





Business Opportunities Seminar 2025

Doing Business with the Asian Development Bank – Procurement System and Opportunities

13 March 2025



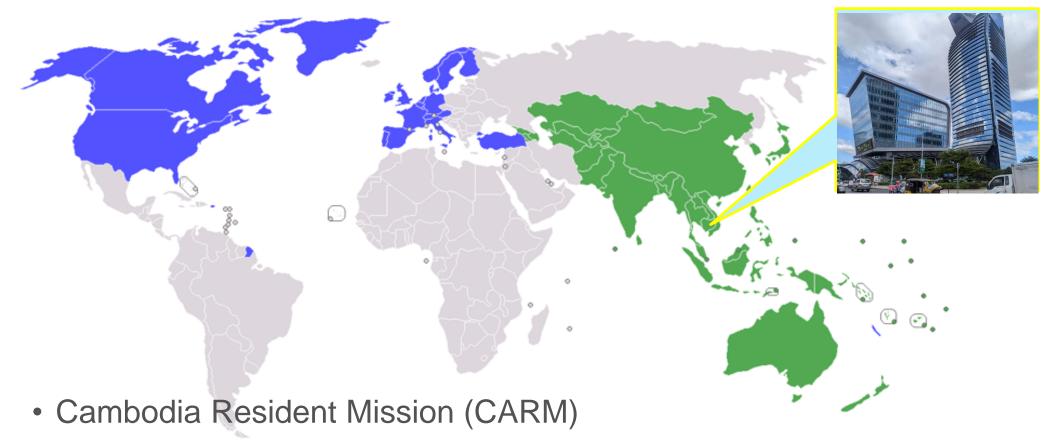
Sok Sokunthea Principal Procurement Officer, PPFD/Cambodia Resident Mission Asian Development Bank



THE WORLD BANK



Asian Development Bank (ADB)



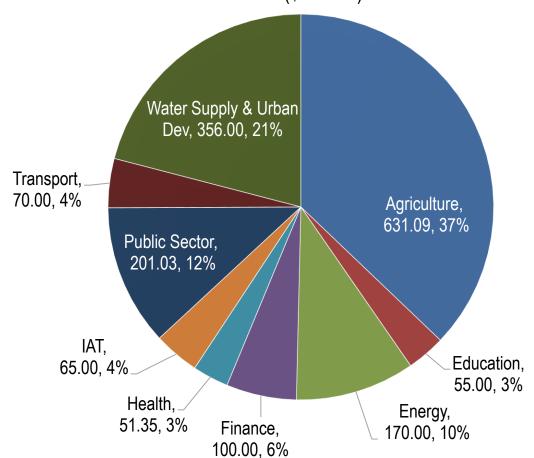
- December 1996
- 35 projects, 76 loans and grants,
- \$1,369 million





Pipeline Sovereign Portfolio in Cambodia by Sectors, 2024-2027

ADB Sovereign Portfolio by Sectors in Cambodia, 2024-2027 (\$ million)



No.	Sectors	Amounts	%
1	Agriculture	631.09	37.1%
2	Education	55.00	3.2%
3	Energy	170.00	10.0%
4	Finance	100.00	5.9%
5	Health	51.35	3.0%
6	IAT	65.00	3.8%
7	Public Sector	201.03	11.8%
8	Transport	70.00	4.1%
9	Water Supply & Urban Dev	356.00	20.9%
	Total 2024-2027	1,699.47	100.0%





