**The Swedish Transport Administration's Business Strategy for contracting and technical consultancy.**

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1. Background and purpose
	1. Background

Work on the Swedish Transport Administration's Business Strategy (overall purchasing category strategy) for contracting and technical consultancy, hereafter referred to as the Business Strategy, has been ongoing and refined for a number of years. Version 3.0 heralded the start of the transition from the standardisation (good order) of the Swedish Transport Administration's business transactions, towards starting to use business as a strategic tool to achieve impact by placing particular emphasis on innovation or other benefits, for instance. Further acceleration of work on the Business Strategy is required if the Swedish Transport Administration is to help achieve the 2030 Agenda, i.e. economic, social and environmental development that is sustainable in the long term. This work begins in version 4.0 and is further enhanced in version 5.0, with particular emphasis on cooperation through the development of guideline TDOK 2023:0246, entitled Collaboration.

The Swedish Transport Administration is a social development stakeholder responsible for intermodal transport planning. Above all, the Swedish Transport Administration is a public procurement authority that implements measures through business transactions with consultants, contractors and material suppliers. In 2022, its business transactions amounted to some 1% of Sweden's GDP, and so the Swedish Transport Administration's business transactions are expected to help bring about solutions to society's goals and challenges. As business is central to the Swedish Transport Administration's operations, this should be viewed as a strategic tool aimed at adding the greatest value possible and driving towards the desired impact. Business transactions, together with its suppliers, will allow the Swedish Transport Administration to realise the goals defined within the framework of the Swedish Transport Administration's mission (see, for example, the transport policy goals, the 2030 Agenda and the National Procurement Strategy) and in its role as a client. The Swedish Transport Administration's instruction (Section 2(10)) states that "in its role as a client, the Swedish Transport Administration shall particularly endeavour to increase productivity, innovation and efficiency in the markets for investments, operation and maintenance". The Swedish Transport Administration's needs, as well as the conditions and incentives for the supplier market, must be taken into consideration.

If it is to assist with economic, social and environmental development that is sustainable in the long term, the Swedish Transport Administration, together with its suppliers, needs to be able to drive development in small but also larger steps, using both known and unknown solutions and methods. Given the size of the Swedish Transport Administration's business transactions, this involves a great deal of responsibility, but also major opportunities. The Swedish Transport Administration must act as a role model for driving development forward, and be viewed as an attractive customer and partner for suppliers.

Confidence in the Swedish Transport Administration as a public client, among both suppliers and the general public, is of the utmost importance. Everyone needs to work together so that all elements of the Swedish Transport Administration's operations can help to do good, sound business with the supplier market. This is why cross-functional cooperation is a central aspect of the Business Strategy, as is its emphasis on facility life cycle. This work should therefore start in the early planning stages when the proposed actions are generated and decisions are made on financial planning, until the facility is decommissioned. Public business is thus based on an organisation's strategic goals and includes activities from the planning of actions right up to the end of the contract. Project management is ongoing at the same time and needs to be coordinated with business management.

* 1. Purpose

The purpose of the Business Strategy is to indicate the direction on the basis of the Swedish Transport Administration's Purchasing Policy – to use business as a strategic tool to drive development towards the organisation's goals, and to create an understanding of how business can be shaped (choosing the most appropriate form) and manipulated in order to achieve this.

* 1. Anticipated effects

Business is important, as it can lay the foundation and create incentives for suppliers to work together with the client to deliver on the Swedish Transport Administration's goals, thereby helping to make the Swedish Transport Administration an attractive customer. The following effects can be achieved by applying the strategy in the planning, procurement and implementation phases:

* Ensuring that the Swedish Transport Administration's strategic objectives are realised by means of the business tranaction, and that the business transaction therefore makes a contribution as a strategic tool in the implementation of the Swedish Transport Administration's main mission.
* Ensuring that the Swedish Transport Administration uses supplier market development to reinforce both the transport system and the supplier market's ability to develop and innovate.
* Ensuring that the Swedish Transport Administration uses appropriate forms of cooperation and business so that it is regarded as an attractive client by suppliers of all sizes.
* Ensuring that the Swedish Transport Administration derives maximum social benefit for its money by formulating its business on the basis of the Swedish Transport Administration's mission, conditions and incentives in the supplier market, as well as opportunities and risks identified.

These effects also form the basis for the long-term direction of the Swedish Transport Administration's business transactions.

