

Ako uspieť v medzinárodných tendroch a projektoch rozvojovej spolupráce - špecifiká obstarávania v projektoch rozvojovej spolupráce v rámci mechanizmov IFIs a UNDP

Building Capacities for Engaging Private Sector in Development Cooperation

Sli.do: # rozvojmajstri

Elaborated by
Tomáš Kadlic, Aspiro

Training sections

1. What is an International Financing Institution (IFI)
2. Overview of relevant IFIs
3. Where to find relevant opportunities
4. IFI Procurement basics
5. IFI Project cycle
6. Tips and tricks
7. BIG don'ts



What is an International Financing Institution (IFI)

- Brief description
- Countries of operation
- Sectors of interest



What is an IFI?

International Financial Institution (IFI)

- Is a financial institution established (or chartered) by more than one country, and is subject to international law
- Is usually a multilateral development bank (rarely a bilateral), operating under UN charter
- Owners or shareholders are national governments, international institutions and other organizations
- The IFI provides financing and professional advice to enhance development
- Has many members, including developed donor countries and developing borrower countries
- They finance projects through long-term loans at market rates, very-long-term loans below market rates (also known as credits), and grants.
- The best known IFIs were established after World War II to assist in the reconstruction of Europe and provide mechanisms for international cooperation in managing the global financial system
- The best known IFIs are International Bank for Reconstruction and Development (World Bank), International Monetary Fund IMF, the International Finance Corporation (under World Bank Group), the European Investment Bank, the European Bank for Reconstruction and Development.
- Other smaller and regional IFIs include Islamic Development Bank, African Development Bank, Asian Development Bank
- Slovakia is a shareholder in the following: IBRD, EBRD, EIB, CEB, IIB, IBEC



What is an IFI?

Overview of IFIs based on their total asset size and donor funds/technical assistance

2019	Total assets	Donor funds / TA
European Investment Bank	€553.6 bn	n/a
World Bank (only IBRD & IDA)	\$471.6 bn	\$3.2 bn
Asian Development Bank	\$226.9 bn	\$216.5 m
Inter-American Development Bank	\$136.4 bn	\$277 m
European Bank for Reconstruction and Development	€68.2 bn	€138 m
Asian Infrastructure Investment Bank	\$22.6 bn	n/a
Council of Europe Development Bank	€26.1 bn	n/a
International Investment Bank	€1 bn	n/a
UNDP	\$12.5 bn	n/a



European Bank for Reconstruction and Development (EBRD)

Background

EBRD was established to help build a new, post-Cold War era in Central and Eastern Europe. It has since played a historic role and gained unique expertise in fostering change in the region - and beyond - investing more than €145 billion in a total of over 5,700 projects.

Sectors and topics of focus

- Agribusiness
- Energy
- Municipal Infrastructure (W&WW, district heating, roads, solid waste, EE)
- Transport
- Nuclear Safety
- Information Technology
- Property and tourism
- Legal reforms
- Natural resources

Countries of operation



Sources of information

<https://ecep.ebrd.com/> - Project procurement

<https://eu.smart.gep.com> - Corporate Procurement and Consultancy

Background

EIB is a financial institution of the EU whose members are currently 27 member states. It was founded in 1958 as the Treaty of Rome comes into force. EIB's annual lending neared €63.3bn in 2019 and its capital-base rose to €243bn in February 2020. EIB nowadays works with over 135 non-EU states which receive around 10% of the funding.

Sectors and topics of focus

- Climate and environmental sustainability
- Innovation and skills
- Infrastructure
- Small and medium-sized enterprises
- Cohesion
- Development

Countries of operation



Sources of information

www.eib.org/en/about/procurement/index.htm - directly on EIB web

<https://ted.europa.eu/TED/search/search.do> - TED

Background

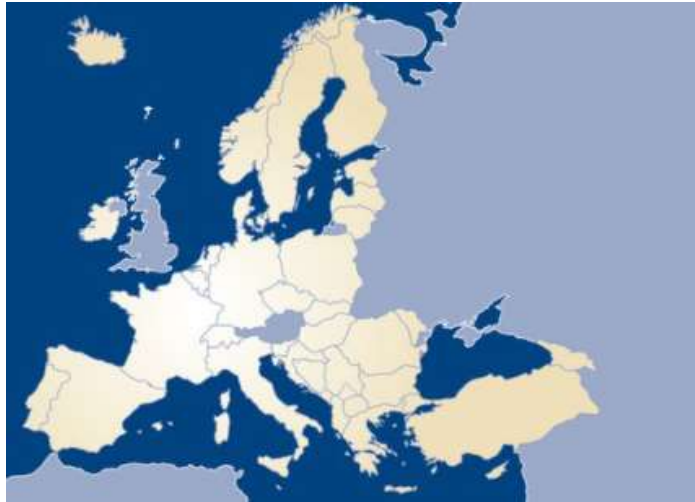
CEB was established in 1956 by eight Member States of the Council of Europe on the basis of a partial agreement in order to bring solutions to the problems of refugees.

The CEB represents a major instrument of the policy of solidarity in Europe. It participates in financing social projects, responds to emergency situations and contributes to improving the living conditions of the most disadvantaged population groups.

Sectors and topics of focus

- Refugees and migrants
- Social housing
- Living conditions
- Natural disasters
- Environment
- Cultural heritage
- Health
- Education
- Public administration

Countries of operation



Sources of information

<https://coebank.org/en/tenders/>

International Bank for Reconstruction and Development - World Bank (IBRD)



Background

IBRD was established in 1944 in Washington, D.C. and is the lending arm of World Bank Group. The IBRD offers loans to middle-income developing countries.

The initial mission of the IBRD was to finance the reconstruction of European nations devastated by World War II. Following the reconstruction of Europe, the Bank's mandate expanded to advancing worldwide economic development and eradicating poverty. The IBRD provides commercial-grade or concessional financing to sovereign states.

Sectors and topics of focus

- Infrastructure
- Agriculture
- Education
- Environment
- Energy investments
- Healthcare
- Access to food and potable water
- Access to improved sanitation

Countries of operation

The World Bank Group has 189 member countries



Sources of information

<https://projects.worldbank.org/> - Project procurement

<https://wbgeconsult2.worldbank.org/wbgec/index.html> - Operational consultancy



Background

IIB was established in 1970 in it is headquartered in Budapest. The Bank's member states are the Republic of Bulgaria, the Republic of Cuba, the Czech Republic, Hungary, Mongolia, Romania, the Russian Federation, the Slovak Republic and the Socialist Republic of Vietnam.

IIB specialises in medium- and long-term financing of projects aimed at supporting the economic development of its member states and that would have a significant positive social, economic and environmental impact.

The IIB's authorised capital amounts to EUR 2 billion.

Sectors and topics of focus

- SMEs
- Innovation and new technologies
- Trade and economic cooperation
- Resource conservation, energy efficiency and clean technologies

Countries of operation



Sources of information

<https://iib.int/en/tenders>

United Nations Development Programme (UNDP)



Background

UNDP is the UN global development network founded in 1965. UNDP works in 177 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. It helps countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results.

Countries of operation

UNDP has 129 offices with programmes and operations in 177 countries and territories



Sectors and topics of focus

- Poverty eradication
- Structural transformation
- Building resilience to shocks and crisis
- Climate change
- Disaster risk reduction
- Clean energy
- Gender equality

Sources of information

<https://procurement-notices.undp.org>

<https://www.ungm.org/Public/Notice>

https://jobs.undp.org/cj_view_jobs.cfm



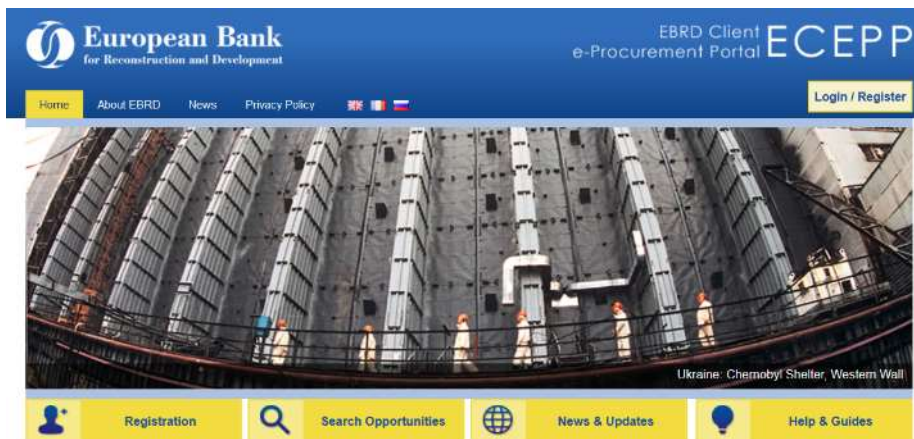
Sources of information - EBRD

Where to find information about tenders

Project Procurement

All project related opportunities and project procurement notices are accessible via ECEPP (EBRD Client e-Procurement Portal). Requires registration and is free of charge. The site is also used for electronic submission of offers and updates during procurement process via tender amendments/addenda.

<https://ecepp.ebrd.com/>



Welcome to the EBRD Client e-Procurement Portal (ECEPP)

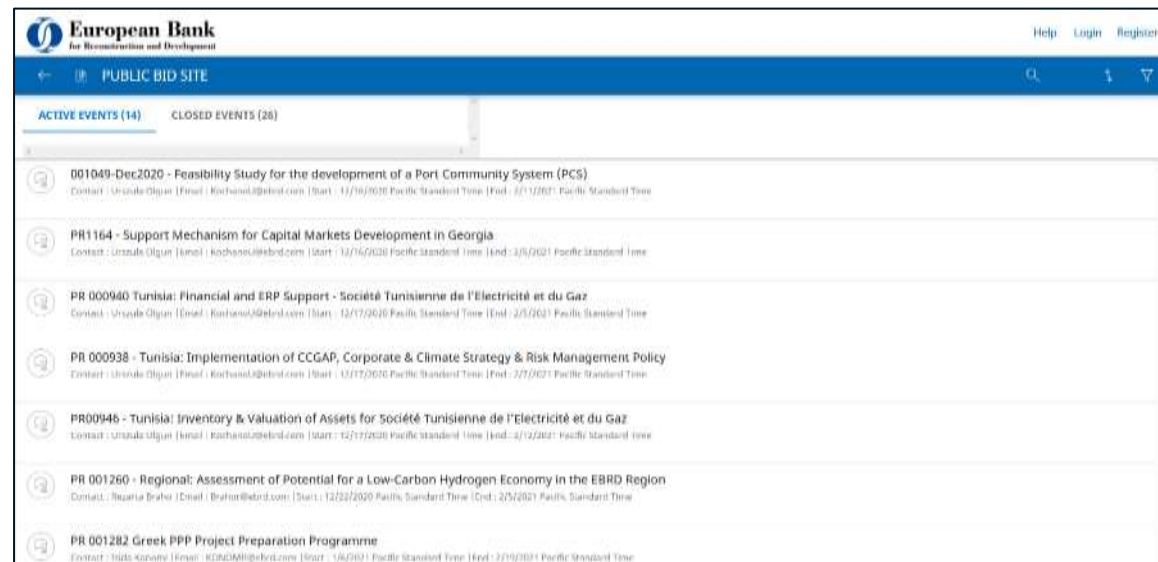
The ECEPP portal allows clients of the European Bank for Reconstruction and Development (EBRD) to conduct electronic project procurement for goods, works and consultancy contracts for public sector projects financed in whole or in part by EBRD (including EBRD administered grants), in accordance with the [EBRD's Procurement Policies and Rules](#).

Tender opportunities and published information may be viewed without registration. In order to access

Corporate Procurement and Consultancy

EBRD has previously used eSelection portal for submission of most consultancy tenders, but from October 2020 and later, all new tenders are managed through EBRD's SMART by GEP. Requires registration and is free of charge.

