Hamilton-Wentworth (Regional Municipality), Ontario Superior Court of Justice (Canada, 2001) **1357**;
G&L Builders CC v. McCarthy Contractors Ltd., South East Cape Local Division Court (South Africa, September 1987) **1660**;
Glenview Iron & Metal Ltd. v. Smiths Falls (Town), Ontario Superior Court of Justice (Canada, September 2012) **1129**;
Global Aerospace Corporation, U.S. Government Accountability Office (GAO) (United States, July 2017) **2102**;
Global SuperTanker Services, LLC., U.S. Government Accountability Office (GAO) (United States, November 2017) **680**, **1241**;

Global Translation Solutions ltd. v. European Parliament, European Court of Justice (European Union, October 2021) **2525**;
Goodfellow's Trucking Ltd. v. New Brunswick, New Brunswick Court of Queen's Bench (Canada, 2003) **1533**;
Good Law Project Ltd v. The Secretary of State for Health and Social Care, High Court of Justice of England and Wales (United Kingdom, January 2022) **616**;
Gorstew Limited v. The Contractor-General, Supreme Court of Jamaica (Jamaica, July 2020) **315**, **593**;
GOV National Healthcare Drive, LLC, U.S. Government Accountability Office (GAO) (United States, January 2021) **1594**;
Granite Construction Company of California v. Department of Transportation, Florida Division of Administrative Hearings (United States, August 2003) **1531**;
Grascan Construction Ltd. v. Metrolinx, Ontario Divisional Court (Canada, September 2017) **338**;
Grasshopper Solar Corporation v. Independent Electricity System Operator, Ontario Court of Appeal (Canada, August 2020) **2331**;
Green Country Maintenance Ltd. v. Calgary (City), Alberta Court of the Queen's Bench (Canada, 2001) **2382**;
Greenslade's Construction Co. v. Conception Bay South (Town), Newfoundland Supreme Court - Trial Division (Canada) **2309**;
Group Health, Inc., Office of the New York State Comptroller (United States, February 2006) **1741**;
Guardforce Group Limited v. Public Procurement Administrative Review Board, High Court of Kenya (Kenya, September 2020) **1639**;
Guidehouse LLP, U.S. Government Accountability Office (GAO) (United States, June 2022) **417**;
Guysborough (Municipality) v. Resource Recovery Fund Board Inc., Nova Scotia Supreme Court (Canada, January 2011) **1179**;
Halkin Tool Limited v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, May 2010) **667**;
Halligan, Re Application for Judicial Review, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, June 2003) **343**;
Harmon CFEM Facades (UK) Ltd. v. The Corporate Office of the House of Commons, England and Wales High Court (Technology and Construction Court) (United Kingdom, October 1999) **7**, **635**;
Harris Corporation v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, August 2019) **578**, **914**;
Harris Corporation v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, November 2018) **1731**;
Harry L. Roque v. Comelec, Supreme Court of the Philippines (Philippines, September 2009) **1694**;
Harry Pepper & Associates, Inc. v. City of Cape Coral, Florida Second District Court of Appeal (United States, January 1978) **1605**;

Hawboldt Industries v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, April 2018) **2181**;
Haworth, Inc., U.S. Government Accountability Office (GAO) (United States, November 2005) **1972**;
Healthcare At Home Ltd v. The Common Services Agency, Scottish Court of Session (United Kingdom, February 2011) **2164**;
Heiltsuk Horizon Maritime Services Ltd. v. The Attorney General of Canada, Federal Court of Appeal (Canada, February 2021) **1567**;
Henry Brothers (Magherafelt) Ltd & Ors v. Department of Education for Northern Ireland, Court of Appeal in Northern Ireland (United Kingdom, September 2011) **1787**;
Her Majesty the Queen v. Intact Insurance Company, Manitoba Court of Queen's Bench (Canada, December 2019) **1420**;
Hersi & Co Solicitors, R (On the Application Of) v. The Lord Chancellor, England and Wales High Court – Technology and Construction Court (United Kingdom, October 2017) **2018**;
HFD Construction Ltd v. Aberdeen City Council, Scottish Court of Session (United Kingdom, July 2013) **1662**;
High Noon Unlimited, Inc., U.S. Government Accountability Office (GAO) (United States, November 2019) **1629**;
Hi-Tech Bed Systems Corporation, U.S. Government Accountability Office (GAO) (United States, January 2019) **1731**;
HK&S Construction Holding Corp. v. Town of Middletown, Rhode Island Supreme Court (United States, April 2015) **1625**;
HomeSafe Alliance, LLC, U.S. Government Accountability Office (GAO) (United States, October 2020) **2110**;
Hoover Properties, U.S. Government Accountability Office (GAO) (United States, September 2020) **2110**;
Hope Village, Inc., U.S. Government Accountability Office (GAO) (United States, February 2019) **1600**;
Horizon Maritime Services Ltd. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, January 2019) **1600**;
Hub Excavating Ltd. v. Orca Estates Ltd., British Columbia Supreme Court (Canada, October 2007) **1139**;
Hughes Aircraft Systems International v. Airservices Australia, Federal Court of Australia, General Division (Australia, June 1997) **8**, **633**;
IAP Worldwide Services, Inc., U.S. Government Accountability Office (GAO) (United States, November 2019) **1559**;
IBA Molecular Italy Srl v. Azienda ULSS No 3, Regione Veneto, European Court of Justice (European Union, October 2018) **546**;
Idi Srl v. Agenzia Regionale Campana Difesa Suolo (Arcadis), European Court of Justice (European Union, March 2019) **696**;

IDS International Government Services, LLC, U.S. Government Accountability Office (GAO) (United States, November 2020) **1578**;
'Ikani L. Taliai v. Ministry of Internal Affairs, Supreme Court of Tonga (Kingdom of Tonga, September 2021) **224**;
Immeubles Yvan Dumais Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, July 2008) **1490**;
I.M.P. Group Ltd. v. Canada (Minister of Public Works and Government Services), Federal Court (Canada, October 2006) **1884**;
Independent Contractors and Businesses Association v. British Columbia (Transportation and Infrastructure), Supreme Court of British Columbia (Canada, July 2019) **1290**;
Ind-Swift Ltd. v. Union of India, High Court of Delhi (India, December 2011) **2385**;
InfoPoint LLC, U.S. Government Accountability Office (GAO) (United States, August 2021) **702**;
Information Builders (Canada) Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, July 2007) **551**;
Information Ventures, Inc., U.S. Government Accountability Office (GAO) (United States, March 2006) **1765**;
Ingsteel and Metrostav v. Úrad preverejné obstarávanie, European Court of Justice (European Union, July 2017) **680**;
Inmarsat Government, Inc., U.S. Government Accountability Office (GAO) (United States, May 2021) **1519**;
Innovations for Audio Video Inc. v. Vancouver (City), British Columbia Supreme Court (Canada, November 2011) **1143**, **2089**;
Innovative Management & Technology Approaches, Inc., U.S. Government Accountability Office (GAO) (United States, January 2021) **1582**;
Inquiries, Inc., U.S. Government Accountability Office (GAO) (United States, December 2019) **383**;
Insight Technology Solutions, Inc., U.S. Government Accountability Office (GAO) (United States, December 2021) **1642**;
Insight Technology Solutions, Inc., U.S. Government Accountability Office (GAO) (United States, May 2022) **703**;
Intercoastal Contracting, Inc. v. Collier County School Board, Florida Division of Administrative Hearings (United States, November 2002) **1609**;
Intercontinental Properties, Inc. v. Department of Health and Rehabilitative Services, Florida Third District Court of Appeal (United States, September 1992) **1687**;
International Bridge Corporation v. Yap State, Micronesia Supreme Court Trial Division (Micronesia, May 2000) **1950**;
Interpaving Limited v. City of Greater Sudbury, Ontario Superior Court of Justice - Divisional Court (Canada, June 2018) **2395**;

Inter-Rail Auto Handling Inc. (c.o.b. Inter-Rail Canada) v. Canadian Pacific Ltd., British Columbia Supreme Court (Canada, June 2000) **1133**;
In the Matter of a Complaint by Commercial Truck Equipment Corporation Against Beaver Emergency Services Commission, New West Partnership Trade Agreement Bid Protest Mechanism Arbitrator (Canada, July 2021) **1576**;
In the Matter of Appeal by Mid-State Communications & Electronics Inc. with respect to the procurement of Tower and Communications Facility Maintenance Services conducted by the New York State Police, Office of the New York State Comptroller (United States, October 2020) **1518**;
Inzola Group Limited v. City of Brampton, Ontario Court of Appeal (Canada, March 2021) **203**;
Inzola Group Limited v. City of Brampton, Ontario Superior Court of Justice (Canada, January 2019) **95**, **202**;
Irish Waste Services Ltd v. Northern Ireland Water Ltd & Ors, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, February 2010) **2234**;
Irish Waste Services Ltd v. Northern Ireland Water Ltd & Ors, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, March 2013) **1975**;
Iron Vine Security, LLC, U.S. Government Accountability Office (GAO) (United States, January 2014) **1806**, **1915**;
ISHPI Information Technologies, Inc., U.S. Government Accountability Office (GAO) (United States, July 2022) **1644**;
Israel Military Industries Ltd. v. Union of India, High Court of Delhi (India, June 2013) **2388**;
IT Objects, LLC, U.S. Government Accountability Office (GAO) (United States, January 2020) **1634**;
ITT Systems Corporation, U.S. Government Accountability Office (GAO) (United States, January 2012) **2099**;
Jacksonville Port Authority v. Parkhill-Goodloe Co., Inc., Florida First District Court of Appeal (United States, October 1978) **1527**;
Jacqueline Sims, DBA JRS Staffing Services v. United States, United States Federal Circuit Court of Appeals (United States, July 2016) **2393**;
J&A Developments Ltd. v. Edina Manufacturing Ltd., Northern Ireland High Court of Justice, Queen's Bench Division (Northern Ireland, December 2006) **1165**;
Jarlian Construction Inc. v. Waterloo (City), Ontario Divisional Court (Canada, March 2008) **1127**;
J. Cote & Sons Excavating Ltd. v. Burnaby (City), British Columbia Court of Appeal (Canada, May 2019) **2409**;
J. D. Pirrotta Company v. District Board of Trustees of Valencia Community College, Florida Division of Administrative Hearings (United States, February 1991) **1685**;