1. Scope of the strategy

The Business Strategy forms part of the Swedish Transport Administration's governance aimed at securing the desired goals and effects. The earlier the Business Strategy is applied systematically, the more effectively the Swedish Transport Administration is able to utilise the business as a tool to achieve its goals and the desired effects. The Business Strategy provides the commercial criteria.

The Business Strategy lays the foundation for the purchasing categories to function effectively, and the purchasing categories have to indicate what aspects are unique to each category. Adopted purchasing category strategies must be applied and define the direction and development of each category's business transactions.

The target group for the Business Strategy is made up of the Swedish Transport Administration's management and roles such as strategic planner, investigation manager, investigator, national coordinator, planning coordinator, action requester, agent, project manager, project engineer, maintenance engineer, technical specialist, qualified purchaser, purchaser. The more relevant perspectives represented in a cross-functional working group, the better the impact that can be achieved.

The Business Strategy is applicable to the planning, procurement and implementation of business transactions, which includes technical consultancy services in the field of planning and design, as well as contract work in construction, installation, operation and maintenance.

From a systems perspective, the Business Strategy is not the only thing supporting the attaingment of the effects: all documents, etc. that are related to the business collectively form a strategic whole (see the illustration).



*Figure 1 Examples of documents, etc. that are related to the Business Strategy, thereby forming a package as part of a larger strategic whole.*

The strategy covers innovation procurement of the type of business transactions promoting development in regular transactions, but not innovation procurement procedures where new solution development needs to be included in the transaction; that is to say, Procurement of new solutions or Procurement of FOI. See TDOK 2017:0520 Innovative approach in Swedish Transport Administration procurement procedures for more information.

Secure procurement procedures under TDOK 2018:0503 may mean that some choices according to this strategy are not applicable.

Our choices and any deviations must be properly justified and involve awareness if incentives and opportunities to achieve the purpose of the Business Strategy are to be created. Decisions on any deviations will be made in accordance with the applicable rules of procedure.

See Annex 4, Definitions for definitions and terminology.

1. Strategies

In the long term, the Swedish Transport Administration's business transactions focus on ensuring that the anticipated effects of this strategy can be realised. The focal points of the Business Strategy are set out below. These should be viewed on the basis of a public procurement context: in other words, the five general principles of public procurement must be followed. These five principles are: non-discrimination, equal opportunities, proportionality, transparency and mutual recognition (see TDOK 2017:0022 Procurement at the Swedish Transport Administration under the Public Procurement Act and TDOK 2017:0354 Procurement at the Swedish Transport Administration under the Public Procurement Act relating to utilities for more information).

The business transaction begins during the Swedish Transport Administration's long-term planning processes and continues until the contract is terminated. This is why the paragraphs below are divided into the three parts of the transaction: planning the transaction, carrying out procurement and executing the contract for the project or assignment. Figure 2 explains the context of the Swedish Transport Administration's main processes and the business transaction and contract in the context

Figure 2 Impact of the business transaction and contract on strategic goals and effects.

* 1. Planning the transaction

Early application of the transaction

Early application of the transaction in the Swedish Transport Administration's organisation is an important part of the focus. Given the Swedish Transport Administration's mission to drive market development (instruction Section 2(10)), criteria in the form of life cycle perspectives, market development goals and the need for innovation have to be created in connection with long-term planning and the development of proposed measures. Internal and external dialogue is initiated no later than the time when a action description is produced. This dialogue provides input that will allow impact goals to be formulated so that the business can help to drive market development.

Dialogue on the need for innovation must also be conducted on the basis of the impact goals for the transport system and market development. The criteria and incentives that need to be created for consultants and/or contractors before and during procurement and during implementation are analysed on the basis of this. See TDOK 2016:0073 Measures promoting development for assistance with creating the right criteria and incentives in business transactions.

This is then followed by a dialogue on the need for collaboration tools, and which tools are appropriate given the need for innovation, uncertainties and an assessment of complexity. Based on these choices, together with an analysis of degrees of freedom, a business form, including the choice of collaboration tools (see TDOK 2018:0007 Choice of business form and TDOK 2023:0246 Collaboration in contracting and technical consultancy services) is provisionally selected as part of the action description. Where appropriate, a typical contract/assignment may be provisionally selected for a group of actions; if several procurement procedures that are similar in nature are being conducted, for instance.

In addition, we aim to:

* …identify criteria for the business transaction at the time when a description of the measure is being prepared, or at a similar stage. Such criteria affect the implementation of the measure or the operational reliability and life cycle cost of the facility, such as functional safety, maintainability, logistics requirements, critical goods and reuse of solutions.
* …package together, at an early stage, measures and phases that are deemed to be commercial and capable of creating better opportunities for market development, innovation, industrial production and the life cycle cost of the facility.

