

**Doing Business with
International Development
Organisations:
Contract Opportunities from
Public Procurement**

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Foreword

As this guide is addressed the public in Finland, its foreword is written in Finnish.

Yksi tapa kansainvälistyä on kehityspankkien ja monenkeskisten organisaatioiden, kuten EU:n ja YK:n, rahoittamien projektien hyödyntäminen yrityksen liiketoiminnassa. Kyse on (projekti)viennin erikoisosa-alueesta, joka tarjoaa maailmanlaajuiset kasvumarkkinat useilla keskeisillä toimialoilla, kuten esimerkiksi ympäristö, energia, infrastruktuurirakentaminen, elintarviketurvallisuus, terveydenhuolto ja koulutus. Globaalin kehitysmarkkinan volyymiksi arvioidaan ainakin 120 miljardia euroa.

Tämä opas palvelee tiekarttana, joka johdattelee aloittelijan kehitysrahoittajien maailmaan. Se luo kokonaisvaltaisen yleiskatsauksen alan toimijoihin ja niiden toimintaperiaatteisiin sekä ohjeistaa käytännöllisesti kuinka lähestyä niitä. Tavoitteena on palveluiden tai tuotteiden myynti kansainvälisten kehitysohjelmien tai -pankkien projekteihin. Vastaavasti on mahdollista järjestää rahoitusta omille yksityisen sektorin hankkeille kehitys- ja siirtymätalousmaissa. Tässä oppaassa keskitytään yksinomaan tarjouspyyntökilpailuin toteutettaviin kansainvälisiin julkisiin hankintoihin.

Onnistuessaan pienikin yritys saattaa päästä YK:n tai Punaisen Ristin tavarantoimittajaksi maailmanlaajuisesti Afganistanista Afrikkaan. Tilaisuuksia tarjoutuu erityyppisille yrityksille, sillä viedä voi vaikkapa paalutusratkaisuja, sähköpylväitä ja rata-pölkkyjä, vedenpuhdistimia, laboratoriopipettejä, kielistudioita tai ohjelmistoja. Kysyntää riittää niin urakoitsijoille, laitetoimittajille kuin suunnittelu- ja konsultointipalveluidenkin tarjoajille, mukaan lukien insinööritoimistot.

Rahanlähteille pääsy vaatii kansainvälisten julkishankintojen proseduurien omaksuntaa. Keskeistä on ymmärtää eri rahoittajien – esimerkiksi Maailmanpankin – projektisykli askel askeleelta, samoin kuin syklin eri vaiheisiin kytkeytyvien asiakirjojen merkitys tietolähteinä. Moni joutuu eittämättä epämukavuusalueelleen ensi vaiheessa, mikä nostaa esiin perustavanlaatuisen nykyaasteen. Kyky uuden tiedon hankintaan ja käsittelyyn on menestyksen edellytys tänä päivänä. Olennainen informaatio on osattava suodattaa ja analysoida tietotulvasta. Vierautta ei saa säikähtää.

Hankintatuntemus monipuolistaa sekä yritysten että julkisorganisaatioiden kansainvälistymiskanavia tarjoamalla yhden lisäväylän. Edelleen kannattaa pitää mielessä, että projektiosallistumisen kautta avautuu kenties tilaisuuksia voittoa jalansijaa kehittyvillä markkinoilla laajemminkin, kun tunnettuus lisääntyy ja paikalliset verkostot vankistuvat. Alussa yhteyksien luonti on toki aikaavievää. Toiminnan tulee olla pitkäjänteisen tavoitteellista. Kova kilpailu nostaa laatukriteerit korkealle.

Mikäli mielii päästä tuumasta toimeen, kilpailutusperiaatteet on hallittava. Koska tieto on valtaa tässäkin asiassa, tällaiselle opaskirjalle syntyy tilaus. Sen teksti saattaa paikoitellen vaikuttaa raskaalta, teoreettiselta ja vaikeaselkoiselta, mutta ilman perusteiden kunnollista määrittelyä kokonaisvaltaista ymmärrystä ei saavuta. Pinnallisena aikanamme on muodikasta korostaa asioiden lyhentämistä ja yksinkertaistamista (vrt. *keep it short and simple* eli KISS). Jos keventämisessä mennään liian pitkälle, punainen lanka häviää, jolloin jäljelle jää sekava kokoelma hajanaista sirpale-tietoa, josta puuttuu tolkkua. Näin jopa selkeät asiat suotta muuttuvat käsittämättömäksi munkkilatinaksi, mikä toisaalta saattaa palvella joidenkuiden tarkoituspäriä.

Tämä opas avaa mysteerit. Se koostettiin yhdistelemällä monia eri aineistolähteitä: aikaisempia julkaisuja, raportteja, esitelmiä, nettiaineistoja, asiantuntijahaastatteluja ja kokemusperäisiä havaintoja. Sitä täydensi EU:n hankintoihin keskittynyt koulutuspäivä omine aineistoineen.

Edessäsi oleva käsikirja laadittiin Manner-Suomen ESR-ohjelman osarahoittaman hankkeen puitteissa Hämeen ammattikorkeakoulussa (HAMK). Hämeen ELY-keskus myönsi Euroopan sosiaalirahaston tukiosuuden valtakunnallisesta toimintalinjasta 1 ”Työorganisaatioiden, työssä olevan työvoiman ja yritysten kehittäminen sekä yrittäjyyden lisääminen”. Toisena hankerahoittajana toimi HAMK. Koko hanke kesti syyskuusta 2012 maaliskuuhun 2013 ja sen kulkua seurasi ylimaakunnallinen tukiryhmä.

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I OVERVIEW OF KEY FUNDING SOURCES

1 Two Types of Opportunities in the International Development Market

Every year, development organisations provide tens of billions of euros in loans and grants to dozens of countries for a wide variety of development programmes and projects. The recipient countries use these funds to procure the goods, equipment and services they need to design and carry out their development plans. According to a Canadian estimate, annual commitments to developing and transition countries by bilateral donors and multilateral agents amount to approximately € 120 billion at the least. So, this figure reflects the size of the international development market.

The international development market offers two different types of possibilities for private sector actors to get engaged. Firstly, they may aspire to winning deals in publicly tendered projects financed by development institutions. Secondly, they can acquire finance for their own projects in emerging markets from multilateral financial institutions, Finnish funding organisations or commercial banks. This guide will be confined to the first mentioned option. Procurement procedures will be highlighted in Chapter 3 more in detail.

1.1 Procurement: Winning Tendered Projects

Procurement refers to the acquisition of goods or services. Corporations and public bodies often define processes intended to promote fair, open competition for their business while minimizing exposure to fraud and collusion. In the context of international development projects, the typical basic mode can be simplified as follows:

Development institutions provide grants and loans to countries for a wide variety of projects. These projects are focused on socio-economic development and are implemented by executing agencies (such as government departments) that are responsible for the related procurement of goods and services based on the guidelines of the lending institution. The partners in the respective developing country itself are responsible for purchasing consultancy, construction works, supplies or services for the programmes and projects the lender finances. The latter only make sure that calls to tender and contract awards proceed according to international rules.

The financier and the borrower or the beneficiary jointly identify and negotiate a project agreement. In order to carry out the agreed activities, the recipient will require goods or services which it will procure from local or international bidders. Finnish companies, public institutions and non-governmental organisations (NGOs) are usually eligible to compete for these projects. Subcontracting is sometimes an option, as well. Subcontracting is useful for gaining experience and references from a geographical region that is new to the company or organisation.

In the EU context, public procurement refers to contracts for pecuniary interest concluded in writing between one or more economic operators and one or more contracting authorities in order to obtain, against payment of a price paid in whole or in part from the budget, the supply of movable or immovable assets, the execution of works or the provision of services. Supply contracts cover the purchase, leasing, rental or hire purchase, with or without an option to buy, of products. 'Work' means the outcome of building or civil engineering works taken as a whole that is sufficient of itself to fulfill an economic or technical function. It covers both the execution and design. Service contracts cover all intellectual and non-intellectual services other than those covered by supply, works or building contracts. A contract covering both products and services is considered a service contract when the value of the services in question exceeds that of the products included in the contract.

By taking part in public tenders, Finnish companies can expand their business through selling to projects:

- A. consulting or engineering **services** – also including project preparation (financial and technical studies, socio-economic and environmental analyses), monitoring, implementation and evaluation;

- B. **equipment supplies** – e.g. computers/hardware equipment, office equipment, medical devices, laboratory equipment, vehicles, pumps, sewage systems, sanitation ware, construction materials, fire protection equipment, furniture...
- C. **works** in infrastructure, environmental and building projects – e.g. road, railway, harbour, waste water, power, schools, forestry...

Tendering should rely on the following universal principles:

- **Transparency:** Calls to tender must be published; award decisions must be transparent and accountable.
- **Fairness:** Calls to tender must allow for fair competition. Discrimination against or preferential treatment for individual bidders is not permitted.
- **Equal opportunities:** Regardless of the origin or headquarters of the enterprise, all bidders may take part in calls to tender.
- **Economic efficiency:** The contract is awarded to the bid gauged to be most economically advantageous in the appraisal. Contracts may only be awarded to professional and efficient bidders.

CASE: Finnish guidelines for development projects and procurement

When the Ministry for Foreign Affairs contracts for services which will be paid for from development cooperation resources, a public announcement is made and companies submit a tender, according to the relevant legislation. When agreements are made between governments, it may also be agreed that there will be public competition for projects and procurements in the partner country, subject to the laws of that country.

Development cooperation resources are distributed primarily on the basis of inter-governmental agreements with developing countries, as well as state grants to various actors such as NGOs and international inter-governmental organisations. In addition, development cooperation resources are used to purchase, for example, a variety of consulting services for development cooperation projects.

The purpose of the Act on Public Contracts (348/2007) is to increase the efficiency of the use of public funds, promote high-quality procurement, and safeguard equal

opportunities for companies and other communities in offering goods, services, and construction contracts under competitive bidding for public procurement. The Ministry for Foreign Affairs pays special attention to the prevention of corruption at all stages of a development cooperation project, including the tender process.

From the perspective of an international donor, **procurement management** contains a number of aspects:

- *Due Diligence*: Identification and evaluation of procurement needs and supply sources in terms of:
 - price, quality and quantity;
 - pre- and post-shipment inspection;
 - transportation and insurance; local import procedures;
 - delivery, installation, testing and commissioning;
- *Specification*: Drafting of technical specifications in conjunction with local beneficiaries;
- *Tenders*: Drafting and publication of tender documentation;
- *Bid Evaluation*: Evaluation of bids on a technical and financial basis;
- *Contracts & Documentation* drafting;
- *Financial Management & Accounts*: Management of invoices and payments related to the procurement of supplies and support services; joint management and control of bank accounts established for the implementation of procurement programmes;
- *Logistics*: Inspections, packing and delivery, installation, commissioning and training, and handover to the end user.

1.2 Finance for Companies' Own Projects

Finnish companies can make use of multilateral development banks, Finnish funding organisations and commercial banks to meet their project, trade and investment finance needs in emerging markets. These financiers mitigate political risks involved in doing business in Third World countries. They can also provide financing for such

projects that would not otherwise be supported on reasonable terms. The available instruments comprise various kinds of loans, syndicated loans, credit lines, guarantees, mezza-nine finance, equity finance, intermediary finance and complementary financing schemes. Risk management products and support for feasibility studies may be offered, too.

Private sector financing is provided by the following financing institutions, among others: International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), Asian/African Development Bank (ADB/AfDB), European Investment Bank (EIB), Nordic Finance Group (NIB, NDF, Nopef), Nefco, Finnfund and Finnvera. This short, incomplete list is by far not exhaustive.

The financing structure for a project involving a development bank is composed of contributions from multiple financing partners. Generally, the development bank will offer a little over one third of the total financing required. The rest is covered by foreign and local sponsors in conjunction with a syndicated loan and other forms of financing. To cite an example, a typical financing solution might look as follows:

The share of	development bank	35 %
	foreign sponsor	25 %
	local sponsor	15 %
	syndicated	15 %
	other	10 %

1.3 Basic Terminology

The brief vocabulary explains the most important terms to be applied to this guide.

1.3.1 Lenders and Donors

International financial institutions (IFIs) have been established by more than one country, and hence are subjects of international law. Their owners or shareholders

are generally national governments, although international institutions and other organisations occasionally figure as shareholders. The most prominent IFIs are creations of multiple nations, although some bilateral financial institutions (created by two countries) exist and are technically IFIs. IFIs can be divided up into sub-groups: Bretton Woods institutions, multilateral development banks, regional development banks, bilateral development banks, as well as other regional financial institutions.

A **multilateral development bank (MDB)** is an institution, created by a group of countries, that provides financing and professional advising for the purpose of development. MDBs have large memberships including both developed donor countries and developing borrower countries. Only firms from countries who are members of the MDBs are eligible for procurement arising from MDB project financing. Finland is a member of the major MDBs. The MDBs provide financing for development projects through a variety of mechanisms:

- Long-term loans, based on market interest
- Longer-term loans (often termed credits), with interest well below market interest
- Grant financing for technical assistance, advisory services or project preparation
- Trust Funds established by MDB member countries permitting MDBs and client countries to finance consultancies and other technical assistance

Moreover, there are several regional and sub-regional multilateral development banks. They have functions similar to the World Bank group's activities but with particular focus on a specific geographic area. In the case of the **regional development banks**, shareholders usually consist of the regions' countries plus the major donor countries. As far as **the sub-regional development banks** are concerned, their membership typically includes only borrowing nations. The banks lend to their members, borrowing from the international capital markets. Because there is effectively shared responsibility for repayment, the banks can often borrow more cheaply than could any one member nation.

Finally, several regional groupings of countries have established international financial institutions to finance various projects or activities in areas of mutual interest. The Black Sea Trade and Development Bank can be cited as an example of the last **'other'** category.

Bilateral development banks are financial institutions set up by individual countries to finance development projects and private sector investments in developing countries and emerging markets. Examples include the Netherlands Development Finance Company FMO and the German Investment Corporation DEG. Both development banks support sustainable private sector growth by providing financing solutions for companies. They want to foster the creation of jobs and income and better living conditions in the partner countries.

Bilateral development agencies finance projects that contribute to the economic and social development of recipient countries. Unlike multilateral development banks, bilateral agencies are responsible to a single government and are often part of a government ministry, like in Finland. These agencies may use either *project- or programme-based approaches*. The program-based approach, as the name suggests, concentrates on providing wide, coordinated support for a locally owned development programme, using a single budget and harmonized donor procedures. The project-based approach tends to target its assistance in more specific and detailed ways and generally involves a higher level of donor-country control. The development *aid* provided by these agencies may also be *tied or untied*. With untied aid, there are no restrictions on where the recipient country can buy the goods and services it needs for a project. With tied aid, by contrast, the recipient country must purchase the required goods and services from the country providing the aid. USAID, for example, provides tied aid; this means that a Finnish company, if it wants to work on a USAID-funded project, can do so only as a subcontractor to the US firm that secured the contract. Donors from OECD countries have agreed to *publish procurement notices* for untied aid projects *in a central location*, the Untied Official Development Assistance website, although individual donor agencies remain the most complete source for procurement information.

The **United Nations** (UN) system is made up of over 50 entities (agencies, organisations, commissions, programmes, funds, etc.) which make available over € 5 billion annually for the procurement of goods and services to support development and humanitarian aid in more than one hundred countries. UN system funding is in the form of grants and is mostly for technical assistance programs and small-scale projects. The UN Development Group, which includes the UN Development Programme (UNDP), the UN Children’s Fund (UNICEF), the UN Population Fund

(UNFPA), and the World Food Programme (WFP) provide technical advice and fund small-scale projects in almost every developing country. Specialized agencies and programmes such as the UN Environment Programme (UNEP), the Food and Agriculture Organization (FAO), and the UN Educational, Scientific, and Cultural Organisation (UNESCO) do similar work in their respective areas of expertise. Larger projects are often implemented by the UN Office for Project Services which is increasingly involved in reconstruction work in post-conflict countries.

1.3.2 Funding Modalities

Grants are non-repayable funds disbursed by one party (grant makers), often an IFI, a government department, corporation, foundation or trust, to a recipient, often a non-profit entity, educational institution, business or an individual. Most grants are made to fund a specific project and require some level of compliance and reporting. The grant writing process involves an applicant submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a request for proposal from the funder. To put it succinctly, let's define grants in the framework of the European Union (EU).

Grants are awarded as donations to third parties that are engaged in external aid activities. They are direct financial contributions from the EU budget or from the European Development Fund, referring to co-financing. The Contracting Authority awards grants that are used to implement projects or activities that relate to the EU's external aid programmes. Grants fall into two categories:

- Grants for actions: aim to achieve an objective that forms part of an external aid programme.
- Operating grants: finance the operating expenditure of an EU body that is pursuing an aim of general European interest or an objective that forms part of an EU policy.

Grants are based on the reimbursement of the eligible costs, in other words, costs effectively incurred by the beneficiaries that are deemed necessary for carrying out the activities in question. The results of the action remain the property of the bene-

ficiaries. Grants are subject to a written agreement signed by the two parties and, as a general rule, require co-financing by the grant beneficiary. Since grants cover a very diverse range of fields, the specific conditions that need to be fulfilled may vary from one area of activity to another. Those intending to apply for a grant should consult the calls for proposals.

A call for proposals is a request for suggestions that issues an invitation for suppliers, through a bidding process, to submit a proposal on a specific commodity or service, which can be a project idea, among other things. The request may dictate to varying degrees the exact structure and format of the supplier's response. However, the applicants are allowed to determine the content of their initiative, while the call enables a creative range of solutions to be considered. The titles are so wide that it is up to the applicant to invent the project.

Within a grant, it is possible to launch a tender. One part of the allocation can be used to find a subcontractor. In the EU, subcontracting is only allowed for punctual events, such as catering, website or conference arrangements. Subcontracting is not permitted in the case of coordination or core activities. Nor is it allowed to subcontract one's own partners. The general feeling is that the share of subcontracting should not exceed 30 percent of the total project budget.

The difference between a grant and a public contract is clear:

- in the case of a grant, it makes a contribution either to a project carried out by an external organisation or directly to that organisation because its activities contribute to policy aims. Grant is devoted to one's own project.
- in the case of a contract, the Contracting Authority receives the product or service it needs in return for payment. One delivers a specific job on behalf of the Contracting Authority that owns the results.

A procurement procedure leads to the conclusion of a **public contract**. In the case of the EU, procurement procedures are launched when the Contracting Authority wants to purchase a service, goods or work in exchange for remuneration. The tenderer defines the deliverables. Procurement procedures are governed by specific rules which vary depending on the nature of the contract (services, supplies, works)

and the threshold. Those intending to apply for a contract should consult procurement notices.

A **procurement/contract/competition notice** – i.e. a call for tenders – is issued for a specific deliverable, such as equipment or piece of work. Funding is provided at 100 percent. Calls for tenders are subject to the legislation that governs public procurement, and the results of an activity funded under a call for tenders belong to the purchaser/buyer (e.g. the European Commission), who has launched it. For instance, it is advisable to consult the Commission Implementing Regulation (EU) No 842/2011 of 19 August 2011 establishing standard forms for the publication of notices in the field of public procurement.