<https://eu.smart.gep.com>



Sources of information - EIB

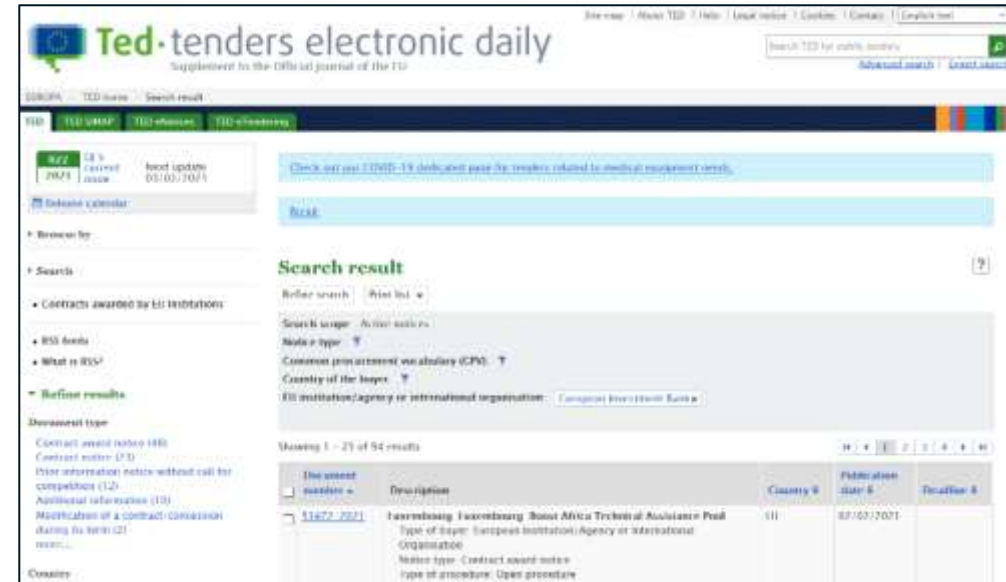
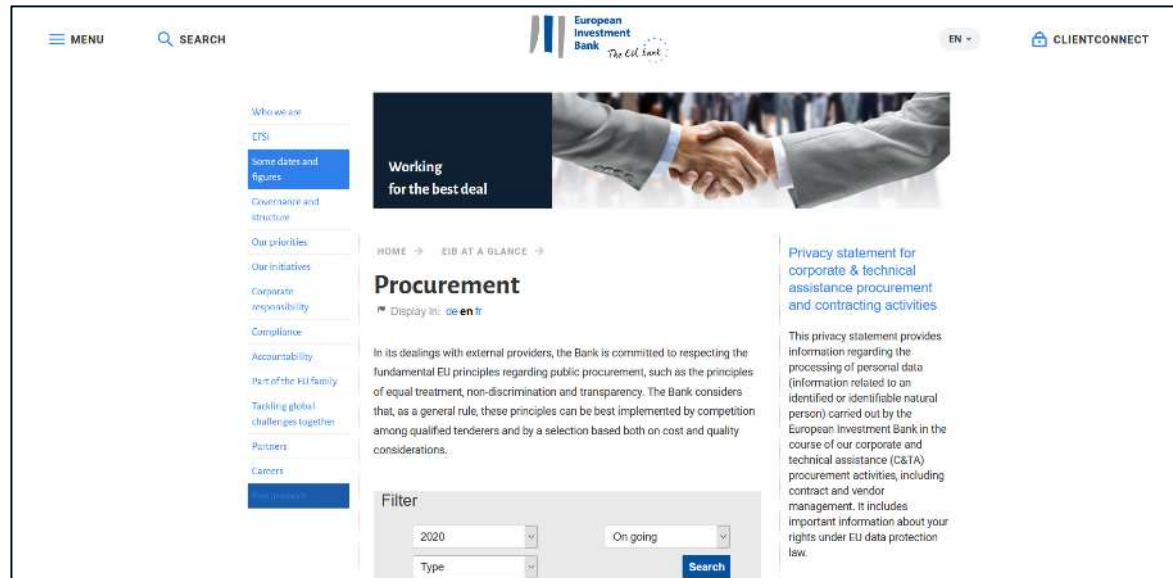
Where to find information about tenders

Project Procurement & Consultancy

All project related opportunities and consultancy services are available either directly via EIB website (only for listing of opportunities) or via Official Journal of the EU – TED. Requires login and is free of charge. The site is also used for electronic submission of offers.

www.eib.org/en/about/procurement/index.htm - directly on EIB web

<https://ted.europa.eu/TED/search/search.do> - TED



Sources of information - UNDP

Where to find information about tenders

Project Procurement & Consultancy

All project related opportunities and consultancy services are available either 1.) directly via UNDP website (only for listing of opportunities). Does not require login and is free of charge or 2.) via UN Global Marketplace (UNGGM) – the advantage of UNGM is that also includes opportunities from other 22 UN organizations. UNGM requires registration as a vendor in the roster.

Development Area	Ref No	Title	UNDP Office	UNDP Country	Procurement Process	Deadline	Posted
OTHER	74082	EDG-0011/2021/011-2021 - ADDITIONAL DE HATFELAIRES F. INGENIEROS PARA EL FERRALAI, PROYECTO DE FERTILIZACION	Oficina de País	HONDURAS	RFQ - Request for quotation	09 Feb 21	02 Feb 21
CONSULTANTS	74081	MONITORING OF REGIONAL E-commerce Platforms (RPA-10 - 000008414)	UNDP Brazil Country Office	BRAZIL	RFQ - Request for quotation	01 Mar 21 @ 06:00 AM (New York time)	02 Feb 21
CONSTRUCTION	74080	RFQ-0011/2021/011-2021 - Construction and Installation Water Treatment Plant (WTP) for Al-Qadisiyah, Southern Al-Zawra City, Iraq (00010 - 000008410)	UNDP Country Office	IRAQ	RFQ - Request for quotation	16 Feb 21 @ 10:00 AM (New York time)	02 Feb 21
CONSULTANTS	74078	PROVISION OF VIDEO-PRODUCTION SERVICES (NGA-10 - 000008410)	UNDP Nigeria	NIGERIA	RFQ - Request for quotation	15 Feb 21 @ 12:00 AM (New York time)	02 Feb 21
IT / COMPUTERS	74079	SGC-04-2021 SERVICES FOR THE (DOM-10 - 000008410)	UNDP Country Office	DOMINICAN REPUBLIC	RFQ - Request for quotation	15 Feb 21 @ 11:55 PM (New York time)	02 Feb 21
CONSTRUCTION	74977	IC-0011/2021/011-2021 - Re-Advertisement Order for the Construction of Two Bids in Central Sulawesi	Country Office	INDONESIA	IC - Individual contractor	15-Feb-21	02-Feb-21
SERVICES	74976	IC-21-12 INTERNATIONAL CONSULTANT SER-100 (KGC-10 - 21-12)	UNDP in Kyrgyz Republic	KYRGYZSTAN	IC - Individual contractor	15-Feb-21 @ 02:00 AM (New York time)	02-Feb-21
CONSTRUCTION	74975	ITB-0011/2021/011-2021 - Construction and Installation of WTP Stations Southern Al-Zawra Municipality, Iraq (00010 - 000008410)	UNDP Country Office	IRAQ	ITB - Invitation to bid	17-Feb-21 @ 10:00 AM (New York time)	02-Feb-21
CONSULTANTS	74973	Effectiveness of fees for permits and licenses (CA-10 - 000008410)	UNDP Country Office	SOUTH AFRICA	IC - Individual contractor	19-Feb-21 @ 05:00 AM (New York time)	02-Feb-21
SERVICES	74974	RFQ-0011/2021/011-2021 - E-monitoring Platform Solution - OEE	UNDP CO BDH	BOENCA AND HERZEGOVINA	RFQ - Request for quotation	17 Feb 21	02 Feb 21

<https://procurement-notices.undp.org>

Title	Ref No	Deadline	Status
Procurement of Information Technology Hardware	0011/2021/011-2021	17 Feb 21	Open
Supply, delivery, installation, commissioning and training (SDCT) Laboratory Equipment for Ministry of Agriculture, for (under the 1-10T and 10T)	0011/2021/011-2021	17 Feb 21	Open
RFQ-0011/2021/011-2021 - Construction and Installation Water Treatment Plant (WTP) for Al-Qadisiyah, Southern Al-Zawra City, Iraq	0011/2021/011-2021	17 Feb 21	Open

<https://www.ungm.org/Public/Notice>



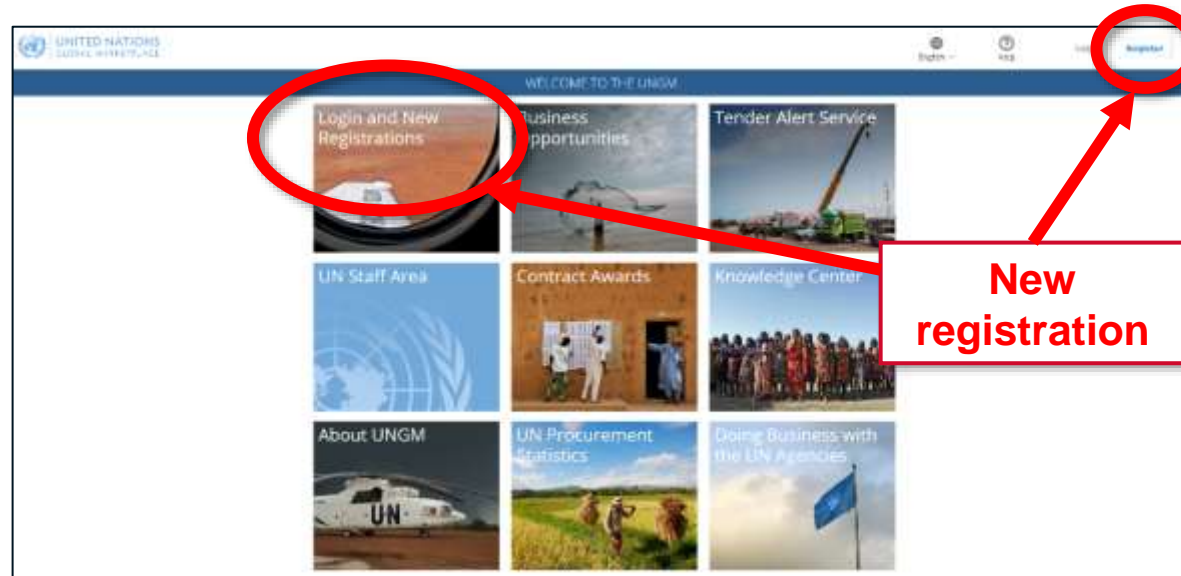
Sources of information - UNDP

Where to find information about tenders

UNGM & Atlas

UNGM brings together UN procurement staff and vendor community. UNGM provides excellent springboard to introduce your products and services to many UN organizations, countries and regions by completing only one registration form online. **These UN organizations represent 99% of a global spent of over 15.3 billion USD annually for all types of products and services, so it is worth it to register.**

Atlas is a UNDP eTendering submission portal, therefore even though you look for opportunities elsewhere, you will need to submit your bid via this portal. Requires registration.



<https://www.ungm.org>



https://procurement-notices.undp.org/view_file.cfm?doc_id=241386



Sources of information - UNDP

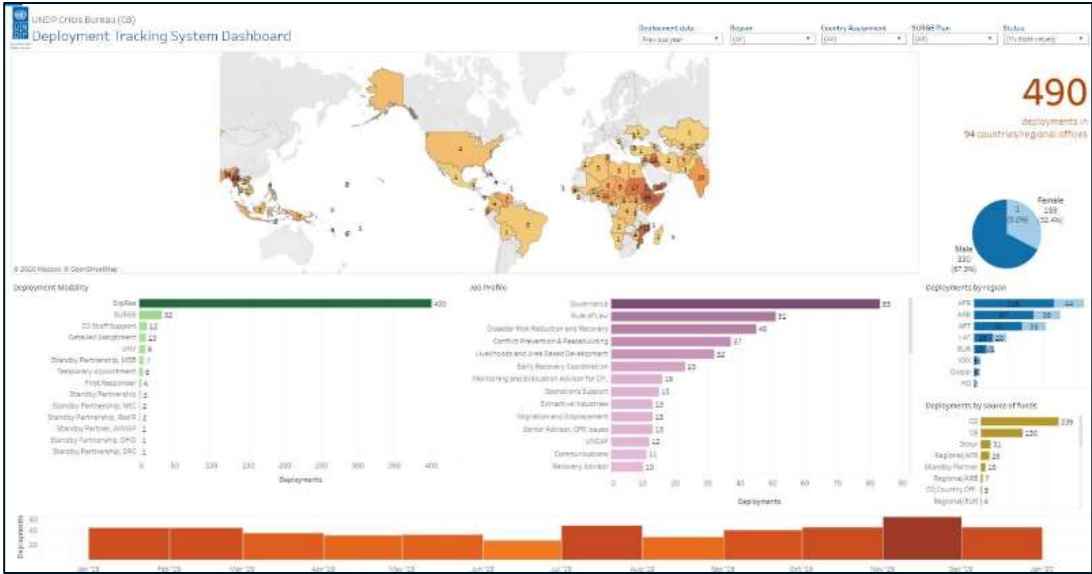
Where to find information about tenders

GPN/ExpRes ONE roster and individual expert assignments

The Global Policy Network Roster - GPN/ExpRes ONE Roster: The GPN/ExpRes ONE roster is a consultant deployment mechanism which maintains pre-vetted consultants for quick support to UNDP Country Offices. The primary purpose of this roster is to deploy Crisis Prevention and Recovery technical experts for crisis preparedness, response, recovery, and other enabling functions in a time efficient manner. The GPN/ExpRes roster currently organized in 30 knowledge profiles and 182 sub-profiles.

