



NORTHERN
PROCUREMENT
ALLIANCE

Retrofit and Decarbonisation

18TH FEBRUARY 2025 TO 17TH FEBRUARY 2029



N9 Framework Guide



Constructing Excellence
Gold Standard Verified

Improving lives and places
through quality procurement solutions

northernprocurement.org.uk



NPA provides legally compliant frameworks and DPS' which can be used by local authorities, social landlords and other public sector organisations to procure works, products and services for consultancy, compliance, refurbishment and modernisation, energy efficiency and development projects.

The Northern Procurement Alliance brand, which is part of the LHC Procurement Group (LHCPG), offers advice, support and guidance to all public sector organisations across North England, with access to LHCPG's suite of

framework solutions, which are built on more than 50 years of public sector construction procurement expertise and knowhow.

This means no matter how large or small your scope of work requirements are, you will have peace of mind that our extensive range of pre-approved suppliers will deliver your project on time, on budget and to the agreed quality standards.

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 Northern Procurement Alliance

WHY HAS THIS FRAMEWORK BEEN DEVELOPED?

CN 2024/S 000-013787, CAN 2025/S 000-010657

The Retrofit and Decarbonisation (N9) Framework is the successor to the Energy Efficiency Measures and Associated Works (N8) Framework, and has been developed following extensive pre-tender engagement and collaboration within the sector.

The framework is designed to support local authorities, housing associations, education, healthcare providers including NHS and other public sector organisations in delivering a range of energy efficiency and decarbonisation works, supporting them with the challenge of achieving net zero and improving the EPC ratings of their

stock. The appointed companies to this framework will provide clients access to quality national, regional and local solutions for specialist retrofit and decarbonisation works of domestic housing stock and other public sector buildings.

The framework has been designed to be flexible and is future-proofed against the changes within the sector to ensure it remains relevant during its four-year duration. With the challenges of reaching net zero by 2050 and reducing the carbon emissions of their stock, local authorities and housing associations need a robust, compliant and efficient option to deliver the work required.

About this framework

The framework provides an extensive offering and scope across various workstreams including; consultancy, multi-disciplinary works, building insulation and performance, and various control and energy efficiency management systems.

Collaboration with the sector and pre-tender engagement was extensive and recognised the challenges faced by the market.

Key benefits at a glance:

- ✓ Signposting to specific grant funding, facilitating smoother access to necessary resources.
- ✓ Promoting a 'fabric first' approach where the building fabric is improved first, alongside individual measures tailored to specific needs.
- ✓ Informing clients to innovative technologies and solutions for efficient project delivery, including webinars and product discussions.

The tender was carried out in strict accordance with the UK Public Contracts Regulations 2015. Places on the framework were awarded to 42 companies across six workstreams. The companies appointed to the framework are experts in their field, with a proven track record

Key recommendations such as adopting the enhanced qualifications as a standard requirement, and prioritising not only low-carbon heating solutions, but also promoting a holistic fabric/design approach have been incorporated, as have addressing the skills gap in renewable energy. Access to grant funding and direct award options also featured amongst the pre-tender feedback. The framework considers these challenges and provides access to relevant information. In addition, consultancy services within the framework have been clearly defined to ensure alignment with decarbonisation goals.

- ✓ Creating opportunities for partnerships and sharing best practices to improve project delivery.
- ✓ Encouraging commitment to achieving PAS 2030:2035 standards and enforcing mandatory compliance within a set timeframe.
- ✓ Ensuring that clients have access to skilled and experienced suppliers who are aligned with key policies, best practice and funding requirements who can deliver retrofit projects effectively.

in delivering projects with public sector clients. The term of the framework is from **18th February 2025 to 17th February 2029**. Individual call-off projects can be completed beyond the four-year duration of the framework, as long as the project has been formally awarded prior to the framework expiry date.

ABOUT THIS FRAMEWORK

VISION FOR THE FRAMEWORK

Our Vision for the Retrofit and Decarbonisation Framework

All our frameworks are developed to meet and exceed the needs of the Constructing Excellence Gold Standard Verification for public sector frameworks, via the Constructing Excellence 'Constructing the Gold Standard Verification Scheme'.