A contract notice consists of the following key elements: contracting authority; description, duration and value of the contract; selection and attribution criteria; closing dates for the requests of documents and receipt of tenders or requests to participate. Finally, a contract notice indicates the contact details of the person available for information inquiries. For transparency and equal treatment reasons, once the procurement notice has been published contacts shall be made in writing and the answers will be published under the Frequently Asked Questions.

Technical assistance is financial aid given by governments and other agencies to support the economic, environmental, social and political development of developing or transition countries. It is distinguished from humanitarian aid by focusing on alleviating poverty in the long term, rather than a short term response. In the case of the accession countries in Europe, it has served to prepare them to full EU membership and harmonise their systems. A past example from Poland illustrates the concrete meaning of technical assistance:

The Technical Assistance Operational Programme describes in detail the main areas in which the Polish authorities are going to allocate EU funding that they will receive over seven years. The programme will thus pave the way for the successful implementation of Structural Funds in Poland. The main aim is to:

- *foster the administrative capacity;*
- *provide the training of staff involved in Structural Funds implementation;*

- *put in place well functioning monitoring and evaluation systems;*
- *foster information, communication and promotional activities related to the Polish National Strategic Reference Framework.*

Project-related technical assistance contributes to improving the quality of lending operations throughout the project cycle and enhancing their development impact. According to the EIB's definition, technical assistance operations aim to enhance project quality and success rate; increase the efficiency and success rate; and complement other financial products.

The OECD defines the term as the provision of know-how in the form of personnel, training, research and associated costs, but the shorthand definition is inevitably 'consultants'. Private consulting firms are increasingly being contracted by development agencies and philanthropic organisations to manage and implement elements of their aid programme, due to their independence and ability to perform higher quality program management and delivery often in fragile post-conflict states. (Cf. Part III, pp. 61–63.) Agmin, a large Italian development consulting company describes its technical assistance services as follows:

- ***Administrative & Logistical Support;***
- ***Information & Analysis:*** *Identification and appraisal of international donor-funded projects including feasibility studies, information-gathering missions, preparatory research and needs analysis;*
- ***Alliance-building:*** *Creation, participation in and management of international consortia;*
- ***Personnel:*** *Identification and recruitment of local and international experts for use in project teams, often at short notice;*
- ***Project Implementation:*** *Development of flexible, innovative methodologies which reflect current policy and best practice, and offer sustainable solutions;*
- ***Project Management & Monitoring:*** *Implementation and active monitoring of projects in compliance with applicable norms and standards;*
- ***Quality Control*** *in compliance with internal and donor reporting requirements.*

2 Summary of Multilateral and Bilateral Financial Institutions and Agencies (Main Players)

2.1 Multilateral Development Banks

Institution	Funding modalities	
	Grants, technical assistance (TA), budget support	Financial instruments, e.g. loans, equity, guarantees, etc.
World Bank	yes	yes
African Development Bank	yes	yes
Asian Development Bank	yes	yes
Inter-American Development Bank	yes	yes
European Bank for Reconstruction and Development	TA for public sector	yes

2.2 Regional and Sub-Regional Development Banks, and Thematic Multilateral Funds

Institution	Funding modalities	
	Grants, budget support	Loans + occasionally co-finance projects with MDBs
European Investment Bank	yes	yes
Nordic Investment Bank	yes	yes
Islamic Development Bank	yes	yes
Caribbean Development Bank	yes	yes
West African Development Bank	yes	yes
Global Environmental Facility	yes	yes

2.3 Other Multilateral Institutions

Institution	Funding modalities	
	Grants, technical assistance, budget support	Funding for small-scale and pilot projects
The European Commission: EuropeAid, European Development Fund (EDF)	yes	yes
United Nations (UN) Agencies: – <i>only a few of them listed below</i>	TA for public sector	yes
Food and Agriculture Organization (FAO)		
International Fund for Agriculture Development		
United Nations Industrial Development Organization (UNIDO)		
United Nations Educational, Scientific and Cultural Organization (UNESCO)		
World Health Organization (WHO)		
United Nations Population Fund (UNFPA)		
United Nations Children’s Fund (UNICEF)		
International Labour Organization (ILO)		
UN Programmes on World Food, HIV/AIDS, Environment, Human Settlements		
United Nations Office for Project Services (UNOPS)		

2.4 Examples of Bilateral Agencies

Institution	Funding modalities	
	Grants, technical assistance, budget support	Financial instruments, e.g. loans, equity, guarantees, etc.

Department for Development Policy within the Ministry for Foreign Affairs, Finland	yes	Some agencies also provide loans and guarantees.
Swedish International Development Cooperation Agency (Sida)	yes	
Norwegian Agency for Development Cooperation (Norad), part of the Norwegian Ministry of Foreign Affairs	yes	
Danish International Development Agency (DANIDA)	yes	
Agence Française de Développement (AFD)	yes	
Department for International Development, UK	yes	
German Agency for Technical Cooperation / Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)	yes	
Swiss Agency for Development and Cooperation	yes	
United States Agency for International Development (USAID)	yes	
Millennium Challenge Corporation (MCC), USA	yes	

2.5 Sample Selection

The range of development organisations is so vast worldwide that it is impossible to highlight each of them. Therefore, the most relevant institutions from the Finnish perspective will be extracted for closer scrutiny in Chapter 4. In addition to the biggest MDBs, special attention will be paid to the EU's external aid programmes as well as the Finnish and Nordic project financing. This review will include

- World Bank, African Development Bank and Asian Development Bank;
- Nopef and Nordic Development Fund;
- External Cooperation Programmes of the EU;
- experiences of working with the United Nations – two cases.

II ROADMAP TO PURSUING INTERNATIONAL DEVELOPMENT BUSINESS

3 Guide to Competitive Bidding

3.1 Understanding the Procurement Process

3.1.1 Foundations and Principles of Project Development

In addition to understanding public procurement processes, companies pursuing contract opportunities in the development project business will be better prepared to respond to new opportunities by developing an understanding of the guidelines by which individual projects are prepared and implemented, along with the respective roles and responsibilities of key actors. It is equally important to understand **recent trends** with respect to funding instruments of the institutions and significant initiatives designed to improve aid effectiveness. A central theme underlying all of these initiatives is **greater country ownership** of development processes and, accordingly, a substantial increase in the role and responsibility of the country throughout the entire process of programming, planning and implementation, including contracting. Such processes have implications for procurement eligibility (i.e., increased “untying” of aid) and for a firm’s marketing strategies (i.e., recipient governments playing a greater role as project manager and client).

Traditionally, individual development project funding agencies determined their investment priorities based on country programming exercises which were founded on each agency’s own development strategies and policies (e.g. priority sectors such as the environment, and themes such as gender equity) together with the needs and priorities expressed by client recipient countries. While this process typically involved consultations with other multilateral and bilateral donors, coordination amongst

the many players was complicated, sometimes resulting in duplication, fragmentation, and higher aid administration costs. As a result, several **key initiatives** have evolved in recent years with the overall objective of **improving aid effectiveness, efficiency and coordination**.

1. ***UN Millennium Development Goals***. At the United Nations Millennium Summit in September 2000, world leaders adopted the Millennium Development Goals, which set clear targets for reducing poverty, hunger, disease, illiteracy, environmental degradation, and discrimination against women by 2015. All 191 member states of the United Nations agreed upon the establishment of eight development goals and have pledged to meet them by the year 2015. **These goals now serve as an overarching priority in guiding multilateral and bilateral development agencies in their project programming and planning.**
2. ***Harmonization of Aid***. To achieve greater synergy, efficiencies and effectiveness, and to reduce the cost and burden of administering tens of thousands of development assistance projects funded by dozens of agencies, the MDBs and many other development agencies are working together to "harmonize" approaches to aid. A key objective of aid harmonization is to achieve greater policy and program coordination and to align donor support around country-owned national development goals and strategies.
3. ***Poverty Reduction Strategies***. In low-income countries, development assistance priorities are based on the Poverty Reduction Strategy Paper (PRSP), which outlines the development plan of the recipient government. A PRSP is the expression of country consensus on development priorities for reducing poverty and therefore the foundation for country "ownership". Most donors will adhere to the PRSP and determine their priorities in coordination with others to avoid duplication. PRSPs are available on the World Bank website.
4. ***Country Assistance Strategies***. Most donors also prepare their own Country Assistance Strategies, which outline their specific areas of focus. These strategies usually detail key investment priorities, including indicative project pipelines, and whether aid is delivered through direct budget support or for funding of specific projects. Some select useful country programme resources are as follows:

- World Bank Country Assistance Strategies
- Inter-American Development Bank Operational Strategies
- Asian Development Bank Country Strategy and Programs
- Caribbean Development Bank's Country Poverty Assessment Reports
- European Bank for Reconstruction and Development Country Strategies
- EuropeAid Country & Regional Strategy Papers
- UN Development Assistance Frameworks
- Finland's Development Policy Programme 2012
<http://formin.finland.fi/public/default.aspx?nodeid=15318&contentlan=2&culture=en-US>
- Swedish International Development Agency Country & Regional Strategies
- German Development Bank Country Brochures
- UK Department for International Development Country Strategy Papers
- Japan Bank for International Cooperation's Medium Term Strategy

Mindful of the need for harmonization and inter-agency cooperation, a noteworthy trend has been emerging in country programming wherein numerous bilateral development agencies have been **focusing on a narrower range of countries**, in lieu of trying to spread limited resources across many countries. **Finland's development cooperation** centres primarily on long-term partner countries. Finland's long-term partner countries are Ethiopia, Kenya, Mozambique, Nepal, Tanzania, Zambia and Vietnam. The special needs of fragile states are also taken into consideration. Finland is committed to long-term cooperation with Afghanistan and supports development cooperation in the Palestinian territories and in South Sudan.

The primary objective of Finland's development policy is eradicating extreme poverty and hunger, and ensuring a decent life for all, in accordance with the UN Millennium Development Goals. Finland also promotes strengthening the position of poor people in their society, and the reduction of inequalities of all kinds. The **specific** list of **priorities** for activities includes

- a democratic and responsible society that promotes human rights,
- a participatory green economy that promotes employment,
- sustainable management of natural resources and protection of the environment (cf. climate change),
- human development.

As for the implementation, the OECD recommends an increased **untying of aid**. Untied aid is development assistance financing that can be used to pay for purchases of goods and services from any country, rather than just from the donor country. It is designed to create more effective competition in the use of such funding and allow developing countries themselves to choose the goods and services they need at the most advantageous price. The initial emphasis has been on agreements to untie aid to the least developed countries. **The OECD launched the Untied Aid Bulletin Board** where donors can post upcoming opportunities that are open to international competition. For further information, please click the link <http://www.oecd.org/dac/untiedaid/>.

3.1.2 Aid Delivery Modalities

In an effort to make development assistance more effective, the search for new aid delivery mechanisms is high on the agendas of inter-national development agencies. While traditional modalities (i.e. project or sector-specific loans and grants) do continue to predominate, recently growing trends include:

- A. **Budget Support.** General budget support focuses on development being led by local governments, and is one of a number of modalities that development agencies are increasingly using to deliver aid. Budget support represents a shift away from supporting 'projects' towards 'programmatic' forms of aid. The aim is to move away from sector or project-specific conditionality (i.e. the conditions traditionally attached to loans and grants for structural and sector adjustment operations) and towards more general macro-economic support with the goal of reducing poverty by improving the efficiency and effectiveness of governance institutions, policy and processes. A key implication of budget support programs is that procurement is typically managed by the local government.
- B. **SWAps.** A sector wide approach is a method of working between and amongst governments, development agencies and some NGOs, in which funding for a particular sector is provided to support an agreed sector policy and expenditure programme. The process is led by local government. Many such approaches involve the use of government procedures for disbursing and accounting for the funds

provided. SWAPs are usually underpinned by a set of values that emphasize national ownership, national execution and policy dialogue.

In the context of budget support and sector-wide approaches or other new mechanisms, **pooling of funds** for development assistance is being used as a means to reduce the fragmentation of externally funded development activities, to encourage country ownership, and to reduce the considerable administrative burden on developing country governments. Pooling refers to the sharing or transfer of resources among international development agencies to support the policy objectives of a developing country. Pooling is seen as the integration of development funding into a single management and financing framework under recipient country ownership or with third-party management support. Pooled funds can be structured to finance investment projects as well as general and sectoral budget support. An example of a pooled fund is the *Nile Basin Initiative*.

3.2 Identifying and Tracking Opportunities

The ongoing process of researching, identifying, qualifying and tracking international development market contract opportunities is greatly facilitated by a variety of on-line sources of project and tender information. Yet the information obtained from these sources is only part of the process. The endeavour also entails the prognostication of forthcoming projects at their early stages through contacts with the executing agencies of the projects and with officers within the respective development agency. While accessing the formal sources of project and procurement information is essential, it is equally important to augment this information with intelligence developed from key decision makers and other actors involved in the preparation and implementation of the projects. It is useful to **distinguish between project information** (i.e. project description/profiles, reports, budgets, etc. **attainable from publicly available documents**) and **project intelligence** (i.e. key information on the timing, scope, content of the project or bid, **attainable mainly by talking to project officials**). Publicly available project information can be out of date or incomplete.

Project intelligence, from officials connected to the project, is timely and more valuable.

3.2.1 The Project Cycle

The MDBs and the countries that borrow from them plan and develop projects by following a multi-stage process called the project cycle. Fundamental to any MDB-funded contracting is comprehending the formal MDB-specific project cycle which defines how MDB projects are themselves programmed, prepared and approved. Moreover, it is important to have a full understanding of the procurement guidelines of the MDBs which essentially constitute the rules of the game for bidding.

When the MDBs lend funds to a developing country for a project, a Project Implementation Unit (PIU) – also called an Executing Agency – is created in the government. While both MDB and PIU staff share aspects of project preparation, it is the PIU, and not the Bank, that is responsible for virtually every element of project execution, including the procurement of goods, equipment, consulting and other services. Accordingly, marketing efforts by firms should be focused primarily on the PIU for the project in the borrowing country.

The Project Cycle has **six stages** which are described below. Different project documents are available at each stage. Firms can access these documents by visiting the web sites of the individual MDBs and other key online sources of project information. (View Chapters 3.2.3 and 3.4.)

Before a project loan is approved, it evolves through the following stages:

1. **Identification:** This first phase of the cycle concerns identifying projects that appear appropriate for the country's priorities and development strategy, as well as suitable for Bank support. Both the Bank and the borrowing country are involved in this process. Useful documents at this stage include the Poverty Reduction Strategy papers and Country Assistance Strategies, among others.
Responsibility: both MDB and Borrower

2. **Preparation:** After a proposed project has entered the pipeline it is further studied and defined. Feasibility studies and detailed project design usually occur at this stage. Preparation, which lasts from one to two years, is mainly the borrowing country's responsibility. Information on projects at this stage can be found in the Project Identification Document as well as from PIU staff.

Responsibility: both MDB and Borrower

3. **Appraisal:** Bank staff conducts an in-depth assessment of the technical, environmental, financial and economic elements of the project. The appraisal phase is the Bank's sole responsibility, takes three to six months to complete, and culminates with a detailed Project Appraisal Document or Project Proposal and for many technical assistance projects, a Technical Annex.

Responsibility: mainly Borrower

4. **Negotiation:** The Bank and the borrower negotiate the loan agreement and project implementation plans. The negotiations last one or two months, after which the Appraisal Report and loan documents go to the Board of Directors for approval. The loan becomes effective only after being signed by the country and upon other formalities, usually two to four months subsequent to Board approval.

Responsibility: both MDB and Borrower

After the loan is approved, the following stages are executed:

5. **Implementation and supervision:** Implementation of the project, including procurement, is the responsibility of the borrower and is carried out with minimal Bank assistance. However, the Bank does oversee and approve all major procurement decisions made by the borrower. The length of the implementation phase can vary considerably depending on the project's nature but is typically several years. During this stage bidders are notified about opportunities via the publishing of general and specific procurement notices.

Responsibility: Borrower

6. **Evaluation:** This final phase is a Bank assessment of the project and of the results achieved. It is performed after the project completion and all funds have been disbursed. The evaluation phase normally requires six months to complete.

Responsibility: MDB

3.2.2 Policies, Guidelines and Bidding Documents

Each international development agency prescribes principles by which procurement tenders are managed, including how opportunities are advertised. The main procurement pages of the MDBs contain descriptions and details on each institution's procurement policies and specific procurement guidelines. Part of the global initiative for the harmonisation of aid includes **harmonisation of procurement guidelines**, such as standard bidding documents, in order to simplify procurement for their borrowing country members and for suppliers.

The MDBs are also increasingly moving towards **electronic government procurement**. The introduction of electronic government procurement (e-GP) systems is one of the most powerful vehicles available for achieving high standards of transparency, accountability and efficiency. The MDBs have created the *MDB e-GP Website*, including a *MDB e-GP Toolkit*, to assist countries in electronic procurement. This community constitutes a virtual platform for government officials, development organisations, experts and academic institutions working on the topic of e-GP. It provides its members with information about e-GP reform and facilitates dialogue on policy, guidelines, best practices, learning modules, e-GP solutions, and software. For further information, please click <http://www.mdbegp.org/>.

Standard bidding documents are templates that borrowers use to procure goods, works and services for competitively tendered MDB-financed contracts. They reflect what are considered best practices. In contrast to the procurement guidelines, they set out provisions for a particular bid. Of most interest to consultants and consulting firms is Standard Request for Proposals. SMEs with little proposal writing experience on MDB-financed projects should consider reviewing the standard bidding documents and Standard Request for Proposals. The website of the African Development Bank, for example, allows the downloading of standard bidding documents: <http://www.afdb.org/en/projects-and-operations/procurement/resources-for-borrowers/standard-bidding-documents/>

ADB has published a User's Guide for the Procurement of Works. It provides guidance to borrowers on how to prepare a bidding document for an admeasurement (unit

price) type of works contracts, and how to evaluate bids and award contracts. Its contents covers the following titles:

- The Bidding Process: Invitation for Bids & Standard Format for Invitation for Bids, Instructions to Bidders, Bid Data Sheet, Bidding Forms
- Evaluation and Qualification Criteria
- Eligible Countries
- Employer's Requirements
- General Conditions of Contract & Particular Conditions of Contract
- Contract Forms

3.2.3 Sources of Project and Tender Information

There is a growing array of information sources, mostly online, for MDB projects and related contract bidding opportunities as well as for other multilateral and bilateral development institutions.

- Until recently, the most comprehensive source was the subscription tabloid and online service, ***UN Development Business***, which contains searchable listings of projects in most of the MDB's pipelines, as well as the formal public announcements and requests for expressions of interest and/or proposals. In other words, it provides four categories of information: Operational Summaries, New Project Approvals, General and Specific Procurement Notices and Contract Awards.
- Another subscription online marketplace ***Development Gateway Market (dgMarket)*** provides information on MDB, MFI, bilateral donor and government-funded tenders. dgMarket publishes tender notices for projects funded by the World Bank, Asian Development Bank, African Development Bank, EuropeAid, European Bank for Reconstruction and Development, European Investment Bank, EU member states and others. dgMarket is the business and procurement opportunity site within the development portal ***Development Gateway***. It also provides an email alert service based on preselected criteria.