Choice of business form

When choosing a business form, the emphasis is on choosing a typical contract/assignment that will allow the impact goals for both the transport system and market development to be achieved.

Therefore, we must:

* …choose the most appropriate typical contract/assignment on the basis of the need for innovation or other benefits, degrees of freedom (applicable to contracting only), complexity and uncertainties (see TDOK 2018:0007 and Annexes 1 to 3). The business form for complex assignments and contracts is adapted to prevailing conditions, which are developed uniquely for each measure.
* …choose a business form involving innovation or other benefits when we particularly want to create incentives for achievement of the strategic goals beyond what the basic requirements are capable of achieving. Market dialogue in particular should be considered in order determine what would constitute sufficient incentives for innovation or other benefits. See also TDOK 2016:0073 regarding assistance with creating business transactions that promote development and provide the right incentives and criteria for achieving the identified need for innovation or other benefits.
* …gain a good understanding of the incentives for our suppliers that are created by the business form and take action to manage any associated risks and opportunities; in instances where suppliers' incentives are expected to differ from our incentives, for example.
* …actively choose collaboration tools in respect of market dialogue and procurement on the basis of the above at the time when the business form is provisionally being selected (in the action description/project specification): see also TDOK 2023:0246 Collaboration.
* …make a final decision on the business form by the time the decision to advertise is made.

In addition to the above, a design, construct and maintain contract (investment contract with responsibility for operation and maintenance) should only be selected when the criteria for responsibility during the contract period can be clarified, along with the fact that internal consultation has taken place in connection with the choice of business form. Design, construct and maintain contracts can be used to enhance emphasis on the facility's life cycle costs.

Early market communication

Dialogue is key as a way of creating the right conditions and encouraging the supplier market to help us achieve the effects of this strategy. Dialogue will help to provide a better understanding of the goals and incentives of the Swedish Transport Administration and its suppliers, create healthy competition and make the Swedish Transport Administration an attractive customer.

Therefore, we must:

* …acquire market knowledge as early as possible by means of market analysis and market dialogue promoting continued cooperation: see also TDOK 2023:0246 Collaboration.
* …include planned procurement procedures in the purchasing schedule as early as possible with a view to allowing suppliers to plan their activities.
* …communicate to the market as clearly and early as possible with regard to the Swedish Transport Administration's plans for introducing requirements that affect the business transactions and suppliers' long-term planning.
	1. Procurement

The business transaction as a tool

We aim to use the business transaction as a tool to achieve impact goals for both the transport system and market development. Therefore, there is a need to enhance the Swedish Transport Administration's expertise and ability to utilise its business transactions.

Therefore, we must:

* …always analyse and take into account the applicable goals and needs and consider how the business transaction can ensure that the supplier market contributes to these.
* …improve our expertise and ability to define functional requirements and use the facility's life cycle perspective when defining requirements, selecting materials and/or evaluating tenders.
* …improve our expertise and ability to create business transactions promoting development to achieve innovation or other benefits, based on the Swedish Transport Administration's impact goals, project goals, needs, risks and opportunities. As innovation needs have a tendency to increase both uncertainties and complexities, these need to be managed prior to procurement (e.g. early market dialogue), during procurement (e.g. negotiated procedure) and also during implementation (e.g. cooperation).
* …improve our expertise and ability to formulate and follow up on the best price to quality ratio (added value) assessment principle in order to achieve our goals. The award criteria for quality must offer the Swedish Transport Administration better deliverables beyond the basic requirements that can encourage the market to drive development in selected areas.
	+ …early market dialogue should be conducted in order to determine sufficient incentives. Moreover, the magnitude of the award criteria for quality in relation to price must be simulated in advance in order to identify a level that is regarded as achieving the intended effect. The target is a maximum of 30% of the expected contract price, or up to 50% can be applied if there are special reasons for doing so.
* …use bonuses and other incentives in cases where this is deemed to create incentives for the supplier to develop and deliver beyond the basic requirement level while executing the contract. Bonuses and incentives must aim to achieve the goals of the business transaction and be applied only if the outcome of the bonus is clear (see TDOK 2016:0073).
* …improve our expertise and ability to use dialogue-based procurement procedures as a tool, such as negotiated procedures (see TDOK 2018:0407 Negotiation for procurement procedures at the Swedish Transport Administration), in order to drive towards the goals and improve procurement documents and tenders.