2024 Newly Approved Sovereign Portfolio in Cambodia

No	Official Title	Status	Budget (USD)
1	Rural Water Supply, Sanitation, and Hygiene Improvement Sector Development Project (Loan)	30-Aug-24	50,000,000
2	Rural Water Supply, Sanitation, and Hygiene Improvement Sector Development Project (Loan)	30-Aug-24	40,000,000
3	Rural Water Supply, Sanitation, and Hygiene Improvement Sector Development Project (Grant)	30-Aug-24	3,000,000
4	Mainstreaming Climate Resilience and Inclusiveness in Water Supply, Sanitation, and Hygiene Services Delivery (TA)	30-Aug-24	600,000
5	Supporting the Adoption of Digital Technologies and Fostering Information in Micro, Small and Medium Sized Enterprises in Priority Sectors (TA)	28-Oct-24	1,350,000
6	Secondary Education for Human Capital Competiveness Program (Loan)	30-Oct-24	80,000,000
7	Strengthening Country Systems for Preventing and Responvise to Women-Based Violence in Cambodia (Grant)	30-Oct-24	10,000,000
8	Capacity Development for Climate Mitigative Water Management Technology (TA)	4-Nov-24	1,500,000
9	Supporting Regulatory Impact Assessment in Cambodia (TA)	18-Nov-24	230,000
10	Trade and Competiveness Program (Subprogram 2) (Loan)	25-Nov-24	50,000,000
11	Supporting the Implementation of Cambodia Digital Government Program at Subnational Administration (TA)	25-Nov-24	800,000
12	Integrated Water Resources Management Project (Loan)	2-Dec-24	83,690,000
13	Integrated Water Resources Management Project (Grant)	2-Dec-24	4,300,000
14	Irrigated Agriculture Imoprovement Project - Additional Financing (Loan)	2-Dec-24	85,000,000
14	Newly Approved in 2024		410,470,000





2025 Pipeline Sovereign Portfolio in Cambodia

No.	Official Title	Status	Budget (USD)
1	Cambodia Rapid Immunization Support Project	2025 Pipeline	35,000,000
2	Climate Resilient and Water Security Cities Investment Program (Tranche 1)	2025 Pipeline	206,000,000
3	Energy Transition Sector Development Program (Subprogram 2)	2025 Pipeline	70,000,000
4	Greater Mekong Subregion Health Security Project (Phase 2)	2025 Pipeline	30,000,000
5	Grid Expansion for the Energy Transition	2025 Pipeline	50,000,000
6	Inclusive Sustainable Finance Development Program (Subprogram 1)	2025 Pipeline	50,000,000
7	Strengthening Governance for Service Delivery Program (Subprogram 1)	2025 Pipeline	40,000,000
7	Pipleline 2025		481,000,000





2026 Pipeline Sovereign Portfolio in Cambodia

No.	Official Title	Status	Budget (USD)
1	Agricultural Transformation Acceleration Project	2026 Pipeline	100,000,000
2	Climate Resilient Road Network Improvement Project	2026 Pipeline	70,000,000
3	Skills for Future Economy Sector Development Program (Subprogram 2)	2026 Pipeline	55,000,000
4	Supporting Project Development Facility	2026 Pipeline	10,000,000
5	Trade and Competitiveness Program (Subprogram 3)	2026 Pipeline	100,000,000
5	Pipleline 2026		335,000,000