Constructing Excellence Gold Standard Verified

The principle aim for the framework throughout its development has been to provide the public sector with a substantial and high-quality framework that provides support to the vast and increasing decarbonisation challenge. Meeting the governments retrofit requirements on existing property portfolios whilst considering the needs of the residents and occupiers of these homes and buildings, are key objectives of the framework.

By improving the quality and condition of many properties, local authorities can help support tenants living in less-than-ideal conditions such as damp, mould and cold effected housing, helping to improve their health and wellbeing, and going some way to alleviating the cost-of-living crisis.

This framework is also the first in our history to have been created with key strategic social value objectives and a set of key measurements for all organisations appointed to the framework. It is a vital step forward for us to ensure we deliver on our social value commitments and continue in our goal of 'Improving Lives and Places'.



Our Vision for the Retrofit and Decarbonisation Framework

We are very proud to now be verified as one of only six framework providers out of more than 2000 in the UK, and the only one to implement this nationwide across five regions.

We pride ourselves on our longstanding commitment to early engagement and collaboration, bringing specialist suppliers and public sector bodies together to guide framework development ensuring best possible outcomes for the public sector, local authorities and housing associations.

ABOUT THIS FRAMEWORK

SOCIAL VALUE COMMITMENTS

The N9 framework and social value commitments

Our Social Value Strategy commits LHCPG and our appointed companies to clearly define the social value that can be

LHCPG will further maximise the positive impact of our 'not-for-profit' status by influencing and measuring how projects delivered through our frameworks enhance the benefits we provide for our communities.

Our frameworks will become further differentiated by an increased focus on social value aligned to our overall vision of 'Improving Lives and Places'.

The Retrofit and Decarbonisation Framework has been created with key strategic social value objectives in mind, aligning them to a set of key measurements.

All organisations appointed to this framework will be expected to work with NPA and our clients to help identify, deliver and capture social value outcomes associated with the delivery of projects that are awarded through the framework.

The key social value sub-priorities that align with this framework are highlighted in the social value wheel diagram on the right.

delivered through our frameworks, and the system for measuring and monitoring it.

Our procurement frameworks will retain their current level of excellence in providing the highest quality solutions.



“ We're proud to introduce – for the first time – specific social value targets that are connected to the delivery of our frameworks. It's a vital step forward in ensuring we deliver our social value commitments and continue on our mission of Improving Lives and Places. ”

George Stevens - Director of Communities
at LHC Procurement Group

CONSULTANCY

OVERVIEW

Workstream 1 - Consultancy

Introduction and Scope

Combines energy policy and strategy development with grant funding support, providing comprehensive assistance to organisations in planning and implementing energy-efficient strategies.

Types of services will include, but are not limited to:

- Energy Policy/Strategy & Grant Funding Support
- PAS 2035 (Domestic Building Audits & Heat Decarbonisation Plans)
- Management Agent / Multi-Disciplinary Consultancy
- PAS 2038 (Non-domestic Building Audits & Heat Decarbonisation Plans)

Energy Policy & Strategy Development and Grant Funding Support

Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Baily Garner	✓	✓	✓
Domna	✓	✓	✓
Elevate Everywhere	✓	✓	✓
McBains	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Turner & Townsend Consulting	✓	✓	✓
Warmworks Scotland	✓	✓	✓

Management Agent / Multi-Disciplinary Consultancy

Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
McBains	✓	✓	✓
Michael Dyson Associates	✓	✓	✓
Netzero Collective	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Turner & Townsend Consulting	✓	✓	✓
Warmworks Scotland	✓	✓	✓

PAS 2035 (Domestic Building Audits & Heat Decarbonisation Plans)

Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Keegans	✓	✓	✓
McBains	✓	✓	✓
Michael Dyson Associates	✓	✓	✓
Netzero Collective	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Synergize	✓	✓	✓

CONSULTANCY

APPOINTED COMPANIES (All Appointed Companies are listed alphabetically)

PAS 2038 (Non-domestic Audits & Heat Decarbonisation Plans)

Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Arthian	✓	✓	✓
ECD Architects	✓	✓	✓
McBains	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Ward Williams Associates	✓	✓	✓
XCO2 Energy	✓	✓	✓



MULTI-DISCIPLINARY WORKS

OVERVIEW

Workstream 2 - Multi-Disciplinary Works

Introduction and Scope

Focuses on multi-technology installations with clarified value bands, accommodating diverse contract sizes and technologies, and includes provisions.