Jermark v. Metropolitan, Ontario Superior Court of Justice (Canada, March 2019) **1232**;
Joe Parsons Construction Ltd. v. Public Works and Government Services, Canadian International Trade Tribunal (Canada, May 2021) **1585**;
John G. Thumbi v. Kenya Airports Authority, Employment and Labour Relations Court (Kenya, May 2020) **191**;
Johnson & Johnson Medical Ltd (t/a Depuy Synthes UK) v. Greater Glasgow Health Board, Scottish Court of Session (United Kingdom, January 2016) **1813**;
Joseph Vilangandan v. The Executive Engineer, (PWD), Ernakulam & Ors, Supreme Court of India (India, June 1968) **2390**;
JPM Outlook One Limited Partnership v. Florida Housing Finance Corporation, Florida Division of Administrative Hearings (United States, June 2017) **1701**;
J.P. Towing Service and Storage Ltd. v. Toronto (Metropolitan) Police Services Board, Ontario Divisional Court (Canada, May 1999) **2059**;
Kabara Development Corporation Ltd. v. Attorney General, Court of Appeal of Fiji (Fiji, October 2009) **2340**;
Kauppatalo Hansel Oy v. Imatran kaupunki, European Court of Justice (European Union, October 2003) **2063**;
Kaymar Rehabilitation Inc. v. Champlain Community Care Access Centre, Ontario Superior Court (Canada, March 2017) **1221**;
Kencor Holdings Ltd. v. Saskatchewan, Saskatchewan Queen's Bench (Canada, September 1991) **9**, **630**;
Klemke Mining Corp. v. Shell Canada Ltd., Alberta Court of Queen's Bench (Canada, March 2007) **1432**, **1480**, **2486**;
Knowledge Circle Learning Services Inc. v. Department of Health, Canadian International Trade Tribunal (Canada, January 2014) **554**, **736**;
Koppensteiner GmbH v. Bundesimmobiliengesellschaft mbH, European Court of Justice (European Union, June 2005) **2064**;
KPMG LLP v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, November 2018) **2103**, **2136**;
L-3 Communications Titan Corporation, U.S. Federal Government Accountability Office (GAO) (United States, March 2007) **1774**, **1885**;
Lancashire Care NHS Foundation Trust & Anor v. Lancashire County Council, England and Wales High Court – Technology and Construction Court (United Kingdom, May 2018) **906**;
Lancashire Care NHS Foundation Trust v. Lancashire County Council, England and Wales High Court of Justice - Technology (United Kingdom, February 2018) **2225**;
LaPrairie Works Inc v. Ledcor Alberta Limited, Court of Queen's Bench of Alberta (Canada, September 2019) **1235**;
LB Construction and Joinery v. Attorney General, High Court of Solomon Islands (Solomon Islands, August 2021) **223**;

L. Cobb Construction v. Hardee County School Board, Florida Division of Administrative Hearings (United States, March 2011) **669**;
LDV, Inc., Office of the New York State Comptroller (United States, May 2014) **714**;
Leading Edge Geomatics Ltd. v. Service New Brunswick, Court of Queen's Bench of New Brunswick (Canada, January 2019) **1255**;
Leidos, Inc.. U.S. Government Accountability Office (GAO) (United States. December 2019) **387**;
Leidos Innovations Corporation, U.S. Government Accountability Office (GAO) (United States, May 2020) **1560**;
Leonard Personnel Ltd, Re Application for Judicial Review, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, May 2008) **1257**;
Leumas Residential, LLC, U.S. Government Accountability Office (GAO) (United States, July 2020) **1562**;
Leupold Stevens, Inc., U.S. Government Accountability Office (GAO) (United States, October 2019) **1509**;
Liberty Behavioral Health Corporation v. Department of Children and Family Services, Florida First District Court of Appeal (United States, March 2006) **665**;
Lloyd's of London v. Agenzia Regionale per la Protezione dell'Ambiente della Calabria, European Court of Justice (European Union, February 2018) **479**, **1245**;
LMGI, Ltd. And Summit Security Services, Inc., Office of the New York State Comptroller (United States, February 2012) **1743**, **1891**;
Lockheed Martin Systems Integration-Owego; Sikorsky Aircraft Company, U.S. Government Accountability Office (GAO) (United States, August 2007) **1775**;
Lowndes County v. Deep South Sanitation, LLC., Supreme Court of Georgia (United States, September 2014) **1479**;
Lutchmeesingh's Transport Contractor's Limited v. National Infrastructure Development Company Limited, Trinidad and Tobago High Court of Justice (Trinidad and Tobago, July 2016) **314**, **1199**;
Magellan Health Services, U.S. Government Accountability Office (GAO) (United States, January 2007) **1767**;
Maglio Installations Ltd. v. The Corporation of the City of Castlegar, British Columbia Court of Appeal (Canada, March 2018) **1629**;
Manitoba Eastern Star Chalet Inc. v. Dominion Construction Co., Manitoba Court of Queen's Bench (Canada, December 2011) **1150**;
Marine Recycling Corporation and Canadian Maritime Engineering Ltd. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, February 2021) **1591**;
Markholm Construction Co Ltd. v. Wellington City Council, New Zealand High Court (New Zealand, August 1984) **1147**;

Marquis Solutions, LLC, U.S. Government Accountability Office (GAO) (United States, September 2021) **2150**;
Massai Aviation Services & Anor v. The Attorney General & Anor (The Bahamas), Judicial Committee of the Privy Council (The Bahamas, February 2007) **29**, **313**;
Master Pavement Line Corporation, U.S. Government Accountability Office (GAO) (United States, December 2020) **1583**;
Mathata General Trading v. Mpumalanga Department of Education, High Court of South Africa (South Africa, August 2022) **614**;
MA.T.I. SUD SpA v. Centostazioni SpA, European Court of Justice (European Union, February 2018) **1597**;
Matter of Blueline Commuter Inc. v. Montgomery County, New York Supreme Court (United States, March 2015) **676**;
Matter of Employee Benefits: Pharmacy Benefit Management Contract, New Jersey Superior Court (United States, May 2018) **1243**, **1674**;
Matter of Northeast Military Sales, Inc., U.S. Government Accountability Office (GAO) (United States, January 2013) **2360**;
Matter of Staten Island Bus Inc. v. New York City Department of Education, New York Supreme Court (United States, August 2013) **671**;
Maurice Adongo Anyango v. Kenyatta International Conference Centre, Employment and Labour Relations Court (Kenya, January 2020) **188**;
Maxim Excavating Ltd v. Peace Regional Waste Management Company, Alberta Court of Queen's Bench (Canada, May 2022) **2346**;
Maystar General Contractors Inc. v. Town of Newmarket, Ontario Superior Court of Justice (Canada, May 2008) **1129**;
McConnell Archive Storage Limited v. Belfast City Council, Northern Ireland High Court of Justice, Chancery Division (Northern Ireland, January 2008) **1777**;
M.C. Dean, Inc., U.S. Government Accountability Office (GAO) (United States, June 2020) **1561**;
McLaughlin & Harvey Ltd v. Department of Finance & Personnel, Court of Appeal in Northern Ireland (United Kingdom, September 2011) **1622**;
McLaughlin & Harvey Ltd v. Department of Finance & Personnel, High Court in Northern Ireland, Queen's Bench Division (United Kingdom, October 2008) **1621**;
McLaughlin & Harvey Ltd v. Department of Finance & Personnel, High Court in Northern Ireland, Queen's Bench Division (United Kingdom, September 2008) **1612**;
MCR Federal, LLC, U.S. Government Accountability Office (GAO) (United States, December 2018) **2036**;
M.D. Charlton Co. Ltd. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, August 2016) **545**;