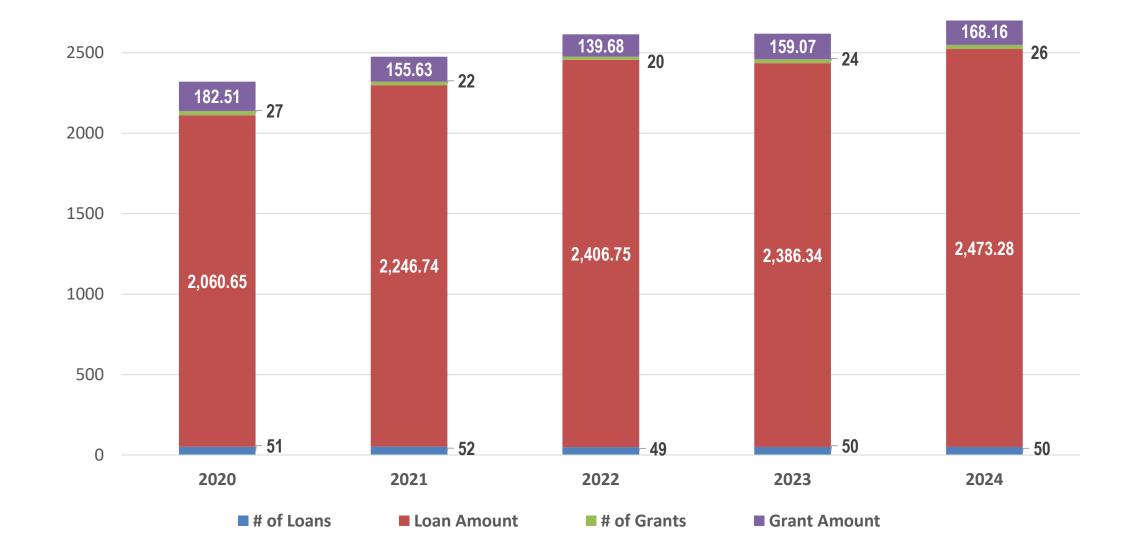


2027 Pipeline Sovereign Portfolio in Cambodia

No.	Official Title	Status	Budget (USD)
1	Climate Resilient and Water Security Cities Investment Program (Tranche 2)	2027 Pipeline	150,000,000
2	Energy Transition Sector Development Program (Subprogram 3)	2027 Pipeline	50,000,000
3	Flood and Drought Risk Management in Economic Pole 4	2027 Pipeline	263,000,000
4	Inclusive Sustainable Finance Development Program (Subprogram 2)	2027 Pipeline	50,000,000
5	Strengthening Governance for Service Delivery Program (Subprogram 2)	2027 Pipeline	40,000,000
5	Pipleline 2027		553,000,000



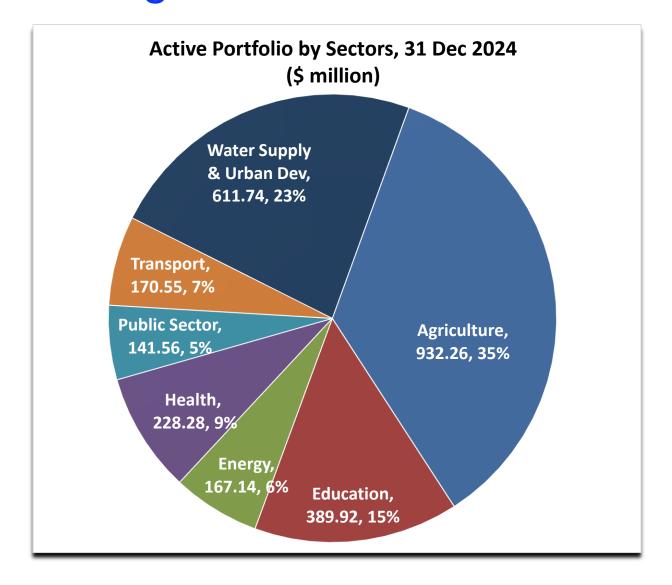
Active Sovereign Portfolio in Cambodia, 2020-2024







Active Sovereign Sector Allocation 31 Dec 2024







A. OVERVIEW OF CONTRACT AWARD P	A. OVERVIEW OF CONTRACT AWARD PROJECTION AND STA				As of:	11.03.2025	Q1/2025
Select country code:	CAM						
CONTRACT AWARD PROJECTION	2025	W & G	Q1/2025	Q2/2025	Q3/2025	Q4/2025	RECRUITMENT OF CONSULTANT
Num. of packages projected for CA	76 contracts	28	4	4	9	11	48
Projected CA values (\$ mil)	150.1	118.1	5.4	16.4	37.8	58.6	32.0
CAM 2025 CA target	185.8	185.8	47.5	26.4	17.4	94.5	
STATUS UP TO DATE							
Contracts awarded (ADB financing)	10 contracts	3	3	-	-	-	7
Awarded value (\$ million)	4.3	3.6	3.6	-			0.6
% Achivement of CA target	2.3%	2.0%	7.7%	-	-		
% initial CA projection	2.8%	3.1%	68%	-	-	-	2.0%
W&G packages yet awarded	(est. value)	26 contracts					Pobability of achieving contract award by the targeted quarter
On track	77.9	14	-	1	3	10	>50%
High risk of CA slipping	32.0	8	-	2	6	-	2% - 49%