Short / Long-term individual consultants' engagements - https://jobs.undp.org/cj_view_jobs.cfm

Audit	Early recovery coordination	Monitoring and evaluation
Communications	Early warning	Operations/Programme Support
Conflict prevention & peacebuilding	Extractive industries	Recovery and peacebuilding assessment
Countering/Preventing of Violent Extremism	HD Nexus advisor	Resource mobilization
Disarmament demobilization & reintegration	HIV, Health and Development	Rule of Law
Disaster risk reduction and recovery	Livelihoods and area based development	Senior Advisor, CPR issues Stabilization
Gender equality and empowerment of women	Inclusive Growth	UNDAF
Governance	Migration and displacement	Nature, Climate and Energy
Poverty and the Environment	SDG Finance	Social and Environmental Standards



You can submit your application and CV via the following link:

https://docs.google.com/forms/d/e/1FAIpQLSeQFWqIGkbsnM3ZS0rCkDSqKkv9sJNytQI728qNAIHZaDab5g/viewform?usp=sf_link

Sources of information – World Bank

Where to find information about tenders

Project Procurement

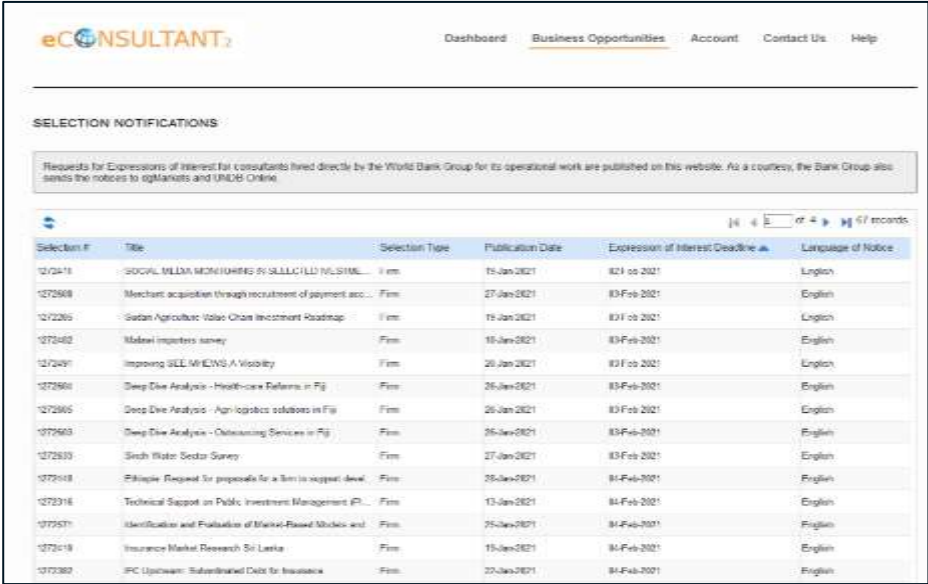
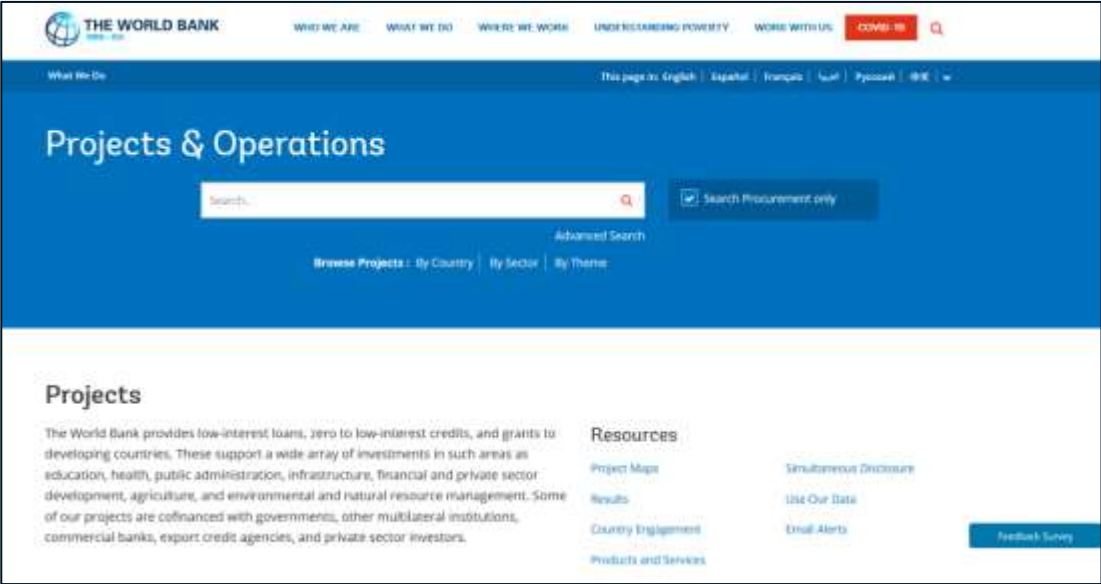
All project related opportunities and project procurement notices are accessible via World Bank website. Does not require registration and is free of charge.

<https://projects.worldbank.org/>

Operational Consultancy

Requests for Expressions of Interest for consultants hired directly by the World Bank Group for its operational work are published on this website. As a courtesy, the Bank Group also sends the notices to dgMarkets and UNDB Online. Requires registration and is free of charge.

<https://wbgeconsult2.worldbank.org/wbgec/index.html>



Sources of information - CEB

Where to find information about tenders

Project procurement incl. consultancy

Calls for tender published on the CEB website only concern procurement carried out by CEB for its own account.

Procurement carried out by CEB borrowers will not be advertised on the Bank's website but either locally (in the Borrower's country) or in the Official Journal of the European Union, in line with the Guidelines for the Procurement of Supplies, Works and Services.

Tenders

List of awarded contracts between March 2019 and April 2021

Date of issue: 18/10/2021 / Deadline: 15/11/2021 - 12:00 CET / Update:
Contract Notice - Public Call for Tender - [Supply of IT security equipment and/or software and associated services \(in french\)](#)

Date of issue: 24/09/2021 / Deadline: 08/11/2021 - 12:00 CET / Update:
Contract Notice - [Open Tender for Communication and visibility services for the strengthening healthcare infrastructure for all \(SHIFA\) project](#)

Date of issue: 30/08/2021 / Deadline: 15/10/2021 - 12:00 CET / Update:
Contract Notice - [Open Tender for the provision of access to online learning content](#)

Date of issue: 20/08/2021 / Deadline: 18/10/2021 - 12:00 CET / Update:
Contract Notice - [Open Tender for maintenance works \(in French\)](#)

<https://coebank.org/en/tenders/>

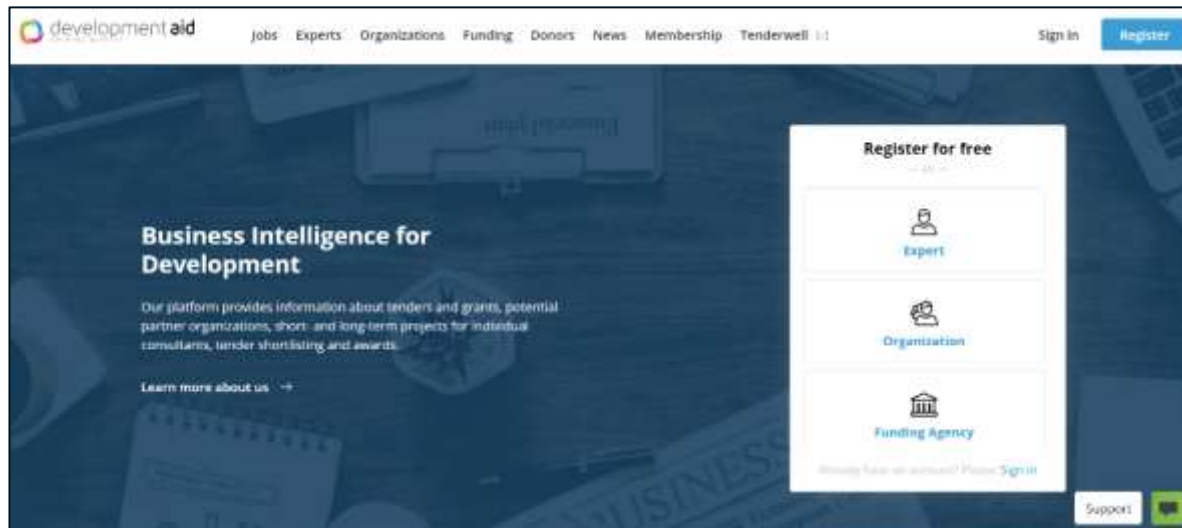
Sources of information - Paid search engines

Where to find information about tenders

Paid search engines

There are various paid tender digest services on the market, we have used all three below and can recommend either one of them, but from user friendly perspective, the DevelopmentAid would be the most preferred.

- Devex – www.devex.com
- Development Aid – www.developmentaid.org
- UNDB (UN Development Business) - <https://devbusiness.un.org/>



Sources of information - Paid search engines

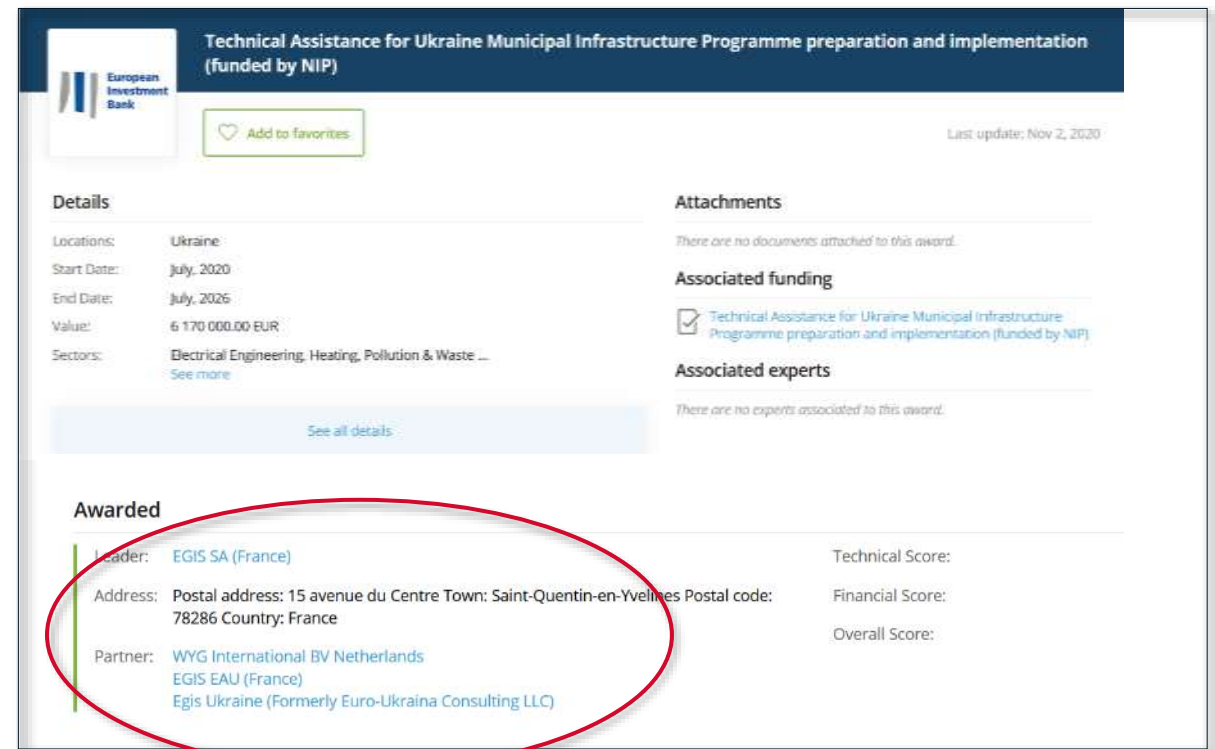
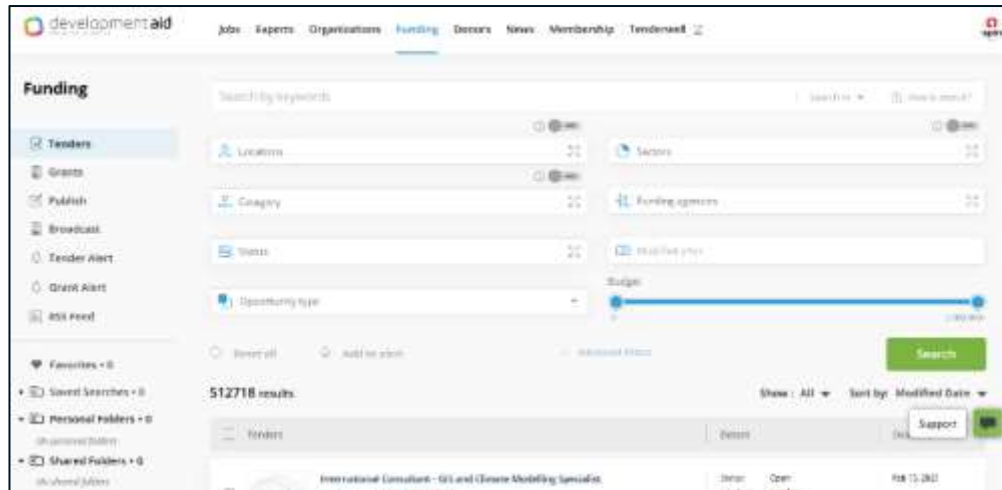
Where to find information about tenders

Paid search engines – example of DevelopmentAid

Enables to search by location, sector, category (contract type), funding agency, status, date and opportunity type (organizational / individual).