The multi-disciplinary lots provide clients with a route to approved contractors who can provide a range of retrofit and decarbonisation services under a single contract. Contractors appointed to this lot will be able to offer Client's assessment, design, installation and commissioning of retrofit and decarbonisation services, either via direct labour or via sub-contractor where they will act as principal contractors.

Types of services will include, but are not to:

- Multi-Disciplinary Works - £0 - £750K
- Multi-Disciplinary Works - £750K - £2.5m
- Multi-Disciplinary Works - £2.5m plus

Multi-Disciplinary Works - £0 - £750k			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Bell Group	✓	✓	✓
CLC Contractors	✓	✓	✓
Ian Williams	✓	✓	✓
MP Group UK	✓	✓	✓
PHS Home Solutions	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Synergize	✓	✓	✓

Multi-Disciplinary Works - £750K - £2.5m			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Bell Group	✓		✓
CLC Contractors	✓	✓	✓
Ian Williams	✓	✓	✓
Morgan Sindall Property Services	✓		✓
MP Group UK	✓	✓	✓
P Casey & Co		✓	✓
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Synergize	✓	✓	✓
Wates Property Services	✓	✓	

MULTI-DISCIPLINARY WORKS

APPOINTED COMPANIES (All Appointed Companies are listed alphabetically)

Multi-Disciplinary Works - £2.5m plus			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
CLC Contractors			✓
Fortem Solutions	✓		✓
Ian Williams	✓	✓	✓
MP Group UK	✓	✓	✓
Next Energy Solutions			✓
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Synergize	✓	✓	✓
United Living (South)	✓	✓	✓
Wates Property Services	✓	✓	



BUILDING INSULATION

OVERVIEW

Workstream 3 - Building Insulation

Introduction and Scope

Covers various insulation types, including internal, loft, cavity wall, and external insulation, with specific lots tailored to different building sizes and types. The workstream covers fabric elements that are needed to enhance a property's energy efficiency, reducing heat loss, and associated energy costs for occupants.

This lot covers internal, external, cavity wall, and loft insulation, and can be applied to all property types — including those both below and above 11 metres, as well as including a specialised rainscreen cladding lot.

Types of services will include, but are not limited to:

- Internal Insulation
- External Wall Insulation - Project Band 1 - up to 11m
- Loft Insulation
- External Wall Insulation - Project Band 2 - 11m or Higher
- Cavity Wall Insulation
- Rainscreen Cladding

Internal Insulation			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe		✓	
MP Group UK	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Sustainable Building Services (UK)	✓	✓	✓

Loft Insulation			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe		✓	
Bell Group	✓	✓	✓
Insulated Render Systems (Scotland)	✓	✓	✓
MP Group UK	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Synergize		✓	✓

Cavity Wall Insulation			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe		✓	
Bell Group	✓	✓	✓
Insulated Render Systems (Scotland)	✓	✓	✓
MP Group UK	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓
Synergize	✓	✓	✓