Extreme risk of CA slipping

4.9

CA slipped



L3661/L8346/G0579-CAM: Climate-Friendly Agribusiness Value Chains Sector Project

No. Package # Contract title Review Contract award target Quarter Year Quarter Year 1 KPC-CW14-2 Irrigation Subproject, Kampong Cham province (1 scheme) - 0.84 Pou Tatress Reservoir Trigation Subprojects, Takeo province (3 schemes) Kwaeng Tayi Plov Touk & Chrouk 1 Prey Rumdeng feeding Canal TBM-CW13-3 Irrigation Subprojects, Tbong Khmum province (2 schemes) Choam Tahoeung (1120ha) Trapeang Ampil KPC-CW14-3 Irrigation Subprojects, Kampong Cham province (2 schemes) Teuk Char East Teuk Char East Teuk Char West SKAM-CW01-A.1 Rehabilitation of 80 Rain Water Harvesting Ponds (RWHPs) In Kampot Province Tour Construction and rehabilitation of 63 rain water havesting ponds in Tboung Khmum Province Construction of Mechanization Workshops & Supervision for Takeo Province Construction of Training Building for Provincial Agriculture Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot) Total Estimated Procureme nt method Review Construction Total COB-N Post Sole Construction Total Republication Construction Review Review Review Review Construction COB-N Post Sole Construction Total Review Review COB-N Post Sole Construction Total Construction Total Review Construction Review COB-N Post Sole Construction Total Total Construction Review COB-N Post Sole Construction Total Construction Total Review COB-N Post Sole Construction		L3001/L8340/G0373-CAIVI. Climate-Friendly Agribusiness value Chains Sector Project							
1 KPC-CW14-2 Irrigation Subproject, Kampong Cham province (1 scheme) - Dou Tatress Reservoir 2 TEO-CW15-2 Irrigation Subprojects, Takeo province (3 schemes) Kwaeng Tayi Plov Touk & Chrouk 1 Prey Rumdeng feeding Canal 3 TBM-CW13-3 Irrigation Subprojects, Tbong Khmum province (2 schemes) Choam Tahoeung (1120ha) Trapeang Ampil 4 KPC-CW14-3 Irrigation Subprojects, Kampong Cham province (2 schemes) Teuk Char East Teuk Char West 5 KAM-CW01-A.1 Rehabilitation of 80 Rain Water Harvesting Ponds (RWHPs) in Kampot Province 6 TBM-CW01-B.1 Construction and rehabilitation of 63 rain water havesting ponds in Tboung Khmum Province 7 CW7a Construction of Mechanization Workshops & Supervision for Takeo Province 8 CWS Construction of Training Building for Provincial Agriculture Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)	No.	Package #	Contract title			Review	J		
Pou Tatress Reservoir 2 TEO-CW15-2 Irrigation Subprojects, Takeo province (3 schemes) Kwaeng Tayi Plov Touk & Chrouk 1 Prey Rumdeng feeding Canal 3 TBM-CW13-3 Irrigation Subprojects, Tbong Khmum province (2 schemes) Choam Tahoeung (1120ha) Trapeang Ampil 4 KPC-CW14-3 Irrigation Subprojects, Kampong Cham province (2 schemes) Teuk Char East Teuk Char East Teuk Char West 5 KAM-CW01-A.1 Rehabilitation of 80 Rain Water Harvesting Ponds (RWHPs) in Kampot Province 6 TBM-CW01-B.1 Construction and rehabilitation of 63 rain water havesting ponds in Tboung Khmum Province 7 CW7a Construction of Mechanization Workshops & Supervision for Takeo Province 8 CW5 Construction of Training Building for Provincial Agriculture Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)				(mil \$)	nt method		es	Quarter	Year