Medicure Ltd v. The Minister for the Cabinet Office, England and Wales High Court of Justice (Technology and Construction Court) (United Kingdom, June 2015) **737**;
Mega Reporting Inc. v. Yukon, Yukon Court of Appeal (Canada, June 2018) **1219**;
Mehendiram Foods Products Private Limited v Government of NCT of Delhi, High Court of Delhi (India, October 2022) **2526**;
Mercury Energy Ltd v. Electricity Corp of New Zealand Ltd., Privy Council (New Zealand, 1994) **1250**, **1263**;
Meta-Business Advantage Ltd. v. Canada Revenue Agency, Canadian International Trade Tribunal (Canada, November 2009) **1887**;
MetroStar Systems, Inc., U.S. Government Accountability Office (GAO) (United States, April 2020) **1560**;
Miami-Dade County School Board v. J. Ruiz School Bus Services, Inc., Florida Third District Court of Appeal (United States, May 2004) **1117**, **1158**;
Michael Seon (MRS Consulting) v. Regina Roman Catholic School Division No. 81, Court of Queen's Bench of Saskatchewan (Canada, May 2018) **2196**;
Michael Weinstein v. County of Los Angeles, California Court of Appeal (United States, June 2015) **543**;
Microsoft Canada Co. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, 2010) **2339**;
Miller Group Inc. v. The Village of Salisbury, Court of Queen's Bench of New Brunswick (Canada, June 2018) **638**;
Ministry of Transportation - Road Infrastructure Construction Contract Awarding and Oversight, Auditor General of Ontario (Canada, 2016) **2368**;
Mission Essential Personnel, LLC, U.S. Government Accountability Office (GAO) (United States, January 2013) **2362**;
Mita Michael Ririnui v. Landcorp Farming Limited and The Attorney General, Supreme Court of New Zealand (New Zealand, June 2016) **1249**;
M.J.B. Enterprises Ltd. v. Defence Construction, Supreme Court of Canada (Canada, 1999) **1069**, **1219**, **1388**, **2666**;
MLS (Overseas) Limited v. The Secretary of State for Defence, England and Wales High Court of Justice – Technology and Construction Court (United Kingdom, May 2018) **1248**;
Mogale City Municipality v. Fidelity Security Services, Supreme Court of Appeal (South Africa, November 2014) **1595**;
Mondoux v. Tuchenhagen, Ontario Superior Court of Justice (Canada, December 2010) **354**;
Montana Construction Corp Inc. v. J Fletcher Creamer & Son, Inc, Superior Court of New Jersey, Appellate Division (United States, February 2015) **1667**, **1918**;
Montréal (Ville) v. Octane Stratégie inc., Supreme Court of Canada (Canada, November 2019) **157**;

Montte SL v. Musikene, European Court of Justice (European Union, September 2018) **1845**;
Moorefield Excavating Ltd. v. Arran-Elderslie (Municipality), Ontario Superior Court of Justice (Canada, March 2012) **1404**;
Moores Air Express Services Limited v. The Postmaster General, Supreme Court of Jamaica (Jamaica, March 2004) **312**, **1649**;
Moses Gitari & another v. Republic, High Court of Kenya at Nairobi Anti-Corruption Court at Milimani (Kenya, January 2020) **510**;
Mountain Catering Ltd v. Punangi, Papua New Guinea National Court of Justice (Papua New Guinea, February 2011) **1969**;
Murray Purcha & Son Ltd. v. Barriere (District), British Columbia Court of Appeal (Canada, January 2019) **1253**, **1284**;
Mythics, Inc., U.S. Government Accountability Office (GAO) (United States, September 2020) **423**;
Namasthethu Electrical (Pty) Ltd v. City of Cape Town and Another, Supreme Court of Appeal (South Africa, May 2020) **2418**;
National Advanced Systems Corporation v. The School Board of Orange County, Florida Division of Administrative Hearings (United States, September 1983) **660**;
National Medical Care, Inc. v. Department of Corrections, Florida Division of Administrative Hearings (United States, March 1994) **2057**;
National Transport Co-operative Society Ltd v. The Attorney General of Jamaica, Judicial Committee of the Privy Council (Jamaica, November 2009) **30**, **313**;
National Water Main Cleaning Co v. Department of Transportation, Florida Division of Administrative Hearings (United States, April 2017) **1700**;
Nationwide Gritting Services Ltd v. The Scottish Ministers, Scottish Court of Session – Outer House (United Kingdom, October 2014) **555**, **563**;
Native Energy & Technology, Inc., U.S. Government Accountability Office (GAO) (United States, December 2018) **1847**, **1896**;
Natural World Products Limited v. ARC 21, Northern Ireland High Court of Justice, Queen's Bench Division (Northern Ireland, March 2007) **1772**;
Navini Limited v. The Independent State of Papua New Guinea, Papua New Guinea National Court of Justice (Papua New Guinea, February 2022) **225**;
NavQSys, LLC, U.S. Government Accountability Office (GAO) (United States, March 2019) **2106**, **2142**;
NCS Technologies, Inc., U.S. Government Accountability Office (GAO) (United States, December 2019) **1513**;
Neel Mechanical Contractors, Inc. v. Florida Agricultural and Mechanical University, Florida Division of Administrative Hearings (United States, November 1999) **663**;
Nelson Mandela Bay Metropolitan Municipality v. MTN Service Provider Ltd, Eastern Cape High Court (South Africa, December 2014) **1987**;

Newfoundland and Labrador v. Marine Contractors Ltd., Newfoundland and Labrador Supreme Court (Canada, February 2014) **1131**, **1409**;
NH International (Caribbean) Ltd. v. Urban Development Corporation of Trinidad and Tobago, Trinidad and Tobago Court of Appeal (Trinidad and Tobago, March 2006) **312**, **1763**;
Noble Supply & Logistics, Inc., U.S. Government Accountability Office (GAO) (United States, January 2020) **1867**;
North America Construction (1993) Ltd. v. Yukon Energy Corporation, Supreme Court of Yukon (Canada, February 2021) **851**;
Northeast Marine Services Ltd. v. Atlantic Pilotage Authority, Federal Court of Appeal (Canada, January 1995) **959**;
Northern Air Charter (P.R.) Inc v. Alberta Health Services, Court of Queen's Bench of Alberta (Canada, May 2019) **2231**;
North Pacific Road Builders Ltd. v. Aecom Canada Ltd., Saskatchewan Court of Queen's Bench (Canada, April 2013) **1358**;
Northrop Grumman Information Technology, Inc., U.S. Government Accountability Office (GAO) (United States, March 2005) **1970**, **2476**;
Northrop Grumman Systems Corporation--Mission Systems, U.S. Government Accountability Office (GAO) (United States, August 2021) **411**, **1711**;
Northstone (NI) Ltd v. Department for Regional Development (Transport NI), High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, July 2020) **1580**, **2109**;
Obsidian Solutions Group, LLC, U.S. Government Accountability Office (GAO) (United States, March 2019) **339**;
Ocalink Technologies Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, March 2021) **656**;
O'Connor v. Dairy Farmers of America, Inc., United States Court of Appeals - First Circuit (United States, March 2017) **1414**;
Office Depot, LLC, U.S. Government Accountability Office (GAO) (United States, May 2022) **1934**;
Ohio KePRO, Inc., U.S. Government Accountability Office (GAO) (United States, November 2019) **2147**;
OLM Systems Limited v. Fife Council, Scottish Court of Session (United Kingdom, November 2020) **1577**;
Olympic Construction Ltd. v. Eastern Regional Integrated Health Authority, Newfoundland and Labrador Supreme Court (Canada, January 2013) **1144**;
OneSource PCS, LLC, U.S. Government Accountability Office (GAO) (United States, January 2021) **1579**, **1900**;
Ontario (Ministry of Transportation) v. Ontario (Information and Privacy Commissioner), Ontario Superior Court of Justice (Canada) **2160**;
Ontario Realty Corp. v. P. Gabriele & Sons Ltd., Ontario Superior Court (Canada, 2009) **473**;

Ontario v. Ron Engineering & Construction (Eastern) Ltd., Supreme Court of Canada (Canada, January 1981) **634**, **1069**, **1087**, **1119**, **1147**, **1219**, **2435**, **2664**, **2682**;
OpenView Security Solutions Limited v. London Borough of Merton Council, High Court of Justice of England and Wales (United Kingdom, September 2015) **2226**;
Oracle America, Inc. v. The United States, United States Court of Federal Claims (United States, July 2019) **698**;
Orange Telecommunications Ltd. v. Director of Telecommunications Regulation, Supreme Court of Ireland (Ireland, May 2000) **342**;
Orizzonte Salute v. Città di Levico Terme, European Court of Justice (European Union, October 2015) **2259**;
Oshkosh Defence Canada Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, May 2016) **2101**;
Ostas celtnieks SIA v. Talsu novada pašvaldība, European Court of Justice (European Union, January 2016) **678**, **1245**;
Ottawa-Carleton Dialysis Services v. Ontario (Minister of Health), Ontario Divisional Court (Canada, August 1996) **2482**;
Pacific Northwest Raptors Ltd. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, October 2019) **1855**;
Parker Johnston Industries Ltd. v. The Calgary Board of Education Arbiter (Canadian Free Trade Agreement) (Canada, 2019) **641**, **2281**;
Parkland Geotechnical Consulting Ltd. v. Alberta Infrastructure, Arbiter (Canadian Free Trade Agreement) (Canada, April 2019) **2282**;
Parkland Geotechnical Consulting Ltd. v. The City of Red Deer, Arbiter (NWPTA) (Canada, March 2018) **735**, **1254**;
Pasha Hawaii Holdings LLC, U.S. Government Accountability Office (GAO) (United States, November 2020) **1592**, **1917**;
Passenger Rail Agency of South Africa v. Swifambo Rail Agency (Pty) Ltd., High Court of South Africa (South Africa, July 2017) **805**, **1247**, **2477**;
Patel Engineering Ltd. v. UOI & Anr., Supreme Court of India (India, May 2012) **2391**;
Patriot Solutions, LLC, U.S. Government Accountability Office (GAO) (United States, December 2016) **1739**;
Pearson Educational Measurement v. Department of Education, Florida Division of Administrative Hearings (United States, February 2005) **1943**;
Pennsylvania Department of Human Services v. UnitedHealthcare of Pennsylvania, Inc., Commonwealth Court of Pennsylvania (United States, April 2018) **2185**;
Pentland Ferries v. Scottish Ministers, Scottish Court of Session (Scotland, April 2019) **977**;
Peraton Inc., U.S. Government Accountability Office (GAO) (United States, August 2020) **1588**;