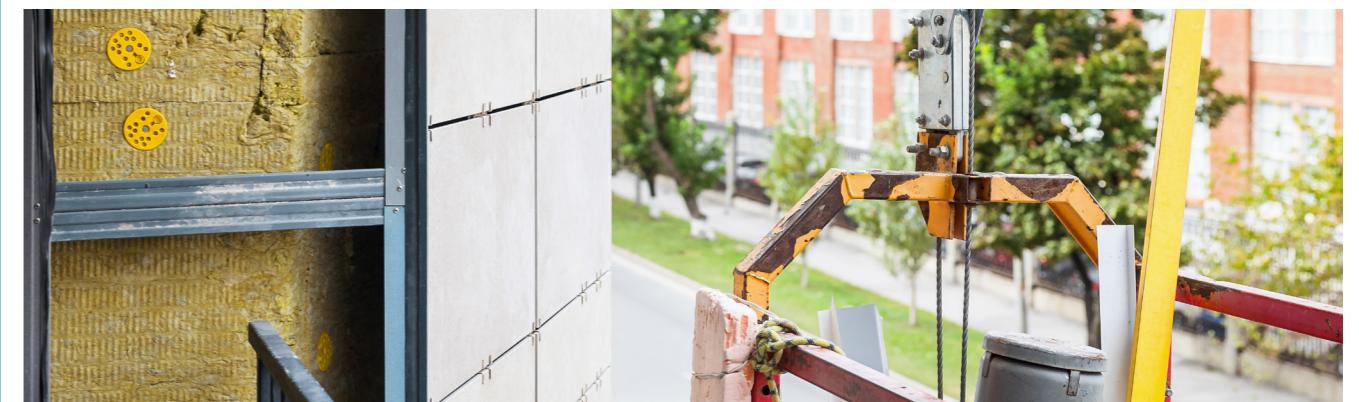
BUILDING INSULATION

APPOINTED COMPANIES (All Appointed Companies are listed alphabetically)

External Wall Insulation - Project Band 1 - up to 11m			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Bell Group	✓	✓	✓
EQUANS Regeneration	✓	✓	✓
Insulated Render Systems (Scotland)	✓		
Lawtech Group	✓	✓	✓
MP Group UK	✓	✓	✓
P Casey & Co		✓	✓
Sureserve Energy Services UK	✓	✓	✓
Sustainable Building Services (UK)	✓	✓	✓
Synergize	✓	✓	✓

External Wall Insulation - Project Band 2 - 11m or Higher			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
EQUANS Regeneration	✓	✓	✓
Insulated Render Systems (Scotland)	✓		
Lawtech Group	✓	✓	✓
MP Group UK	✓	✓	✓
P Casey & Co		✓	✓
Procast Building Contractors	✓		
Sureserve Energy Services UK	✓	✓	✓
Synergize	✓	✓	✓

Rainscreen Cladding			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
EQUANS Regeneration	✓	✓	
Insulated Render Systems (Scotland)	✓	✓	✓
Lawtech Group	✓	✓	✓
P Casey & Co		✓	✓
Procast Building Contractors	✓	✓	✓



HEATING & VENTILATION SYSTEMS

OVERVIEW

Workstream 4 - Heating & Ventilation Systems

Introduction and Scope

Encompasses a range of heating solutions, from domestic to non-domestic systems, and integrates smart controls and energy systems where applicable.

This workstream provides the technologies necessary for upgrading to smarter, more efficient heating and ventilation solutions. The scope of the individual lots allows for traditional, domestic high efficiency, boiler-based heating and hot water systems; right through to electrical, renewable, clean and green technologies to also provide space heating and hot water systems.

The available options also allow for installations of all sizes and complexities, such as for communal, and district heating systems, but not forgetting, the important aspect of ventilation, all paired with control systems to offer integration and end user comfort, efficiency, and innovation.

Types of services will include, but are not limited to:

- Domestic Boiler Based Space Heating Systems
- Domestic Renewables Space Heating Systems
- Non-domestic & Communal Heating Systems
- District & Network Heating Systems
- Electrical Space Heating Systems
- Building Ventilation Systems

Domestic Boiler Based Heating Systems

Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe		✓	
Easy Heat Systems	✓	✓	✓
MP Group UK	✓	✓	✓
PH Jones	✓	✓	✓
PHS Home Solutions	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Rothwell Plumbing Services	✓	✓	✓
Sureserve Compliance North West	✓	✓	✓

Domestic Renewables Space Heating Systems

Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Calisen Metering Services	✓	✓	✓
EDF Energy Customers	✓	✓	✓
MP Group UK	✓	✓	✓
PH Jones	✓	✓	✓
PHS Home Solutions	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Rothwell Plumbing Services	✓	✓	✓
Sureserve Compliance North West	✓	✓	✓

HEATING & VENTILATION SYSTEMS

APPOINTED COMPANIES (All Appointed Companies are listed alphabetically)

Commercial & Communal Heating Systems			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe			✓
Calisen Metering Services	✓	✓	✓
Cenergist	✓	✓	✓
P Casey & Co		✓	✓
PHS Home Solutions	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Sureserve Compliance North West	✓	✓	✓