Is helpful in finding past contract awards incl. winning companies, evaluated tender prices.

Based on the past information you are able to find relevant partners, can look their contracts and references and see how they can complement your team.



Sources of information - Paid search engines

Where to find information about tenders

Paid search engines – example of DevelopmentAid

developmentaid

Jobs Experts Organizations Funding Donors News Membership Tenderwell

Organizations

← Previous Add to folder Print Next →

EGIS SA (France) Member

General Jobs • 11 Shortlists/Awards • 702 Partners/Competitors • 1464

Add to favorites Last update: Today

Details

Legal residence: France

Types: Consulting Organization, Engineering Firm

Funding agencies: ADB, AfDB, DFAT, EBRD, EC (Europeaid), EIB, IADB, MCC, SIDA, UNDP, WB, Other, AFD, GIZ, LuxDev, JICA, UEMOA, AU, EAC Secretariat, UNFCCC, NEFCO, ECOWAS

Sectors: Architecture, Civil Engineering, Industry, Commerce ... See more

Nr. of employees: 10001+

Other offices: Bulgaria, Mongolia, Germany, Romania, Kenya, Ukraine, Algeria, Serbia, Brazil, Poland, Cameroon

Contact person: Mélanie BONNISSEL, Responsable Recrutement France

Address: 15, avenue du Centre CS 20538 Guyancourt 78286 Saint-Quentin-en-Yvelines CEDEX

Attachments

No documents to display

Support



You are able to see company profiles, see their regions of operations, funding agencies they have contracts with and also top partners and competitors, which are likely focusing on the same sectors and therefore can be of interest of your company

IFI Procurement basics

- Principles of IFI procurement
- Understanding types of projects
- General rules to tendering



Principles of IFI procurement

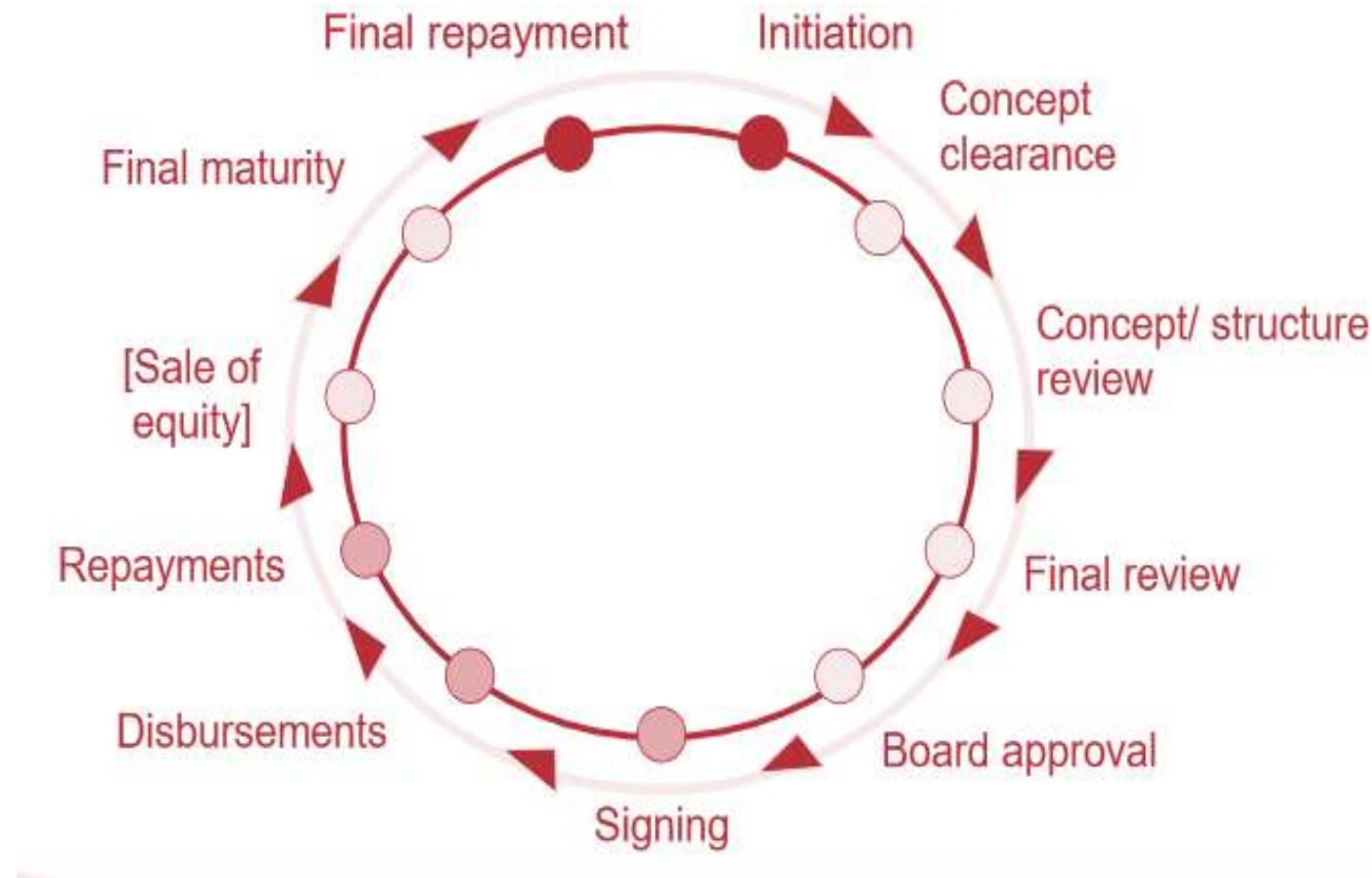
The procurement rules are more less harmonized between IFIs and share the basics:

- Aligned to principles of WTO Government Procurement Agreement
- Decisions are made by the clients with the Bank's oversight (if not doing work directly for IFIs)
- Public sector procurement rules follow principles of efficient, effective and economic (value for money) use of resources, applying transparent processes.
- In principle no eligibility restrictions, no domestic/member state/sectoral etc. preference. Main consideration is capability to perform the contract – this applies for both project related procurement and also for procurement of consultancy services. In some cases (mostly consultancy) IFIs cap the maximum threshold for participation of local entities, e.g. 10% of the overall contract amount.

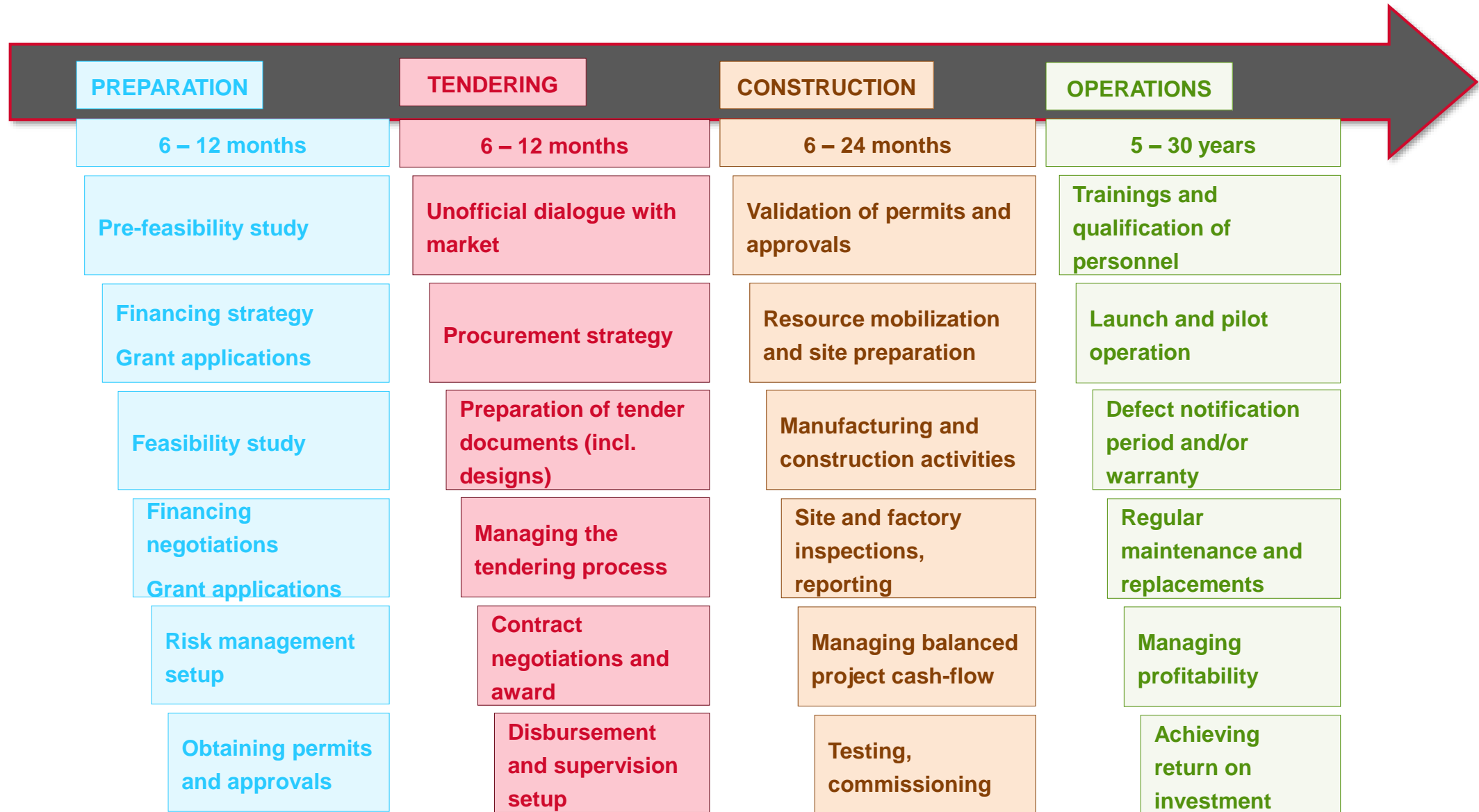


Project cycle

Procurement is a key activity in project cycle - has a major impact on the successful implementation of Bank projects and is all over the cycle