Supplier market

As we are a major client and dependent on our suppliers, we must endeavour to be the supplier's first choice.

Therefore, we must:

* …encourage suppliers to focus on development.
* …maintain a balanced and conscious distribution of risk between the Swedish Transport Administration and its suppliers. Risks must be linked to the party that is most capable of taking responsibility for the risk; while the Swedish Transport Administration must take responsibility for risks that no one can influence.
* …pave the way for foreign and small/medium-sized suppliers to submit tenders.

In addition to the above, tender periods must be designed to allow suppliers to calculate their tenders but also to obtain the decisions they need within their organisation, and possibly to form consortia with other companies. Major weekends and holiday periods must be taken into account.

This is why the minimum tendering period for single-stage procedures must be:

* 6 months for turnkey contracts above SEK 100 million.
* 2 months for design and construct contracts above SEK 100 million.
* 3 months for BAS contracts.
* 4 months for consultancy assignments above SEK 20 million.
	1. Start-up and implementation

It is important for the focus on the business to be maintained throughout the implementation of the project or assignment in order to utilise the business transaction as a strategic tool and achieve the purpose of the Business Strategy. We must will drive development together – client and supplier – during the implementation of the contract.

Therefore, we must:

* …follow the Swedish Transport Administration's leadership philosophy in relation to the supplier. We must aim to achieve good dialogue and cooperation during the contract period so that we can jointly drive development and deliver results.
* …endeavour to ensure that the management of the contracts (e.g. project management through Time, Cost and Content) lays the foundation for achieving our impact goals.
* …always endeavour to achieve a good working relationship with the supplier. The more innovation that is needed and the greater the complexity, the more important it is to have a good working relationship. That is why a common choice of collaboration tools is required by the parties that will be working together.
* …always work on the basis of the tender documentation to plan for an establishment period for the cooperation under the contract: see also TDOK 2023:0246 Collaboration.

If we are to maintain and reinforce the trust of the general public and our suppliers during the contract period, it is important that we endeavour to achieve good dialogue in all situations and act within the bounds of the law.

Therefore, we must:

* …always consider procurement legislation, the presence of unfair competition and the long-term impact on the Swedish Transport Administration's ongoing and future business when making decisions on the individual contract.
* …endeavour to manage conflicts promptly by preventing them in the first place.
* …always follow up on impact goals for market development and contract terms on the basis of attractiveness. Follow-up must endeavour to lead to learning, which in turn will lead to improvements.
1. Follow-up of the strategies

Responsibility for following up the effectiveness of the strategy, proposing changes in respect of its appropriateness and compliance rests with the Head of the central Purchasing and Logistics function. Follow-up must endeavour to lead to learning, which in turn will lead to improvements.

Particular attention must be paid to support and learning within the organisation during the follow-up.

Version log

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| --- | --- | --- | --- |
| Adopted version | Document date | Amendment | Name |
| Version 1.0TDOK 2016:0199 | 2016-04-26 | First version.DG Decision TRV 2016/36508. The DG approves adoption and delegates the task to cIL. | Lars Malthe |
| Version 2.0 | 2018-01-01 | Maintenance Business Area has been included, new Public Procurement Act 2016:1145 incorporated, experiences from Best Practice included.DG Decision TRV 2017/107342. The DG approves adoption and delegates the task to cIL. | Claes Andersson |
| Version 3.0 | 2019-09-01 | Standard contracts/assignments with the possibility of added value for innovations have been included, as has Collaboration high, consultant. Experiences from best practice included. DG Decision TRV 2019/1417. The DG approves adoption and delegates the task to cIL. | Claes Andersson |
| Version 4.0 | 2022-03-01 | Paraphrased from the Swedish Transport Administration's Purchasing Policy. | Niklas Aldin, Klara Granheimer, Christina Sandin, Nathalie Mjörnestål |
| Version 5.0 | 2024-01-01 | Adapted so that "on the basis of the Cooperation, TDOK 2023:0246, Collaboration basic and Collaboration high" has been removed. Adjustments to enhance readability, including the use of terms in procurement law. | Niklas Aldin, Klara Granheimer, Christina Sandin, Göran Domås |

Annex 1 – Business forms for typical contracts

The following typical contracts must be used as a basis for selecting business forms for investment regardless of the business area.