Kwaeng Tayi Plov Touk & Chrouk 1 Prey Rumdeng feeding Canal 3 TBM-CW13-3 Irrigation Subprojects, Tbong Khmum province (2 schemes) Choam Tahoeung (1120ha) Trapeang Ampil 4 KPC-CW14-3 Irrigation Subprojects, Kampong Cham province (2 schemes) Teuk Char East Teuk Char East Teuk Char West 5 KAM-CW01-A.1 Rehabilitation of 80 Rain Water Harvesting Ponds (RWHPs) in Kampot Province 6 TBM-CW01-B.1 Construction and rehabilitation of 63 rain water havesting ponds in Tboung Khmum Province 7 CW7a Construction of Mechanization Workshops & Supervision for Takeo Province 8 CW5 Construction of Training Building for Provincial Agriculture Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)	1	KPC-CW14-2		0.84	OCB-N	Post	1S1E	4	2024
Choam Tahoeung (1120ha) Trapeang Ampil 4 KPC-CW14-3 Irrigation Subprojects, Kampong Cham province (2 schemes) Teuk Char East Teuk Char West 5 KAM-CW01-A.1 Rehabilitation of 80 Rain Water Harvesting Ponds (RWHPs) in Kampot Province 6 TBM-CW01-B.1 Construction and rehabilitation of 63 rain water havesting ponds in Tboung Khmum Province 7 CW7a Construction of Mechanization Workshops & Supervision for Takeo Province 8 CW5 Construction of Training Building for Provincial Agriculture Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)	2	TEO-CW15-2	Kwaeng Tayi	2.20	OCB-N	Post	1S1E	3	2024
Teuk Char East Teuk Char West 5 KAM-CW01-A.1 Rehabilitation of 80 Rain Water Harvesting Ponds (RWHPs) in Kampot Province 6 TBM-CW01-B.1 Construction and rehabilitation of 63 rain water havesting ponds in Tboung Khmum Province 7 CW7a Construction of Mechanization Workshops & Supervision for Takeo Province 8 CW5 Construction of Training Building for Provincial Agriculture Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)	3	TBM-CW13-3	Choam Tahoeung (1120ha)	1.79	OCB-N	Post	1S1E	4	2024
in Kampot Province 6 TBM-CW01-B.1 Construction and rehabilitation of 63 rain water havesting ponds in Tboung Khmum Province 7 CW7a Construction of Mechanization Workshops & Supervision for Takeo Province 8 CW5 Construction of Training Building for Provincial Agriculture Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot) OCB-N Post 1S1E 4 2024 0.08 RFQ Post 1S1E 4 2024 0.10 RFQ Post 1S1E 4 2024	4	KPC-CW14-3	Teuk Char East	2.85	OCB-N	Post	1S1E	4	2024
ponds in Tboung Khmum Province 7 CW7a Construction of Mechanization Workshops & Supervision 0.08 RFQ Post 1S1E 4 2024 for Takeo Province 8 CW5 Construction of Training Building for Provincial Agriculture 0.10 RFQ Post 1S1E 4 2024 Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)	5	KAM-CW01-A.1		0.88	OCB-N	Post	1S1E	1	2024
for Takeo Province 8 CW5 Construction of Training Building for Provincial Agriculture 0.10 RFQ Post 1S1E 4 2024 Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)	6	TBM-CW01-B.1	5		OCB-N	Post	1S1E	4	2024
Development Center (PADC) at Kampot Province (former Renovation od Agriculture Extension Building in Kampot)	7	CW7a	·	0.08	RFQ	Post	1S1E	4	2024
Total 8.74	8	CW5	Development Center (PADC) at Kampot Province (former	0.10	RFQ	Post	1S1E	4	2024
			Total	8.74					1 -