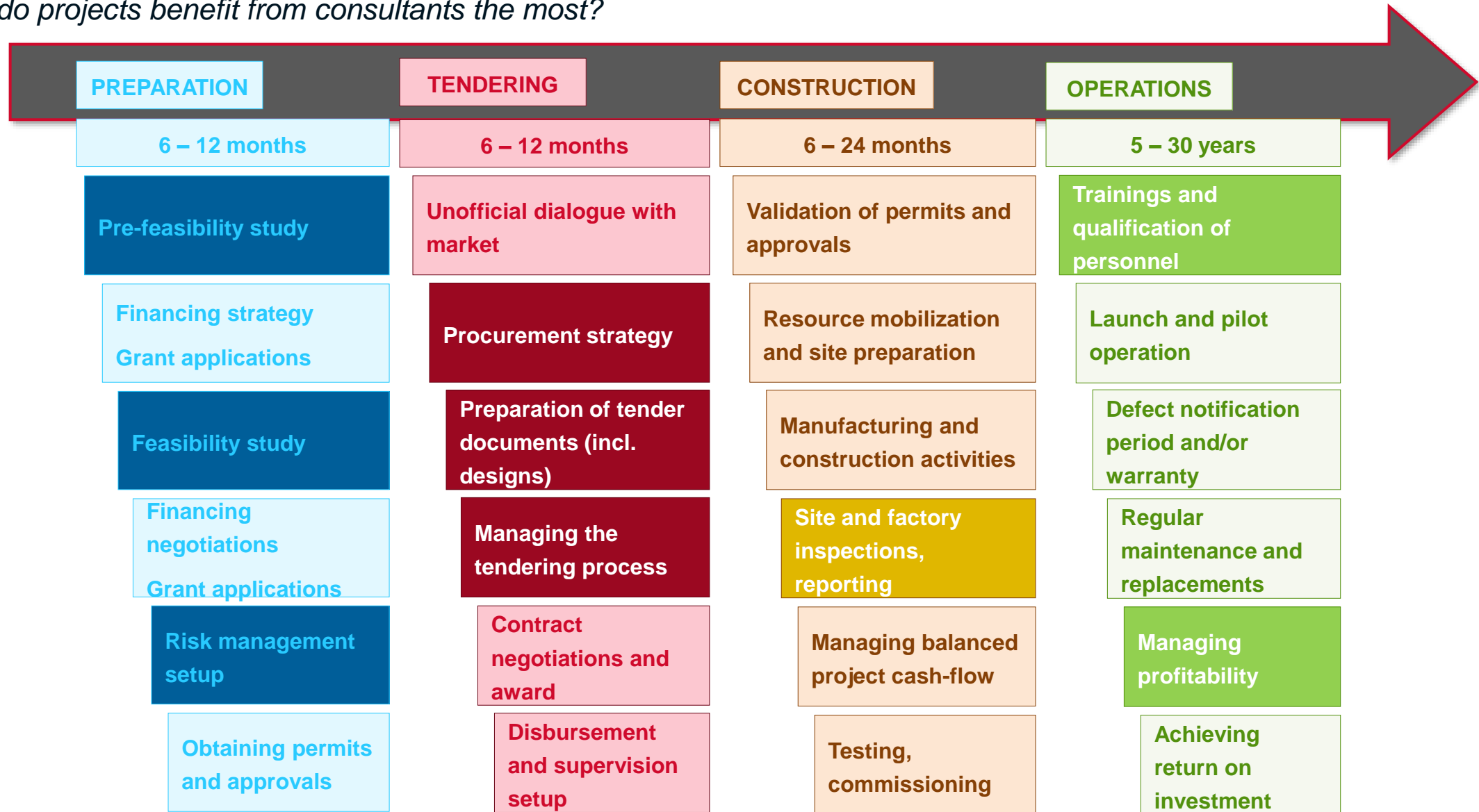


Infrastructure project lifecycle benchmark

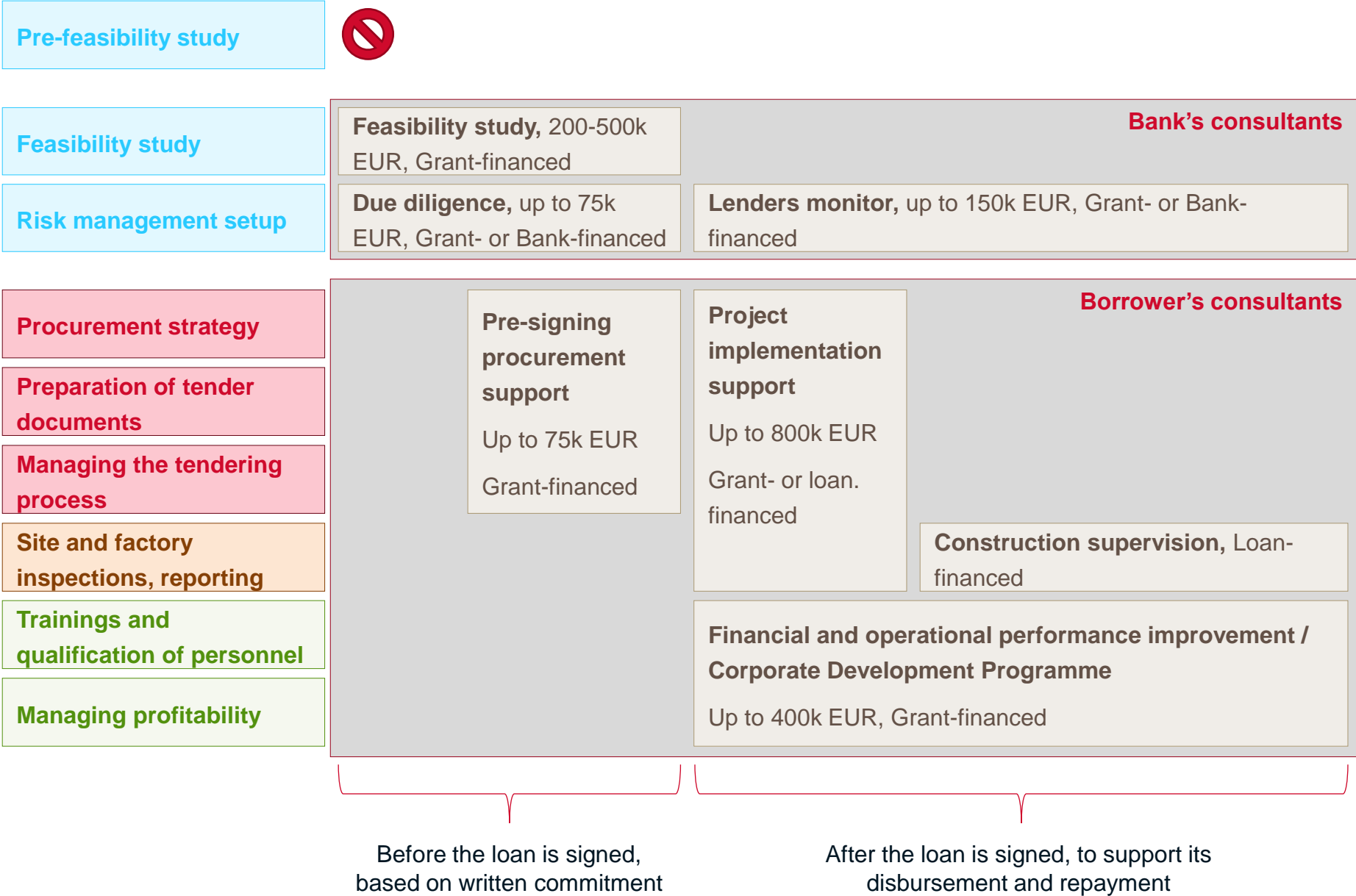


Infrastructure project lifecycle benchmark

Where do projects benefit from consultants the most?

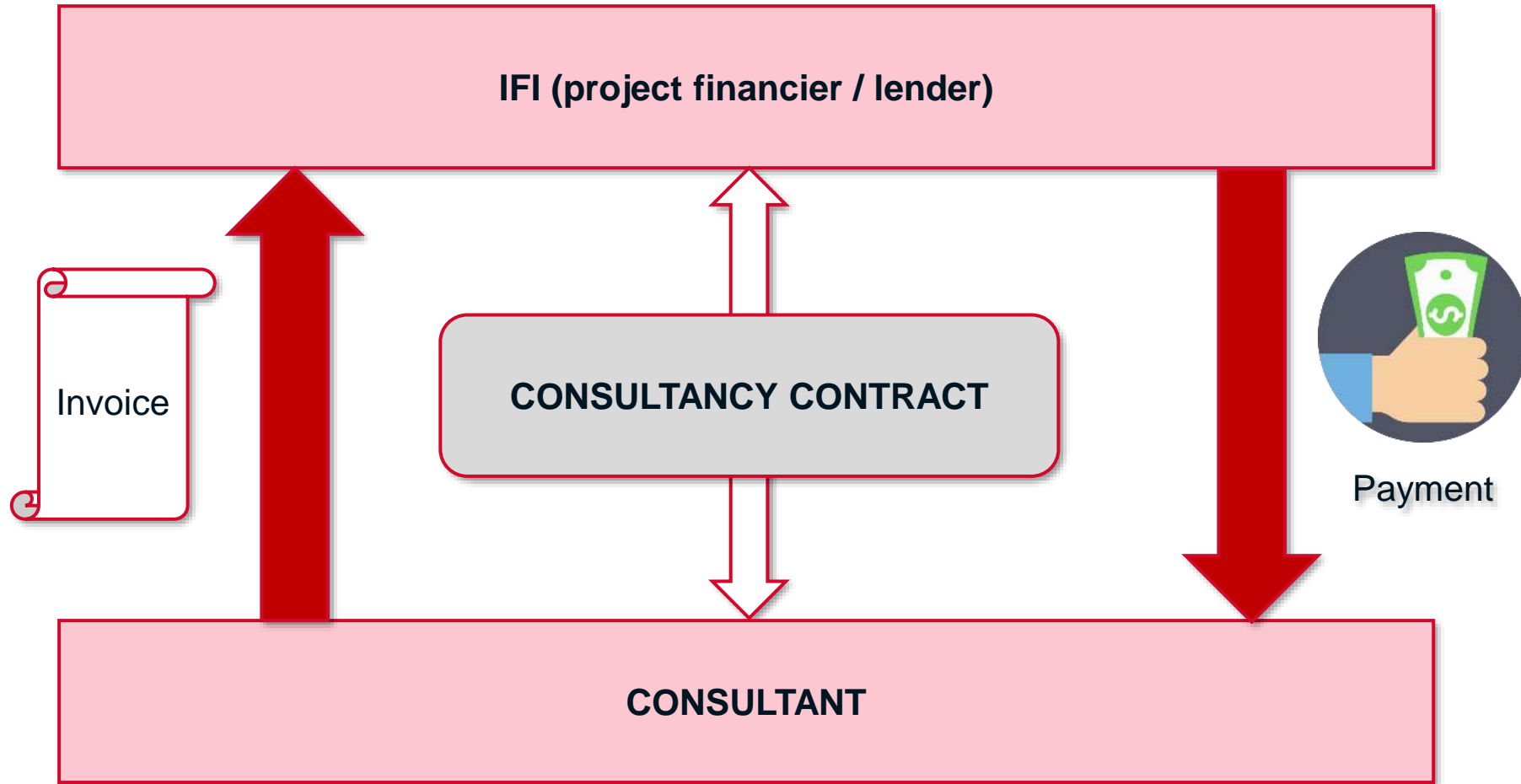


Consultancy packaging in IFI-funded projects



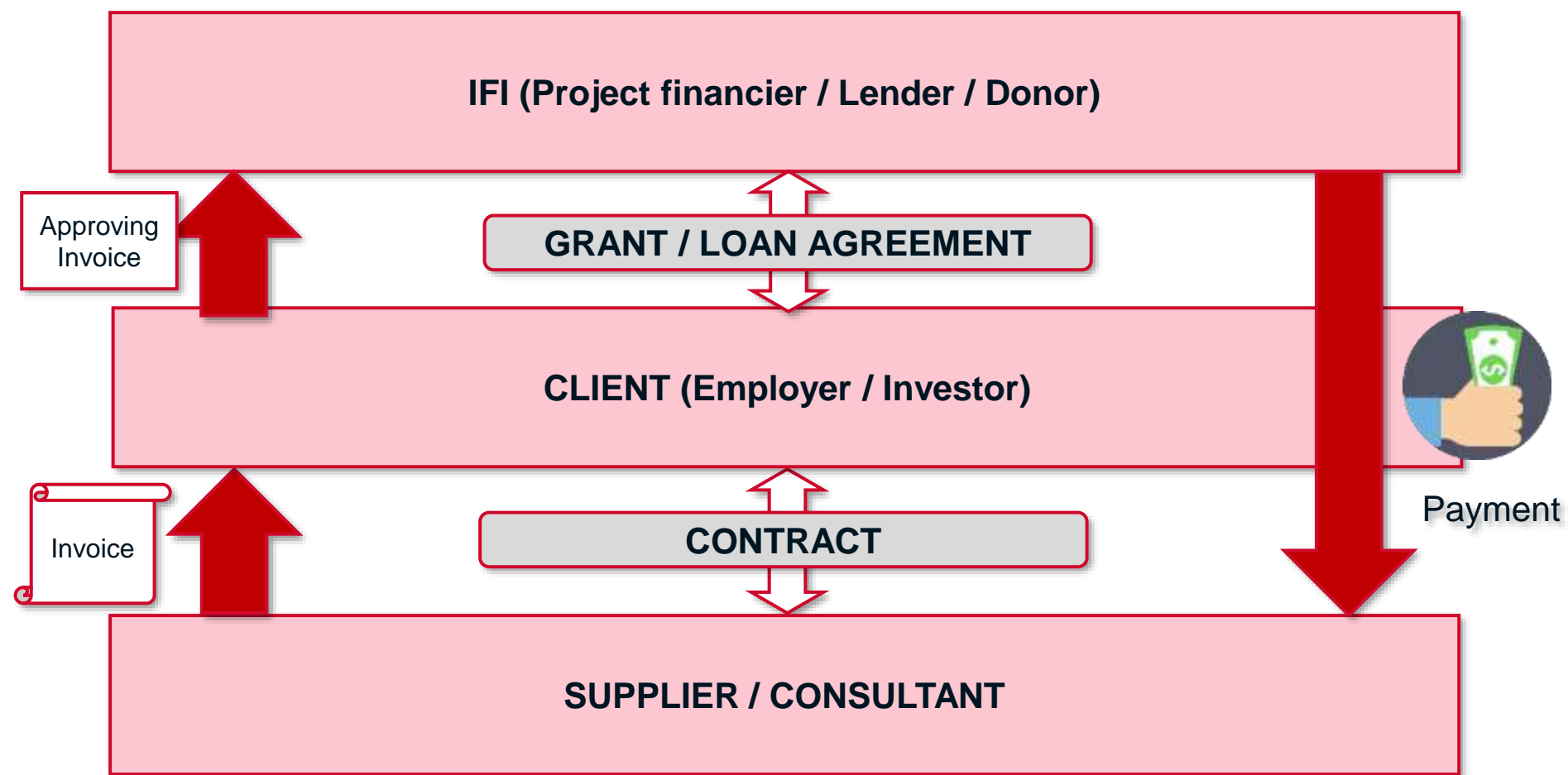
Contracting / Payments

An IFI is a contracting party – consulting services



Contracting / Payments

Client of IFI is a contracting party – project works, goods and services + consulting services



Type of contracts

Opportunities for Slovak entities to participate in development assistance in public sector operations funded by IFIs:

Procurement in Public Sector Operations

Non-consulting service contracts

Services outside of consultancy services, e.g. IT, event management, travel services, telecommunications, etc.