District & Network Heating Systems			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe			✓
Easy Heat Systems	✓	✓	✓
P Casey & Co		✓	✓
PHS Home Solutions	✓	✓	✓
Procast Building Contractors	✓	✓	✓

Electrical Heating Systems			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe			✓
Easy Heat Systems	✓	✓	✓
MP Group UK	✓	✓	✓
PH Jones	✓	✓	✓
PHS Home Solutions	✓	✓	✓
Rothwell Plumbing Services	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓

Building Ventilation Systems

Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Procast Building Contractors	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓



HEATING & VENTILATION SYSTEMS

APPOINTED COMPANIES (All Appointed Companies are listed alphabetically)

Workstream 5 - Control and Management Systems

Introduction and Scope

Addresses building management systems (BMS) and individual metering, catering to the needs in communal heating systems and energy management.

The comprehensive Controls and Building Management workstream is designed to optimise environmental control, monitoring, metering, and create healthy air environments. This solution delivers innovative and technological improvements throughout its lifespan and has dedicated lots for emerging markets like individual metering, as well as ventilation systems and lighting control.

Types of services will include, but are not limited to:

- Building Management Systems
- Individual Metering

Building Management Systems			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe		✓	

Individual Metering			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Sycous	✓	✓	✓



ELECTRICAL

APPOINTED COMPANIES (All Appointed Companies are listed alphabetically)

Workstream 6 - Electrical

Introduction and Scope

Includes lots for Solar PV and Battery Storage, and Electric Vehicle (EV) Charging, responding to the growing demand for integrated energy solutions and EV infrastructure.

This Electrical workstream encompasses lots from solar PV generation and electrical energy storage solutions, through to advancing EV charging infrastructure. Having dedicated lots, you'll gain access to qualified, skilled and competent installers across all areas of renewable electrical generation, distribution control, and even vehicle-to-grid integration.

Types of services will include, but are not limited to:

- Solar PV and Battery Storage
- EV Charging

Solar PV and Battery Storage			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe		✓	
Bell Group	✓	✓	✓
Easy Heat Systems	✓		
Feed it Green	✓	✓	✓
MP Group UK	✓	✓	✓
P Casey & Co		✓	
PHS Home Solutions	✓	✓	✓
Procast Building Contractors	✓		
Rothwell Plumbing Services	✓	✓	✓
Sureserve Energy Services UK	✓	✓	✓

EV Charging			
Appointed Companies	North East England - C	North West England - D	Yorkshire and the Humber - E
Axis Europe		✓	
Calisen Metering Services	✓	✓	✓
Feed it Green	✓	✓	✓
MP Group UK	✓	✓	✓
PHS Home Solutions	✓	✓	✓
Procast Building Contractors	✓	✓	✓
Roam	✓	✓	✓

EVALUATION

WEIGHTING, ACCREDITATION AND CERTIFICATIONS

A single stage open tender process was used as set out within the Public Contract Regulations 2015.

Quality Weighting 70%

Emphasis on factors such as previous experience, case studies, and scenarios. **50%**

Focus on regional capability, including the social value and community benefits a bidder can offer. Evaluations were carried out by the NPA team. **20%**

Price Weighting 30%

A full breakdown of the price weighting is lot dependent, but is typically split between Schedule of Rate, Components, Day Rates and Overheads & Profits.

Contact your regional team for full breakdown of price weighting

70%
Quality

30%
Price

Accreditations and Certifications

In order to be considered eligible for this Framework, Appointed Companies were required to evidence that they had the relevant health and safety, environmental, equality and quality systems as listed below:

Compliance with Equality Act 2010

Confirmatory statements demonstrating compliance with the Equality Act 2010 and adherence to promoting equality and diversity within their company.

Lot Specific Accreditations / Certification

Where applicable evidence of the relevant accreditations, certifications, and membership of trade bodies applicable to the lot they are awarded to was required.

Environmental Management*

Compliance with BS EN ISO 14001

Health and Safety*

Compliance with BS EN ISO 45001

Quality Management*

Compliance with BS EN ISO 9001

*Where certification was not held, Appointed Companies were required to complete the appropriate CAS 91 questions to evidence compliance.