Key sources of early stage project (pipeline) information

- World Bank Monthly Operational Summary can be found at UN Development Business (UNDB) but also in the World Bank's website at WB MOS. Projects in

the pipeline for each country can also be found in the World Bank country pages of the World Bank website. The World Bank also provides World Bank Project Information Documents available from the listings in the country pages or by search. Project Information Documents contain detailed information on World Bank projects being prepared.

- African Development Bank lists prospective project briefs.
- Asian Development Bank posts proposed projects categorizing specifically into both "loan projects" as well as "technical assistance" projects.
- Inter-American Development Bank's pipeline of projects under preparation is available at Development Business and at the IDB's own website at IDB Project and Procurement Information. The IDB also lists recently approved IDB projects. You may also search both of them in the IDB Country Pages.
- Caribbean Development Bank also posts their CDB projects in the pipeline.
- EBRD provides project summaries for pre-approved projects at their EBRD projects page.

Primary sources of procurement (bidding) notices, covering general and specific procurement notices as well as expressions of interest, too

All kinds of tenders

- <http://www.devbusiness.com/>
- <http://www.dgmarket.com/tenders/list.do?buyerId=1>
 - <http://www.developmentgateway.org/>
- <http://www.globaltenders.com/>
- http://www.fita.org/webindex/browse.cgi/Entering_International_Markets/Government_and_Multinational_Procurement/Worldwide_Government_Procurement_Tenders

MDBs

- WB
<http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,pagePK:84271~theSitePK:84266,00.html>
- AfDB
<http://www.afdb.org/en/documents/project-related-procurement/procurement-notices/>
- ADB
<http://www.adb.org/site/business-opportunities/operational-procurement/goods-services/notices-current>

- IDB
<http://www5.iadb.org/idbppi/asp/ppProcurement.aspx?planguage=ENGLISH>
- Caribbean Development Bank
<http://www.caribank.org/projects/procurement/procurement-notice>
- EBRD
<http://www.ebrd.com/pages/workingwithus/procurement.shtml>

EU and UN

- TED (Tenders Electronic Daily) is the online version of the 'Supplement to the Official Journal of the European Union', dedicated to European public procurement. <http://ted.europa.eu/TED/main/HomePage.do>
- UN
<http://procurement-notice.undp.org/>
<http://www.un.org/Depts/ptd/eoi.htm>
<https://www.ungm.org/notices/notices.aspx>

3.2.4 Information and Intelligence Gathering

Tips for identifying opportunities – how?

- Start by doing a country project search of project pipelines and projects in implementation. This will establish an initial long list of all projects for your countries of interest.
- Isolate projects with pertinent themes or components. Project descriptions typically indicate the major sector and functional areas. For projects in early stages, descriptions can be vague.
- Identify key contacts. These are available in each project description and/or project documents, and also via some Finpro trade centres.
- Review project documents. Many project descriptions will have a link to a project document. Firms should review the relevant sections of these documents to find out more detail (timing, scope, budgets, etc.) about pertinent components. The farther along a project is in the project cycle, the more information will become available in the project documents.
- Review secondary material. The more you know about the priorities of the country and the MDB, the easier it will be to qualify projects and build engage-

ment plans. For example, review country strategy papers of the various funding agencies.

- Qualifying the opportunities will permit you to prioritize the opportunities in your pipeline and, accordingly, execute effective marketing strategies. As a result, qualifying inevitably involves meeting with government and funding agency officials working on the project. The latter includes:
 - i. Communicating (including meeting) with project officers and key decision makers in the Project Implementing Units in the recipient country;
 - ii. Communicating (including meeting) with appropriate funding agency officials (either at the headquarters of the agency or in their field offices);
 - iii. Communicating with other actors and stakeholders, e.g. local partners and other project participants, including consultants.

Through interviews with key actors, and through document research, firms should determine the following:

- Specific components, subcomponents, and the type of solutions that will be required on the project: a key issue is whether your firm's products and services will be required for the contracts in the project;
- The overall budget estimate for the contract(s) of interest to you;
- The estimated value of such contracts;
- How the contract(s) will be tendered: What procurement or consultant selection method (i.e., quality-cost-based-selection, international shopping, etc.) will be used.
- When the tender(s) will be held or the request/call for proposals issued;
- Ascertain mandatory requirements regarding eligibility (i.e., financial capacity)

3.3 Effective Engagement and Bidding

Winning competitively-bid international development business contracts requires strategic action-oriented engagement on an ongoing basis. Effective engagement planning implies positioning, marketing and bidding. It was already indicated above

how essential it is to create relationships with key decision makers in the project implementing agencies and with appropriate funding agency officers, as well as with local partners and other project participants. Given the size and complexity of most international development projects, the project cycles can be lengthy and involve dozens of stakeholders and actors. Different engagement activities are required at each stage of a project's evolution through the project cycle (see Chapter 3.3.1).

3.3.1 Self-Marketing and Other Steps at Each Stage of the Project Cycle

Pre-Pipeline

- Participation in policy boards, best practice development seminars and thematic conferences.
- Conduct technical presentations to stakeholders on firm philosophy or approach.
- Inform local Finnish trade commissioners of your interest.
- Engage with senior borrowing country government officials, influencers and decision makers.
- Promote solutions in context of the country's economic and social priorities.

Goals: Establish identity and relationships at early stage; encourage your service as viable development solution.

Identification Stage

- Outreach with local funding agency office, project team members, officials of the project implementation unit (PIU) and relevant government officials.
- Keep local Finnish trade commissioners informed.

Goals: Express firm's interest and commitment at early stage; build relationships.

Preparation Stage

- Discreet promotion of firm's services and solutions to PIU officials, funding agency team members, including contracted consultants and PIU advisors.
- Offer information to funding agency project team and PIU officials on technical issues.
- Begin to identify partners and plan formal marketing events.
- Conduct technical presentations to borrower on specific solution(s).

Goals: Creating awareness and positive impressions of firm's solutions and benefits; reinforce firm's interest and commitment.

Preparation/Appraisal

- Continued engagement – with partner(s) – to borrower/PIU officials.
- Conduct competitor intelligence and preliminary assessment of competitive solution and pricing in anticipation of eventual bid(s).
- Refine ongoing marketing and engagement strategy including key contacts

Goals: Advance information on project scope, timing; firm identity well-established

Appraisal/Approval

- Continue engagement of key project decision makers and stakeholders.
- Refine competitor intelligence and competition analysis.
- Appeal specs / procurement methods if they appear prejudicial or exclusive

Goals: Ensure specifications are friendly.

Project Implementation / Bidding

- Systematically check online sources of bid Information for procurement notices, i.e. general and specific procurement notices (cf. Chapter 3.2.3)
 - Because notices are published daily, it is advised to check for notices at least two to three times per week. Moreover, as expression of interest (EOIs) or other submissions are often due thirty days from the on-line publication date, failure to check regularly can result in losing time to submit an EOI.
- Finalize bid strategy; attend pre-bidding conferences; respond to EOI requests.
- Collaborate closely with partner in EOI and bid preparation.
- Expert review of bid for compliance.
- Attend public bid opening

Goals: Get short-listed by submitting fully compliant, high-quality, cost-competitive bid on-time

Contract Award

- Resist competitor appeals
- Expert review of draft contract

Goals: Contract award to firm or partner(s) with good terms

Bidding guidelines differ from agency to agency. With regard to the MDBs (and many of the other agencies as well), whether the bid is the result of a two-stage process (i.e. a formal prequalification followed by an request for proposals to short list of firms) or single-stage procurement, some key considerations still hold:

1. Learn what procurement method will be used, ideally in advance of formal tender. This will be specified in the request for proposals and usually in prequalification notices but can usually be determined during earlier engagement activities.
2. Learn what criteria will be used to evaluate bid and assess proposal preparation implications of each criteria.
3. Always attend any bidding conferences and the formal bid openings.
4. Assess competition: their experience and their cost structure.
5. Be technically compliant to the terms of reference (TOR) and specifications. If the TOR is ambiguous, seek clarification.
6. Seek budget: research project appraisal documents for cost information.
7. Partnership: Locate local partners or form consortia. This ideally should be done at prequalification stage or earlier. Increasingly, points are awarded in the formal evaluation for local content, including in the form of qualified local partners/consultants and other inputs. Even where it is not explicit, local content is likely to make a bid more favorable. Seek out strategic partnerships with local firms, including with those who have bidding experience.
8. Prepare a well-written, professionally-packaged proposal that is submitted on time. Requests for proposals often only allow thirty days to prepare and submit technical and financial proposals. Accordingly, firms should be armed with as much knowledge as possible in advance, and proposal management must be efficiently organized to ensure a high-quality submission is produced in short period of time. Formal submissions should be complimented as appropriate by face-to-face marketing efforts.

3.3.2 Success Factors

Experience has shown that several attributes – or success factors – are shared by companies that win these contracts. Firms are encouraged to assess their own capabilities and those of their partners to see whether the following attributes exist:

Technical expertise and experience: Regardless of the type of opportunity, top qualifications and expertise are essential. MDBs and developing countries have access to hundreds of consultants, firms and suppliers. They can afford to be selective, ensuring a fit between available expertise, price and the unique requirements of the assignment.

Local partners: Most MDB bidding guidelines for contracting for services allocate points for use of local consultants or experts. Failing to have qualified, local participation on a proposed project team can be a significant competitive disadvantage. Moreover, local firms are now winning more and more of the international development business market.

Engagement with decision makers: Although MDB procurement is formal and transparent, companies enhance their credibility by ensuring their representatives meet with decision makers in the PIUs and the local MDB offices. Developing relationships provides not only the opportunity to market and demonstrate the quality and professionalism of the supplier, but the opportunity to get valuable project information and intelligence at various stages of the project cycle.

Knowledge and insight: At their core, MDB-financed projects are an attempt to provide solutions to development problems. Having a clear understanding of the rationale behind a project, and the policies, economic and political circumstances, allow firms to respond better. Attaining this knowledge and an understanding of the local market entails conducting thorough research into country and sector issues, funding agency strategies and priorities, best practices and approaches, and the relevant stakeholders. Vast resources exist to readily attain most of this knowledge, including the funding agencies' country and sector resources and project documentation.

Committed resources: Pursuing international development project opportunities requires dedicating time and money that is commensurate with the scope and size of opportunity being pursued. Companies that win contracts have coherent systems for regularly monitoring and pursuing international opportunities and meet regularly with decision makers in the PIUs and the local funding agency offices.

Well crafted, compliant proposals, bids or other submissions: Winning contracts is

ultimately determined by which proposals receive the highest points after a formal evaluation. Moreover, international development agency procurement guidelines are complex and exacting. Companies that are not familiar with the guidelines or that lack bidding experience often make mistakes that result in less competitive proposals or even outright disqualification. Strong technical expertise and the requisite experience can still lose a bid if companies do not submit well crafted expressions of interest and technically compliant proposals and bids.

Key criteria for short listing consultants:

- General qualifications and background of the firm;
- Firm's experience in similar works or assignments;
- Firm's previous experience in country or similar countries;
- Language skills of the firm's staff;
- Whether the firm will use local consultants.

3.3.3 Bidding to Win

Larger-value services contracts are usually awarded through a two-stage bidding process which is comprised of prequalification followed by evaluation of proposals submitted by short listed firms/consortia. Various types of notices and appropriate responses are summarized below:

TYPE OF PROCUREMENT NOTICE	SUBMISSION
General Procurement Notice	1) General Letter of Interest
Specific Procurement Notice – Request for Expression of Interest	2) Expression of Interest = prequalification
Request for Formal Proposals <i>usually just to short-listed firms but occasionally via advertisement to general public</i>	3) Detailed technical and financial proposal

1) General Letter of Interest in response to general procurement notice (GPN). Though not a mandatory requirement, it is recommended to respond to the GPN.

- ✓ Brief one-two page letter
- ✓ Generally expresses your interest in project and introduces the firm.
- ✓ Ask to be put on any mailing lists
- ✓ Enclose minimal material/brochures

2) Expression of Interest (EOI) in response to requests for expressions of interest.

- ✓ Cover letter: ideally one page
- ✓ Convey interest and awareness of project/issues
- ✓ State why you should be short listed
- ✓ State intent to incorporate local experts or reference them if secured
- ✓ Ask to be short listed!
- ✓ Accompanying 4–6 page pre-qualification statement
- ✓ Description of Firm and bios of a few key staff, CVs if requested
- ✓ Project experience (highlight relevant ones)
- ✓ Language capabilities
- ✓ Brochures (or reference website if submitting electronically)
- ✓ During preparation of EOIs, firms should research any available project documents on the funding agency websites for contextual information, as well as possible budget indications. Concurrent to formally submitting an expression of interest, firms should consider visiting the executing agency and, if a local partner has not yet been identified, to commence the process of securing local content. Firms should also make local Finnish trade commissioners aware of their submissions.

3) Formal Technical and Financial Proposal

- ✓ Based on review of request for proposal (*see below*), analysis of competition and cost, decide 'go' or 'no go'.
- ✓ Seek budget; obtain intelligence. Ideally, qualifying the opportunity should have been done even prior to request for proposal.
- ✓ Request an extension to submission deadline?
- ✓ Recruit and secure project team, partner firms and suppliers, including external subcontracted experts
- ✓ Assign proposal tasks and responsibilities
- ✓ Production, graphics, packaging, cover
- ✓ CVs must be formatted to specifications.

- ✓ Drafting of proposal: key focus on methodology and work plan
- ✓ Produce technical proposal; review with peers
- ✓ Cost proposal, research project appraisal documents and other sources for budget
- ✓ Prepare financial proposal
- ✓ Produce and submit required number of copies in required format and packages before deadline.

Request for Proposal: If short listed, the executing agency will notify short listed firms – usually by mail or courier – and will provide the following documents:

- Letter of Invitation
- Contains other short-listed firms
- Indicates method of procurement (i.e. quality cost based selection, quality based selection, or other).
- Data Sheet
- Estimated person-months for assignment
- Evaluation criteria
- Prescribed Proposal Format. Varies among funding agencies.
- Detailed Terms of Reference (TOR) describing scope and timing of assignment.
- Draft Contract

Subsequent to proposal submission, project executing agencies will formally evaluate the technical proposals using the criteria outlined in the request for proposals and other evaluation grids. Typically, key **evaluation** criteria and their relative weighting can look approximately as follows:

Qualifications/experience of individual team members proposed (CVs)	40 pts
Approach and methodology	40 pts
Language proficiency (if relevant)	10 pts
Local content (use of local consultants)	10 pts
TOTAL	100 pts

Negotiating contracts is generally a straightforward process based on standard forms of contract depending on the nature of the contract (i.e. lump sum remuneration, complex time-based, etc.). Firms should focus negotiations on realistic time-

tables for deliverables, fair terms of payment and schedule and ensure clarity as to expectations for deliverables. Consideration should also be given to including in the contract options for add-ons, continuation of services and follow-on services without further competition.

3.4 Case Illustration: The World Bank's Project Cycle

Each year, the World Bank lends billions of dollars to developing countries to support poverty reduction. Recipients of investment loans require goods, equipment, civil works and consulting services to carry out the activities under the loan or credit. Therefore, the projects supported by these loans or credits are a source of business opportunities for local and international firms and organisation. Companies, academic institutions, non-governmental organizations (NGOs) and individuals from member countries of the World Bank are eligible to compete for these business opportunities. Within any given project, there can be literally hundreds of business opportunities varying in size from as little as a few thousand dollars to as large as tens of millions of dollars.

The Project Cycle is the framework used by the World Bank to design, prepare, implement and supervise projects. In practice, the World Bank and the borrowing country work closely throughout the project cycle although they have different roles and responsibilities. Generally, the duration of the project cycle is long by commercial standards. It is not uncommon for a project to last over four years, from the time it is identified until the time it is completed.

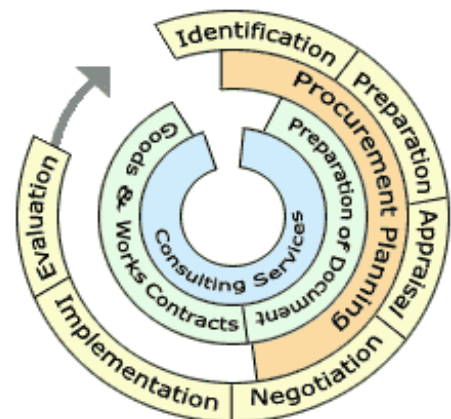


Figure 1. The WB Project Cycle

As is illustrated, the project cycle includes **six stages**: Identification, Preparation, Appraisal, Negotiation/Approval, Implementation, and Evaluation. A project in one of the first three stages is referred to as in the “pipeline”. The Implementation stage may also be referred to as “supervision” since this is when World Bank staff will monitor the implementation of a project. Understanding the project cycle is central to identifying business opportunities. The different reports, documents and notices that exist during the project cycle serve as important sources of information.

0. Pre-Pipeline

Prior to initiating projects, the World Bank will undertake a number of studies of development issues at the thematic, country and sector level. These studies are commonly referred to as Economic and Sector Work. It improves the Bank’s understanding of development challenges and to promote best practice among staff and on individual projects. Key documents in the Pre-Pipeline stage are Poverty Reduction Strategy Papers, Country Assistance Strategies and Sector Strategies.

Poverty Reduction Strategy Papers (PRSPs) are written by a borrowing country and describe its macro-economic, social and structural policies and programs for reducing poverty and promoting economic growth. PRSPs are developed using a country-driven, participatory approach and provide companies with a broad overview of the borrowing country’s development priorities.

Country Assistance Strategies (CAS) are developed by the World Bank in consultation with borrowing countries. CAS describe the strategic priorities and composition of future World Bank support over the next 4-5 years. They provide the earliest indication to companies of possible World Bank-financed business opportunities in a developing country.

Studies on particular development topics are commonly referred to as *Economic and Sector Work*. These studies can assist companies understand the views of World Bank staff on different, sectors, countries and development challenges.

1. Identification

Based on sector work and country strategies, the World Bank and borrowing countries jointly identify projects that support their development goals. A project

will typically be managed through the relevant government ministry – for example, a project in the health sector will be prepared and implemented by the Ministry of Health. The identification stage can take up to a year and a half. After a project implementing agency has been identified and appropriate staff have been designated to manage the project, they will conduct pre-feasibility and feasibility studies. Bank staff will monitor these studies and provide assistance as required. They will advise the borrowing country on their initial efforts and conduct an “identification mission” to begin detailing key principles and conditions of the project. Key project documents in the Identification stage include the Monthly Operational Summary and the Project Identification Document.