TRV E1A, E1B, E2A or E2B is selected if contracts are classified as standard. TMALL 0767 Complexity assessment must be used if there is any uncertainty about the complexity of the contract.

**Standard contracts**

TRV E1A. Standard contracts with sufficient degrees of freedom and low uncertainty

TRV E1B Standard contracts with sufficient degrees of freedom, low uncertainty and an identified need for innovation or other benefits

TRV E2A. Standard contracts with small degrees of freedom and low uncertainty

TRV E2B. Standard contracts with small degrees of freedom, low uncertainty and an identified need for innovation or other benefits

**Complex contracts**

TRV E3. Complex contracts with long (> 10 years) maintenance commitment (= design, construct and maintain contract)

TRV E4. Complex contracts with large degrees of freedom and high uncertainty

TRV E5. Complex contracts with small degrees of freedom and high uncertainty

TRV E6. Complex contracts with very high uncertainty

**TRV E1A Standard contracts with sufficient degrees of freedom and low uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT). | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB). | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's fee.Bonus for quality and innovation aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV E1B Standard contracts with sufficient degrees of freedom, low uncertainty and an identified need for innovation or other benefits**

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|  | **Competitive focus** |
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| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT) | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB). | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's feeBonus for quality and innovation aspects. |
| \*Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | \*Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | \*Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

\*One or more of the orange boxes should be used to create incentives for innovation or other benefits.

**TRV E2A Standard contracts with small degrees of freedom and low uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT) | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB) | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's fee.Bonus for quality and innovation aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV E2B. Standard contracts with small degrees of freedom, low uncertainty and an identified need for innovation or other benefits**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|  |
| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT) | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB). | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's feeBonus for quality and innovation aspects. |
| \*Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | \*Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | \*Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

\*One or more of the orange boxes should be used to create incentives for innovation or other benefits.

**TRV E3 Complex contracts with long (> 10 years) maintenance commitment (= design, construct and maintain contract)**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT). | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB). | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's feeBonus for quality and innovation aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV E4 Complex contracts with large degrees of freedom and high uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT) | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB). | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's feeBonus for quality and innovation aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV E5 Complex contractswith small degrees of freedom and high uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT). | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB). | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's fee.Bonus for quality and innovation aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV E6 Complex contracts with very high uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Turnkey contract. Design is provided by the contractor (ABT). | Cooperation beyond ABT on design. Turnkey contract. Design is provided by contractor (ABT). Swedish Transport Administration is advisor. | More in-depth cooperation on design through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example.  |
| Design and construct contract. Design is provided by client (AB). | Cooperation beyond AB on design. Design and construct contract. Design is provided by client (AB). Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account), possibly with a fixed contractor's fee.Bonus for quality and innovation aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

Annex 2 – Business forms fortypical BAS maintenance contracts and other contracts with a significant maintenance component.

The following typical contracts must be used as a basis for selecting the business form for BAS maintenance contracts and other contracts with a significant and frequency-based maintenance component regardless of the business area.

 TRV UH1A, UH1B, UH2A or UH2B is selected if contracts are classified as standard. TMALL 0767 Complexity assessment must be used if there is any uncertainty about the complexity of the contract.

**Standard contracts**

TRV UH1A Standard contracts with sufficient degrees of freedom and low uncertainty

TRV UH1B Standard contracts with sufficient degrees of freedom, low uncertainty and an identified need for innovation or other benefits

TRV UH2A Standard contracts with small degrees of freedom and low uncertainty

TRV UH2B Standard contracts with small degrees of freedom, low uncertainty and an identified need for innovation or other benefits

TRV UH3 Complex contracts with high uncertainty (BAS maintenance contracts for district/contract area > 10 years together with a turnkey contract with functional commitment according to TRV E3)

**Complex contracts**

TRV UH4 Very complex contracts with high uncertainty – **contract model under development.**