L4554-CAM: Irrigated Agriculture Improvement Project - Additional Financing

No.	Package #		Estimated Amount	Procurement method	Review	Bidding	Contract award target	
	ŭ		(mil \$)			Procedures	Quarter	Year
1	SCS-CW03 - PII	Improvement of Civil Works of Stung Chinit South Irrigation System including Main Canal (33.834km), 4 Secondary Canals (SC9,SC11, SC12 and SC13), a combined length of 23.02Km and Associated Structures	12.28	OCB-I	Prior	1S1E	2	2025
2	C15-CW04 (P1- AF)	Improvement of Canal 15 Earth Work and Structures in Takeo Province	2.25	Direct contracting	Prior	1S1E	4	2024
3	GD05	Supply and Delivery of Vehicles Twin Cab	0.08	RFQ	Post	1S1E	4	2024
4	HME GD01	Supply and Delivery of Various Equipment	4.34	OCB-N	Prior	1S1E	3	2025
5	HME GD02	NWRMDC Digital and IT equipment, including servers and supporting systems	3.62	OCB-N	Prior	1S1E	3	2025
6	HME GD03	WRIS staff stations and equipment including back up servers	1.04	OCB-N	Prior	1S1E	3	2025
7	KPY-CW01 (P1)	Kamping Pouy Link Canal and Reservoir Embankment	8.13	OCB-N	Prior	1S1E	4	2024
8	KPY-CW01 (P3)	Kamping Pouy Construction of Drainage Network	4.93	OCB-N	Prior	1S1E	1	2025
9	PPO-CW02 (P4)	Construction of Prek Po Irrigation Scheme in Kampong Cham Province	5.61	OCB-N	Prior	1S1E	4	2024
10	SCS-CW03 (P2)	Main Canal Upgrades and Regulation Structure	10.61	OCB-N	Prior	1S1E	4	2024
11	SCS-CW03 (P3)	South Secondary Canal Upgrades and Control Structure	15.89	OCB-N	Prior	1S1E	3	2025
12	SCS-CW03 (P4)	South Main Canal Upgrades	4.79	OCB-N	Prior	1S1E	3	2025
13	NCS01	Climate Smart Irrigation Program	2.85	OCB-N	Prior	1S1E	2	2025
14	CS02-AF	Technical support for NWRMDC	5.83	QCBS	Prior	FTP	4	2024
15	CS09	End line survey	0.26	CQS	Prior	BTP	4	2027
16	CS10	Detail engineering designs for Flood and Drought Project	10.59	QCBS	Prior	FTP	2	2025
		Total	93.09					





L4143-CAM: Livable Cities Investment Project

No.	Package #		Estimated Amount	Procureme nt method	Review	Bidding Procedur	Contrac tar	
			(mil \$)	nt method		es	Quarter	Year
1	CW-02-BAV	Bavet: Solid Waste Management System	15.88	OCB-I	Prior	1S1E	3	2024
2		Bavet: Wastewater Treatment Plant and Conveyance Network and Stormwater Drainage Network	37.20	OCB-I	Prior	1S1E	4	2024
		Total	53.08					





	L4270-CAM: Sustainable Coastal and Marine Fisheries Project							
No.	Package #	Contract title	Estimated Amount	Procureme nt method	Review	Bidding Procedures	Contract aw	ard target
			(mil \$)	nt method		rroccaures	Quarter	Year
1	SCMFP FiA/ CW-01	Construction of Office Buildings	0.76	OCB-N	Prior	1S1E	2	2024
2	GD-28	Supply Fisheries productivity structures /slabs	1.47	OCB-N	Prior	1S1E	3	2024
3	GD02	Procurement of 2nd Hand Barge including Tender boat for Deployment of Habitat Structures	0.40	Direct contracting	Prior	1S1E	4	2024
4	MOE GD-01	Vehicle	0.07	RFQ	Post	1S1E	1	2024
5	MOE GD-02 PMU	Office Equipment and Furniture	0.07	OCB-N	Prior	1S1E	1	2024
6	CS-01	Technical Support Services for Fisheries Institutional Strengthening (CMS 198110)	4.20	QCBS	Prior	FTP	3	2024
7	CS-02	Project Management Consulting (CMS 192790) Firm	0.79	QCBS	Prior	FTP	3	2024
8	CS-03	Preparation of Detail Design and BOQ for SCMF Works Program (CMS 193212)	0.94	CQS	Prior	STP	3	2024
9	CS-04	Construction supervision consulting firm (CMS 193206)	1.72	CQS	Prior	STP	3	2024
10	CS-05	Technical Consultancy for Fisheries Institutional Reforms (CMS 193865)	0.37	CQS	Prior	ВТР	3	2024
11	CS-06	Fisher Engagement Facilitator (FEF) Service Provider (CMS 197478)	0.48	CQS	Prior	STP	3	2024
		Total	11.26					