The Monthly Operational Summary (MOS) provides brief descriptions of the focus and objectives of projects being considered by the World Bank for financing. Projects are listed in the MOS from the identification stage until a loan or credit agreement is approved by the Bank’s Board of Executive Directors and signed by the borrowing country. The status of the project is updated monthly, so the MOS is a useful tool in monitoring progression of a project through the project cycle. *Project Information Documents (PIDs)* are generally written by the World Bank Task Team Leader at the end of the identification stage but can be updated until project approval. In about 8–10 pages, PIDs describe the main objectives and components, financing and risks of a project.

2. Preparation

The borrowing country is responsible for project preparation. During this stage, which can last up to two years, the borrowing country continues to conduct further studies and impact assessments that refine the objectives, components, schedule, institutional responsibility and implementation plan of the project. The Bank, on the other hand, starts to determine the conditions required for the project to succeed and for the Bank to be satisfied the project will have positive economic, financial, social and environmental impacts. MOS and PIDs continue to be available during this stage through the World Bank’s project database.

3. Appraisal

Appraisal is the sole responsibility of Bank staff. They will review all the studies con-

ducted in previous stages, including the procurement plan that identifies the types and amounts of equipment, goods, civil works and services that will be purchased. After an appraisal mission, the result of the review is described in the Project Appraisal Document (PAD) which provides a detail description of the project and its implementation. The Appraisal stage often lasts between three to six months. MOS and PIDs continue to be available during this stage.

Project Appraisal Documents (PADs) provide the most comprehensive description of World Bank projects. A PAD will include relevant background on the country and sector, and a detailed description of the project's objectives, risks, financing, conditions and implementation arrangements, including a procurement schedule which describes the procurement methods that will be used on the project. PADs are released to the public after the loan or credit is approved by the World Bank's Board of Executive Directors and are available through the World Bank's project database. MOS, PID and PAD constitute three key documents while a project is in the pipeline.

4. Negotiation and Approval

During negotiations, the World Bank and by borrowing country will agree on the terms of the loan supporting the project. Typically, negotiations last about one or two months. Following negotiations, the PAD and other loan/credit documents are sent to the Board of Executive Directors for approval. A General Procurement Notice is sometimes issued by the borrowing country during this stage.

General Procurement Notice (GPNs) are issued borrowing countries. They can be published during the Appraisal and Negotiation stages. GPNs provide a broad overview of the types of equipment, goods and services that will be procured under a project. For any project with large (above \$200,000) consulting contracts or contracts that will be awarded through International Competitive Bidding procedures, a GPN must be published in at least one national newspaper in the country or the project United Nations Development Business.

5. Implementation and Supervision

After the loan or credit is approved, the borrowing country can use the funds to purchase the goods and services necessary to meet the project's objectives. The

borrowing country, not the World Bank, is responsible for implementing the project. At this stage, which can last a number of years, the World Bank's role is to monitor project implementation to ensure that the terms of the loan/credit agreement are followed and that procurement is conducted according to the WB guidelines. GPNs and Specific Procurement Notices (SPN), and Requests for Expressions of Interest (REI) are issued by borrowing countries during implementation.

Specific Procurement Notices (SPNs) and Request for Expressions of Interest (EOIs) are issued by borrowing countries. SPNs are invitations to bid for goods, equipment and civil works contracts. REIs invite consultants to submit their interest in a project. These expressions of interest will be reviewed and considered as the borrower establishes a short list of firms that will be invited to submit detailed proposals. SPNs and EOIs instructions to interested parties on purchasing bidding documents or submitting an Expression of Interest, the deadline for submissions and other requirements. Only large (above US\$10 million for goods and US\$ 200,000 for consulting services) or specialized contracts must be advertised in project United Nations Development Business. Smaller assignments may appear in these sources, but publication is not required.

Database of Contract Awards is available on the World Bank's website and identifies the winners of bids for large contracts financed by the World Bank.

6. Evaluation

Following completion of the project, the Bank's Independent Evaluation Group, conducts an audit of the project, where the project's outcome is measured against its original objectives. The audit entails a review of the project completion report and preparation of a separate report. Both reports are then submitted to the executive directors and the borrower. These reports are not available to the public; however, the Independent Evaluation Group periodically prepares impact evaluations on sets of projects based on these reports.

The table below provides an overview of business opportunities during the project cycle. For each stage of the project cycle it outlines the types of opportunities, who is procuring the goods or services, and sources of information on business opportunities. The different reports, documents and notices mentioned in the previous pro-

Business Opportunities during the Project Cycle

Stage	Type of Opportunity	“Buyer”	Sources of Information
Pre-Pipeline	Short-Term Consulting ($< \$100,000$)	World Bank	ESW, PRSP, CAS Sector Studies REI is published for all contracts with an estimated value above \$50,000
Identification	Short-Term Consulting	World Bank	MOSREI is published for all contracts with an estimated value above \$50,000
Preparation	Short-Term Consulting	Borrowing Country	MOS, PID
	Medium-Term Consulting Services ($> \$200,000$)	Borrowing Country	
Appraisal	Short-Term Consulting	World Bank	MOS, PID REI is published for all contracts with an estimated value above \$50,000
Negotiation & Approval	N/A	N/A	GPN
Implementation	Consulting Services, Equipment, Goods & Civil Works	Borrowing Country	PID, PAD, GPN, REI, SPN, PRCA
Supervision	Short-Term Consulting	World Bank	
Post-Evaluation	Short-Term Consulting	World Bank	PID, PAD, GPN, REI, SPN, PRCA

ject cycle description help companies identify, track and prepare business opportunities. The procurement methods applied in each case will depend on the nature, size and scope of the contract. These factors including the type of good or service being procured, the value of the good or service being procured, the potential interest of foreign bidders and even the cost of the procurement process itself.

There are two separate guidelines that describe the various **procurement methods**. The “Red” Guidelines, *Procurement under IBRD Loans and IDA Credits* cover goods, equipment, civil works and non-consulting services (services with a physical output would fall under this category). The “Green” Guidelines, *Selection and Employment of Consultants by World Bank Borrowers* cover consulting services. Both guidelines address such issues as advertising, bid and proposal submission, evaluation, pricing, currency, terms of payment, and local content.

For the procurement of equipment and civil works, *International Competitive Bidding* (ICB) is the procurement method the World Bank encourages its borrowers to use in the majority of cases. Under ICB, cost is the primary factor in determining a winning bid. Other methods for procuring goods and civil works include *National Competitive Bidding*, and *International Shopping*. For the selection of consultants, *Quality- and Cost-Based Selection* (QCBS) is the method the World Bank encourages its borrowers to use in the majority of cases. Under QCBS, proposals are evaluated based on both their technical merit and price. Other methods for selecting consultants include *Quality-Based Selection* (QBS) and *Least-Cost Selection*.

Standard Bidding Documents (SBDs) and *Standard Request for Proposals* (SRFPs) are "templates" that borrowers use to procure goods, works and services for competitively tendered Bank-financed contracts. In contrast to the procurement guidelines, SBDs set out provisions for a particular bid. A complete list of the Bank’s standard bidding and proposal documents is available at

<http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20062006~menuPK:84282~pagePK:84269~piPK:60001558~theSitePK:84266~isCURL:Y~isCURL:Y,00.html>

Resource Guide

It is advisable to read the Resource Guide to Consulting, Supply and Contracting Opportunities in Projects financed by the World Bank in order to elaborate the

topics discussed here. Access to Resource Guide:

<http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/PROCUREMENT/0,,contentMDK:20109705~pagePK:84269~piPK:60001558~theSitePK:84266,00.html>

Understanding the Role of Bank Staff

A general understanding of the World Bank's structure and type of staff and their responsibilities is helpful in case you need to contact someone for clarification or assistance on a particular project. The governments of both developed and developing countries are represented by a Board of Governors that meets once a year. A resident Board of Executive Directors, which also represents member governments, meets at least twice a week and oversees the management and direction of World Bank operations and lending. From a company's perspective, World Bank staff could be said to fall into four broad categories:

1. *Task Team Leaders* are typically sector specialists who are managing projects: they coordinate the Bank's activities on individual projects and are ultimately responsible for hiring individual consultants to assist the project team. They are not identified as "Task Team Leaders" (TTLs) by title but will be titled according to their area of expertise: senior health economist, senior engineer, etc.
2. *Sector Specialists* are experts in particular fields, like education or urban development, who provide technical assistance to TTLs on Bank-financed projects and who may also be TTLs of particular projects.
3. *Country Officers* (Country Directors and Managers) are responsible for liaising with borrowing countries and for strategically overseeing the Bank's lending portfolio in a specific country. Most country officers are based in the country that they represent.
4. *Procurement Specialists* advise TTLs and borrowing countries on interpreting and applying World Bank procurement guidelines. More than half of the World Bank's procurement specialists are based in country offices.

It is important to remember that the implementing agency in the borrowing country should be your first point of contact should you have questions on a specific project. However, you may occasionally need to seek clarification or guidance from World

Bank staff. Since World Bank staff travel frequently and receive hundreds of e-mails every day, try to make your questions as concise as possible, and please be sure to read all relevant project documentation on the Bank's website. The names and contact details for World Bank project teams are contained in the Project Identification Document (PID) and Project Appraisal Document (PAD).

4 Closer Look at Selected Financiers

4.1 The World Bank Group

The World Bank Group (WBG) is a family of five international organizations that make leveraged loans to poor countries. It is the largest and most famous development bank in the world and is an observer at the United Nations Development Group. The bank is based in Washington, D.C. and provided around \$30 billion in loans and assistance to developing and transition countries in 2012. The bank's mission is to reduce poverty. The World Bank Group consists of

- *the International Bank for Reconstruction and Development (IBRD)*, established in 1945, which provides debt financing on the basis of sovereign guarantees;
- *the International Finance Corporation (IFC)*, established in 1956, which provides various forms of financing without sovereign guarantees, primarily to the private sector;
- *the International Development Association (IDA)*, established in 1960, which provides concessional financing (interest-free loans or grants), usually with sovereign guarantees;
- *the International Centre for Settlement of Investment Disputes (ICSID)*, established in 1966, which works with governments to reduce investment risk. It offers international facilities for conciliation and arbitration of investment disputes.
- *the Multilateral Investment Guarantee Agency (MIGA)*, established in 1988, which provides insurance against certain types of risk, including political risk, primarily to the private sector.

The activities of **IFC and MIGA** include **investment in the private sector** and providing **insurance** respectively. IFC is the largest global development institution focused exclusively on the private sector. It helps developing countries achieve sustainable growth by financing investment, mobilizing capital in international financial markets, and providing advisory services to businesses and governments. MIGA promotes foreign direct investment into developing countries to support economic growth,

reduce poverty, and improve people's lives. MIGA fulfills this mandate by offering political risk insurance (guarantees) to investors and lenders.

The term "World Bank" generally refers to just the IBRD and IDA, whereas the term World Bank Group is used to refer to all five institutions collectively. The World Bank's – i.e. the IBRD and IDA's – activities are focused on developing countries, in fields such as human development (e.g. education, health), agriculture and rural development (e.g. irrigation, rural services), environmental protection (e.g. pollution reduction, regulations), infrastructure (e.g. roads, urban regeneration, electricity), large industrial construction projects, and governance (e.g. anti-corruption, legal institutions development). The IBRD and IDA provide **loans** at preferential rates to member countries, as well as **grants** to the poorest countries. The IBRD targets middle-income and creditworthy poorer countries, while IDA focuses exclusively on the world's poorest countries. Loans or grants for specific projects are often linked to wider policy changes in the sector or the country's economy as a whole.

In FY11, the World Bank provided \$46.9 billion for 303 projects in developing countries worldwide, with our financial and/or technical expertise aimed at helping those countries reduce poverty. It is currently involved in more than 1,800 projects in virtually every sector and developing country. The projects are as diverse as facilitating microcredit in Bosnia and Herzegovina, raising AIDS-prevention awareness in Guinea, supporting education of girls in Bangladesh, improving health care delivery in Mexico, and helping East Timor rebuild upon independence and India rebuild Gujarat after a devastating earthquake.

Trust funds are separate from the World Bank's own resources. They are financial and administrative arrangements with an external donor that lead to grant-funding of high priority development needs, such as technical assistance, advisory services, debt relief, post-conflict transition or co-financing. Many industrialised countries, like Finland, but also foundations and private sector actors make trust funds available to the World Bank for specific, agreed purposes. The Bank also provides some of its own grant resources for selected trust funds.

The growth of the trust fund portfolio reflects a need for flexible and customized development solutions that serve recipients and donors alike. Trust funds admi-

nistered by IBRD and IDA complement the World Bank Group's operations. They allow scaling up of activities, notably in fragile and crisis-affected situations; enable the Bank to provide assistance when its own ability to lend is limited; provide immediate assistance in response to natural disasters and other emergencies; and pilot innovations that are later mainstreamed into the Bank's operations.

The World Bank's procurement process and project cycle was presented in the previous Chapter 3.4. They are not be repeated here.

4.2 African Development Bank

The African Development Bank Group (AfDB) is a multilateral development finance institution established to contribute to the economic development and social progress of African countries. The principal beneficiaries will be the 51 participating regional member countries. The AfDB was founded in 1964 and comprises three entities: The African Development Bank, the African Development Fund and the Nigeria Trust Fund. The AfDB's mission is to fight poverty and improve living conditions on the continent through promoting the investment of public and private capital in projects and programs that are likely to contribute to the economic and social development of the region. The AfDB is a financial provider to African governments and private companies investing in the regional member countries. While it was originally headquartered in Abidjan, Côte d'Ivoire, the Bank's headquarters moved to Tunis, Tunisia, during the civil war in Côte d'Ivoire.

One of emerging views, repeatedly cited by the AfDB's Board of Directors and management, is that the AfDB should be more "selective" and "country-focused". In line with its Medium-Term Strategy (2008–2012), the Bank Group operations continued to help its member states to achieve sustainable and inclusive growth. The focus was on the four core priority areas of infrastructure, governance, private sector development, and higher education and vocational training. The Bank also scaled up its support for fragile states, middle-income countries, agricultural and rural deve-

lopment, gender, environment, and climate change, regional integration and trade as well as knowledge development and management.

The infrastructure sector, including power supply, water and sanitation, transport and communications, has traditionally received the largest share of AfDB lending. Energy projects are likely to become a more important area of the AfDB's infrastructure work. Regional integration infrastructure projects will also be a key part of the AfDB's future business. Regional economic blocs will make Africa more competitive in the global market, while transport and power interconnections between smaller African economies will help create larger markets within the continent.

Another key area of concentration of the AfDB's support of regional member countries is the fight against HIV/AIDS. The AfDB has five policies towards securing Africa's future through health funding:

1. Institutional capacity building through assistance of policy/strategy formulation and implementation
2. Human capital development to create an environment for the operation of national AIDS strategies through training and technical assistance support
3. HIV/AIDS multi-sectoral responses with emphasis on prevention and control interventions that include information, education and communication, sexually transmitted infections control, voluntary counselling and testing, infrastructure support for the establishment of laboratories and blood transfusion facilities, and provision of equipment and supplies, including antiretroviral drugs
4. Advocacy through participation in international and regional forums to raise political commitment and leadership towards a collaborative effort in the fight against the pandemic among regional member countries and development partners
5. Partnership development with a view of forging new alliances and revitalizing existing collaboration to cover critical development concerns such as HIV/AIDS and to bringing partnership activities within the framework of the bank's vision

The various stages from country programming to project completion and post evaluation are known collectively as AfDB Group's project cycle. Given the number of poor countries, AfDB Group's project cycle activities are generally very active and

painstaking, starting from 3-yearly replenishment cycles with notably country resource allocations and core operational mandates for the replenishment cycle. Definitions of the terms commonly used in the AfDB Group's project cycle operations enhance the understanding of the Bank's mission and commitment to project results. Examples of such terms and concepts include: ownership, country performance indicators, the human development indicators, the millennium development goals, result-based or performance based country allocations, fragile states, good governance, development effectiveness etc.

Figure 2. AfDB's Project Cycle



AfDB prefers open, competitive procurement methods based on transparency and equal opportunity. It has developed *Rules and Procedures for Procurement of Goods and Works* and *Rules and Procedures for Recruitment of Consultants* that govern Bank financed procurement. To assist borrowers, the AfDB has, in collaboration

with other Multilateral Development Banks, also developed Standard Bidding Documents that should be used for contracts financed by AfDB. For more detailed information about AfDB's procurement procedures, go to its website:

<http://www.afdb.org/en/projects-and-operations/>

<http://www.afdb.org/en/documents/>

4.3 Asian Development Bank

The Asian Development Bank (ADB) was established in 1966 to facilitate economic development of countries in Asia. The bank admits the members of the UN Economic and Social Commission for Asia and the Pacific (UNESCAP) and non-regional developed countries. ADB has 67 members – of which 48 are from within Asia and the Pacific and 19 outside. ADB was modeled closely on the World Bank and has a similar weighted voting system where votes are distributed in proportion with member's capital subscriptions. At present, both the United States and Japan hold the largest proportion of shares at 15.65 % each. China holds 6.46 % of shares and India 6.35 %, the second and third largest proportion of shares respectively. The headquarters of the bank is located in Metro Manila, Philippines, but it has representative offices around the world.

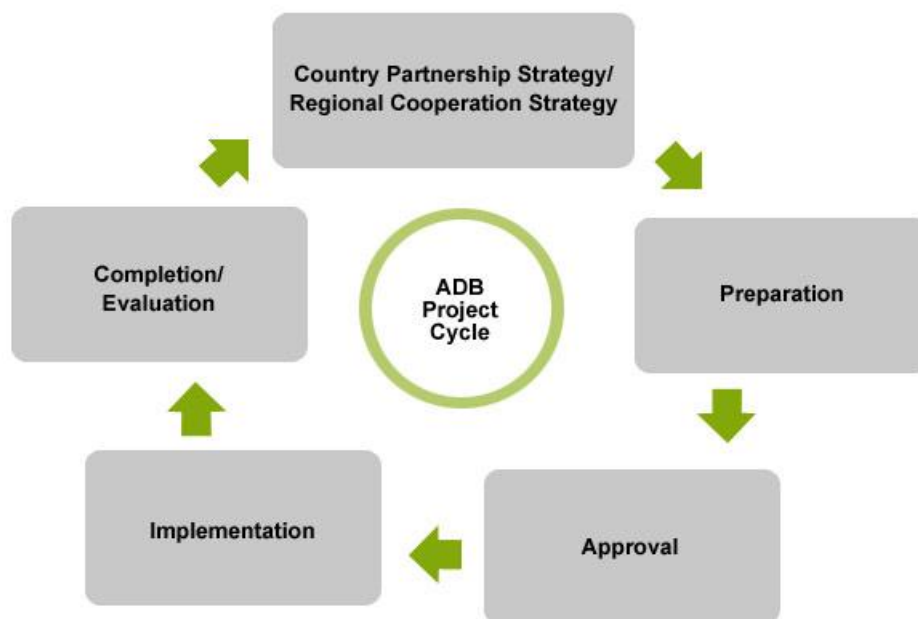
Strategy 2020 identifies drivers of change that will be stressed in all its operations, namely developing the private sector, encouraging good governance, supporting gender equity, helping developing countries gain knowledge and expanding partnerships with other development institutions, the private sector and with community-based organizations. Eighty percent of ADB lending will be in five core operational areas, identified as comparative strengths of ADB: 1) infrastructure, including transport and communications, energy, water supply and sanitation and urban development; 2) environment; 3) regional cooperation and integration; 4) finance sector development; and 5) education. ADB will continue to operate in health, agriculture, and disaster and emergency assistance, but on a more selective basis.