Peraton, Inc., U.S. Government Accountability Office (GAO) (United States, June 2019) **1707**;
Performance Industry v. Sylvan Lake Golf and Tennis Club Ltd., Supreme Court of Canada (Canada, February 2002) **1396**;
Perinatal Institute v. Healthcare Quality Improvement Partnership, High Court of Justice of England and Wales (United Kingdom, October 2016) **2226**;
Petro Oil Kenya Limited v. Public Procurement Administrative Review Board, High Court of Kenya (Kenya, May 2020) **2286**;
Pharand Ski Corp. v. Alberta, Alberta Court of Queen's Bench (Canada, May 1991) **921**;
Phil's Expert Tree Service, Inc. v. Broward County School Board, Florida Division of Administrative Hearings (United States, March 2007) **1771**, **1885**;
Pitney Bowes, Inc., U.S. Government Accountability Office (GAO) (United States, February 2017) **679**, **1241**;
P&L Communications v. Public Works and Government Services Canada, Canadian International Trade Tribunal (Canada, December 2005) **664**, **1882**;
P McCann Ltd v. The Department for Regional Development, High Court of Justice in Northern Ireland, Chancery Division (United Kingdom, June 2016) **1923**;
PMH Insights Inc. v. Parkland County, Arbiter (NWPTA) (Canada, April 2017) **735**, **1254**;
Pomerleau Inc. v. Newfoundland and Labrador (Minister of the Department of Transportation and Works), Newfoundland and Labrador Supreme Court (Canada, February 2014) **1130**;
Pomerleau Inc. v. The Province of New Brunswick, Court of Queen's Bench of New Brunswick (Canada, March 2021) **1589**;
Port Everglades Authority v. International Longshoremen's Association, Local 1922-1, Florida Fourth District Court of Appeal (United States, April 1995) **1939**;
Port Hawkesbury (Town) v. Borchert Concrete Products Ltd., Nova Scotia Court of Appeal (Canada, October 2006) **1139**;
Power Agencies Co. v. Newfoundland Hospital and Nursing Home Assn., Newfoundland Supreme Court (Canada, May 1991) **2056**;
Powerteam Electrical Services Limited v. The Electricity Supply Board, High Court of Ireland (Ireland, February 2016) **2226**;
Pratt Contractors Ltd. v. Palmerston North City Council, New Zealand High Court (New Zealand, December 1994) **1745**, **2664**;
Pratt Contractors Ltd. v. Transit New Zealand, Judicial Committee of the Privy Council (New Zealand, December 2003) **312**, **1155**;
Printhouse Ltd. v. Land Transport Authority, High Court of Fiji (Fiji, April 2014) **1549**;
Problem Gambling Foundation of New Zealand v. Attorney General, High Court of New Zealand (New Zealand, July 2015) **1249**, **1271**;

Process Color v. Secretary of Home, High Court of Madras (India, May 2007) **1692**;
Public Procurement and Asset Disposal Board v. Research Solutions Integrators (Pty), Court of Appeal (Botswana, 2006) **23**;
Qingjian Group Co. Ltd v. Procurement Unit, Lesotho Appeal Court (Lesotho, May 2020) **2302**;
Qi Tech, LLC, U.S. Government Accountability Office (GAO) (United States, November 2019) **1861**;
QMAC Construction Ltd v. Northern Ireland Housing Executive, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, April 2021) **1590**, **1902**;
Quail Roost Transit Village I, Ltd. v. Florida Housing Finance Corporation, Florida Division of Administrative Hearings (United States, September 2020) **1582**;
Radiology Associates of Regina Medical Pc Inc. v. Sun Country Regional Health Authority, Saskatchewan Court of Appeal (Canada, April 2016) **2230**;
Rapiscan Systems Inc. v. Canada (Attorney General), Federal Court of Appeal (Canada, April 2015) **956**, **1252**, **1260**, **1725**, **2666**;
Raytheon Canada Limited v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, January 2016) **337**;
Re ACMG Management Inc., Canadian International Trade Tribunal (Canada, June 2002) **1880**;
Reaction Distributing Inc. v. Algonquin Highlands (Township), Ontario Court of Appeal (Canada, May 2019) **1602**;
Re AppDepot Web Services Inc., Canadian International Trade Tribunal (Canada, March 2004) **1882**;
Re Bio-Temp Scientific Inc., Procurement Review Board of Canada (Canada, June 1990) **2479**;
Re Bluedrop Performance Learning Inc., Canadian International Trade Tribunal (Canada, September 2008) **359**;
Re Brookfield Lepage Johnson Controls Facility Management Services, Canadian International Trade Tribunal (Canada, September 2000) **2473**;
Re Cardinal Industrial Electronics Ltd., Procurement Review Board of Canada (Canadian International Trade Tribunal) (Canada, February 1990) **1918**;
Re Carsen Group Inc., Canadian International Trade Tribunal (Canada, March 1995) **2058**;
Re Cognos Inc., Canadian International Trade Tribunal (Canada, February 2002) **663**;
Recylex SA v. European Commission, European Court of Justice (European Union, May 2019) **446**;
Re: David N. Tolces, Florida Division of Administrative Hearings (United States, April 2022) **435**;

Red River Computer Company, Inc., U.S. Government Accountability Office (GAO) (United States, June 2017) **1740**;
Re Excel Human Resources Inc., Canadian International Trade Tribunal (Canada, March 2012) **1892**;
Re Hervé Pomerleau Inc., Canadian International Trade Tribunal (Canada, May 1997) **1919**;
Re Joint Venture of BMT Fleet Technology Limited and NOTRA Inc., Canadian International Trade Tribunal (Canada, November 2008) **1886**;
Re Lemmex Group Inc., Canadian International Trade Tribunal (Canada, September 2003) **1881**;
RELI Group Inc., U.S. Government Accountability Office (GAO) (United States, January 2016) **1738**, **1894**;
Re MaxSys Professionals & Solutions Inc., Canadian International Trade Tribunal (Canada, May 2002) **1879**;
Re M.D. Heat Techs Inc., Canadian International Trade Tribunal (Canada, December 1998) **1878**;
Re Mircom Technologies Ltd., Canadian International Trade Tribunal (Canada, July 2006) **1883**;
Re: Motor Vehicle Commission Surcharge System Accounting and Billing Services, Superior Court of New Jersey (United States, January 2018) **1243**, **1673**;
Re MTS Allstream Inc., Canadian International Trade Tribunal (Canada, February 2009) **1402**;
Renaissance Aeronautics Associates Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, May 2018) **2186**;
Re Nanaimo Shipyard Ltd., Canadian International Trade Tribunal (Canada, December 2002) **1880**;
Re Polaris Inflatable Boats (Canada) Ltd., Canadian International Trade Tribunal (Canada, 1999) **732**;
Report A-2019-001 Regarding the Department of Health & Community Services, Newfoundland and Labrador Information and Privacy Commissioner (Canada, January 2019) **2208**;
Republic Services of New York d/b/a Upstate Disposal, Office of the New York State Comptroller (United States, December 2002) **1741**;
Republic v. Public Procurement Administrative Review Board & another Ex parte Tropical Technology Limited, High Court, Judicial Review Division (Kenya, January 2020) **2287**;
Republic v. Public Procurement Administrative Review Board Consortium of GBM Projects Limited and ERG Insaat Ticaret Ve Sanayi A.S, High Court Judicial Review Division (Kenya, January 2020) **2296**;

Republic v. Public Procurement Administrative Review Board; Principal Secretary, State Department of Interior, Ministry of Interior and Co-ordination of National Government, High Court, Judicial Review Division (Kenya, January 2020) **2292**;
Republic v. Public Procurement Administrative Review Board; Principles Styles Limited & another (Interested Parties) Ex Parte Accounting Officer, High Court, Judicial Review Division (Kenya, February 2020) **2286**;
Re Quality Services International Inc., Canadian International Trade Tribunal (Canada, June 1999) **1411**;
Re R.E.D. Electronics Inc., Canadian International Trade Tribunal (Canada, July 1995) **1384**;
Resolve Business Outsourcing Income Fund v. The Canadian Financial Wellness Group Limited, Nova Scotia Court of Appeal (Canada, October 2014) **2172**;
Resource (NI) v. Northern Ireland Courts & Tribunals Service, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, November 2011) **2117**;
Re Symtron Systems Inc., Canadian International Trade Tribunal (Canada, May 1997) **1878**;
Re Transportation Resources Associates Inc., Office of the New York State Comptroller (United States, September 2017) **338**;
Re Worklogic Corporation, Canadian International Trade Tribunal (Canada, June 2003) **1881**;
Re Xwave Solutions Inc., Canadian International Trade Tribunal (Canada, September 2000) **1413**;
Re Zenix Engineering Ltd., Canadian International Trade Tribunal (Canada, May 2007) **2067**;
Re Zenon Environmental Inc., Canadian International Trade Tribunal (Canada, October 2002) **1398**;
R&G Food Services, Inc., U.S. Government Accountability Office (GAO) (United States, September 2005) **1534**;
R (Hoole) v. Legal Services Commission, England and Wales High Court, Queen's Bench (United Kingdom, September 2011) **2021**;
Rice Solutions, LLC, U.S. Government Accountability Office (GAO) (United States, April 2022) **2533**;
Richardson v. Silvester, England Court of Queen's Bench (England, November 1873) **2048**;
Rintoul Group Limited v. Robson, High Court of New Zealand (New Zealand, February 2019) **114**;
Ririnui v. Landcorp Farming Ltd, Supreme Court of New Zealand (New Zealand, 2016) **1263**;
Rishi Kiran Logistics Ltd. v. Board of Trust of Kandla Port, Supreme Court of India (India, April 2014) **2091**;