Goods contracts

purchase, leasing, rental or hire-purchase

Works and supply&install contracts

outcome of building or civil engineering works taken as a whole that is sufficient in itself to fulfil an economic or technical function
Include turnkey contracts, large complex plants.

Technical Assistance / Consultant Services

wide range of expert advice and consulting services in connection with IFI operations and management responsibilities



IFI
Procurement
rules, which are
mostly being
harmonized
and adopted
from World
Bank / EBRD



Procurement procedures – goods, works and services

There are different types of procurement procedures, each allowing for a different degree of competition.

- **Open tendering (one / two stage; UNDP's equivalent of Invitation to Bid)** – with or without pre-qualification; threshold above 0.25m EUR for goods and above 7.5m EUR for works and S&I contracts, preferred procurement method for majority of contracts.
- **Selective tendering** - Similar to those for open tenders except that the client pre-selects qualified firms, who will be invited to submit tenders. It may be used for awarding contracts only where a) the required product or service is highly specialized and complex; b) there are only a limited number of suppliers of the particular goods or services needed; c) other conditions limit the number of firms that are able to meet contract requirements;
- **Direct contracting** - Used in exceptional cases only where a) the extension of an existing contract awarded in accordance with procedures acceptable to the Bank for additional goods, works or services of a similar nature would clearly be economic and efficient and no advantage would be obtained by further competition; b) there has been an unsatisfactory response to open or selective tenders carried out in accordance with the Bank's procurement rules; c) a product can only be provided by a single supplier because of exclusive capabilities or rights; d) standardization with existing equipment is determined to be important and justified, the number of new items are generally less than the existing number and compatible goods cannot be provided by other suppliers; or e) it is a case of extreme urgency brought about by unforeseeable events not attributable to the procuring entity.
- **Shopping** - for contracts of a small value for (a) readily available off-the-shelf items; (b) standard specification goods; and (c) routine and other minor works. Shopping is a simplified form of competitive purchasing that only requires written price quotations from at least three suppliers or contractors, including foreign suppliers or contractors wherever possible.
- **Other (micro-purchasing – UNDP for amounts below 5000 USD; request for quotation – UNDP for amounts 5k – 100k USD)**; For procurement of commoditized or off-the-shelf goods, standardized services and simple civil works



Procurement procedures – consultancy services

There are different types of procurement procedures, each allowing for a different degree of competition.

- **Direct contracting / selection (WB – single source selection)** - With individuals or firms, a qualified consultant may be selected directly, without the requirement to prepare a short list, and a contract negotiated with the selected consultant.
- **Single stage competitive procedure (WB – CQS)** – for budgets estimated to cost €75,000 or more and less than €300,000, a short list of qualified firms shall be prepared. The selection must be based on an evaluation of the short-listed firms' proven experience and current expertise related to the assignment, without a requirement that the firms submit specific proposals for carrying out the assignment.
- **Two stage competitive procedure (WB – QCBS)** - Major contracts with firms estimated to cost €300,000 or more shall normally follow a competitive procedure based on invited proposals from a short list of qualified firms.

The above selection is based on EBRD Procurement Policies & Rules, however similar procurement methods are in principle applicable for other IFIs, except the naming and thresholds might differ – e.g. UNDP's Request for Proposal (RFP) is the same as single stage competitive procedure and is applied for contracts with estimated value over 100,000 USD.



Eligibility

- In principle no eligibility restrictions, no domestic/member state/sectoral etc. preference
- Depending on the IFI, some of them allow to only participate suppliers and consultants from their member countries (e.g. Asian Development Bank)
- Exceptions to eligibility usually include:
 - Firms or goods from a country may be excluded if:
 - Client's law or official regulation prohibits commercial relations with that country
 - Compliance with decision of UN Security Council prohibits imports from, or payments to, that country
 - Nuclear Safety – eligibility may be restricted to the Donors Funds member countries
 - Affiliated entities of the client unless it can be demonstrated that there is not a significant degree of common ownership, influence or control
 - Conflict of interest – consulting or engineering firm that prepares / implements project is disqualified for
 - Supply of goods
 - Construction works
 - Supplying services (does not apply to turn-key contracts)
 - Consultants who participate in more than one response/expression of interest/proposal for each contract in either lead partner or as part of JVCA (Joint venture, consortium, association)
 - Declared bankruptcy, involved in bankruptcy or receivership proceedings, and there is judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.
 - Vendor is suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. (e.g. www.worldbank.org/en/projects-operations/procurement/debarred-firms)



Qualification criteria

Only a qualified entity can be awarded a contract

- History of Non-Performing Contracts - Non-performance of a contract did not occur as a result of contractor default for the last [...] years
- Litigation History - No consistent history of court/arbitral award decisions against the tenderer for the last [...] years.
- Experience
 - Minimum [...] years of relevant experience.
 - Minimum [...] contracts of similar value, nature and complexity implemented over the last [...] years
- Financial standings
 - Minimum average annual turnover of USD/EUR [...] for the last [...] years. (mostly applicable for works/goods/supply&install contracts, in consultancy mostly required by the UNDP)
 - Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.

Note: careful consideration shall be given to qualification criteria when bidding as a JVCA

Evidence:

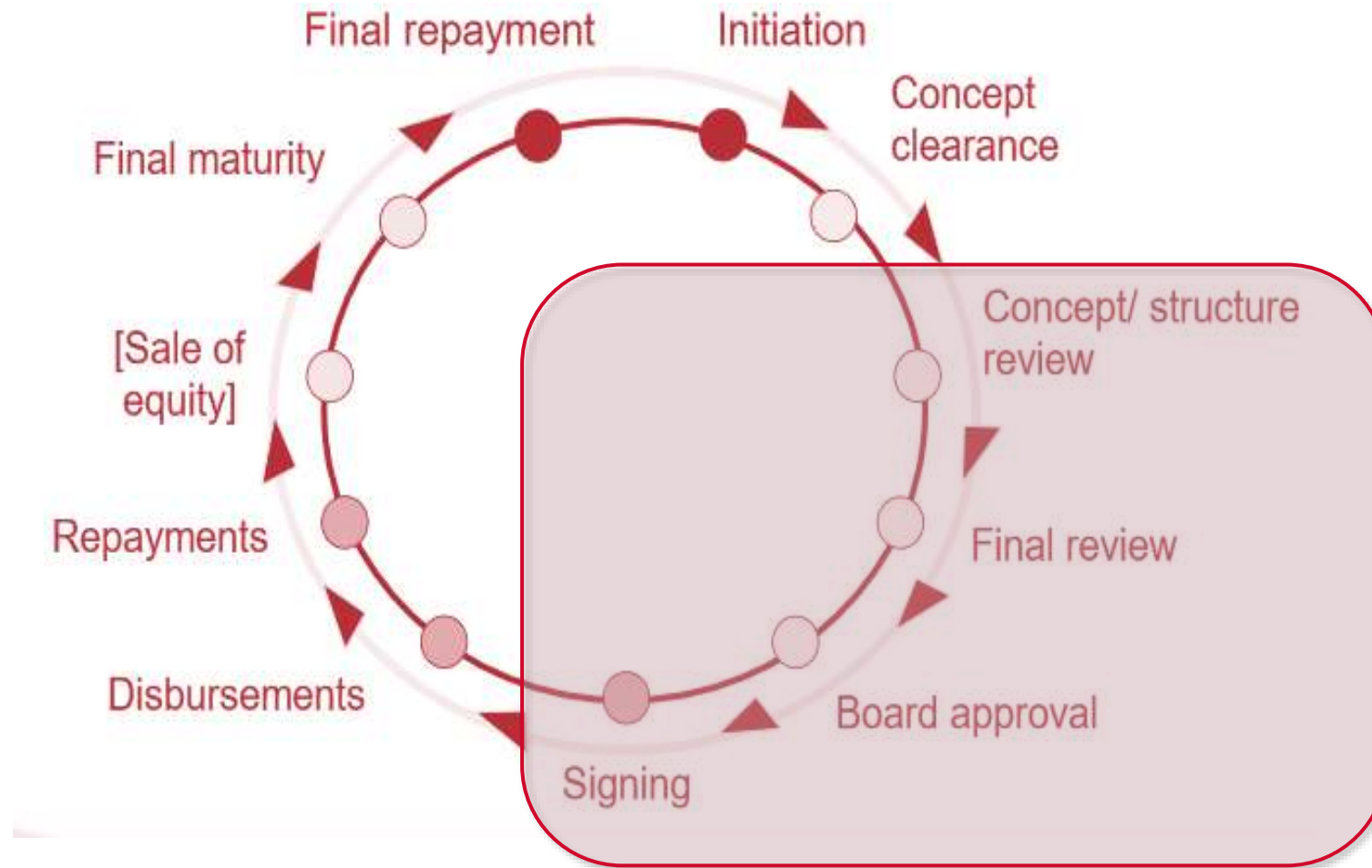
1. **Qualification forms based on honour of the tenderer, however contact details for references have to be provided**
2. **In some IFIs (mostly UNDP) the following official documents have to be provided in original or certified copy:**
 - Confirmation of company's registration/Court Registration Extract
 - Declaration issued by relevant Tax Administration that Bidder has clear direct tax record, not older than one month
 - Declaration issued by respective Indirect Taxation Authority that Bidder has clear indirect tax record, not older than one month

Our recommendation is to have them ready all the time.



Procurement process - Overview

Your window of opportunity lies mostly in the area below, between concept review and start of disbursement