ADB is committed to five core principles:

1. Country ownership of the development agenda
2. Donor alignment with country priorities and systems
3. Harmonization of donor policies, procedures and practices
4. Managing for development results
5. Mutual accountability

The various stages from country programming, project design to project completion and evaluation are known collectively as ADB's project cycle. As its principles resemble to those of the WB and AfDB, it will not be elaborated more in detail. The documents produced are disclosed throughout the project cycle according to the disclosure requirements specified under the Public Communications Policy. For further information, view the ADB's homepage: <http://www.adb.org/projects/cycle>.

Figure 3. ADB's Project Cycle



4.4 Nordic Finance

Four Nordic financial institutions are located at the same address in Helsinki. They are the Nordic Investment Bank (NIB), Nordic Project Fund (Nopef), the Nordic

Development Fund (NDF) and the Nordic Environment Finance Corporation (NEFCO). They aim to extend Nordic cooperation and to contribute to the common interest of the Nordic Council of Ministers.

4.4.1 Nordic Project Fund

The Nordic Project Fund (Nopef) aims to strengthen the international competitiveness of small and medium-sized enterprises by providing loans on favourable terms for co-financing feasibility studies, aiming at contributing to the internationalisation of companies. It may participate with up to 40 percent of the approved feasibility study costs in connection with international business set up. Nopef supports feasibility studies in countries outside the EU and EFTA, if they have strong commercial potential. As a rule, Nopef cannot grant loans to feasibility studies if the applicant is already established in the project country. However, if Nopef considers the new business set up not to benefit from the company's current activities in the project country exceptions to the rule can be made. The loan can be fully or partially converted into a grant, after the final project report has been approved.

Nopef gives first priority to projects within one or more of the following focus areas

- Sustainable growth, environmental technology and renewable energy
- Nordic innovation and businesses of the future
- Health and welfare

Qualified applications

Which companies are eligible for Nopef loans?

- Small and medium-sized enterprises with fewer than 250 employees and a turnover less than 50 MEUR are welcome to apply.
- Enterprises operational in the Nordic countries
- Companies that have experience in the same business area as the project
- Companies that have sufficient financial and human resources relative to the size of the project
- Companies that have been operational for at least one year
- Companies that are not already established in the project country

Which projects can be granted a Nopef loan?

- The business set up must constitute a risk to the applicant company, and also represent a substantial investment in the target country
- Nordic advantage and Nordic business interest must be present in the project - the more the better
- The aim of the project is to create a long-term business enterprise
- Typical examples include the establishing of a subsidiary, a joint venture, or a company acquisition in the target country
- The project location is in a country outside the EU and EFTA

Costs that Nopef may cover

- Internal/external salaries
- Travel, accommodation, transport in the target country
- Legal and financial consulting
- External consultants
- Risk and cost-benefit studies
- Translation work and interpreters
- Drafting a business plan for approval
- Business partner evaluation

Costs that Nopef may NOT cover: operating costs, marketing or marketing materials, research and development (R&D) or various kinds of tests, general market research without a definite connection to the business set up, inventories or equipment, finding an agent or a distributor, training or education

4.4.2 Nordic Development Fund

The Nordic Development Fund (NDF) is the joint multilateral development finance institution of Denmark, Finland, Iceland, Norway and Sweden. It adheres to the assistance policies of the Nordic countries. The operations are financed from the development cooperation budgets of the five Nordic countries. NDF has financed 190 development assistance credits valued at EUR 1 billion. The objective of its operations is to facilitate climate change investments in low-income countries.

NDF's support criteria are two-fold: 1) low-income countries that are eligible for support from IDA (less than USD 1,165 per capita income in 2011), and 2) have previously received NDF support. NDF contributes to projects in

- *Africa*: Benin, Burkina Faso, Cape Verde, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Rwanda, Senegal, Tanzania, Uganda, Zambia, Zimbabwe
- *Asia*: Bangladesh, Cambodia, Kyrgyz Republic, Lao PDR, Maldives, Mongolia, Nepal, Pakistan, Sri Lanka, Vietnam
- *Latin America*: Bolivia, Honduras, Nicaragua

NDF grants are provided mainly for technical assistance. The grant amounts vary depending on the scope of the project or programme. Grant amounts may amount from € 500,000 to € 5 million. In 2009, NDF gave up admitting soft loans.

NDF provides grants by co-financing. NDF has a strong working relationship with the World Bank, African Development Bank, Asian Development Bank, Inter-American Development Bank, and Nordic development organisations, and projects are often identified through these partnerships. NDF grants normally constitute a part of the whole project or programme financing. Projects are identified by governments in partner countries according to national priorities. The implementation of is undertaken by the recipient country in cooperation with the co-financing partners. Projects have a national executing agency, and in relation to NDF, a lead agency.

Suppliers interested in obtaining more information about a project co-financed under an NDF grant should make direct contact with the executing agency and/or the lead agency, as specified for each project in the general procurement notice. Suppliers interested in participating in tenders for contracts to be financed under an NDF grant agreement are encouraged to submit an expression of interest to the project's executing agency with an electronic copy to NDF. The requests for expression of interest are announced under the tender notices.

Special Financing Instruments

Nordic Climate Facility (NCF) funding is intended for challenging and innovative climate change approaches. NCF facilitates the exchange of technology, know-how

and innovative ideas between the Nordic countries and low-income countries in the sector of climate change. NCF is financed by the Nordic Development Fund and is implemented jointly with the Nordic Environment Finance Corporation (NEFCO). Once a year, NCF will launch a call for proposals for innovative ideas within specific themes relating to climate change. The best proposals may receive grant financing amounting between EUR 250,000 and EUR 500,000. The projects should have an implementation period of 24 months or less.

Energy and Environment Partnership (EEP) with Mekong region countries is a grant offering program to promote the use of renewable energy, energy efficiency and clean technologies, financed by the Ministry for Foreign Affairs of Finland and the Nordic Development Fund. Eligible countries are Cambodia, Laos, Thailand and Vietnam. EEP is based on Calls for Proposals, which are open to public entities, companies, research institutions, universities, and civil society organisations. Cooperation between organisations in the Mekong region and donor countries is encouraged.

4.5 European Union's External Cooperation Programmes

4.5.1 EuropeAid: Financial Instruments for External Assistance

The European Commission's Directorate-General (DG) for Development and Cooperation – EuropeAid was established in January 2011. It resulted from the merger of parts of the former Directorate-General for Development and Relations with African, Caribbean and Pacific States with the former EuropeAid Co-operation Office. Now EuropeAid is responsible not only for defining EU development policy but also for ensuring the effective programming and implementation of aid. The Commission's EuropeAid cooperation office implements the funding instruments for external assistance in the frame of the 2007 to 2013 financial perspectives. Based on strategy papers and annual action programmes, EU funding is delivered through budget support, grants and contracts. The EU is committed to the principle of 'ownership', i.e. that partner countries are in the lead in the process.

Programming defines the European Commission strategy, budget and priorities for spending aid in non-EU countries. These assistance priorities can be identified in:

- General Strategy Papers covering the period 2007–2013, e.g. Country Strategy Papers or Regional Strategy Papers for the African, Caribbean and Pacific (ACP) countries and other non- EU countries with Regional Strategy Papers
- More detailed Indicative Programmes , e.g. National Indicative Programmes and Regional indicative Programmes
- Detailed Annual Action Programmes for each year of the programming period

External action is mainly based on **three geographical instruments**: Development Cooperation Instrument (DCI), European Neighbourhood and Partnership Instrument (ENPI) and European Development Fund (EDF). The Commission draws up strategy papers based on countries and regions' needs and performance. These strategy papers set out the priority areas and financial allocations. An action programme is then adopted each year to define the specific objectives, fields of intervention, expected results, management procedures and amount of funding.

Funding Instrument	Geographical zone	Countries covered	Average annual funding	Total funding available for 2007-2013
European Neighbourhood and Partnership Instrument (ENPI)	Algeria, Armenia, Azerbaijan, Belarus, Egypt, Georgia, Israel, Jordan, Lebanon, Libya, Moldova, Morocco, the Palestinian Authority, Russia, Syria, Tunisia and Ukraine	17	€ 1.6 billion	€ 11,181 billion
European Development Fund (EDF)	African, Caribbean and Pacific (ACP) countries and the overseas territories of EU Member States	79	€ 3.7 billion	€ 22.7 billion
Development Co-operation Instrument (DCI)	Latin America, Asia and Central Asia, and the Gulf region and South Africa.	47	€ 1.4 billion	€ 10,057 billion

Annual Work Programmes for Grants (AWP) identify the grants that are planned to be awarded during the year, notably through Calls for proposals. The AWP specifies the legislation, the objectives and the schedule of calls for proposal with an indicative amount and the expected result. In case of substantial change during the year, an update will be published. Since the AWP is indicative, interested parties should closely monitor the call for proposals and procurement notices where the individual calls are published with detailed guidelines.

The EU's **thematic development programmes** and instruments seek to help developing countries meet the relevant Millennium Development Goals by focussing on specific themes. They supplement other EU aid, which is geographically-based. They are implemented on the basis of thematic strategy papers and annual action programmes.

Funding Instrument	Geographical zone covered	Average annual funding	Total funding available
European Instrument for Democracy & Human Rights (EIDHR)	All countries, except EU and industrialised countries	€ 160 million	€ 1.104 billion between 2007-2013
Nuclear Safety Co-operation Instrument (NSCI)	All countries, except EU and industrialised countries	€ 75 million	€ 524 million between 2007-2013
DCI- Environment and sustainable management of natural resources including energy	All countries, except EU and industrialised countries	€ 120 million	€ 470 million between 2007-2010
DCI- Non-state actors & local authorities in development	All countries, except third industrialised countries	€ 230 million	€ 1.6 billion between 2007-2013

DCI- Food security	All countries, except EU & industrialised countries	€ 240 million	€ 925 million between 2007–2010
DCI- Migration and asylum	All countries, except EU & industrialised countries	€ 60 million	€ 384 million for the period 2007–2013
DCI- Investing in people	All countries, except EU and industrialised countries	€ 150 million	€ 1 billion between 2007-2013
DCI Restructuring of sugar production	18 African, Caribbean, Pacific countries	€180 million	
EU food facility	50 countries in Africa, Caribbean, Asia, Latin America, Gulf	N/a	€ 1 billion between 2008-2010
Instrument for stability	All countries, except EU & industrialised countries	€290 million	€ 2.062 billion for 2007-2013

Aid can be distributed in a number of ways – through specific projects, via a sector approach or by budget support to recipient governments.

- A. The Commission follows the **project approach** in particular to support initiatives outside the public sector, such as through civil society and the private sectors. Projects are also implemented where conditions do not yet permit the adoption a sector approach or a budget support.
- B. The Commission promotes the **sector approach** to work with partner countries, other donors and stakeholders. The sector approach gives partner governments greater ownership of development policy and financing compared to the project approach. The end result is greater coherence.
- C. Where the conditions are right, the Commission is committed to providing **budget support** as a means to strengthening country ownership, financing national development strategies (including poverty reduction strategies) and promoting sound, transparent public finances. Budget support involves the direct transfer of funds to a partner country's budget where they can be managed using national systems.

The Practical Guide is the first sole working tool, which explains the contracting procedures applying to all EU external aid contracts financed from the European Union general budget and the 10th European Development Fund (EDF). See http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm

D. EuropeAid's calls for proposals & procurement notices:

E. <https://webgate.ec.europa.eu/europeaid/onlineservices/index.cfm?do=publi.welcome&nbPubliList=15&orderby=upd&orderbyad=Desc&searchtype=QS>

The basic means of awarding contracts is competitive tendering. There are several **procurement procedures**, each allowing a different degree of competition: open procedure, Restricted procedure, Competitive negotiated procedure, framework contracts, dynamic purchasing system, competitive dialogue, negotiated procedure/single tender procedure, fair and transparent competition, preferences (EDF only). The applicable standard procedures are summarised in the table below.

SERVICE CONTRACTS	$\geq 300\ 000$ International restricted tender procedure	$< \text{€ } 300\ 000 \text{ but } > \text{€ } 20\ 000$ <ul style="list-style-type: none"> • Framework contracts or <ul style="list-style-type: none"> • Competitive negotiated procedure 		
SUPPLY CONTRACTS	$\geq 300\ 000$ International open tender procedure	$< \text{€ } 300\ 000 \text{ but } \geq 100\ 000$ <ul style="list-style-type: none"> • Local open tender procedure or <ul style="list-style-type: none"> • Frame work contract 	$< \text{€ } 100\ 000 \text{ but } > \text{€ } 20\ 000$ <ul style="list-style-type: none"> • Competitive negotiated procedure or <ul style="list-style-type: none"> • Frame work contract 	$\leq 20\ 000$ Single tender For service and supply contracts, a payment may be made against invoice without prior acceptance of a tender if the expenditure is
WORKS CONTRACTS	$\geq 5\ 000\ 000$ <ul style="list-style-type: none"> • International open tender procedure or <ul style="list-style-type: none"> • International restricted tender procedure 	$< \text{€ } 5\ 000\ 000 \text{ but } \geq \text{€ } 300\ 000$ Local open tender procedure	$< \text{€ } 300\ 000 \text{ but } > \text{€ } 20\ 000$ Competitive negotiated procedure	$\leq \text{€ } 2\ 500$

A **framework contract** is not in itself procurement contract, but it sets out the terms of such contract with suppliers in advance over a set time. It is an agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing specific contracts which may be awarded during a given period, particularly as regards the duration, subject, price, maximum value, implementation rules and the quantities envisaged. Framework contracts with several economic operators are called 'multiple' framework contracts; they take the form of separate contracts but they are all concluded in identical terms. The specifications must state both the minimum and the maximum number of operators with which the Contracting Authority intends to conclude contracts. The minimum may not be less than three. The duration of such contracts may not usually exceed four years. Specific contracts based on framework contracts are awarded under the terms of the framework contract and must obey the principles of transparency, proportionality, equal treatment, non-discrimination and fair competition.

4.5.2 Instrument for Pre-Accession Assistance

The Instrument for Pre-Accession Assistance (IPA) offers assistance to countries engaged in the accession process to the European Union (EU) for the period 2007–2013. The aim of the IPA is therefore to enhance the efficiency and coherence of aid by means of a single framework in order to strengthen institutional capacity, cross-border cooperation, economic and social development and rural development. Assistance is provided on the basis of the European Partnerships of the potential candidates and the Accession Partnerships of the candidate countries, which means the Western Balkan countries, Turkey and Iceland. Candidate countries are thus prepared for full implementation of the Community *acquis* at the time of accession.

The IPA's main aim is to support institution-building and the rule of law, human rights, including the fundamental freedoms, minority rights, gender equality and non-discrimination, both administrative and economic reforms, economic and social development, reconciliation and reconstruction, and regional and cross-border cooperation. The IPA is made up of five components, each covering priorities

defined according to the needs of the beneficiary countries. Two components concern all beneficiary countries:

- the support for transition and institution-building component, aimed at capacity-building;
- the cross-border cooperation component.

The other three components are aimed at candidate countries only:

- the regional development component, aimed at supporting the countries' preparations for the implementation of the Community's cohesion policy;
- the human resources development component, which concerns preparation for participation in cohesion policy and the European Social Fund;
- the rural development component.

4.5.3 From a Procurement Notice to Response

The notification process entails three to five steps: 1 prior information notice, 2 procurement/contract notice, 3 award notice, and sometimes also 4 cancellation or 5 corrigendum to a call. Due to the possibility of a corrigendum, it is advisable not to send the application neither too early – that is, immediately after publishing the call – nor in the last minute right before closing the call.

A prior information notice (cf. expression of interest to tender) is either optional or compulsory, depending on the value of the contract. It indicates the estimated publication date of the actual contract notice, allowing one to plan in medium term. It also indicates the estimated value of the contract and the unit in charge, sometimes even a contact person. In case any information is missing, one should contact the contracting authority, e.g. the pertinent DG. Moreover, one should begin to identify both potential partners and competitors at this stage. The compendium which lists companies that have won previous contracts is a good starting point to look for them.

The components of a contract notice were already analysed in Chapter 1.3.2 (p. 10). To sum up, it indicates the contracting authority; description, duration and value of the contract; selection and attribution criteria; closing dates for the requests of

documents and receipt of tenders or requests to participate. The contracting authority specifies either in the contract notice or in its specifications the weighting it will apply to various award criteria. The criteria on which contracting authorities base the award of contracts may contain the following features, among other things: price, quality, technical value, aesthetic and functional qualities, environmental characteristics, use cost, profitability, after sale service, delivering date and delay of implementation. A typical formulation reads: either the lowest price or the most economically advantageous tender.

It is useful to study Part V of the financial regulations applicable to the general budget of the European Union. These regulations apply to all categories of funds. Part V deals with tenders and public procurement, Part VI with grants. Respectively, Directive 2004/18/EC lists the kind of activities referred to as works and services. All these rules guide the actions of the contracting authority when it intends to launch a call for tenders. Thus, they provide a means of anticipation. Another anticipation tool is the Annual Work Programme, if available in a given case.

Continuous monitoring is time-consuming since no single harmonised portal exists where one could find all tenders and award winners reliably and timely. As for calls for tenders, the TED database is the most comprehensive source but one must nevertheless check other websites, as well: the DGs, executive agencies, Commission's delegations and representations. Beneficiaries can be traced in the EU Financial Transparency System, TED database (under Award Notice), the DG websites and decentralized authorities' websites.

The United Nations (UN) and the European Commission (EC) have agreed to work together in a spirit of partnership in order to achieve the Millennium Development Goals. Cooperation between the EU and the UN on humanitarian aid is governed by a **Financial and Administrative Framework Agreement (FAFA)**, concluded in 2003. The FAFA establishes a general legal framework applicable to all subsidiary (contribution-specific) agreements and defines the EC's role in joint endeavours. When possible and desirable, such co-operation will take the form of actions, the performance of which requires the pooling of resources from a number of donors. EC funded humanitarian assistance is implemented through humanitarian organisations. These are European NGOs, UN agencies and international organisations. The procu-

urement of any goods, works or services by the UN in the context of an action financed or co-financed by the EC shall be carried out in accordance with the applicable rules and procedures adopted by the UN. The EC and a UN organisation may agree on appropriate procurement rules and procedures in specific cases. For further information concerning the FAFA, please view:

http://ec.europa.eu/europeaid/work/procedures/implementation/practical_guide/previous_versions/2003/fafa_en.htm

4.6 United Nations

4.6.1 A Finnish-Scandinavian Success Story

Nerox Filter Oy is currently owned by a Norwegian A-Aqua AS (formerly Scan-Water). A-Aqua provides cost effective, field tested safe drinking water systems and sanitation solutions in emergencies and development programmes, as well as for public infrastructure. The systems cover all aspects of handling water: collecting, purifying, transporting and distributing. Its product assortment contains purification units for different volumes and any kind of raw-water, pillow/bladder tanks up to very large sizes, tap stands with self-closing taps, emergency kits (micro-filters) and jerry cans. In addition, different water treatment solutions have been installed for villages in rural areas of Third World countries.