R. Litz & Sons Co. v. Manitoba Hydro, Manitoba Court of Queen's Bench (Canada, July 2006) **1134**;
Roading and Asphalt Ltd v. South Waikato District Council, High Court of New Zealand (New Zealand, 2012) **1725**;
Roadmac Surfacing (PTY) Ltd v. Johannesburg Roads Agency (Soc) (Pty) Ltd, High Court of South Africa (South Africa, November 2021) **1640**;
Robert Konefal, Office of the New York State Comptroller (United States, September 2010) **669**, **1242**;
Rochester City Lines Co. v. City of Rochester, Minnesota Supreme Court (United States, June 2018) **379**;
Rockwell Collins Canada Inc. v. Public Works and Government Services, Canadian International Trade Tribunal (Canada, October 2017) **1414**;
Rockwood v. Harbour Grace Community Youth Network Inc., Newfoundland and Labrador Provincial Court (Canada, June 2003) **1906**;
Rogers Communications Inc. - Application to review and vary Telecom Decision 2006-45 regarding the termination and assignment of support structure agreement, Canadian Radio-television and Telecommunications Commission (Canada, 2007) **1400**;
Rosiek Construction Co., Inc. v. Department of Transportation, Florida Division of Administrative Hearings (United States, August 2005) **2065**;
Royal Concrete Concepts, Inc. v. Broward County School Board, Florida Division of Administrative Hearings (United States, November 2003) **1759**;
RPS Consulting Engineers Limited v. Kildare County Council, High Court of Ireland (Ireland, February 2016) **2155**;
R v. Bonnie and Others, High Court of Justice (Ghana, May 2020) **515**;
R. v. Carson, Supreme Court of Canada (Canada, March 2018) **86**, **445**;
R. v. Charpentier, Ontario Superior Court of Justice (Canada, May 2020) **498**;
R. v. Crown Paving, Newfoundland and Labrador Supreme Court (Canada, July 2007) **1140**;
R. v. Kupfer, Manitoba Provincial Court (Canada, November 2007) **351**;
R. v. Livingston, Ontario Superior Court of Justice (Canada, January 2018) **47**, **51**, **783**;
R. v. Ross and Dawson, Nova Scotia Supreme Court (Canada, September 2019) **497**, **499**;
R. v. Shum, Ontario Superior Court of Justice (Canada, June 2018) **485**;
Ryanair Ltd v. Minister for Transport & Anor, High Court of Ireland (Ireland, April 2009) **1952**;
Sabre Systems, Inc, U.S. Government Accountability Office (GAO) (United States, June 2022) **1933**;
Safal Partners, Inc., U.S. Government Accountability Office (GAO) (United States, January 2019) **338**;

Salt International Ltd (Formerly Nationwide Gritting Services Ltd) v. The Scottish Ministers, Scottish Court of Session Second Division Inner House (United Kingdom, December 2015) **569**;
Samson & Associates v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, October 2012) **1893**;
Sanofi Aventis Ireland Ltd v. Health Service Executive, High Court of Ireland (Ireland, October 2018) **2203**;
Sanyathi Civil Engineering & Construction v. Thekwini Municipality, Kwazulu-Natal High Court (South Africa, 2011) **1246**;
Saskatoon Surgicentre Inc. v. Saskatoon Regional Health Authority, Saskatchewan Court of Queen's Bench (Canada, September 2017) **1207**;
Savik Enterprises v. Nunavut (Commissioner), Nunavut Court of Justice (Canada, January 2004) **923**, **2161**;
School Food Service Systems, Inc. v. Broward County School Board, Florida Division of Administrative Hearings (United States, May 2001) **2060**;
Scott & Co (Scotland) LLP v. Aberdeenshire Council, Scottish Court of Session (Scotland, April 2016) **2225**;
Scott v. Belfast Education and Library Board, High Court of Justice (Northern Ireland, June 2007) **1167**;
Seaward Services, Inc., U.S. Government Accountability Office (GAO) (United States, June 2022) **1933**;
Secureco (Pty) Ltd v. Ethekwini Municipality, High Court of South Africa (South Africa, April 2016) **1727**;
Securitas Security Services U.S.A. Inc. v. New Jersey Department of Treasury, Superior Court of New Jersey - Appellate Division (United States, January 2012) **1973**, **2480**;
Sehlke Consulting, LLC, U.S. Government Accountability Office (GAO) (United States, May 2022) **1643**;
Selex ES, Inc., U.S. Government Accountability Office (GAO) (United States, September 2022) **1712**;
Serco Inc., U.S. Government Accountability Office (GAO) (United States, December 2021) **415**;
Serco Ltd v. Secretary of State For Defence, England and Wales High Court – Technology and Construction Court (United Kingdom, February 2019) **2214**;
Shannex Inc. v. Nova Scotia (Health and Wellness), Nova Scotia Supreme Court (Canada, January 2019) **2210**;
Shetland Line (1984) Limited v. The Scottish Ministers, Scottish Court of Session (Scotland, March 2016) **1727**, **1816**;
SIAC Construction Ltd. v. Mayo County Council, Supreme Court of Ireland (Ireland, May 2002) **1733**, **1751**, **1920**;
Sidey Ltd, Re Judicial Review, Scottish Court of Sessions (United Kingdom, November 2011) **1181**;

Sikorsky Aircraft Company; Lockheed Martin Systems Integration-Owego, U.S. Government Accountability Office (GAO) (United States, February 2007) **1769**;
Silver Express Company v. Miami-Dade Community College, Florida Third Circuit Court of Appeal (United States, March 1997) **1941**;
Skansa USA Civ. Northeast Inc. v. City of N.Y. Office of Administration, New York Supreme Court (United States, July 2014) **672**;
SL Ross Environmental Research Limited v. Department of Fisheries and Oceans, Canadian International Trade Tribunal (Canada, April 2021) **424**, **1575**, **1902**;
SMEC South Africa (Pty) Ltd v. The City of Cape Town, High Court of South Africa (South Africa, June 2022) **1640**;
Smith and Nephew, Inc., U.S. Government Accountability Office (GAO) (United States, January 2015) **673**, **1240**;
Smith v. Hughes, England Court of the Queen's Bench (England, 1871) **1960**;
Smith Vigeant Architects Inc. v. Parks Canada Agency, Canadian International Trade Tribunal (Canada, August 2017) **1828**, **1895**;
SoftSim Technologies Inc. v. Department of National Defence, Canadian International Trade Tribunal (Canada, December 2018) **1598**;
Soft Tech Consulting, Inc., U.S. Government Accountability Office (GAO) (United States, January 2019) **1898**, **2105**, **2138**;
Solutions Moerae Inc. o/a Msi v. Industry Canada, Canadian International Trade Tribunal (Canada, September 2016) **2240**;
Soly Interiors v. Department of General Services, Florida Division of Administrative Hearings (United States, March 1988) **1684**;
Somague Engenharia S.A. & anor v. Transport Infrastructure Ireland, High Court of Ireland (Ireland, June 2016) **1819**;
Soo Logging Co. v. British Columbia (Minister of Forests), British Columbia Supreme Court (Canada, April 2005) **2383**;
Sopra Steria Group SA v. European Parliament, European Court of Justice (European Union, April 2019) **340**;
Sound Contracting Ltd. v. Nanaimo (City), British Columbia Court of Appeal (Canada, 2000) **2358**;
South Delhi Municipal Corp v. Ravinder Kumar, Supreme Court of India (India, October 2015) **1726**;
Springcrest Inc. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, November 2016) **679**, **1251**;
SRCL Limited v. The National Health Service Commissioning Board (NHS England), High Court of England and Wales Court (Technology and Construction) (United Kingdom, July 2018) **1737**, **1924**, **2686**;
Stagecoach East Midlands Trains Ltd. v. The Secretary of State for Transport, England and Wales High Court of Justice (United Kingdom, June 2020) **1676**;

Stanco Projects Ltd. v. British Columbia (Ministry of Water, Land and Air Protection), British Columbia Supreme Court (Canada, July 2004) **1137**, **2665**;
Star Telecommunications Company Limited v. Trinidad, Trinidad and Tobago High Court of Justice (Trinidad and Tobago, March 2000) **311**, **1647**;
Steelmac Ltd. v. Nova Scotia (Attorney General), Nova Scotia Supreme Court (Canada, May 2007) **1128**;
Stericycle ULC v. HealthPRO Procurement Services Inc., Ontario Superior Court of Justice (Canada, November 2020) **1572**, **1584**;
Stratus Contracting Ltd. v. Abitibi Consolidated Inc., British Columbia Supreme Court (Canada, May 2005) **1433**, **1488**;
Suburban Disposal, Inc. v. City of Camden, New Jersey Superior Court (United States, July 2017) **1597**;
Sun Art Painting Corporation v. Palm Beach County School Board, Florida Division of Administrative Hearings (United States, May 2010) **2088**;
Sunny Juara v. Department of Foreign Affairs, Trade and Development, Canadian International Trade Tribunal (Canada, November 2018) **1598**;
Sunoco, Inc., Office of the New York State Comptroller (United States, August 2006) **2483**;
Sysmex (UK) Ltd v. Imperial College Healthcare NHS Trust, High Court of Justice of England and Wales (United Kingdom, July 2017) **2227**;
Systea Scientific, LLC v. Department of Health, Florida Division of Administrative Hearings (United States, June 2005) **1691**;
T3I Solutions, LLC, U.S. Government Accountability Office (GAO) (December 2019) **1864**;
Taggart Construction v. City of Kingston, Ontario Superior Court of Justice (Canada, January 2020) **1871**;
Tailwind Associates, Office of the New York State Comptroller (United States, June 2007) **1742**, **1908**;
TakeCare Insurance Company, Inc v. Territory of Guam, Superior Court of Guam (Guam, January 2020) **2284**;
Talk Science to Me Communications Inc. v. Canadian Nuclear Safety Commission, Canadian International Trade Tribunal (Canada, January 2016) **1727**;
Tallahassee Corporate Center, LLC v. Florida Fish and Wildlife Conservation Commission, Florida Department of Administrative Hearings (United States, March 2018) **1702**;
Tamco Electric, Inc. v. Pinellas County School Board, Florida Division of Administrative Hearings (United States, October 2013) **2090**;
Target Media Mid Atlantic, Inc., U.S. Government Accountability Office (GAO) (United States, December 2016) **1739**;
Tax-Fin-Lex v. Ministrstvo za notranje zadeve, European Court of Justice (European Union, September 2020) **1593**, **1925**;
TDC Broadband Inc. v. Nova Scotia, Nova Scotia Supreme Court (Canada, August 2016) **2155**;