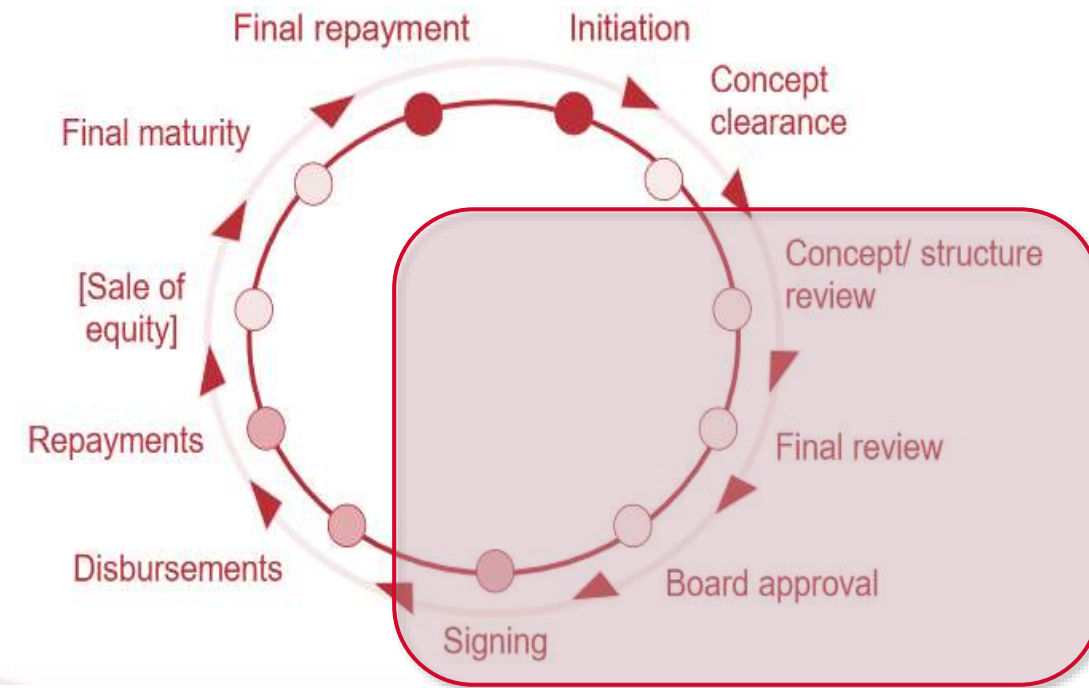


Identification of projects and evaluation of chances

How to select and bid for a project

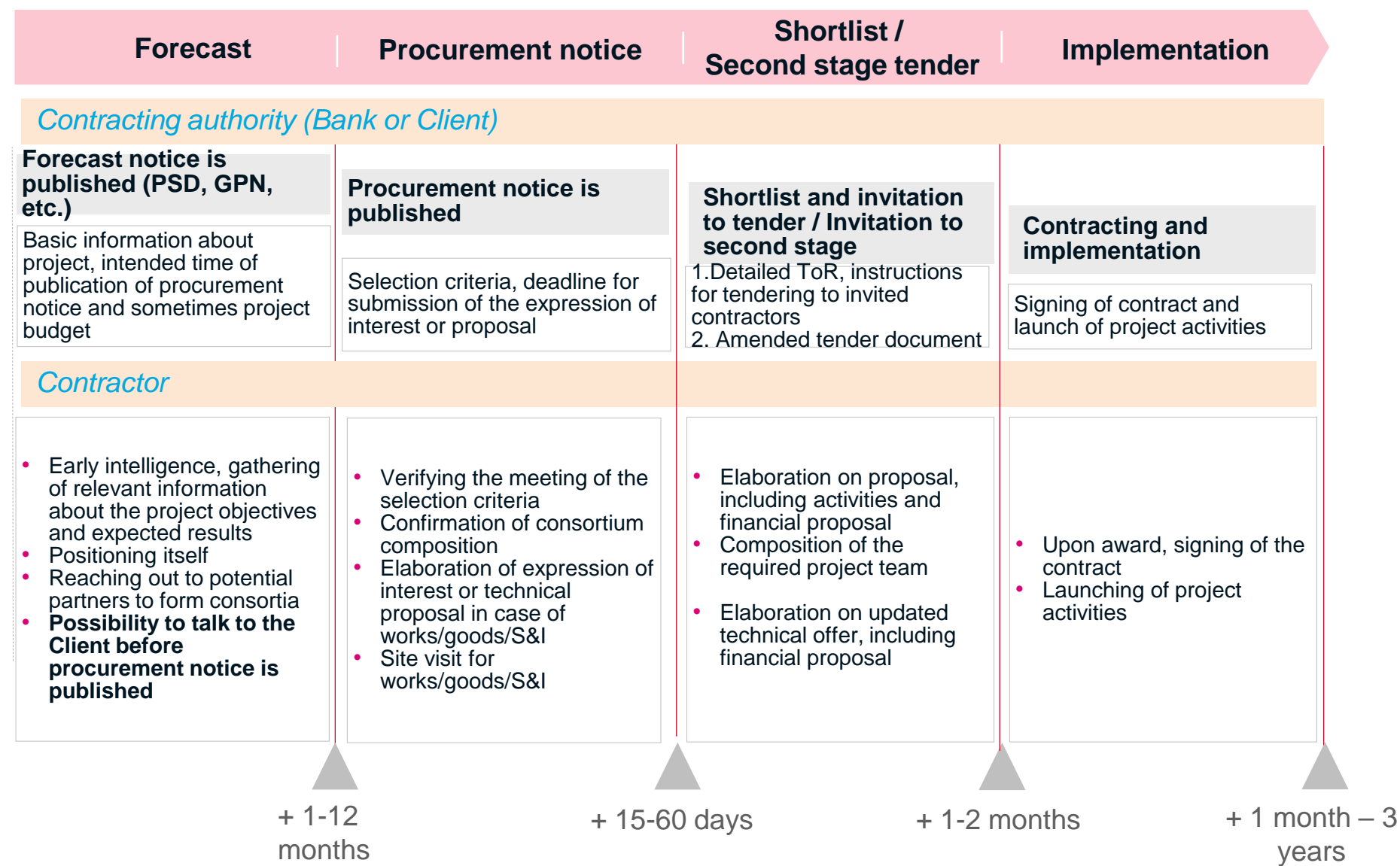
Before the concept review/approval happens on the IFI side, there is usually a limited influence of the contractor wishing to implement a project. However, early information gathered before the project launch can better equip the contractor for bidding. Notably it allows to:

- Assess feasibility to bid considering the size of the project and volume of work
- Assess how the professional background of the entity corresponds to the technical requirements of the project
- Identify the required expertise
- Identify possible partners and build partnership
- Gather information directly from the recipient or contracting authority (not possible after the contract notice has been published)



Procurement process - Overview

Most common process applied for procurement - single / two stage tendering process



Procurement process - Forecast

Information about intention to finance a project or launch a procurement by the contracting authority

How to read the forecast (prior information notice / Project summary document / General Procurement Notice)

- Contract description provides limited overview about required expertise
- When the project will be launched
- What type of project references will be required in terms of content
- Indicative budget – what size of project references will be required.
- **Next steps: try to find out more about this project from various sources and about the consultancy project(s)**

GENERAL PROCUREMENT NOTICE

1. Funding Details

The above named client intends to use part of the proceeds of a loan from/grant administered by the Bank) towards the cost of the above named project.

Additional financing information:

The European Bank for Reconstruction and Development ("EBRD") is providing a sovereign loan of up to EUR 8 million to the Republic of Armenia for onlending to the City of Yerevan (the City) and the Yerevan landfill management company (the company), a special purpose vehicle wholly owned by the City.

The Bank's loan will be co-financed by a EUR 8 million loan from the European Investment Bank ("EIB") and will be complemented by a capital grant of up to EUR 8 million provided by the EU Neighbourhood Investment Facility ("NIF").

2. Information on the Project

Project Description:

The City intends using the proceeds of the loan from the EBRD, a loan from the EIB and a grant from the EU NIF for a project to improve the solid waste management system in the City of Yerevan. The proposed project will require the procurement of the following goods, works and services:

- Design & construction of new Nubarashen sanitary landfill, closure of existing Nubarashen and Ajapnyak dumpsites and operation of existing and new sites (including specialised vehicles and machinery, as well as operation of existing dumpsite and new landfill).

Estimated Total Project Value
25,440,000.00

Overall budget

Currency
EUR

Procurement Type
Goods, Works, Consultancy

What contracts will be
tendered out

Estimated Start Date of Procurement
29/01/2021.

4. Client Address

Mr. Arman Petrosyan
Investing Projects Implementation Unit Building up of Yerevan
1/3 Buzand Street, Floor/Room number: 5th Floor, Room 511 (Procurement office)
Yerevan
0010
Armenia
Tel. +374 10 52 09 73
Email: arman.petrosyan@yerevan.am

The overall loan funding for the project is 3x 8 million EUR, 24m EUR in total. Subtracting this amount from Estimated overall budget we get 1.44 mil. EUR, which will be consultancy budgets from donor funds.

What type of contract is expected for the main facility (design & build type), therefore like Yellow FIDIC to be used as a contract template – it means the tenderer has to ensure he has company reference with Yellow FIDIC incl. the staff. If not, then it is the right time to start looking for a JVCA partner.



Procurement process – Forecast cont.

Information about intention to finance a project or launch a procurement by the contracting authority

After careful research try to put together pieces of information.

e.g. in this case EBRD published PSD (upon concept review), but it was in 2015.

The screenshot shows the EBRD website for the Yerevan Solid Waste Project. The page layout includes a header with the EBRD logo and navigation links, a main content area with project details and a list of PSDs, and a sidebar with a search bar and a sign-up for email alerts. The project details section includes fields for Location, Project number, Business sector, Notice type, Environmental category, Approval date, Status, and PSD disclosed. The PSD disclosed date is circled in red, with a callout stating "Old PSD, therefore the GPN is being just updated on annual basis". The list of PSDs includes "PSDs in Armenia", "PSDs in Municipal and environmental infrastructure", and "All PSDs". The Technical Cooperation section is also circled in red, with a callout stating "They plan to use consultants, or have already used them". The Technical Cooperation section lists several projects (TC1, TC2, TC3, TC4, TC5, TC6) with their descriptions and funding sources.

European Bank for Reconstruction and Development

NEWS CORPORATE AND INVESTOR INFORMATION ENGLISH

WHAT WE DO WHO WE ARE WHERE WE ARE WORK WITH US

Home Work With Us Project finance PSDs Yerevan Solid Waste Project

Yerevan Solid Waste Project

Location: Armenia

Project number: 46172

Business sector: Municipal and environmental infrastructure

Notice type: Public

Environmental category: A

Approval date: 28 Oct 2015

Status: Repaying

PSD disclosed: 31 Jul 2015

More PSDs

- PSDs in Armenia
- PSDs in Municipal and environmental infrastructure
- All PSDs

Sign up for email alerts

Enter email address

SIGN UP

Technical Cooperation

Pre-Signing

- TC1: Technical Feasibility Study to assist the Bank with the technical, financial and operational analysis for the proposed Project. EUR 140,000, financed by the Government of Austria.
- TC2: Environmental and Social Due Diligence to carry out an ESIA, including an environmental and social review of the existing facilities and activities, in accordance with the EBRD's 2008 Environmental and Social Policy. EUR 160,000, financed by the Government of Austria.
- TC3: Update of Financial Projections to assist the Bank with the financial analysis for the Project. EUR 7,000 financed by the Bank's own resources.

Post-Signing

- TC4: Project Implementation Unit Support, Engineering Design Services, Procurement and Contract Supervision to include assistance with the prequalification of applicants, preparation of tender documents, evaluation of tenders, contract award and contract supervision. EUR 450,000, financed by the Government of the Czech Republic.
- TC5: Corporate Development Programme and Stakeholder Participation Programmes (iCDPI) to include assistance with the development and introduction of a PSC, a Financial and Operational Performance Improvement Programme (iFOPIPI) and a Corporate Business Plan. EUR 500,000, proposed to be funded by an international donor or the EBRD Shareholder Special Fund (iSSF).
- TC6: Support for Livelihood Restoration Plan and Local ESIA to support the preparation of the LRP and local ESIA and the approval process, EUR 180,000, proposed to be funded by an international donor or the SSF.

Project Description

The EBRD is providing a sovereign loan of up to EUR 8 million to the Republic of Armenia to support the Yerevan landfill management company (the company), a special purpose vehicle.

This gives whole summary of Technical cooperation (consultancy) intended to be used. The next step would be based on preference to start looking into past tender notices, which of them have been contracted and awarded. There might be no opportunity left though.

Procurement process – Procurement notice

Part 1 - Invitation to submit expression of interests or RFP or invitation for tenders

Example

How to read the procurement notice

- Contract description
- Selection criteria including:
 - Economic and financial capacity
 - Professional capacity
 - Technical capacity
- Re-evaluation criteria
- Deadline for submission of offers
- How applications should be submitted

Section 3. Bid Data Sheet

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.



BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Allowed -The Proposer can submit its proposal for one or both LOTS. Submitting proposals for parts or sub-parts of the TOR within LOT is not allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-proposal conference	Will not be conducted
5	10	Proposal Validity Period	90 days
6	14	Bid Security	Not Required
7	41	Advanced Payment upon signing of contract	10%
8	42	Liquidated Damages	N/A
9	40	Performance Security	Not Required
10	18	Currency of Proposal	Local currency BAM, USD or EUR
11	31	Deadline for submitting requests for clarifications/ questions	7 calendar days before the submission deadline
12	31	Contact Details for submitting clarifications/questions	Focal Person in UNDP: Registry UNDP BiH E-mail address: registry.ba@undp.org Ref.: Municipal Environmental and Economic Governance Project, RFP – 051/18, Strengthening the Organizational, Operational and Financial Capacities of Water Utilities in Selected Local Governments

13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email and Posting on the website http://procurement-notice.undp.org .
14	23	Deadline for Submission	5 th November 2018 at 15:00 CET
14	22	Allowable Manner of Submitting Proposals	✉️ Courier/Hand Delivery
15	22	Proposal Submission Address	United Nations Development Programme (UNDP) Zmaja od Bosne bb 71 000 Sarajevo Bosnia and Herzegovina
16	22	Electronic submission (email or e-tendering) requirements	Not allowed
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively, where minimum passing score of technical proposal is 70%.
18		Expected date for commencement of Contract	December 17, 2018
19		Maximum expected duration of contract	LOT 1-16 months LOT 2-16 months Both LOTS -16 months In case of applying for both LOTS, proposer must indicate capacity for performing services on both LOTS concurrently from the contract commencement date.
20	35	UNDP will award the contract to:	One or two Proposers, depending on the following factors: based on best-evaluated proposal for each LOT respectively and performed capacity assessment of the proposer.
21	39	Type of Contract	Purchase Order and Contract for Goods and Services for UNDP http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
22	39	UNDP Contract Terms and Conditions that will apply	UNDP General Terms and Conditions for Professional Services http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html
23		Other Information Related to the RFP	N/A



Procurement process – Procurement notice

Part 2 – Selection criteria – Economic financial standing

Minimum eligibility and qualification criteria

The contracting authority may require in particular that:

- a) economic operators have a certain minimum yearly turnover, including a certain minimum turnover in the area covered by the contract;
- b) economic operators provide information on their annual accounts incl. ratios between assets and liability;
- Meeting minimum requirements does not guarantee to be shortlisted / awarded
- Not meeting the minimum requirements cause elimination from competition
- Attention should be paid to the requirements such as date of completion of the project, proportion of the project carried out by the entity, number of staff

The requirements are for the entire consortium.

Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Example

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity.	Form B: Bidder Information Form
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with RFP clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with RFP clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form
Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 5 years of relevant experience.	Form D: Qualification Form
	Minimum 2 contracts of similar value, nature and complexity implemented over the last 5 years (both LOTS). (For JV/Consortium/Association, all Parties cumulatively should meet requirement).	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD 300,000 for the last 3 years. (For JV/Consortium/Association, all Parties cumulatively should meet requirement).	Form D: Qualification Form
	Tax	Form D: Qualification Form
	(For JV/Consortium/Association, all Parties cumulatively should meet requirement).	



How to meet the selection criteria

Selection criteria are often too tough to meet for Slovak entities

Applying as an individual entity

The entity meets all the requirements and is confident to implement the entire contract on its own

Applying in a consortium

The selection criteria apply for the consortium as a whole, i.e. cumulatively.

Using services of a capacity provider

Relying on economic and/or staff and/or technical capacity of another entity who is not part of the consortium.

Example

Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Previous Experience	Minimum 5 years of relevant experience.	Form D: Qualification Form
	Minimum 2 contracts of similar value, nature and complexity implemented over the last 5 years (both LOTs). <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
Financial Standing	Minimum average annual turnover of USD 300,000 for the last 3 years. <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form
	Tax <i>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</i>	Form D: Qualification Form



Read carefully the evaluation criteria

Reading them early in the process can save time and efforts and helps to adjust the strategy

Evaluation criteria

Find out what is the weight of technical and financial proposal – this should influence the quality of your proposal and also offered price. With lower weight of technical proposal, you must ensure that the technical proposal is top-notch, so your score is protected from potential price dumping from tenderers who score average points from technical evaluation.

With increased weight of financial proposal you should consider offering lower (maybe much lower) price compared to estimated tender budget.

Technical Evaluation Criteria

Technical evaluation will be done per each LOT, separately.

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity and experience	200
2.	Proposed Methodology, Approach and Implementation Plan	400
3.	Management Structure and Key Personnel	400
Total		1,000

80% of the technical evaluation is for methodology and experts

Section 1. Bidder's qualification, capacity and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	40
1.2	General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted	40
1.3	Relevance of specialized knowledge and experience on similar engagements done in the region/country	70
1.4	Quality assurance procedures and risk mitigation measures	20
1.5	Organizational Commitment to Sustainability (mandatory weight) -Organization is compliant with ISO 14001 or ISO 14064 or equivalent – 20 points -Organization is a member of the UN Global Compact -5 points -Organization demonstrates significant commitment to sustainability through some other means, for example internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues - 5 points	30
Total Section 1		200



Key information on completing the Tender form

Bidding forms summary / checklist

The checklist ensures that you submit all critical documents.

Make sure to follow all the instructions not only for preparation, but also for submission, e.g. technical proposal shall not contain anything related to pricing of your proposal. If this happens, the contracting authority has right to reject your tender.

Section 6: Returnable Bidding Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 22.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	<input type="checkbox"/>
▪ Form B: Bidder Information Form	<input type="checkbox"/>
▪ Form C: Joint Venture/Consortium/ Association Information Form, if applicable	<input type="checkbox"/>
▪ Form D: Qualification Form	<input type="checkbox"/>
▪ Form E: Format of Technical Proposal	<input type="checkbox"/>
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope)

▪ Form F: Financial Proposal Submission Form	<input type="checkbox"/>
▪ Form G: Financial Proposal Form	<input type="checkbox"/>



Key information on completing the Tender form

References

Make sure you prepare all relevant references for required number of contracts – for each member of JVCA.

Formats vary (EBRD and WB expect more information such as man-months, proportion carried out by each member of JVCA, etc.), but only references from required timeframe shall be selected.

Try to emphasize the relevant aspects of the work done in the project references to better adjust to the client's needs.

Remember your references should be similar in size, nature and complexity – this is rather general, but very carefully evaluated.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken
Čapljina Water Supply – Project Implementation Support BiH	EBRD, Capljina Municipality Dr. Smiljan Vidic, Mayor, City of Capljina, opcina@capljina.ba	249.470 €	<u>Start date (month/year):</u> 08/2012 <u>Completion date (month/year):</u> 06/2015 <u>Status:</u> Completed	<p>The EBRD provided a sovereign guaranteed loan of €5 million to part-finance the rehabilitation and expansion of the water supply network in Capljina Municipality, to cover Dubrave Plateau and Trebizat area. The rest of the funds were provided from EU IPA funds. The project has connected 1,800 new households to the water supply system. The objectives are to support the growth of the municipal utility company through the connection of new consumers and to upgrade the quality and reliability of the water supply system, thus improving the living standard of the population in Capljina Municipality. The PIU at the Municipality selected the WPE-Aspiro consortium to support them in overall project implementation, notably procurement of the works, goods, and construction supervision services.</p> <p>Description of actual services provided by the staff within the assignment:</p> <ul style="list-style-type: none">• We set up the Project Implementation Unit (PIU) including all relevant municipal departments' representatives and coordinated their work and needed activities for the initial 12 months, then the PIU continued independently• We advised the PIU in defining the procurement strategy, settling on 6 tenders with 11 lots in total



Key information on completing the Tender form

Experts' CVs

- Use a CV template with required information
- Make sure to provide profiles and CVs for all required experts listed in the procurement notice or RfP
- Additional experts: at tenderer's discretion (but stay focused)
- Check availability of listed experts
- Provide requested and relevant information:
 - Identity of expert (name, nationality)
 - Education, employment history
 - Languages and IT skills
 - Relevant skills / experience should be emphasized

The CVs should be project focused rather than employment focused.

CV of Tomáš Kadlic

1. **Family name:** Kadlic
2. **First names:** Tomáš
3. **Date of birth:** 07.12.1984
4. **Nationality:** Slovak
5. **Education:** University Master-level education



Institution (from (m/year) to (m/year):	Degree obtained
PeopleCert / AXELOS (10/2020)	PRINCE2 Foundation certificate in Project Management
European Bank for Reconstruction and Development (EBRD) (04/2020)	Technical Consultant Project Management course
The International Federation of Consulting Engineers (FIDIC) – The FIDIC Contracts – A Practical Guide to Using and Understanding the International Conditions of Contract (10/2015 – 11/2015)	Course completion certificate
The World Bank Group - Certificate Program in Public Procurement (March 2015 – June 2015)	
United Nations ITC-ILO: Management of project implementation in development banks-funded projects (A905042) (07/2012)	-
Comenius University in Bratislava, Faculty of Management (09/2005-06/2010)	Master degree In Strategic Management
Slovak University of Technology, Faculty of Informatics and Information Technologies (09/2004-06/2005)	-

6. Language skills: (Mark 1 to 5 for competence, 5 being the highest)

Language	Reading	Speaking	Writing
English	5	5	5
Czech	5	4	4
Slovak	5	5	5
Serbian/Croatian/Bosnian	3	1	1
German	3	2	2
Russian	2	2	1

7. Other skills:

MS Office, Internet, HP Quality Centre – administrative level

8. **Present position:** Director at Aspiro a.s. / Aspiro Česká republika s.r.o.

9. **Years within the firm:** 11

10. **Key qualifications (relevant to the programme):**



Practical session

Where to find information about tenders

Searching for opportunities



Tips and tricks



Increasing of chances in development cooperation

Be informed and proactive

- Read relevant documents related to the IFI and the country (e.g. Bank's strategy in the particular country)
- Read / understand the basics of IFI procurement rules applied for the project
- Do your research on the project history, previous forecasts, future outlooks
- Respond to GPNs, the contracting authority has to notify you when the procurement notice is out, but before that this gives you an opportunity to introduce yourself and get client's attention

Strategic considerations

- Consider focusing on smaller assignments awarded via Direct Selection or Selection from Shortlist first – the first contract with that IFI enables you to demonstrate your excellence.
- Be selective
- Do you have any comparative/competitive advantage (e.g. expertise in the region, relevant linguistic skills)?
- Level of competition? What sort of firms normally compete in and win this type of contract?
- Liaise with bankers, Resident/Country Offices, Clients (particularly important in regard to being considered for direct selections).
- *Note: Once the procurement notice is published, all communication related to the assignment shall be regulated in accordance with the RfP.*



Increasing of chances in development cooperation

Strategy for winning contracts

- Particularly for competitive selection, review documents early and submit questions in writing
- Ensure you meet the minimum requirements
- Consider joining forces – consortia or subcontracting. (But be aware of particular procurement rules regarding participation in multiple EOIs/tenders)
- Check logistics (reliable translators, couriers, etc.)
- Direct Selections - usually IFIs do not maintain an overall registry of potential consultants because of maintenance issues

Join forces

- Be realistic! Can your company match the submission/evaluation criteria? If not, consider:
 - (i) Consortia or subcontracting opportunities, identify potential local, regional or international partner firms to complement your firm's strengths (know-how, project references, key experts). Often local expertise is highly valued.
 - (ii) engaging external experts to satisfy requirements related to key personnel (Note, IFIs are not permitted to recommend you, nor may find / recommend subcontractors for you)



Increasing of chances in development cooperation

Try to look from the evaluators' perspective

Key Question: Who is addressee? Who will evaluate / contract selected firm? IFI or the Client?

- 1) The key is to enable the evaluators to quickly and easily find and assess the relevant information
- 2) Show, don't tell: Demonstrate, don't merely assert
- 3) Consider your application from the perspective of the evaluation committee. Convince them that you are someone they can work with

Are you able to easily assess your firm's strengths and compliance with evaluation criteria? Submit documents that are:

- 1) Tailored (adapt your regular standard documents)
- 2) Focused (all key points / evaluation criteria addressed?)
- 3) Concise & consistent (table of content, clear structure & headlines, easy to assess, short sentences, use tables instead of running text when appropriate etc.)
- 4) Accessible (submit one pdf-file, not many)



Increasing of chances in development cooperation

Try to look from the evaluators' perspective

- No compulsory forms, but template forms included in RfP, for economic & financial capacity, staffing figures
- Give a brief overview of the firm/group of firms including company profile, organization and staffing
- Highlight strengths / complementarity of your firm's/group of firms' services in relation to the notice
- Most IFIs usually do not require company registration or employment certificates, unless to prove eligibility or specifically requested in notice

Finalizing a top-notch proposal

- Check Submission Requirements in the Procurement Notice
- Give an indication of:
 - contracting parties (client, consultant)
 - your role (lead, consortium, subcontractor)
 - timeframe, value, input
- Focus on substantive experience (e.g. engineering firm: preliminary studies / feasibility study / design / project supervision / supervision on behalf of third party)
- Most IFIs do not require formal certificates of completion



BIG Don'ts

Try to avoid all the time



Avoid big don'ts – practical tips from the evaluator's perspective

- Do not submit financial offer when selection is based on quality
- Do not add financial offer to EoI or first stage tender (unless otherwise requested) Do not include methodology or workplan (unless requested)
- Do not apply if your firm is not eligible (check eligibility clause in the notice)
- Do not submit a proposal as lead firm and member of JVCA
- Do not include unavailable experts
- Do not submit late
- Do not communicate with IFI / Client after publication of notice outside of regulated channels
- Do not stay silent on conflict of interest!
- Do not offer alternative solution/tender if it is not allowed.
- Do not include VAT in the financial proposal, or clearly mark it. If the final offer contains VAT, but it is not clearly mentioned anywhere, such tender is usually rejected as non-compliant.
- Do not forget to sign Letter of tender
- Do not change templates – some of them might get you rejected (e.g. Letter of Tender, Tender Security, conditions of contract, etc.)
- Do not amend Tender security template
 - usual issues with validity (TS should cover the period for evaluation, but also time until Performance Security is submitted)
 - Incorrect naming in case of tender submitted by JVCA – Tender Security shall not be in the name of Lead partner only
- Do not have unrealistic budget expectations in case the budget is fixed – this will get your tender rejected. Instead, in case of unrealistic budget for the scope needed, try to submit clarification requests and try to understand the logic. In some cases the budget might be adjusted to reflect local rates (it might be that it's what the client needs), therefore very likely your tender might not be competitive and should refocus to other opportunities.



Thank you