A-Aqua has been supplying UN Agencies (WHO, UNICEF, UNHRD, WFP, IOM), the Red Cross family (e.g. the German, Austrian, Norwegian, Finnish and Philippines Red Cross), Oxfam, World Vision, FIDA International, Médecins Sans Frontières, Mercy Corps, Crisis Management Centre, Norwegian Church Aid and various bilateral agencies (e.g. Finnish and Italian). Its community water systems are used in Uganda, Gabon and India. Its institution kits, family kits and emergency drinking water kits have been sold to schools and clinics in Sudan, South Africa, Kenya, Afganistan, Pakistan and Sri Lanka. These examples constitute only a small sample of the many countries where its products have spread.

Some of A-Aqua's most popular products are originally developed by Nerox Filter Oy in Tampere. Various Nerox kits are easy to use and eliminate the need to use electricity, water pressure or chemicals to filter the water. All disease causing bacteria, pesticides and heavy metals are removed in order to ensure clean, safe drinking water. The technology is patented.

Nerox Filter Oy entered **Afganistan** in September 2002. Its first delivery took place in February 2003 at a value of € 45,000 when it delivered a large water treatment unit to Kabul Municipality. The finance came from the German government. In summer 2003, Nerox started a water filter pilot project after four visits to Kabul. Its school project was conducted under the auspices of the United Nations World Food Programme (WFP) to meet one of the Millenium Development Goals. The objective of the project was to teach children about hygiene and take responsibility of their own drinking water. Moreover, Nerox developed a new product that fitted for Afghan conditions and cooperated with local companies in manufacturing the steel tanks required. Local manufacturers were instructed to construct two-layer water containers in accordance with the company's design. Nerox filters and standard components were then adapted to them. This school kit can be operated by pupils. It has the capacity to produce 75 to 150 litres of clean water daily.

Making Nerox's products known to UN organisations, NGOs and ministries was a time and money consuming process. Finding customers and contacting them in post-war Kabul was slow due to poor telephone connections, traffic problems and security hazards. However, constant communication is vital in order to succeed in sales. Field personnel are the key success factor. At the same time, the head office needs to be kept informed. To sum up, working with the UN is slow but safe. Once you have established communication and tests have proven your products reliable, the work gets easier.¹

¹ Al-Ebrashy 2007, 48–56; Financing Business Opportunities in Asia 2004, 33–34; www.scan-water.com/home
See also Chapter 6 "Additional Useful Resources"

4.6.2 Efforts Under Preparation in Finland

A Finnish consortium is aspiring to get involved in UN projects and is working to achieve this goal. It already participates in EU action plan committees of its field.

CBRN-Finland is a group of companies jointly developing their CBRN (Chemical, Biological, Radiological and Nuclear) business. CBRN-Finland supports this effort by developing common business practices, networking CBRN actors with the companies and identifying market opportunities. It aims to start larger development projects with multiple member companies.

CBRN-Finland was established in 2005 as a loose cooperation body. Today it is funded by its member companies, its ever expanding portfolio of cooperation projects (e.g. Tekes), and by offering consultancy and training. CBRN-Finland companies consist of specialised CBRN equipment manufacturers and solution providers: Conlog Group, Environics Oy, IC2Feeniks Oy, Mavatech, Mirion Technologies (Rados) Oy, Sammutin Oy, Temet oy and Miktech Oy.

In Satakunta, respectively, another business network aims at approaching the UN. Their objective is to develop a conceptual solution for reconstructing post-conflict areas. The project is coordinated by PrizzTech Ltd in Pori.

III INTERNATIONAL DEVELOPMENT CONSULTING COMPANIES

5 Role and Relevance

International development consulting companies sell solutions to economic, social and institutional problems in developing and emerging economies by combining local and international multi-expertise. Depending on their specialisation, they have multi-disciplinary core teams of experts representing the company's fields of expertise. Often the teams combine competences in economics, management, enterprise development, public administration and finance, community planning, education, social policy, law, human rights and cultural heritage. They may focus on infrastructural and environmental engineering, energy, construction, logistics, ICT, agriculture, forestry, food security and rural development, as well. To put it succinctly, let us cite the profile of a randomly selected Irish firm as an example. GDSI carries out assignments in the following areas of technical assistance:

- Economic Planning and Management
- Enterprise Development and Trade
- Agriculture and Rural Development
- Tourism
- Governance and Public Finance
- Education and Vocational Training
- Labour Market Planning and Management
- Poverty and Social Development
- Law, Justice and Human Rights

International development consulting companies may work in over 100 countries worldwide. Thus, they need staff and associates speaking a variety of languages. In addition to their core staffs, the companies maintain registered database of thousands of international experts in a range of disciplines allowing them to tailor our services to the needs of the client. Their clients include the European Commission,

United Nations, the MDFs, regional development banks, and other bilateral and multi-lateral donors. They also work for national, regional and local development agencies. Finally, they maintain broad networks with companies, chambers of commerce, business associations and other relevant organisations.

Services to technical assistance assignments concern all phases of the project cycle. They include identification and design of programmes or projects, drawing up of terms of reference, alliance-building, technical and financial implementation of programmes or projects, management and running of project management units, management of contracts, quality control, intermediate and final evaluation and monitoring. Moreover, development consulting companies typically offer services in

- training and know-how transference;
- consultancy and advisory services – for example on drawing up policies and strategies, internationalisation, private sector development and change management in organisations;
- studies – such as feasibility studies, information-gathering missions, needs analysis and preparatory research;
- institutional strengthening – i.e. strategy, organisation and structure, start up of products and services, financing, hiring and training of personnel, operating systems and processes, benchmarking and performance evaluation.

Development consulting companies can be conceived of acting as professional intermediaries towards donors/financiers when they take part in tenders. They may offer a track to international projects both for individuals and organisations.

- A. Firstly, an organisation could be invited to become a partner to prepare a bid and then manage the subsequent project in a successful case. Sometimes subcontractors are also hired.
- B. Secondly, these companies encourage professionals to register in their consultant databases from which they draw expert teams for upcoming project bids.

In order to join such a network for future job opportunities, one is requested to submit an updated CV in EU or WB format. Part of the task is to define one's competence areas such a way that it enables to match one's professional experience with current opportunities. One possible approach is to make use of some commonly

used classifications of technical expertise, such as the definition of lots in the EC framework contracts. The complete descriptions of the lots are long and specific, going into details, while the list below only depicts the main headings (according to the framework contract that run from 2005 up to 2009).

Lot 1: Rural development and food security

Lot 2: Transport and infrastructures

Lot 4: Energy and nuclear safety

Lot 5: Conferences

Lot 6: Environment

Lot 7: Culture, governance and home affairs

Lot 8: Health

Lot 9: Education, employment and social

Lot 10: Support to Industry / commerce / services

Lot 11: Macro economy, public finances and regulatory aspects

Lot 12: Standards

Lot 13: Humanitarian aid, crisis management and post-crisis assistance

6 Finnish Experience

Finnish companies and other organisations have won contracts in the international development market. Measured by the absolute number of bids, consultant assignments make up the greatest share of the contracts. There are no exact statistics on the matter but according to an assessment made a few years ago, the share of consultancy services is about two thirds, that of equipment suppliers a fifth and that of works little more than a tenth. The breakdown looks different in terms of the contract value. Consultants remain as top performers narrowly although the pot divides into almost equal shares – about a third for each.

As far as the sectorial breakdown is concerned, water supply, sewage and environ-

ment constitute the biggest part, followed by transport and infrastructure. Energy, education and health are also represented on the pie chart. At the turn of the 21 century, more than 60 percent of the projects were located in the CIS countries or in Central Eastern Europe, but since those days the global dimension is increasingly penetrating in the market. The World Bank and various EU programmes are the most significant financiers for Finnish company projects. The Nordic Development Fund is also actively exploited.

A highly experienced project manager who works in technical consulting summarises his lessons from participating in international bidding as follows:

- Local presence is vital for a consultant since project decisions are made locally.
 - Need for promotion: meetings with beneficiaries, contacts with local decision-makers, especially with the key staff in the ministries
 - A subsidiary or a joint venture preferred, a representative or an agent required at least.
- Project search and follow-up from early stages. If you just respond to the bid announcement after it has been published officially, you will be too late.
- Well prepared documentation

Furthermore, he gives advices how a consultant can promote his project:

- Create project ideas together with beneficiaries.
- Transfer information about the funding instruments to beneficiaries, local authorities, developers, investors and financial institutions.
- Learn by doing and transfer experience from project to project, from country to country, from the EU to beneficiary countries
- Prepare presentations, articles and publications

The above advice accentuate three features: Firstly, we are talking about people's business relying on communication and good networks. Secondly, you have to be known on the spot. Thirdly, early engagement is essential. It sounds surprising that a common reason for a failure is that the character of the tender or the call is misread or misunderstood and its objectives or selection criteria are ignored. People may not study the tender dossier or the call fiche thoroughly enough with the result that their proposition does not match the requirements. In case of uncertainty, one

should double-check the interpretation from a project officer, instead of guessing or creating one's own "theories". Rules must be followed, no matter how ridiculous they appear. Some newcomers do not realise how competitive and professional the business is, which has consequences for the proposal writing. Their understanding of the quality may not meet up the international standards. What suffices in provincial procurement at home is not necessarily enough for global forums.

7 A List of Global Consulting Companies

COMPANY	COUNTRY	WEB ADDRESS
LOT 1: RURAL DEVELOPMENT		
ACDI/VOCA	USA	www.acdivoca.org
AFC Consultants International	Germany	hwww.afci.de
AGRER	Belgium	www.agrer.com
AGRIFOR Consult	Belgium	www.agrifor.be
Agriconsulting Europe S.A.	Belgium	www.agriconsulting.it
Cardno Agrisystems	UK	www.cardno.com
COWI	Multinat.	www.cowi.com
HTSPE	UK	www.htspe.com
IAK AGRAR CONSULTING	Germany	www.iakleipzig.de
Landell Mills	UK	www.landell-mills.com
ORGUT	Sweden	www.orgut.se
Transtec	Belgium	www.transtec.be
LOT 2: TRANSPORT AND INFRASTRUCTURES (see also LOTs 4 and 6)		
ALATEC	Spain	www.alatec.es
Carl Bro - Grontmij	Denmark	www.grontmij.dk

COWI	Multinat.	www.cowi.com
Niras	Denmark	www.niras.com
Ove Arup & Partners International	UK	www.arup.com
Parsons Brinkerhoff	Belgium	www.pbworld.com
PLANET	Greece	www.planet.gr
Ramboll	Multinat.	www.ramboll.com
Safege	France	www.safege.fr
LOT 3: ICT		
Astec Global Consultancy	Ireland	www.astecglobal.com
Atos Origin	Benelux	www.atosorigin.com
Booz Allen Hamilton	USA	www.boozallen.com
Danish Management Consortium	Denmark	www.danishmanagement.dk
LOT 4: ENERGY AND NUCLEAR SAFETY		
AETS	France	www.aetd.europe.fr
AMEC	Multinat.	www.amec.com
COWI	Multinat.	www.cowi.com
MWH	Belgium	www.mwhglobal.com
Ramboll	Multinat.	www.ramboll.com
Resource and Logistics	France	www.ral.com
ÅF Group	Multinat.	www.afconsult.com
LOT 5 CONFERENCES		
Cecoforma – BCD Travel	Belgium	www.cecoforma.com
Italtrend	Italy	www.italtrend.it
LKD Consultants, Engineers and Planners	Greece	www.lkd.gr
Mondial	Austria	www.mondial.it

LOT 6: ENVIRONMENT (See also LOT 1)		
AHT Group	Germany	www.aht-group.com
BMB Mott MacDonald	Holland	www.bmb.mottmac.nl
INYPSA	Spain	www.inypsa.es
Euronet Consulting	Denmark	www.euronetconsulting.com
FCG Finnish Consulting Group	Finland	www.fcg.fi/international
MacAlister Elliott & Partners (MEP)	UK	www.macalister-elliott.com
Particip	Germany	www.particip.de
SLR Consulting	UK	www.slrconsulting.com
LOT 7: GOVERNANCE AND HOME AFFAIRS		
B&S Europe	Belgium	www.bseurope.com
East West Consulting	Belgium	www.ewc.be
European Consultants Organisation	Belgium	www.eco3.be
GDSI	Ireland	www.gdsi.ie
Finnish Institute of Public Management	Finland	www.haus.fi
IBF International Consulting	Belgium	www.ibf.be
ORGUT	Sweden	www.orgut.se
Particip	Germany	www.particip.de
The Evaluation Partnership (TEP)	UK	www.evaluationpartnership.com
LOT 8: HEALTH		
AEDES	Belgium	www.aedes.be
Conceil Santé	France	www.conseilsante.be
Ecorys	Holland	www.ecorys.com
Emerging Markets Group	USA	www.emergingmarketsgroup.com

EPOS Health Consultants	Germany	www.epos.de
IBF International Consulting	Belgium	www.ibf.be
LOT 9: CULTURE, EDUCATION, EMPLOYMENT AND SOCIAL		
Agmin Italy	Italy	www.agmin.it
ARS progetti	Italy	www.arsprogetti.com
BBJ Consult	Germany	www.bbj.info
CfBT Education Trust	UK	www.cfbt.com
Cambridge Education	UK	www.camb-ed.com
GOPA Consultants	Germany	www.gopa.de
GDSI	Ireland	www.gdsi.ie
HTSPE	UK	www.htspe.com
Human Dynamics	Austria	www.humandynamics.org
Soges	Italy	www.sogesnetwork.eu
LOT 10: TRADE, STANDARDS AND PRIVATE SECTOR		
Asesores de Comercio Exterior	Spain	www.aceconsultants.eu
ADE	Belgium	www.ade.be
DFC SAU	Spain	www.thedfcgroup.com
Intern'l Business & Tech. Cons.	USA	www.ibtci.com
Ecorys	Holland	www.ecorys.com
Fineurop	Italy	www.fineurop.it
HTSPE	UK	www.htspe.com
Scottish Overseas Development	UK	www.cafebayan.com
TDI	Ireland	www.tdigroup.ie
Transtec	Belgium	www.trastec.be
LOT 11: MACRO ECONOMY, STATISTICS, PUBLIC FINANCE MANAGEMENT		
Asesores de Comercio Exterior	Spain	www.aceconsultants.eu

ADE	Belgium	www.ade.be
DFC SAU	Spain	www.thedfcgroup.com
Ecorys	Holland	www.ecorys.com
IDC Consortium	France	www.ide-group.com
International Business & Technical Consultants	USA	www.ibtci.com
Pohl Consulting and Associates	Germany	www.pohl-consulting.com
Società Italiana di Monitoraggio	Italy	www.sim-spa.it
LOT 12: HUMANITARIAN AID, CRISIS MANAGEMENT AND POST-CRISIS ASSISTANCE		
Cardno	Australia	www.cardno.com
Euromed	Belgium	www.euromed.be
Italtrend	Italy	www.italtrend.it
Transtec	Belgium	www.trastec.be

Please note that the classification of the consulting firms is far from unambiguous. Most of them are multi-expertise companies that deliver solutions in several inter-related sectors. Besides, it is sometimes a thin line between overlapping sectors. A project can simultaneously focus on, say, infrastructure, environment, rural development and post-crisis assistance. Hence, the definition of a consultant's expertise tends to remain open to some degree of interpretation. It also goes without saying that the above listing is not exhaustive.

8 Additional Useful Resources

1. Websites of all the MDFs and other institutions mentioned in this report
2. Pertinent websites in the target country, e.g. ministries or other authorities that serves as executive agencies and that publish procurement notices

<https://www.devex.com/en/>

http://ec.europa.eu/internal_market/publicprocurement/index_en.htm

<http://www.eubusiness.com/tenders>

<http://www.publicprocurementnetwork.org/>

<http://www.finpro.fi/web/english-pages/project-information-service/international-projects-and-tenders>

<http://global.finland.fi/public/default.aspx>

<http://team.finland.fi/Public/Default.aspx>

“Tendering for Public Contracts: A Guide for Small Businesses in England”

www.bis.gov.uk/files/file39469.pdf

Canada Business Network’s guide: “Tender for a Contract”

<http://www.infoentrepreneurs.org/en/guides/tender-for-a-contract/>

Five US guides dealing with the topic how to do business with MDFs

http://export.gov/tradeleads/eg_main_018573.asp

Society for International Development (SID)

<http://www.sidint.net/>

Case Nerox Filter Oy: Bibliography and Web Sources / Chapter 4.6.1, pp. 58–59

Al-Ebrashy, Ahmed (2007). *Providing Inexpensive Drinking Water Treatment Solutions for Developing Countries – A Case Study On Luanda, Angola*. Unpublished bachelor’s thesis in Environmental Engineering, TAMK University of Applied Sciences, Tampere.

(2004). *Financing Business Opportunities in Asia*. Helsinki: Finpro and Ministry for Foreign Affairs of Finland.

Scan-Water’s homepage <http://www.scan-water.com/home.php>

ANNEX: RANDOM EXAMPLES OF PROCUREMENT NOTICES

1. dgMarket
2. African Development Bank (AfDB)
3. Asian Development Bank (ADB)
4. Tenders Electronic Daily (TED) / EU
5. United Nations Development Programme (UNDP)
6. EU and WB project cycles



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[Selection of Chief Technical Advisor of Vietnam Managing Natural Hazards Project \(VN-Haz\)](#)

Country: [Vietnam](#)

Type: [Request For Expressions of Interest](#)

Buyer: VN-Managing Natural Hazards Project

Published
Mar 6,
2013
\$
Deadline
Mar 20,
2013

[Development of a Comprehensive Green Growth Plan for Da Nang City, Vietnam \(SUEEP - Phase 3\)](#)

Country: [Vietnam](#)

\$
Published
Mar 6,
2013

Type:[Request For Proposals](#)

Buyer: World Bank Trust Funds

Deadline
Mar 21,
2013

[Leachate Treatment Plant at Luong Hoa landfill - Component 3,
Phase 2](#)

Country: [Vietnam](#)

Type:[Request For Proposals](#)

Buyer: VN-COASTAL CITIES ENVMT SANIT.