EVALUATION

WEIGHTING, ACCREDITATION AND CERTIFICATIONS

Minimum Insurance Cover

Throughout the duration of the framework Appointed Companies are required to have the minimum levels of insurance as follows:

Workstreams - Lot Description	Employer's Liability Insurance	Public Liability Insurance	Professional Indemnity	Product Liability
Workstream 1 - Consultancy	£5m	£5m	£1m	N/A
Workstream 2 - Multi-Disciplinary Works - Lots 5 - 6 Lot 7	£5m £5m	£5m £5m	£1m £2m	£1m £2m
Workstream 3 - Building Insulation - Lots 8 - 11 Lots 12 - 13	£5m £5m	£5m £5m	£1m £2m	£1m £2m
Workstream 4 - Heating & Ventilation Systems	£5m	£5m	£1m	£1m
Workstream 5 - Building Control & Management	£5m	£5m	£1m	£1m
Workstream 6 - Solar PV and Electrical	£5m	£5m	£1m	£1m

Financial Stability Assessment

Appointed Companies were assessed on their financial stability based on a range of financial information including post-tax profit, current liabilities and verified credit scoring via Creditsafe. The results of these checks were assessed on a pass/fail.

Framework Certification

We're raising the bar for quality and sustainability by integrating the PAS 2030 Standard into our framework. These certifications ensure that all Appointed Companies we work with uphold the highest standards in sustainable practices. Recognising that not all bidders currently possess these qualifications, we are committed to facilitating this transition.

To support this initiative, we're asking all potential bidders to demonstrate their commitment to achieving PAS 2030 accreditation within two years of joining the framework. This approach allows us to collaborate with forward-thinking companies while providing a clear pathway for those still working towards these credentials. Please note, companies unable to secure the accreditation within the specified time frame will not remain on the framework, as we continue to prioritise excellence and accountability.



CALL-OFF AWARD OPTION

THE FRAMEWORK ALLOWS PARTNERS THE OPTION OF:

Direct award without further competition, where all terms and conditions of the call-off project are within the terms and conditions of the framework

OR

Mini-competition, where terms and conditions of the call-off may vary or be modified from the framework or at the choice of the Partner.

When calling off projects, clients can use any one of a range of standard forms of building contract including JCT/SBCC, NEC/NEC4, ACE, PPC, TPC, FAC1, or their own in-house agreement.

ELIGIBILITY

NPA is a not-for-profit organisation, governed by public law and a central purchasing body providing procurement services. Over 200 publicly funded organisations throughout England use NPA frameworks to procure works, goods and services to construct, refurbish and maintain social housing, schools and public buildings:

- Local Authorities and any subsidiaries and joint-venture vehicles of those Local Authorities.