**TRV UH1A Standard contracts with sufficient degrees of freedom and low uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Construction with emphasis on functional requirements (ABT).Action, method and frequency are mainly determined by the contractor on the basis of degrees of freedom. | Cooperation beyond ABT relating to choice of action, method and frequency. Turnkey contract. Action, method and frequency are chosen by the contractor. Swedish Transport Administration is advisor. | More in-depth cooperation on choice of action, method and frequency through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example. |
| Construction with emphasis on performance requirements (AB). Action, method and frequency are determined by the client on the basis of degrees of freedom. | Cooperation beyond AB relating to choice of action, method and frequency. Design and construct contract. Action, method and frequency are chosen by the client. Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Fixed price with or without flow control and cost price principle (current account) with incentive and target cost form of remuneration.  | Cost price principle (current account). Possibly with a fixed contractor's fee and/or bonus for quality aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV UH1B Standard contracts with sufficient degrees of freedom, low uncertainty and an identified need for innovation or other benefits**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Construction with emphasis on functional requirements (ABT).Action, method and frequency are mainly determined by the contractor on the basis of degrees of freedom  | Cooperation beyond ABT relating to choice of action, method and frequency. Turnkey contract. Action, method and frequency are chosen by the contractor. Swedish Transport Administration is advisor. | More in-depth cooperation on choice of action, method and frequency through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example. |
| Construction with emphasis on performance requirements (AB) Action, method and frequency are determined by the client on the basis of degrees of freedom. | Cooperation beyond AB relating to choice of action, method and frequency. Design and construct contract. Action, method and frequency are chosen by the client. Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Fixed price with or without flow control and cost price principle (current account) with incentive and target cost form of remuneration.  | Cost price principle (current account). Possibly with a fixed contractor's fee and/or bonus for quality aspects. |
| \*Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | \*Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | \*Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

\*One or more of the orange boxes should be used to create incentives for innovation or other benefits.

**TRV UH2A Standard contracts with small degrees of freedom and low uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Construction with emphasis on functional requirements (ABT).Action, method and frequency are mainly determined by the contractor on the basis of degrees of freedom.  | Cooperation beyond ABT relating to choice of action, method and frequency. Turnkey contract. Action, method and frequency are chosen by the contractor. Swedish Transport Administration is advisor. | More in-depth cooperation on choice of action, method and frequency through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example. |
| Construction with emphasis on performance requirements (AB) Action, method and frequency are determined by the client on the basis of degrees of freedom.  | Cooperation beyond AB relating to choice of action, method and frequency. Design and construct contract. Action, method and frequency are chosen by the client. Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Fixed price with or without flow control and cost price principle (current account) with incentive and target cost form of remuneration.  | Cost price principle (current account). Possibly with a fixed contractor's fee and/or bonus for quality aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV UH2B Standard contracts with small degrees of freedom, low uncertainty and an identified need for innovation or other benefits**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Construction with emphasis on functional requirements (ABT).Action, method and frequency are mainly determined by the contractor on the basis of degrees of freedom  | Cooperation beyond ABT relating to choice of action, method and frequency. Turnkey contract. Action, method and frequency are chosen by the contractor. Swedish Transport Administration is advisor. | More in-depth cooperation on choice of action, method and frequency through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example. |
| Construction with emphasis on performance requirements (AB) Action, method and frequency are determined by the client on the basis of degrees of freedom. | Cooperation beyond AB relating to choice of action, method and frequency. Design and construct contract. Action, method and frequency are chosen by the client. Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Fixed price with or without flow control and cost price principle (current account) with incentive and target cost form of remuneration.  | Cost price principle (current account). Possibly with a fixed contractor's fee and/or bonus for quality aspects. |
| \*Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | \*Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | \*Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

\*One or more of the orange boxes should be used to create incentives for innovation or other benefits.

**TRV UH3 Complex contracts with high uncertainty** (BAS maintenance contracts for district/contract area > 10 years together with a turnkey contract with functional commitment according to TRV E3)

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Construction with emphasis on functional requirements (ABT).Action, method and frequency are mainly determined by the contractor on the basis of degrees of freedom.  | Cooperation beyond ABT relating to choice of action, method and frequency. Turnkey contract. Action, method and frequency are chosen by the contractor. Swedish Transport Administration is advisor. | More in-depth cooperation on choice of action, method and frequency through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example. |
| Construction with emphasis on performance requirements (AB). Action, method and frequency are determined by the client on the basis of degrees of freedom.  | Cooperation beyond AB relating to choice of action, method and frequency. Design and construct contract. Action, method and frequency are chosen by the client. Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Fixed price with or without flow control and cost price principle (current account) with incentive and target cost form of remuneration.  | Cost price principle (current account). Possibly with a fixed contractor's fee and/or bonus for quality aspects. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV UH4 Very complex contracts with high uncertainty** –  **under development**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Contract form** | Construction with emphasis on functional requirements (ABT).Action, method and frequency are mainly determined by the contractor on the basis of degrees of freedom. | Cooperation beyond ABT relating to choice of action, method and frequency. Turnkey contract. Action, method and frequency are chosen by the contractor. Swedish Transport Administration is advisor. | More in-depth cooperation on choice of action, method and frequency through Early Contractor Involvement (TEM, Tidig Entreprenör Medverkan). Division of responsibilities through early procurement on ABK or ABT, for example. |
| Construction with emphasis on performance requirements (AB). Action, method and frequency are determined by the client on the basis of degrees of freedom. | Cooperation beyond AB relating to choice of action, method and frequency. Design and construct contract. Action, method and frequency are chosen by the client. Contractor is advisor. |
| **Form of remuneration** | Fixed price with or without flow control. | Fixed price with or without flow control and cost price principle (current account) with incentive and target cost form of remuneration. | Cost price principle (current account). Possibly with a fixed contractor's fee and/or bonus for quality aspects. |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers (1-stage procedure).  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior publication, competitive dialogue. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