Published
Jan 18,
2013

Deadline
Mar 28,
2013

[Small Contracts Award \(DIR,CQS,INDV,SSS\)](#)

Country: [Vietnam](#)

Type:[Contract Award](#)

Buyer: VN-Project Preparation TA Facility

Published
Jan 15,
2013

[CONSULTING SERVICES FOR DEVELOPMENT OF
STRATEGIC SANITATION AND DRAINAGE PLAN,
UPDATING THE FEASIBILITY STUDIES, EN GINEERING
SURVEYS, PREPARATION OF DETAILED DESIGN, BIDDING
DOCUMENTS](#)

Country: [Vietnam](#)

Type:[Contract Award](#)

Buyer: VN-Urban Water Supply and Wastewater

Published
Dec 28,
2012

[CONSULTING SERVICES FOR DEVELOPMENT OF
STRATEGIC SANITATION AND DRAINAGE PLAN,
UPDATING THE FEASIBILITY STUDIES, EN GINEERING
SURVEYS, PREPARATION OF DETAILED DESIGN, BIDDING
DOCUMENTS](#)

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Type:[Contract Award](#)

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Date	Title
11/03/2013	<p>RFP - Projet de rénovation de l'immeuble siège à Abidjan (PRISA) - Contrôle technique et de normalisation des risques et coordination sécurité et protection de la sante pour les travaux de construction -EOI (148 KB)</p> <p>Categories: Côte d'Ivoire, Infrastructure</p>
11/03/2013	<p>Kenya - Support for Enhancement of Quality and Relevance in Higher Education, Science and Technology (HEST) - Procurement of laboratory and workshop training and research equipment for engineering - AOI (144 KB)</p> <p>Categories: Kenya, Infrastructure, Education, Information & Communication Technology, Human and Social Development</p>
11/03/2013	<p>Mali - Projet d'approvisionnement en eau potable et d'assainissement dans les régions de Gao Koulikoro et Ségou - AOI (145 KB)</p> <p>Categories: Mali, Water Supply & Sanitation, Infrastructure</p>
11/03/2013	<p>Mozambique - Mtwara Development Corridor Feasibility Study and Design of the Rehabilitation of Mueda – Negomano Road Project - GPN (126 KB)</p>

Date	Title
	Categories: Mozambique , Infrastructure , Transport
11/03/2013	IFB - Financements innovants pour les infrastructures économiques dans la CEMAC l'UEMOA l'Algérie le Maroc et la Tunisie - EOI (126 KB) Categories: Algeria , Morocco , Tunisia , Infrastructure
11/03/2013	IFB - Study to Assist in the Opening up of Aviation Services in Africa - EOI (423 KB) Categories: Infrastructure
08/03/2013	Swaziland - The Development of Swaziland's Aid for Trade Strategy and Action Matrix - EOI (144 KB) Categories: Swaziland , Infrastructure
08/03/2013	Kenya - Support for Enhancement of Quality and Relevance in Higher Education Science and Technology (HEST) - AOI (128 KB) Categories: Kenya , Education , Information & Communication Technology , Human and Social Development
08/03/2013	Kenya - Higher Education Science and Technology (HEST) Project - Building electrical mechanical aeronautical geothermal oil gas marine agriculture applied physics applied chemistry and coal technology - EOI (226 KB) Categories: Kenya , Education , Information & Communication Technology , Human and Social Development
08/03/2013	Centrafrique - 1er sous programme sectoriel eau potable et assainissement de Bangui et quatre préfectures - EOI (146 KB) Categories: Central African Republic , Water Supply & Sanitation
08/03/2013	Centrafrique - 1er sous programme sectoriel eau potable et assainissement de Bangui et quatre préfectures - Recrutement d'un consultant Expert en Acquisition - EOI (148 KB)

Date	Title
	Categories: Central African Republic , Water Supply & Sanitation
08/03/2013	Centrafrique - 1er sous programme sectoriel eau potable et assainissement de Bangui et quatre préfectures - Recrutement d'un consultant Expert en électromécanique - EOI (162 KB) Categories: Central African Republic , Water Supply & Sanitation
08/03/2013	Centrafrique - 1er sous programme sectoriel eau potable et assainissement de Bangui et quatre préfectures - Recrutement d'un consultant Expert en Hydraulique - EOI (217 KB) Categories: Central African Republic , Water Supply & Sanitation
08/03/2013	Egypt - Micro and Small Enterprises Support Project - EOI (74 KB) Categories: Egypt , Youth , Human and Social Development
04/03/2013	Mozambique - MZ-Niassa Provincial Towns Water Supply and Sanitation Project - Construction of 34 Latrines and Hand-Wash in Health Posts, 48 Public Bath-Houses and 22 Demonstration Latrines in Cuamba Town - Contract Award (430 KB) Categories: Mozambique , Water Supply & Sanitation , Infrastructure
04/03/2013	Mozambique - MZ-Niassa Provincial Towns Water Supply and Sanitation Project - Construction of 60 Latrines and Hand-Wash in Schools, Lichinga Town, Niassa Province -Mozambique - Contract Award (434 KB) Categories: Mozambique , Water Supply & Sanitation , Infrastructure
04/03/2013	Mozambique - MZ-Niassa Provincial Towns Water Supply and Sanitation Project - Financial Auditor Services for Niassa Provincial Towns Water Supply and Sanitation Project from 2011 to 2013, in Mozanbique - Contract Award (425 KB) Categories: Mozambique , Water Supply & Sanitation , Infrastructure
04/03/2013	Mozambique - MZ-Niassa Provincial Towns Water Supply and Sanitation Project - Financial Auditor Services for Niassa Provincial Towns Water

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Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	44482-023	Grant No. 0327/0328-AFG: Transport Network Development Investment Program-Tranche 2 (MPW-1591-ICB) (http://www.adb.org/sites/default/files/coso/g0327-0328-mpw1591-icb.pdf)	6 Mar 2013	
Invitation for Bid	44482-023	Grant No. 0327/0328-AFG: Transport Network Development Investment Program-Tranche 2 (MPW-1592-ICB) (http://www.adb.org/sites/default/files/coso/g0327-0328-mpw1592-icb.pdf)	6 Mar 2013	
Invitation for Bid	44482-023	Grant No. 0327/0328-AFG: Transport Network Development Investment Program-Tranche 2 (MPW-1593-ICB) (http://www.adb.org/sites/default/files/coso/g0327-0328-mpw1593-icb.pdf)	6 Mar 2013	

Azerbaijan

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	45389-001	Loan No. 2921-AZE: Second Road Network Development Investment Program - Project 1 (02/2013/AZE) (http://www.adb.org/sites/default/files/coso/aze2921-022013aze.pdf)	28 Feb 2013	
Invitation for Bid	42408-033	Loan No. 2842-AZE: Water Supply and Sanitation Investment Program – Project 2 [MFF-033-T2-ICB-1.06] (http://www.adb.org/sites/default/files/coso/aze2842-icb106.pdf)	5 Feb 2013	
Invitation for Bid	39176-043	Loan No. 2831-AZE: Road Network Development Program, Tranche 3 [02/2012/2831] (http://www.adb.org/sites/default/files/coso/aze2831-0220122831.pdf)	21 Jan 2013	

Bangladesh

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	39405-013	Loan No. 2382-BAN (SF): Dhaka Water Supply Sector Development Project [ICB-4.6] (http://www.adb.org/sites/default/files/coso/ban2382-icb4-6.pdf)	8 Mar 2013	
Invitation for Bid	39298-013	Loan No. 2695-BAN: City Region Development Project [CRDP/LGED/DHK/ICB/2013/W-01] (http://www.adb.org/sites/default/files/coso/ban2695-w-01.pdf)	13 Feb 2013	
Invitation for Bid	39432-013	Loan No. 2542-BAN (SF): Participatory Small Scale Water Resources Sector Project [LGED/PSSW/PD/Ramu/Cox/R-3/2012] (http://www.adb.org/sites/default/files/coso/ban2542-ramucoxr32012-rebid.pdf)	11 Feb 2013	
General Procurement Notice	40540-014	Loan No. 2949-BAN: South Asia Subregional Economic Cooperation (SASEC) Road Connectivity Project (http://www.adb.org/sites/default/files/coso/ban2949-gpn.pdf)	29 Jan 2013	
Invitation for Bid	39432-013	Loan No. 2542-BAN (SF): Participatory Small Scale Water Resources Sector Project [LGED/PSSW/PD/Ukhia/Cox/R-4/2013] (http://www.adb.org/sites/default/files/coso/ban2542-ukhiacoxr42013-ext2.pdf)	29 Jan 2013	Deadline extended to 11 March 2013
Invitation for Bid	39432-013	Loan No. 2542-BAN (SF): Participatory Small Scale Water Resources Sector Project [LGED/PSSW/PD/Sadar/Cox/R-2/2012] (http://www.adb.org/sites/default/files/coso/ban2542-ncbsadarcx2012-ext2.pdf)	24 Jan 2013	Deadline extended to 11 March 2013
Invitation for Bid	42248-013	Loan No. 2763-BAN: Second Chittagong Hill Tracts Rural Development [G-01, G-01] (http://www.adb.org/sites/default/files/coso/ban2763-G01-G02.pdf)	8 Jan 2013	
Invitation for Bid	39405-013	Loan No. 2382-BAN (SF): Dhaka Water Supply Sector Development Program [ICB-07.3] (http://www.adb.org/sites/default/files/coso/ban2382-icb073-ext.pdf)	4 Dec 2012	Deadline extended to 11 February 2013

Cambodia

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	41435-013	Loan No. 2599/Grant No. 0186-CAM: Tonle Sap Poverty Reduction and Smallholder Development Project (http://www.adb.org/sites/default/files/coso/cam2599-g0186-icb004.pdf)	6 Mar 2013	

China, People's Republic of

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	43332-043	Loan No. 2765-PRC: Railway Energy Efficiency and Safety Enhancement Investment Program - Tranche 3 (0708-1220070TJ001) (http://www.adb.org/sites/default/files/coso/2765-PRC-J001.pdf)	20 Feb 2013	
Invitation for Bid	38594-013	Loan No. 2573-PRC: Guiyang Integrated Water Resources Management (Sector) Project [B-2.16.1] (http://www.adb.org/sites/default/files/coso/2573-prc-b2-16-1-works.pdf)	20 Feb 2013	

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	43332-033	Loan No. 2724-PRC: Railway Energy Efficiency and Safety Enhancement Investment Program-Tranche 2 [S01, S02] (http://www.adb.org/sites/default/files/coso/prc2724-s01s02.pdf)	4 Feb 2013	
Invitation for Bid	43031-013	Loan No. 2962-PRC: Hunan Xiangjiang Inland Waterway Project [XTIC 1.1/1.2] (http://www.adb.org/sites/default/files/coso/prc2962-xtic-1-2-corr1.pdf)	1 Feb 2013	Deadline extended to 20 February 2013
Invitation for Bid	42382-013	Loan No. 2550-PRC: Liaoning Small Cities and Towns Development Demonstration Sector Project [Bid No.: 0773-1221GNLH12753] (http://www.adb.org/sites/default/files/coso/prc2550-alh4.pdf)	30 Jan 2013	
Invitation for Bid	40684-013	Loan No. 2744-PRC: Forestry and Ecological Restoration Project in Three Northwest Provinces [NCB Bid No.: 0703-1220CIC5Y039] (http://www.adb.org/sites/default/files/coso/prc2744-CIC5Y039-ext.pdf)	29 Jan 2013	Deadline extended to 27 March 2013
Invitation for Bid	39153-013	Loan No. 2481-PRC: Chongqing-Lichuan Railway Development Project [0709-1320CNIC0301] (http://www.adb.org/sites/default/files/coso/prc2481-boxTS.pdf)	28 Jan 2013	
General Procurement Notice	44007-013	Loan No. 2915-PRC: Jiangxi Fuzhou Urban Integrated Infrastructure Improvement Project (http://www.adb.org/sites/default/files/coso/prc2915-gpn.pdf)	28 Jan 2013	
Invitation for Bid	37597-013	Loan No. 2240-PRC: Wuhan Wastewater and Stormwater Management Project [WW/M3.2] (http://www.adb.org/sites/default/files/coso/prc2240-wwm32-rebid.pdf)	18 Jan 2013	
Invitation for Bid	42382-013	Loan No. 2550-PRC: Liaoning Small Cities and Towns Development Demonstration Sector Project [A-GZ3] (http://www.adb.org/sites/default/files/coso/prc2550-AGZ3.pdf)	18 Jan 2013	
Invitation for Bid	38594-013	Loan No. 2573-PRC: Guiyang Integrated Water Resources Management (Sector) Project [B-2.2.1] (http://www.adb.org/sites/default/files/coso/prc2573-b221.pdf)	14 Jan 2013	
Invitation for Bid	40641-013	Loan No. 2574-PRC: Hebei Small Cities and Towns Development Demonstration Sector Project [HB-BGLJM1/BGLJM2] (http://www.adb.org/sites/default/files/coso/prc2574-HB-BGLJM.pdf)	11 Jan 2013	
Invitation for Bid	43031-013	Loan No. 2962-PRC: Hunan Xiangjiang Inland Waterway Project [XTIC 1.1/1.2] (http://www.adb.org/sites/default/files/coso/prc2962-xtic-1-2-orig.pdf)	20 Dec 2012	Please refer to Corrigendum No. 1 dated 01 February 2013

Georgia

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	43405-023 43405-024	Loan No. 2749/2807-GEO: Urban Services Improvement Investment Program – Project 1/2 [REG-02] (http://www.adb.org/sites/default/files/coso/geo2749-2807-reg02.pdf)	18 Jan 2013	

India

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	32298-063	Loan No. 2520-IND: Madhya Pradesh Power Sector Investment Program – Tranche 5 [MD/WZ/06/PUR/ADB/S-35] (http://www.adb.org/sites/default/files/coso/ind2520-s35.pdf)	28 Feb 2013	
Invitation for Bid	44431-013	Loan No. 2778-IND: Gujarat Solar Power Transmission Project [GETCO/ADB/SS/S&E/2012-13/07] (http://www.adb.org/sites/default/files/coso/ind2778-getcoadbss%26e20121307.pdf)	26 Feb 2013	
Invitation for Bid	44426-014	Loan No. 2787/2788-IND: National Grid Improvement Project [CD04, CD05, CD06] (http://www.adb.org/sites/default/files/coso/ind2787-2788-CD040506.pdf)	4 Feb 2013	
Invitation for Bid	44426-014	Loan No. 2787/2788-IND: National Grid Improvement Project [HF01, HF02] (http://www.adb.org/sites/default/files/coso/ind2787-2788-HF-ext.pdf)	9 Jan 2013	Deadline extended to 01 April 2013
Invitation for Bid	44426-014	Loan No. 2787/2788-IND: National Grid Improvement Project [SD01, SD02] (http://www.adb.org/sites/default/files/coso/ind2787-2788-SD-ext.pdf)	9 Jan 2013	Deadline extended to 02 April 2013
Invitation for Bid	44426-014	Loan No. 2787/2788-IND: National Grid Improvement Project [IS01, IS02, IS03] (http://www.adb.org/sites/default/files/coso/ind2787-2788-IS-ext2.pdf)	2 Jan 2013	Deadline extended to 25 March 2013
Invitation for Bid	44431-013	Loan No. 2778-IND: Gujarat Solar Power Transmission Project [GETCO/ADB/TL/400KV/S&E/2012-13/06] (http://www.adb.org/sites/default/files/coso/ind2778-TL400kvse20121306-rebid-ext.pdf)	2 Jan 2013	Deadline extended to 04 March 2013
Invitation for Bid	37139-053	Loan No. 2924-IND: Uttarakhand Power Sector Investment Program - Project 4 [ICB No. 3-P/ADB/PTCUL/2012-13] (http://www.adb.org/sites/default/files/coso/2924-ind-icb3.pdf)	27 Dec 2012	
Invitation for Bid	44426-014	Loan No. 2787/2788-IND: National Grid Improvement Project [CD01, CD02, CD03] (http://www.adb.org/sites/default/files/coso/ind2787-2788-CD.pdf)	21 Dec 2012	
Invitation for Bid	35290-033	Loan No. 2834-IND: North Eastern Region Capital Cities Development Investment Program, Project 2 [PS/WS/AIZ/T2/ICB-3] (http://www.adb.org/sites/default/files/coso/ind2834-pswsaizt2icb3.pdf)	14 Dec 2012	

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	43063-013	Loan No. 2736-IND: Madhya Pradesh State Roads III Project [MPRDC/MPSRP-III/166/2012/10697] (http://www.adb.org/sites/default/files/coso/ind2736-CW10A.pdf)	6 Dec 2012	
Other Notices	37091-033	Loan No. 2837-IND: Agribusiness Infrastructure Development Investment Program – Tranche 2 [NR] (http://www.adb.org/sites/default/files/coso/ind2837-nashikrev-ext5.pdf)	2 Nov 2012	Deadline extended to 30 March 2013
Other Notices	37091-033	Loan No. 2837-IND: Agribusiness Infrastructure Development Investment Program – Tranche 2 [AAR] (http://www.adb.org/sites/default/files/coso/ind2837-AARrev-ext5.pdf)	2 Nov 2012	Deadline extended to 30 March 2013

Indonesia

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	38479-034	Loan No. 2817-INO: Regional Roads Development Project [30-RCP01] (http://www.adb.org/sites/default/files/coso/ino2817-30rcp01.pdf)	14 Feb 2013	

Kyrgyz Republic

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	41548-013	Grant No. 0163-KGZ: Issyk-Kul Sustainable Development Project [G0163-ICB-2.08] (http://www.adb.org/sites/default/files/coso/kgz0163-208SCW.pdf)	11 Jan 2013	

Lao People's Democratic Republic

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	42134-022	Grant No. 0166-LAO: Strengthening Higher Education Project [ICB/SHEP/08] (http://www.adb.org/sites/default/files/coso/laog0166-icbshep08.pdf)	5 Feb 2013	

Mongolia

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	41243-012	Grant No. 0236-MON (SF): Fourth Health Sector Development Project [01/13] (http://www.adb.org/sites/default/files/coso/g0236-mon-0113.pdf)	19 Feb 2013	
Invitation for Bid	45145-001	Grant No. JFPR-9164-MON: Establishment Climate-Resilient Rural Livelihoods Project (http://www.adb.org/sites/default/files/coso/mon-g9164.pdf)	15 Feb 2013	

Nepal

Type	Project Number	Title	Date Posted	Remarks
Invitation for Bid	34304-043	Loan No. 2776-NEP (SF): Kathmandu Valley Water Supply Improvement Project [KUKL/DNI/01/04] (http://www.adb.org/sites/default/files/coso/nep2776-KUKLDNI0104-rebid.pdf)	26 Feb 2013	
Invitation for Bid	41022-022	Grant No. 0157-NEP: Second Small Towns Water Supply & Sanitation Sector Project [SSTWSSSP/ICB-14/Vyas_Tanahun] (http://www.adb.org/sites/default/files/coso/nep0157-icb14-ext.pdf)	1 Feb 2013	Deadline extended to 18 March 2013
Invitation for Bid	41022-022	Grant No. 0157-NEP: Second Small Towns Water Supply & Sanitation Sector Project [SSTWSSSP/ICB-15/Letang_Morang] (http://www.adb.org/sites/default/files/coso/nep0157-icb15-ext.pdf)	1 Feb 2013	Deadline extended to 18 March 2013
Invitation for Bid	38347-022	Grant No. 0106-NEP: Information and Communication Technology Development Project [ICT0106/Part4/HRD/MOGA] (http://www.adb.org/sites/default/files/coso/nep0106-moga-ext.pdf)	24 Jan 2013	Deadline extended to 20 March 2013
Invitation for Bid	40553-013	Loan No. 2587-NEP (SF): Energy Access and Efficiency Improvement Project [ICB: DSRLRP 068/069-03] (http://www.adb.org/sites/default/files/coso/nep2587-dsrlrp068-069-03.pdf)	17 Jan 2013	
Invitation for Bid	34304-043	Loan No. 2776-NEP (SF): Kathmandu Valley Water Supply Improvement Project [KUKL/CBA/03/20] (http://www.adb.org/sites/default/files/coso/nep2776-CBA0320.pdf)	7 Jan 2013	
Invitation for Bid	34304-043	Loan No. 2776-NEP(SF): Kathmandu Valley Water Supply Improvement Project [DNI/02/20] (http://www.adb.org/sites/default/files/coso/2776-nep-dni0220.pdf)	28 Dec 2012	

Pakistan

Type	Project Number	Title	Date Posted	Remarks
General Procurement Notice	37231-043	Loan No. 2971-PAK: Punjab Irrigated Agriculture Investment Program - Tranche 3: Pakpattan Canal and Sulemanki Barrage Improvement Project (http://www.adb.org/sites/default/files/coso/pak2971-gpn.pdf)	10 Jan 2013	
Invitation for Bid	37192-043	Loan No. 2846-PAK: Power Transmission Enhancement Investment Programme-Tranche III [ADB-67-2012] (http://www.adb.org/sites/default/files/coso/pak2846-adb672012-ext.pdf)	7 Nov 2012	Deadline extended to 26 February 2013

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<input type="checkbox"/>	80202-2013	BG-Sofia: EBRD - Rehabilitation of municipality street lighting	BG	09-03-2013	11-04-2013
<input type="checkbox"/>	80201-2013	BA-Čapljina: EBRD - Procurement of Construction of Backbone pipelines	BA	09-03-2013	15-04-2013
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Call for Expressions of Interest: Construction of a Sanitary landfill for Baalbeck Caza and Restoration and Clean-up of the two Kayal Dumpsites

Procurement Process :	EOI - Expression of interest
Office :	UNDP Country Office - LEBANON
Deadline :	28-Mar-13
Posted on :	08-Mar-13
Development Area :	CONSTRUCTION 
Reference Number :	10877

Documents :

[Call for Expressions of Interest](#)

Overview : Dear Sir / Madam,

UNDP Lebanon invites interested firms to apply for prequalification for the **provision of the Construction of a Sanitary landfill for Baalbeck Caza and Restoration and Clean-up of the two Kayal Dumpsites.**

The Expression of Interest (Eoi) must be received by UNDP no later than 28 March 2013 at 3:00 pm Beirut Local Time.