Technology Innovation & Strategy, Office of the New York State Comptroller (United States, June 2016) **543**;
Tectonic Infrastructure Inc. v. Middlesex Centre (Township), Ontario Superior Court of Justice (Canada, November 2004) **1134**;
Teledyne Brown Engineering, Inc., U.S. Government Accountability Office (GAO) (United States, September 2020) **401**;
Teleguam Holdings, LLC v. Territory of Guam, Supreme Court of Guam (Guam, April 2015) **2258**;
Teleguam Holdings LLC v. Territory of Guam, Supreme Court of Guam (Guam, May 2018) **2134**;
TELUS Communications Co. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, October 2009) **1908**;
Temprano and Young Architects Inc. v. National Capital Commission, Canadian International Trade Tribunal (Canada, February 2019) **912**;
Tempus Nova, Inc., U.S. Government Accountability (GAO) (United States, June 2016) **544**;
Tercon Contractors Ltd. v. British Columbia (Transportation and Highways), Supreme Court of Canada (Canada, 2010) **1220**;
Textron Inc., Office of the New York State Comptroller (United States, July 2009) **667**, **1242**;
Thales DIS Canada Inc. v. Ontario, Ontario Superior Court of Justice (Canada, June 2022) **2528**;
Thales DIS Canada Inc. v. Ontario, Ontario Superior Court of Justice - Divisional Court (Canada, June 2022) **657**;
Thales Rail Signalling Solutions v. Toronto Transit Commission, Ontario Superior Court of Justice (Canada, May 2009) **1135**;
The Access Information Agency Inc. v. Department of Global Affairs, Canadian International Trade Tribunal (Canada, August 2016) **545**;
The Boeing Company, U.S. Government Accountability Office (GAO) (United States, June 2008) **794**;
The Central Tenders Board & Anor v. White (t/a White Construction Services) (Montserrat), Judicial Committee of the Privy Council (Montserrat, October 2015) **313**, **2261**;
The Commissioner of Competition v. Vancouver Airport Authority, Competition Tribunal (Canada, October 2019) **700**;
The DRS Group v. County of Union, New Jersey Superior Court (United States, February 2017) **1729**;
The Good Law Project v. Minister for the Cabinet Office, England and Wales High Court of Justice – Technology and Construction Court (United Kingdom, June 2021) **426**;

The Henry and Rilla White Youth Foundation, Inc. v. Department of Juvenile Justice, Florida Division of Administrative Hearings (United States, October 2008) **2071**;
The Masha Krupp Translation Group Limited v. Canada (Public Health Agency), Canadian International Trade Tribunal (Canada, May 2012) **1892**;
The Ministry of Highways for the Province of Saskatchewan v. West-Can Seal Coating Inc., Saskatchewan Court of Queen's Bench (Canada, February 2022) **658**, **2528**;
The Queen v. Salter, Supreme Court of Victoria (Australia, November 2017) **445**;
The Right Honourable Jean Chrétien v. The Honourable John H. Gomery, Federal Court of Canada (Canada, June 2008) **43**;
The Rintoul Group Limited v. Far North District Council, High Court of New Zealand (New Zealand, June 2017) **1729**;
The Special Investigating Unit v. Zakheni Strategic Supplies (Pty) Ltd, Special Tribunal (South Africa, June 2022) **224**;
The State v. Joel Luma, Papua New Guinea National Court of Justice (Papua New Guinea, April 2021) **855**;
The State v. Peter Paire Charles O'Neill, Papua New Guinea National Court of Justice (Papua New Guinea, October 2021) **618**;
Tilcon New York, Inc. v. Morris County Cooperative, Superior Court of New Jersey (United States, March 2014) **1546**;
TN Ramnauth and Company Limited v. Estate Management and Business Development Company Limited, Trinidad and Tobago High Court of Justice (Trinidad and Tobago, August 2020) **529**;
Toshiba Business Solutions (USA), Inc. v. School Board of Broward County, Florida Division of Administrative Hearings (United States, June 2015) **1664**;
Total Home Health, U.S. Government Accountability Office (GAO) (United States, April 2019) **2040**;
Touro Contracting Corporation (1), Office of the New York State Comptroller (United States, January 2008) **1742**, **1886**;
Touro Contracting Corporation (2), Office of the New York State Comptroller (United States, August 2009) **1604**;
Tower Restoration v. Attorney General of Canada, Ontario Superior Court of Justice (Canada, April 2021) **2332**;
TPG Technology Consulting Ltd. v. Canada, Federal Court of Appeal (Canada, November 2016) **893**;
Trade-Winds Environmental Restoration, Inc., Office of the New York State Comptroller (United States, May 2007) **1525**;
Traffic Signs & Equipment Ltd v. Department for Regional Development, High Court of Justice in Northern Ireland, Queen's Bench Division (United Kingdom, February 2011) **363**, **1781**;
Transcore, LP v. The National Roads Authority, High Court of Ireland (Northern Ireland, October 2018) **1835**;

Transportation Management Services v. Commission for the Transportation Disadvantaged, Florida Division of Administrative Hearings (United States, May 2005) **347**;
Traveler Elevator v. Florida School for the Deaf and the Blind, Florida Division of Administrative Hearings (United States, September 2012) **1653**;
Trencon Construction (Pty) Ltd v. Public Investment Corporation Soc Ltd, High Court of South Africa (South Africa, November 2021) **2046**;
Triton Hardware Limited v. Torngat Regional Housing Association, Supreme Court of Newfoundland and Labrador (Canada, May 2020) **1237**;
Tropabest Foods, Inc. v. Department of General Services, Florida First District Court of Appeal (United States, August 1986) **1683**;
Tropical Orchard Products Company Limited. v. The Ministry of Education, Bid Protest Committee (Guyana, September 2016) **314**, **1728**;
Turbo Expert Québec Inc. v. Department of Public Works and Government Services (Canadian International Trade Tribunal) (Canada, February 2019) **2095**;
Turner Pest Control v. University of North Florida, Florida Division of Administrative Hearings (United States, December 2009) **1909**, **1956**;
Union of India v. HBL Nife Power Systems Ltd., Supreme Court of India (India, January 2016) **543**;
UnitedHealthcare of Pennsylvania, Inc. v. Department of Human Services, Commonwealth Court of Pennsylvania (United States, October 2017) **1730**;
United Paradigm Corporation, U.S. Government Accountability Office (GAO) (United States, March 2006) **1764**, **1883**;
United Services, Inc. v. City of Newark, New Jersey Superior Court (United States, April 2017) **337**;
United States of America v. Alan Gaines, United States District Court – District of Minnesota (United States, January 2020) **389**;
United States of America v. Mercer Transportation Co., Inc., United States District Court (United States, April 2017) **445**;
US Filter Operating Services, Office of the New York State Comptroller (United States, March 2001) **1741**;
U.S. Foodservice, Inc. v. School Board of Hillsborough County, Florida Division of Administrative Hearings (United States, November 1988) **1608**;
Valcom Consulting Group Inc. v. Canada (Department of Public Works and Government Services), Canadian International Trade Tribunal (Canada, June 2010) **1911**;
Valley Associates Global Security Corporation v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, December 2018) **1599**;
Vane Line Bunkering, Inc., U.S. Government Accountability Office (GAO) (United States, November 2019) **1631**, **1898**;
Vantage Painting Ltd. v. Department of Public Works and Government Services, Canadian International Trade Tribunal (Canada, March 2018) **2265**;

Varney & Sons Waste Management Ltd v. Hertfordshire County Council, England and Wales Court of Appeal (Civil Division) (United Kingdom, June 2011) **1784**;
Vectrus Mission Solutions Corporation, U.S. Government Accountability Office (GAO) (United States, October 2020) **1516**;
Verdi Consulting, Inc., U.S. Government Accountability Office (GAO) (United States, April 2017) **2102**;
Verizon N.Y. Inc. v. New York State Public Service Commission, New York Supreme Court (United States, July 2014) **2155**;
Vidéotron Ltée v. Shared Services Canada, Federal Court of Appeal (Canada, December 2019) **1511**;
Voith Hydro, Inc., U.S. Government Accountability Office (GAO) (United States, July 2019) **1732**;
Vossloh Laeis GmbH v. Stadtwerke München GmbH, European Court of Justice (European Union, October 2018) **446**;
Wagdy Hanna and Associations Pty Ltd. v. National Library of Australia, Supreme Court of Australia (Australia, 2012) **930**;
Walker Development & Trading Group, Inc., U.S. Government Accountability Office (GAO) (United States, January 2017) **1740**;
Wattpower Solutions CC v. Transnet Soc Limited, High Court of South Africa (South Africa, December 2021) **2047**;
Wauzhushk Onigum Nation v. Minister of Finance (Ontario), Ontario Superior Court of Justice – Divisional Court (Canada, June 2019) **1255**;
Welcon (1976) Ltd. v. South River (Town), Newfoundland and Labrador Court of Appeal (Canada, 2009) **1536**;
Western Pilot Service, U.S. Government Accountability Office (GAO) (United States, March 2018) **2343**;
Westwind Computer Products, Inc., U.S. Government Accountability Office (GAO) (United States, December 2021) **703**;
Whelan Group (Ennis) Ltd. v. Clare County Council, High Court of Ireland (Ireland, March 2002) **681**;
White Construction Co. Inc. v. Division of Admin., Florida Supreme Court (United States, July 1973) **2381**;
William A. Berbusse, Jr., Inc. v. North Broward Hospital District, District Court of Appeal of Florida (United States, 1960) **1116**, **1152**;
William Lacey (Hounslow) Ltd. v. Davis, England Court of Queen's Bench (England, 1957) **2049**;
Winbridge Construction Ltd. v. Halifax Regional Water Commission, Nova Scotia Supreme Court (Canada, September 2015) **1655**;
Woods Building Services v. Milton Keynes Council, High Court of Justice of England and Wales (United Kingdom, July 2015) **1248**;
Word Perfect Translation Services Limited v. The Minister for Public Expenditure and Reform, High Court of Ireland (Ireland, February 2022) **2530**;