Annex 3 – Business forms for typical assignments for technical consultants

Technical consultants include the execution of action selection studies, localisation studies, planning and design assignments including construction site monitoring.

A typical contract for a technical consultant must be selected on the basis of the conditions of the contract and independently of the choice of typical contract.

The following seven typical assignments must be used as a basis for selecting business forms for technical consultants regardless of the business area.

**Standard assignments**

TRV TK1A. Standard assignments with low uncertainty

TRV TK1B. Standard assignmentswith low uncertainty and an identified need for innovation or other benefits

TRV TK2A. Standard assignmentswith high uncertainty

TRV TK2B Standard assignmentswith high uncertainty and an identified need for innovation or other benefits

**Complex assignments**

TRV TK3 Complex assignmentswith high uncertainty TRV TK4 Complex assignmentswith very high uncertainty

TRV TK5 Complex assignments with very high uncertainty in respect of scope, project competitions

**TRV TK1A. Standard assignments with low uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Form of assignment** | Assignment specified in tender documentation | Assignment specified in consultation |
| **Form of remuneration** | Fixed fee | Variable fee in the first instance. Fixed fees can be used for components with less uncertainty. | Variable fee with incentive and target cost form of remuneration. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers.  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV TK1B. Standard assignments with low uncertainty and an identified need for innovation or other benefits**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
|  **Cooperation focus** |
| **Form of assignment** | Assignment specified in tender documentation | Assignment specified in consultation |
| **Form of remuneration** | Fixed fee | Variable fee in the first instance. Fixed fees can be used for components with less uncertainty. | Variable fee with incentive and target cost form of remuneration. |
| \*Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers.  | \*Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | \*Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

\*One or more of the orange boxes should be used to create incentives for innovation or other benefits.

**TRV TK2A. Standard assignments with high uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Form of assignment** | Assignment specified in tender documentation | Assignment specified in consultation  |
| **Form of remuneration** | Fixed fee | Variable fee in the first instance. Fixed fees can be used for components with less uncertainty. | Variable fee with incentive and target cost form of remuneration. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers.  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV TK2B. Standard assignments with high uncertainty and an identified need for innovation or other benefits**

|  |  |
| --- | --- |
|   | **Competitive focus** |
|   |
|  **Cooperation focus** |
| **Form of assignment** | Assignment specified in tender documentation | Assignment specified in consultation  |
| **Form of remuneration** | Fixed fee | Variable fee in the first instance. Fixed fees can be used for components with less uncertainty. | Variable fee with incentive and target cost form of remuneration. |
| \*Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers.  | \*Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | \*Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

\*One or more of the orange boxes should be used to create incentives for innovation or other benefits.

**TRV TK3 Complex assignments with high uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Form of assignment** | Assignment specified in tender documentation | Assignment specified in consultation |
| **Form of remuneration** | Fixed fee | Variable fee in the first instance. Fixed fees can be used for components with less uncertainty. | Variable fee with incentive and target cost form of remuneration. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers.  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV TK4 Complex assignments with very high uncertainty**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Form of assignment** | Assignment specified in tender documentation | Assignment specified in consultation |
| **Form of remuneration** | Fixed fee | Variable fee in the first instance. Fixed fees can be used for components with less uncertainty. | Variable fee with incentive and target cost form of remuneration. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers.  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