Eois should be delivered in sealed envelopes, including the original Eoi and one additional copy of the Eoi, to:

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) PROCUREMENT Unit

Arab African International Bank Building
Third Floor, Room # 310
Riad El Solh, Banks Street, Facing SGBL Bank
Beirut, Lebanon

Telephone & Fax: + 961 1 962 500
E-Mail: procurement.lb@undp.org

Please mention reference: **EXPRESSION OF INTEREST (EOI/CO/26/13) – CONSTRUCTION OF A SANITARY LANDFILL FOR BAAALBECK CAZA AND RESTORATION AND CLEANUP OF THE TWO KAYAL DUMPSITES.**

Kindly refer to the attached Call for Expressions of Interest.

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CALL FOR EXPRESSIONS OF INTEREST

FOR

CONSTRUCTION OF A SANITARY LANDFILL FOR BAALBECK CAZA AND RESTORATION AND CLEAN-UP OF THE TWO KAYAL DUMPSITES

FOR

UNITED NATIONS DEVELOPMENT PROGRAMME, LEBANON

Project Name : Integrated Solid Waste Management for Baalbeck Caza
Project ID : 00076489
Type of Contract : Civil Works
Type of Notice : Expressions of Interest
Issue Date : 8 March 2013
Closing Date : 28 March 2013

1. Background

1.1 Dumping and Waste Disposal in Lebanon

Unsafe dumping and open burning of Municipal Solid Waste (MSW) are common throughout Lebanon, with almost every town or city having an open dump within its jurisdiction. However, municipal solid waste management practices vary significantly among the different regions.

Solid waste management systems outside Greater Beirut District are generally characterized by a rudimentary “collect and dump” approach. Under the direct responsibility of individual municipalities, MSW is usually collected by small-scale private haulers, transported to an open dump within the municipality. Often, to reduce the volume of dumped waste, it is burnt in open air, producing toxic and unsafe substances. Generally, dumpsites are not fenced and left open to form a favourable environment for disease carrying rodents and insects to breed. Smaller villages with no municipal authorities typically have no collection or disposal services. Inhabitants dispose of their waste in nearby valleys and uncontrolled dumps of neighboring municipalities, or burn it in their backyards.

In many cases scavengers search into newly dumped waste to recover materials such as plastic, iron, glass, metals and any other material that may have a market value. Recycling efforts are in general limited to independent scavenger activities.

The Government of Lebanon has planned for a solution to the MSW management and disposal in a modern way. The actual plan for MSW disposal has been prepared by the Council for Development and Rehabilitation (CDR), charged at this duty by the Council of Ministers



1.3 Targets of the Integrated Solid Waste Management Project

The Integrated Solid Waste Management Project (ISWM) aims to introduce in Lebanon the techniques of a modern system to manage waste, reducing the amounts being disposed into landfills, recovering material and energy, and producing compost for various uses.

In the Framework of the Integrated Municipal Solid Waste Management (IMSWM) Project, and according to the NEAP, a sanitary landfill shall be implemented in Baalbeck. The Municipality has made available a plot (Plot 830) to implement the Project and to construct the new sanitary landfill. The Plot 830 in which the new sanitary landfill will be built, will also house some other facilities belonging to the same IMSWM Project such as:

- Sorting and Composting Plant, being executed by the Office of the Minister of State for Administrative Reform (OMSAR) and financed by the European Union (EU);
- Biogas Production Plant with Electricity Generation, being executed by an Italian NGO, Coordinating Committee of the Organizations for Voluntary Service (COSV) and financed by the Italian Cooperation for Development (IC);
- Other Services and Offices.

A Master Plan of the project area was prepared for the IMSWM project. The Master Plan has divided the area into minor plots, assigning space to every service or facility, to achieve a real integration in the operational phase of these services.

The targets of the project are to:

- Provide the Union of Municipalities of Baalbeck with a modern sanitary landfill, in the framework of the IMSWM Program;
- Move the dumped waste from the two Kayal dumpsites and restore the sites to the "old roman quarry condition";
- Provide the technical and cultural tools to the Baalbeck Municipality's technical staff responsible for the operation and management of the landfill;
- Develop capacities at the MoE and Baalbeck Municipality for the solid waste management.

These targets should be accomplished in an environmentally sound manner and be perfectly integrated with all the other facilities present on site. In addition, the existing dump sites in Baalbeck (Kayal) shall be managed and restored in accordance with the Lebanese authorities.



2. Project for the Construction of the Sanitary Landfill

2.1 Project Description

This project is funded by the Government of Italy through the Italian Cooperation for Development and is being implemented by the United Nations Development Programme (UNDP) in Lebanon in close collaboration with the MoE.

The Project aims at improving environmental quality in Baalbeck as well as in Lebanon. It consists of the construction of a modern sanitary landfill to dispose of municipal solid waste, as part of an ISWM Project conceived in accordance with the most modern concepts in waste treatment. The project's goal is not only to treat pollution, but also to eliminate its sources such as the clean-up and rehabilitation of the Kayal dumpsites.

The landfill final design is being carried out following the European Directives with the aim to prevent or reduce as far as possible negative impacts on the environment, in particular the pollution of surface water, groundwater, soil and air, as well as any resulting risk to human health or disturbance to the surrounding population resulting from landfill construction or operation during the whole lifetime of the landfill. A Consultant is already tasked to undertake the design of the sanitary landfill, produce the final design drawings, along with the technical specifications, and bills of quantities. This Consultant will also monitor the construction phase of the landfill.

Even though the design will be carried out for the whole landfill, enjoying a capacity of around 1,300,000 m³; only the first cell with a volume size of 200,000 m³ – 250,000 m³ will be constructed under the project.

2.2 Project Location

The area where the ISWM Project is located is known on the Lebanon topographic map by Tell El Abiad.

Plot 830 lies on the crest and on the southern slope of a small hill; southward, at the foothill border of the area, a small valley exists; in the valley an unpaved road leads to the site. The total area of the plot is 145,000m².

The slope on which plot 830 lies is not very steep, dipping about 5°-7° (10%). Steepness is almost regular, with no steps or breaking of the slope. Maximum altitude is 1,145m while the small valley at the foothill has an average altitude of around 1,115m with a level difference of 30m.

The Geology is mainly formed by marls with some marly-limestone inter-bedded. These marl and marly-limestone arrangements belong to the Chekka Formation (Upper Cretaceous). In some small areas in the lower part of the slope, coarse grained fossiliferous limestone strata outcrop (Eocene age).

Plot 830 is crossed by an electric power line (Medium Voltage Line). An electric tower (pylon) is present at the east side of the area. Removal of the power line and of the pylon shall be in charge of the Municipality of Baalbeck.

Actually the Project area is occupied by construction activities for the sorting and composting plant undertaken by OMSAR, in addition to the biogas facilities by COSV. During the preparation of the landfill design probably other activities may also be taking place by the other components of the Integrated Municipal Solid Waste Management Project.

3. Contractor's Scope of Work

The construction of an engineered sanitary landfill shall require base works such as excavation, backfilling, earth moving activities, rock removals, etc. These works need engineering concept and heavy machinery and equipment.

The contractor is expected to provide all necessary logistics, resources (human, equipment) in order to construct an engineered sanitary landfill as per the design and specifications being finalized by the Consultant.

The Contractor shall be responsible for providing all necessary materials and tools in order to accomplish the construction of modern sanitary landfill including:

- Containment shape as per the Consultant design;
- Excavation, filling, compaction, etc.
- Slope stability;
- Lining system;
- Leachate collection and management;
- Landfill gas management;
- Final cover system;
- Surface water management;
- Other design components (access road, lighting, etc.);
- Adhere to the Environmental Monitoring Plan (EMP).
- Any other related activities;

In addition, the contractor shall be tasked to undertake the clean-up and rehabilitation of the Kayal dumpsites as per the procedures designed by the Consultant.

Detailed scope of works along with the methodology and approach will be specified by UNDP in the Invitation to Bid (ITB) that will be released after the short-listing of the qualified firms.

4. General Requirements

UNDP Lebanon invites interested firms to apply for prequalification for the provision of the above-mentioned Works.

The Expression of Interest (EoI) must be received by UNDP no later than 28 March 2013 at 3:00 pm Beirut Local Time.

EoIs should be delivered in sealed envelopes, including the original EoI and one additional copy of the EoI, to:

**UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)
PROCUREMENT Unit**

Arab African International Bank Building
Third Floor, Room # 310
Riad El Solh, Banks Street, Facing SGBL Bank
Beirut, Lebanon

Telephone & Fax: + 961 1 962 500
E-Mail: procurement.lb@undp.org

Please mention reference: EXPRESSION OF INTEREST (EOI/CO/26/13) – CONSTRUCTION OF A SANITARY LANDFILL FOR BAAALBECK CAZA AND RESTORATION AND CLEANUP OF THE TWO KAYAL DUMPSITES

5. Contents of the Expression of Interest (EoI) Submission

An Expression of Interest (EoI) submission **must** consist of the following documents in English:

1. Transmittal Letter indicating:
 - a. Name, title address and telephone number of the Principal who will serve as the Contact for the project. The Principal must have been empowered to sign Legal Agreement with UNDP Lebanon and make decision for the firm on policy and contractual matters.
 - b. Completed Expression of Interest Details (Attachment 1).
 - c. Completed Declaration for No Conflict of Interest signed by the Principle of the firm (Attachment 2).

For a Contractor Joint Venture, Transmittal Letter including:

- a. A Letter of Intent jointly signed by Senior Partners /CEOs of all firms, as part of their EoI submission. The Letter of Intent is to include the following:

- Undertaking that the firms will be working as Joint Venture for the purposes of the assignment.
 - Specialties/areas of work that each individual firm will be responsible for.
 - Lead firm for UNDP Lebanon Contact for the assignment. For the purposes of the assignment, UNDP Lebanon will deal with the Lead Firm as UNDP Lebanon Contact.
 - Name, title and telephone number of the Principal within the Lead Firm identified for the Joint Venture, to serve as the Contact for the project. The Principal must have been identified as the Contact and empowered to sign Legal Agreement with UNDP Lebanon and make decision for the firm on policy and contractual matters.
- b. Completed Declaration for No Conflict of Interest signed by the Principles of all firms in a Contractor Joint Venture (Attachment 2).

Each firm is limited to ONE Expression of Interest (EoI) submission for a prime contractor. However, that firm may be considered as a sub-contractor within a submission by another firm.

6. Evaluation Methodology

EoI submissions will be checked for completeness. Respondents that fail to comply with the requirements of the EoI Notice might be rejected and the submitting firms notified.

To assist in the examination and evaluation of submissions, UNDP may ask the Applicant for clarifications of its submission. The request for clarifications and the response shall be in writing.

A numerical assessment of each complete/acceptable submission will be performed against pre-defined Evaluation Criteria (Table: EoI Evaluation Criteria) leading to the technical score of the submission. Only information provided in the EoI submission and in the response to clarifications will be considered in the evaluation.

Table: EoI Evaluation Criteria

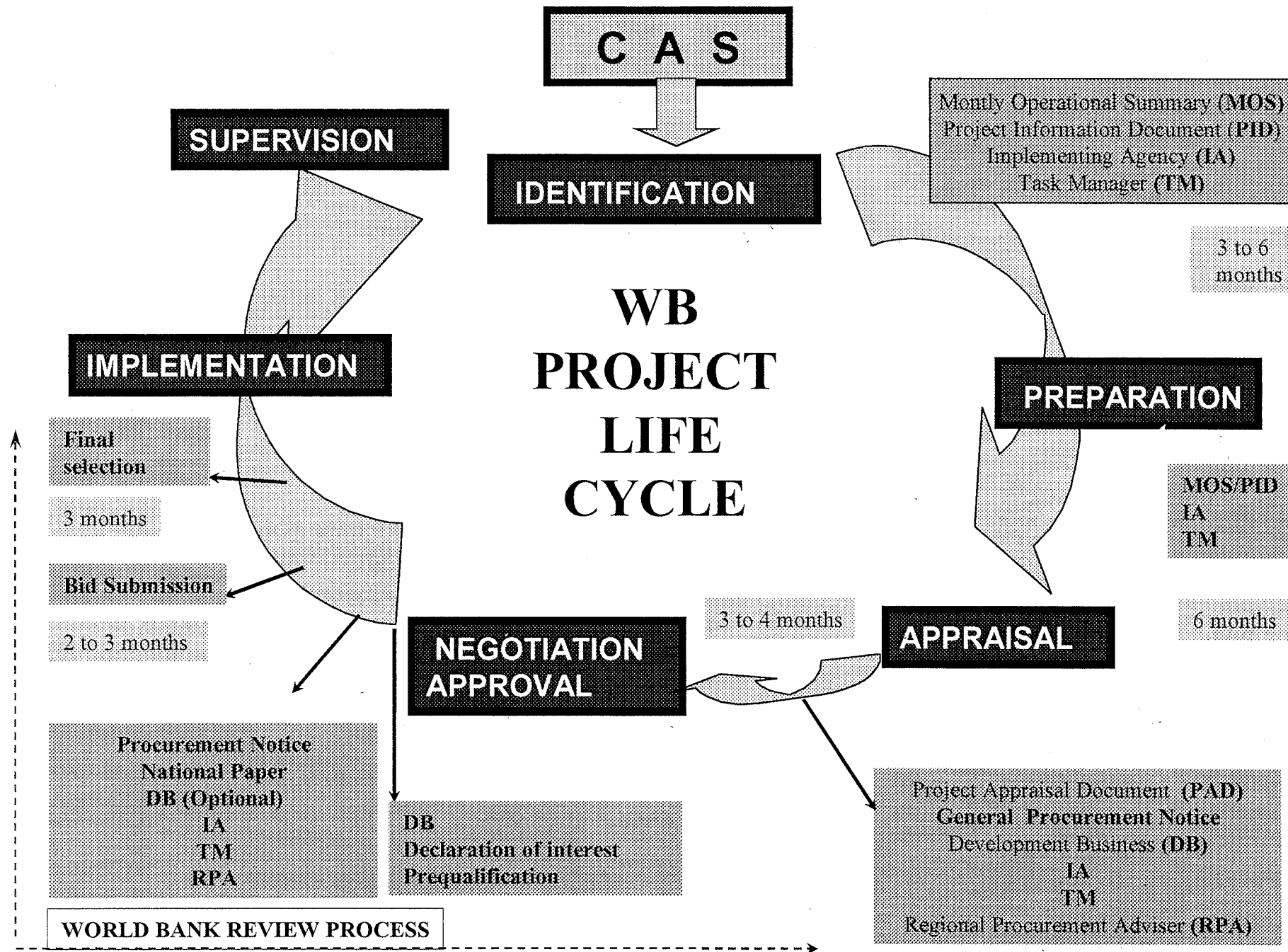
No.	Criteria	Range	Points	Remarks
1.	Background			(max. 15 points)
1.1	Year Established (No. of years)	> 10 5 – 10 < 5	4 2 1	For size and turnover values, add values of each JV members
1.2	Size of Firm/JV (i.e. No of employees)	> 50 25 – 50 < 25	4 3 1	
1.3	Annual Turnover	> 10	4	

	(million USD)	5 – 10	3	
		< 5	1	
1.4	Classification with CDR, MoPW&T, MoEW, or others	Classified	3	
		Not classified	0	
2.	General Firm Capacity			(max. 15 points)
2.1	Organization	5	5	
2.2	Fields of specialization	5	5	
2.3	General completed assignments	5	5	
3.	Relevant Sector Experience			(max. 25 points)
3.1	Experience in landfill construction or similar works project (No. of projects)	> 5	10	
		2 – 5	7	
		< 2	3	
3.2	Experience in management of civil works projects (No. of projects)	> 20	15	
		10 – 20	10	
		< 10	3	
4.	Equipment and Service Specifications			(max. 25 points)
4.1	Provision of a diversity of equipment and heavy machinery meeting or exceeding the requirements of the project	10	10	
4.2	Commitment to procure/rent all necessary support equipment in order to make a complete operational facilities	5	5	
4.3	Level of warranty of equipment and availability of both consumables and spare parts	10	10	
5.	Proposed Team			(max. 20 points)
5.1	Staff members / Team composition (site manager, team leader(s), engineer(s), technician(s), etc.)	10	10	
5.2	Qualifications of staff members	10	10	
Total Technical Score		100	100	

It should be noted that short-listed applicants, to be invited for participation in any subsequent international competitive bidding exercise for the above-mentioned services, will be prepared at the sole discretion of UNDP.

EU PROJECT CYCLE





Source: World Bank