Word Perfect Translation v. Minister for Public Expenditure & Reform, Supreme Court of Ireland (Ireland, May 2019) **1850**;
WRG Fire Training Simulation Systems, Inc., U.S. Government Accountability Office (GAO) (United States, November 2021) **1713**;
Xoliskwa Tini Facilities Management Services (Pty) Ltd v. Minister of Public Works and Infrastructure, High Court of South Africa (South Africa, July 2022) **1641**;
Xtreme Concepts Inc, U.S. Government Accountability Office (GAO) (United States, December 2016) **679**, **1241**;
YORK Building Services, Inc., U.S. Government Accountability Office (GAO) (United States, November 2005) **1947**;
Yorke v. Harris, Ontario Superior Court of Justice (Canada, December 2020) **407**;
Yukon (Department of Highways and Public Works) v. P.S. Sidhu Trucking, Yukon Territory Supreme Court (Canada, September 2013) **1407**;
Zenix Engineering Ltd. v. Defence Construction (1951) Ltd., Federal Court of Appeal (Canada, March 2008) **2069**, **2486**;
Zephyr Services Limited v. Ministry of Fisheries and Sustainable Development, Supreme Court of Belize (Belize, April 2014) **313**, **2510**;
Zutphen Brothers Construction Ltd. v. Nova Scotia (Attorney General), Nova Scotia Supreme Court (Canada, September 1993) **8**, **632**;

Table of Laws, Rules, and Regulations

Africa, Economic Partnership Agreements **246**;
African Development Bank, Procurement Framework **279**;
African Development Bank, Procurement Policy for Bank Group Funded Operations **299**;
Armenia, Public Procurement Law **2436**;
Asian Development Bank, ADB Procurement Policy **279**;
Asian Development Bank, Procurement Guidelines **299**;
Asia-Pacific, Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP or TPP) **279**, **1257**;
Australia, Commonwealth Procurement Guidelines 2008 **235**;
Australia, Commonwealth Procurement Rules **1257**, **2277**;
Australia, Government Procurement (Judicial Review) Act 2018 **2278**;
Australia, Government Procurement (Judicial Review) Bill **1257**;
Australia, Independent Commissioner Against Corruption Act, 2012 (South Australia) **161**;
Barbados, Financial Management and Audit (Financial) Rules, 2011 (Financial Management and Audit Act (Act 2007-11)) **948**;
Bermuda, Code of Practice for Project Management and Procurement **308**;
Canada, Agreement on Internal Trade (AIT) **358**, **582**, **640**, **664**, **1068**, **2338**, **2669**;
Canada, Broader Public Sector Accountability Act (Ontario) **233**;
Canada, Building Ontario Business Initiative Act, (Ontario) **648**, **657**;
Canada, Canada-EU Comprehensive Economic and Trade Agreement (CETA) **248**, **274**, **277**, **288**, **572**, **656**, **657**, **706**, **707**, **1068**, **1090**, **1251**, **1919**, **2669**;
Canada, Canada Evidence Act **579**;
Canada, Canadian Free Trade Agreement (CFTA) **572**, **582**, **640**, **641**, **656**, **657**, **658**, **706**, **1068**, **1090**, **1251**, **1919**, **2024**, **2669**;
Canada, Competition Act **470**, **472**, **486**, **488**, **526**;
Canada, Conflict of Interest Act **121**, **409**;
Canada, Constitution Act, 1982 (Canadian Charter of Rights and Freedoms) **1291**;
Canada, Corruption of Foreign Public Officials Act **121**;
Canada, Criminal Code **82**, **86**, **88**, **90**, **124**;

Canada, Financial Administration Act **485**, **488**, **490**, **491**;
Canada, Freedom of Information and Protection of Privacy Act (Ontario) **2160**;
Canada, Judicial Review Procedure Act (British Columbia) **1291**, **1293**;
Canada, Management Framework: Procurement Process (Alberta) **792**;
Canada, Municipal Act (Ontario) **398**;
Canada, Municipal Conflict of Interest Act Canada, Municipal Act (Ontario) **355**, **398**;
Canada, Municipal Conflict of Interest Act (Ontario) **398**, **407**;
Canada, New West Partnership Trade Agreement (NWPTA) **735**, **1254**;
Canada, Procurement Act (New Brunswick) **639**;
Canada, The Legislative Assembly and Executive Council Conflict of Interest Act (Manitoba) **351**;
Canada, United States-Mexico-Canada Agreement (USMCA) **276**, **707**, **2473**;
Caribbean, CARIFORUM-EU Economic Partnership Agreement **245**, **277**;
Caribbean Development Bank, Guidelines for Procurement **299**;
Caribbean, The Public Procurement (Caribbean Community) Act **245**, **278**, **309**;
Cayman Islands, The Procurement Law **306**;
Eswatini, Financial and Accounting Instruction **171**;
Eswatini, Parliament Appropriation Act **171**;
Eswatini, Procurement Act of 2011 **171**;
European Commission, Directive on Public Procurement **235**, **243**, **285**, **584**, **585**, **706**, **707**, **1089**, **2669**;
European Union, Canada-EU Comprehensive Economic and Trade Agreement (CETA) **248**, **274**, **277**, **288**, **572**, **706**, **707**, **1068**, **1090**, **1251**, **2669**;
European Union, CARIFORUM-EU Economic Partnership Agreement **245**, **277**;
European Union, Economic Partnership Agreements **246**;
European Union, European Union Classical Directive **927**;
Ghana, Public Procurement Act 2003 **235**, **516**, **517**, **2541**;
Ghana, Public Property Protection Act **516**, **517**;
Guam, Guam Rules of Civil Procedure (GRCP) **2258**;
Guyana, Procurement Act **300**, **314**;
Guyana, Procurement Regulations **300**;
India, General Financial Rules 2017 **245**;
India, Manual for Procurement of Goods 2017 **245**;
India, Practice Guide for Audit of Procurement **245**;
Inter-American Development Bank, IDB 2013 Guide for Acceptance of the Use of Country Procurement Systems **297**;
Inter-American Development Bank, Procurement Policies **279**;
Jamaica, Contractor-General Act **593**;
Jamaica, Financial Administration and Audit Act **212**, **946**, **2102**;
Jamaica, Public Bodies Management and Accountability Act **212**;
Jamaica, The Public Procurement Act **301**;
Kenya, Anti-Corruption and Economic Crimes Act **511**;

Kenya, Public Procurement and Disposal Act 2005 **236**, **2378**;
Malawi, Public Procurement Act 2003 **236**;
Mexico, United States-Mexico-Canada Agreement (USMCA) **276**, **707**, **2473**;
Moldova, Public Procurement Law **237**;
New Zealand, Chief Executive Gifts, Benefits and Expenses **325**;
New Zealand, Competitive Dialogue Guide **929**, **1095**;
New Zealand, Conflicts of Interest **325**;
New Zealand, Constructive Market Engagement: A guide to engaging effectively with suppliers **325**;
New Zealand, Fraud and Corruption Policy Framework **325**;
New Zealand, Government Procurement Charter **321**;
New Zealand, Government Procurement Rules **321**;
New Zealand, Government Rules of Sourcing **246**;
New Zealand, Guide to supplier feedback and complaints **326**;
New Zealand, The Five Principles of Government Procurement **321**;
North America, North America Free Trade Agreement (NAFTA) **276**, **289**, **664**, **707**, **2058**, **2130**, **2181**, **2473**;
Northern Ireland, Code of Procedure **1165**;
Northern Ireland, Public Contracts Regulations 2006 **1621**;
Organization for Economic Co-operation and Development (OECD), 2009 Principles for Integrity in Public Procurement **278**, **292**;
Organization for Economic Co-operation and Development (OECD), 2011 Convention on Combatting Bribery of Foreign Public Officials **278**, **293**;
Pacific, Economic Partnership Agreements **246**;
Papua New Guinea, Criminal Code Act 1974 **856**;
Samoa, Guidelines for Government Procurement by Public Tender **2380**;
South Africa, National Energy Regulator Act **166**;
South Africa, Promotion of Administrative Justice Act **166**;
Trinidad and Tobago, The Public Procurement and Disposal of Public Property Act **304**;
Turks and Caicos Islands, Public Procurement Ordinance **301**;
United Kingdom, Competitive Dialogue and Competitive Procedure with Negotiation (Government Commercial Function) **2532**;
United Kingdom, Competitive Dialogue in 2008: OGC/HMT joint guidance on using the procedure **1095**;
United Kingdom, Public Contracts Regulations 2015 **235**, **706**, **707**;
United Kingdom, United Kingdom Competitive Dialogue Guide **928**;
United Nations Commission on International Trade Law (UNCITRAL), United Nations Commission on International Trade Model Procurement Law (UN Model Procurement Law) **243**, **275**, **277**, **283**, **550**, **706**, **707**, **928**, **947**, **1070**, **1080**, **1087**, **1104**, **2473**, **2629**, **2645**, **2667**;
United Nations Commission on International Trade, UNCITRAL Model Legislative Provisions on Privately Financed Infrastructure Projects **1072**, **1082**, **1087**;