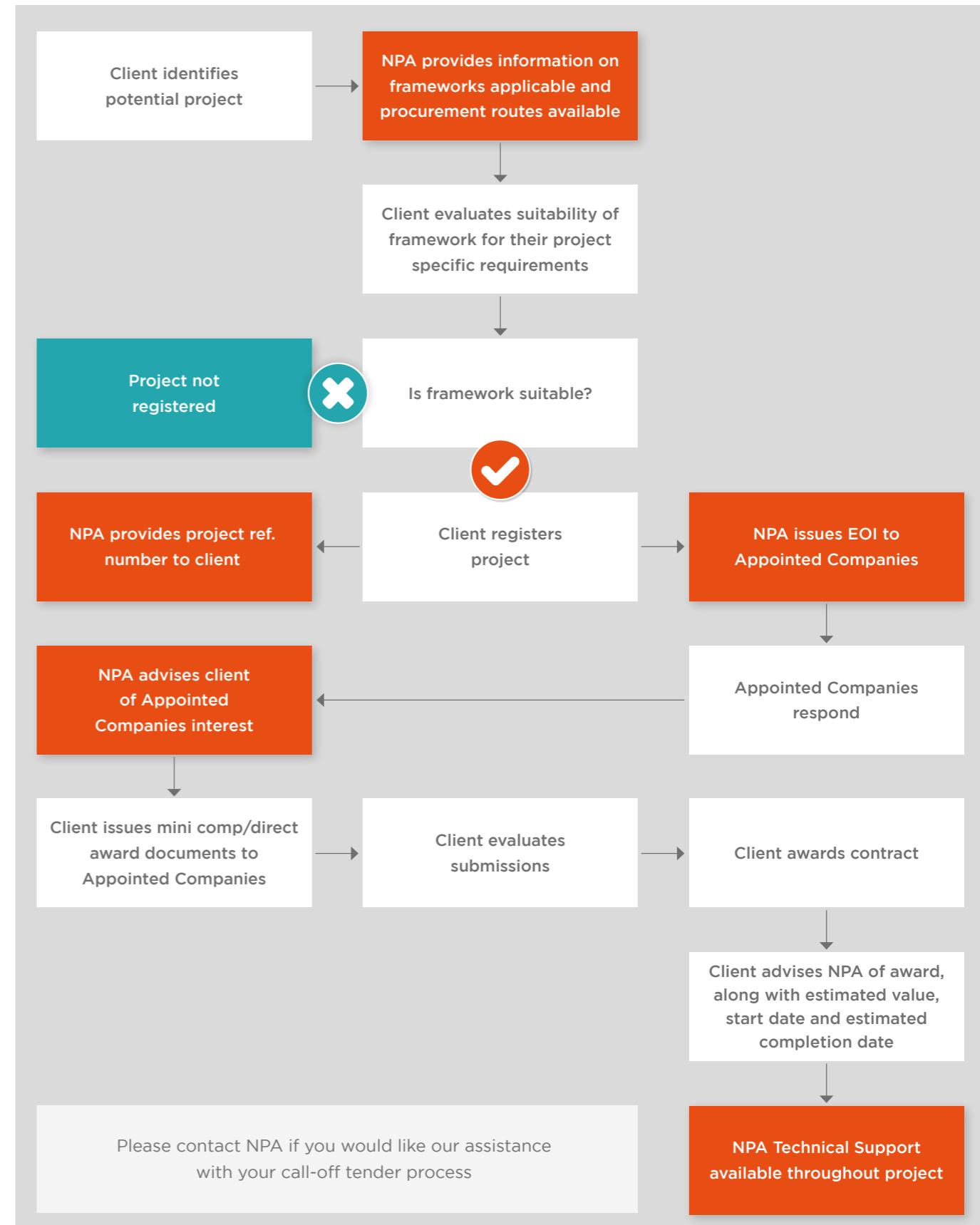
Details of those contracting authorities identified are listed at:
www.northernprocurement.org.uk/who-we-work-with/

GENERAL TERMS AND CONDITIONS

NPA uses the FAC-1 standard form of contract to manage our frameworks. The NPA pro forma, which should be read in conjunction with the FAC-1 in published form, details the terms and conditions that govern the operation of the framework, including the procedures to call off projects under

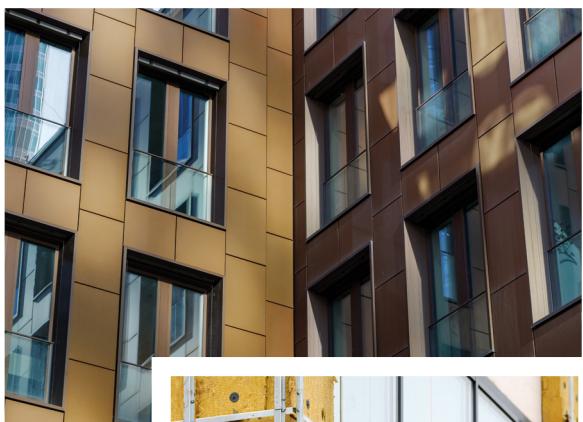
the framework. A free copy of the NPA pro forma is available upon request. The FAC-1 in standard published form can be purchased at a negotiated rate from ACA, by emailing office@acarchitects.co.uk and quoting discount code reference: LHFAC2516102017.

THE PROCESS OF USING OUR FRAMEWORK





NORTHERN PROCUREMENT ALLIANCE



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Northern Procurement Alliance