**TRV TK5 Complex assignmentswith very high uncertainty regarding scope, project competitions**

|  |  |
| --- | --- |
|  | **Competitive focus** |
|   |
| **Cooperation focus** |
| **Form of assignment** | Assignment specified in tender documentation | Assignment specified in consultation |
| **Form of remuneration** | Fixed fee | Variable fee in the first instance. Fixed fees can be used for components with less uncertainty. | Variable fee with incentive and target cost form of remuneration. |
| Bonus for quality and innovation aspects.  |
| **Procurement procedure** | Open procedure and negotiated procedure with prior announcement. Also simplified procedure below the threshold. No restriction of tenderers.  | Selective procedure and negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction to eligible tenderers (2-stage procedure).  | Selective procedure, negotiated procedure with prior announcement. Also selection procedure below the threshold. Restriction of the number of tenderers in successive stages (multi-stage procedure). |
| **Assessment principle** | Lowest price. | Best price to quality ratio. | Best price to quality ratio with the greatest emphasis on quality. |
| **Collaboration tools** | Active selection of collaboration tools before and during procurement takes place in connection with the choice of business form. Common choices of collaboration tools for establishment and implementation are agreed with the supplier after the contract has been signed. See TDOK 2023:0246 Collaboration. |

Annex 4 – Definitions

|  |  |
| --- | --- |
| **Term** | **Explanation** |
| **Business, business transaction** | Public business is based on an organisation's strategic goals and includes activities from the planning of actions right up to the end of the contract. The term "business" or "business transaction" should be understood as a strategic tool, as opposed to a contract, which refers to a written agreement between the client and the supplier. |
| **The business transaction as a strategic tool** | Strategic use of public business transactions is a prerequisite if a public organisation is to achieve its business goals and do good business. Working strategically with purchasing involves linking purchasing and management to the organisation's goals, the business environment and the supplier market. It assists with effective fulfilment of the organisation's various assignments and goals on the basis of strategies decided upon. Using the business transaction as a strategic tool means working strategically with purchasing and thereby driving the creation of effects that assist with achievement of strategic goals. |
| **Sustainability** | Refers to all sustainable development goals as set out in the 2030 Agenda in the areas of ecological, social and economic sustainability. Guideline on climate requirements TDOK 2015:0480, and guideline on social requirements TDOK 2016:0346 describe the Swedish Transport Administration's contractual requirements in respect of ecological and social sustainability.  |
| **Purchase category** | A purchase category is a defined group of products, services or contracts that create value for the client organisation and society and reflect how the supplier market is organised. See TDOK 2015:0048. |
| **Purchasing policy** | The Swedish Transport Administration's Purchasing Policy, which must be applied to all purchasing activities. See TDOK 2010:119. |
| **Innovation** | The use of something new or developed that adds value. See TDOK 2016:0073. |
| **Innovation or other benefits** | There is a need for innovation if the need to use a new or significantly developed method, approach, product, design or industrial production, etc. has been identified. The intention should be to achieve impact goals and desired values through improved performance that exceeds requirements defined.Other benefits are deemed to exist if there is a corresponding need to use specific incentives, but this need does not necessarily have to be linked to innovation. Incentives need to be created for suppliers in order to achieve the identified need for innovation or other benefits. This can be done by means of bonuses, a tender procedure that includes dialogue and/or the assessment principle of the best price to quality ratio (added value). |
| **Life cycle perspective** | In this context, this means taking into account all stages of the facility included in the business transaction. "Stage" refers to concept (identification of need), development (design and engineering), production (construction), operation and maintenance and decommissioning. See also guideline Life cycle cost (LCC) TDOK 2016:0281. |
| **Market development** | Market development refers to what is indicated in the instruction (Section 2(10)), "In its role as a client, the Swedish Transport Administration shall particularly endeavour to increase productivity, innovation and efficiency in the markets for investments, operation and maintenance". In other words, the Swedish Transport Administration needs to encourage and create conditions for the supplier market to develop in the same direction if the Swedish Transport Administration, together with its suppliers, is to achieve its short-term and long-term goals.  |
| **Collaboration** | See guideline "Collaboration in contracting and technical consultancy", TDOK 2023:0246. |
| **Business transaction promoting development** | A business transaction in which one or more measures promoting development are implemented. Measures promoting development aim to create conditions and incentives for market development throughout the transaction in order to achieve the impact goals and meet the need. See TDOK 2016:0073. The basic principle in all Swedish Transport Administration transactions is not to exclude new, better solutions. It is even more important to implement measures promoting development in order to create conditions and the right incentives for the market if a need for innovation or other benefits is identified. |
| **Choice of business form** | The choice of business form involves actively choosing aspect such as the procurement procedure, eligibility requirements, award criteria, form of contract/consultancy assignment, choice of collaboration tools and form of remuneration best suited to achieving the impact goals through the business transaction. See TDOK 2018:0007. |