United Nations, United Nations Convention Against Corruption **291**;
United States, 2007 Model Code For Public Infrastructure Procurement **289**;
United States, ABA 2002 Procurement Code: Recommended Regulations for State and Local Government **289**;
United States, American Bar Association Model Procurement Code **275**, **288**, **289**;
United States, Antideficiency Act **2604**;
United States, False Claims Act **445**;
United States, Federal Acquisition Regulation **621**, **1933**;
United States, Federal Acquisition Regulation (FAR) **244**, **248**, **290**, **412**, **678**, **2267**, **2533**, **2671**;
United States, Florida Statutes **436**;
United States, Freedom of Information Law **2155**;
United States, General Municipal Law (GML), (New York State) **596**, **597**, **599**, **623**, **625**;
United States, Procurement Integrity Act **338**;
United States, Public Contract Code (California) **553**;
United States, Sherman Anti-Trust Act **467**;
United States, Sunshine Law (Florida) **1941**;
United States, United States-Mexico-Canada Agreement (USMCA) **276**, **707**, **2473**;
World Bank, Bank Procedure: Procurement in IPF and Other Operational Procurement Matters **296**;
World Bank, Guidelines: Selection and Employment of Consultants by World Bank Borrowers **1491**, **1496**;
World Bank, Procurement in IPF and Other Operational Procurement Matters **295**;
World Bank, Procurement Regulations for IPF Borrowers **278**, **296**;
World Bank, Project Procurement Strategy for Development: Long Form Detailed Guide **297**;
World Trade Organization, Government Procurement Agreement (GPA) **243**, **247**, **276**, **280**, **289**, **322**, **705**, **1257**, **2181**, **2277**, **2668**;

Table of Resources

3-D Negotiations: Powerful Tools to Change the Game in Your Most Important Deals, Harvard Business School Working Knowledge, James Sebenius and David Lax **2497**;

A Better Way to Negotiate: Backward, Working Knowledge (Harvard Business School), James K. Sebenius **2499**;

Additional Guidance Could Help Increase Benefits and Reduce Fees, U.S. Government Accountability Office (GAO) (United States, July 2018) **2696**;

A Framework for Managing Fraud Risks in Federal Programs, U.S. Government Accountability Office (GAO) (United States, July 2015) **527**;

A Guide to the Project Management Body of Knowledge (PMBOK Guide), Project Management Institute **2577**;

A Legal Perspective on the Case for Procuring Capital-Intensive Infrastructure Services Via P3s in Canada, L.B. Jatto, Asper Review of International Business and Trade Law, 2012 **787**;

A New Perspective on the Public-Private Divide? Justiciability of Government Contracting Decisions Following Ririnui and Problem Gambling, Victoria University of Wellington Law Review, Caleb O'Fee, 2018 **1263**;

Assessing Bid Protests of U.S. Department of Defense Procurements, United States Congress, 2018 **2188**;

Bennion on Statute Law, F.A.R. Bennion **1366**, **1380**, **1386**, **1393**;

Bid Protests at the GAO: A Descriptive Guide, U.S. Government Accountability Office (GAO) (United States, May 2018) **2273**;

Bid-Rigging Prevention Tool, Competition Bureau, Canada, April 2008 **470**;

Black's Law Dictionary **1390**;

Breakthrough Negotiations: Don't Leave It On the Table, Harvard Business School Working Knowledge, Michael Watkins **2496**;

Business Process Change: A Guide for Business Managers and BPM and Six Sigma Professionals, 2nd ed., Paul Harmon **2573**;

Canadian Contractual Interpretation Law, Geoff R. Hall **1388**, **1391**;

Canadian Guide to Uniform Legal Citation **1368**;

Competitive and Cooperative Approaches to Conflict, Beyond Intractability (University of Colorado), Brad Sprangler **2497**;

Creating and Claiming Value, Beyond Intractability (University of Colorado), Brad Sprangler **2501**;

Decisions, Decisions: A Handbook for Judicial Writing, James C. Raymond **1324**;
Delusion and Deception in Large Infrastructure Projects: Two Models for Explaining and Preventing Executive Disaster, California Management Review, Ben Flyvbjerg, Massimo Garbuio, Dan Lovallo (2009) **1000**;
Electronic Reverse Auctions and the Public Sector: Factors of Success, Journal of Public Procurement, Moshe Eitan Shalev and Stee Asbjornsen **2664**;
Electronic Reverse Auctions: Factors of Success, University of Neuchâtel, Elhami Memeti **2676**;
Electronic Reverse Auctions in Public Sector Construction Procurement: Case Study of Czech Buyers and Suppliers, Brno University of Technology, T. Hanák **2683**;
Electronic Reverse Auctions - The Good and the Bad, Institute for Supply Management, Ernest G. Gabbard **2675**;
E-procurement: Multiattribute Auctions and Negotiations, Concordia University, G.E. Kersten **2677**;
e-Reverse Auction Guidelines for MDB Financed Procurements, World Bank (December 2005) **2668**;
EU Public Procurement Policy During Covid-19: A Turning Point for Legitimate EU Governance?, Linnaeus University, Brigitte Pircher **616**;
Four Strategies for Making Concessions, Working Knowledge (Harvard Business School), Deepak Malhorta **2501**;
Government Contracts: Federal State and Local, 6th ed., Nicholas Seddon **1119**;
Handling complaints under the Government Procurement (Judicial Review) Act 2018 Resource Management Guide No. 422 (Australia, August 2019) **2279**;
Integrated Project Delivery Agreement - A Lawyer's Perspective, Journal of the Canadian College of Construction Lawyers, Howard W. Ashcraft, Jr. **1469**, **2470**;
Integrated Project Delivery: Case Studies, American Institute of Architects (AIA) **1456**;
Introduction to e-auctions, Chartered Institute of Procurement and Supply (CIPS), Helen Alder **2673**;
IPD Case Studies, University of Minnesota, March 2012 **1461**;
IPD: Performance, Expectations, and Future Use, University of Minnesota, September 2015 **1462**;
Joint Practical Guide, European Union **1365**, **1376**;
Legislative Drafting Guide, Kenneth L. Rosenbaum **1376**, **1380**;
Legislative Hearings on the Broader Public Sector Accountability Act, Queen's Park, November 22, 2010, Ontario, Canada **233**;
Making the Integrated Big Room Better, Stanford University's Center for Integrated Facilities Engineering (CIFE) and DPR Construction, October 2012 **1475**;
Megabang for megabucks: Driving a harder bargain on megaprojects, Grattan Institute (Australia, May 2021) **859**;

Motivation and Means: How and Why IPD and Lean Lead to Success, University of Minnesota, November 2016 **1466**;
On Writing Well, William Zinsser **1322**;
Oxford English Dictionary **1368**;
Policy and Planning for Large Infrastructure Projects: Problems, Causes, Cures, World Bank, Ben Flyvbjerg (December 2005) **987**;
Practitioner's Guide for Procurement Pricing, Procurement Support Services Sector, Public Services and Procurement Canada (Canada, December 2020) **1522**;
Quantifying Performance for the Integrated Project Delivery System as Compared to Established Delivery Systems, Journal of Construction Engineering and Management, Mounir El Asmar, Awad S. Hanna, and Wei-Yin Loh **1463**;
Red flags Procurement, Audit Scotland and Police Scotland (United Kingdom, October 2019)
528;
Reverse Auctions: Benefits, Challenges, and Best Practices, California Journal of Operations Management, Gus Manoochehri and Christy Lindsy **2679**;
Reverse Auctions: Guidance Is Needed to Maximize Competition and Achieve Cost Savings, U.S. Government Accountability Office (GAO) (December 2013) **2671**;
Statutory Interpretation, F.A.R. Bennion **1384**;
Statutory Interpretation, Geoff R. Graham **1390**;
Strategic Procurement Planning in the Public Sector, Clifford. P. McCue and Barbara R. Johnson **2569**;
Sullivan and Driedger on the Construction of Statutes, Ruth Sullivan **1365**;
Supply Manual, Government of Canada **471**, **730**, **1493**, **2181**;
Supreme Court's Tercon ruling may force new approach to contracts, Journal of Commerce, February 24, 2010 **234**;
The Associated Press Stylebook and Briefing on Media Law **1367**;
The Cambridge Guide to English Usage **1367**;
The Chicago Manual of Style **1367**;
The New Oxford Style Manual **1367**;
The Role of Reverse Auctions in Strategic Sourcing, CAPS Research (2003) **2681**;
Thinking Like a Writer: A Lawyer's Guide to Effective Writing and Editing, Stephen V. Armstrong and Timothy P. Terell **1323**;
Understanding Construction Industry Experience and Attitudes toward Integrated Project Delivery, Journal of Construction and Engineering Management, David C. Kent and Burcin Becerik-Gerber **1458**;
Using Competitive Dialogue in EU Public Procurement – Early Trends and Future Developments, EIPASCOPE, M. Burnett (2009) **1098**;
Why Costs Over-Run: risk, optimism and uncertainty in budgeting for the London 2012 Olympic Games, Journal of Construction Management and Economics, Journal of Construction Management and Economics, Will Jennings (2012) **980**;