L4280-CAM: GMS Cross-Border Livestock Health and Value Chains Improvement Project

					•	-		
No.	No. Package #	# Contract title	Estimated Amount	Procurement method	Review	Bidding v Procedur es	Contract award target	
			(mil \$)	metnoa			Quarter	Year
1		Supply and Delivery of Vehicles and Motorcycles	0.69	OCB-N	Prior	1S1E	1	2024
2		Supply and Delivery of 31 units of On-Road Motorbikes	0.05	RFQ	Prior	1S1E	1	2024
3	CW01	National Cattle Breeding Center	0.53	OCB-I	Prior	1S1E	4	2024
4	CS01	Project implementation consultants	4.70	QCBS	Prior	FTP	4	2023
5	CS02	Capacity Building and Support Consultants	6.50	QCBS	Prior	FTP	4	2023
6		Engineering Design and Construction Supervision Consultants	1.90	CQS	Prior	STP	1	2024
7	CS05	International Procurement Consultant	0.08	ICS	Prior		4	2023
8	CS06	National Procurement Consultant	0.02	ICS	Prior		4	2023
		Total	14.47					





ADB financed Projects in Cambodia

Opportunities for Procurement of Goods, Woks, Consulting and Non-Consulting Services

ADB and Cambodia

Cambodia: Projects and Results | Asian Development Bank

ADB Business Center

Working with ADB | Asian Development Bank

Project and Tenders

Tenders | Asian Development Bank





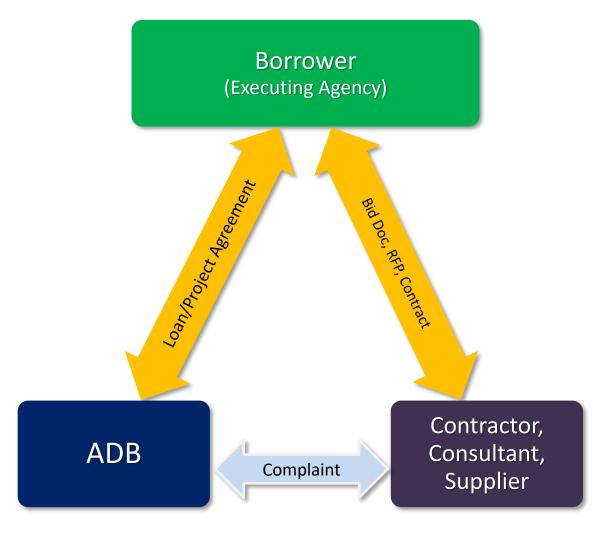
Roles of ADB and Borrower

In an ADB Financed PROJECT

- ☐ The Borrower (Executing Agency) is responsible for procurement of goods, works, non-consulting services and consulting services.
- □ Project implementation follows terms and conditions in the Loan/Project Agreement, including the use of ADB procurement policies and procedures
- □ ADB provides supports through capacity building, advisory (procurement clinic), and review procurement process to ensure compliance of the above

Technical Assistance (TA)

☐ ADB (under TA) or Borrower is responsible to select TA consultants.







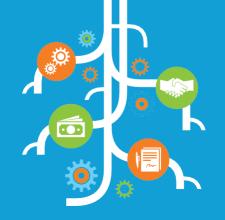
Procurement Principles

Prin	ciple	Outcomes
Fai	irness	Equal opportunity; equitable distribution; and credible mechanisms for addressing procurement-related complaints.
Eco	onomy	Using price, quality, and any nonprice attributes to deliver viable projects.
Eff	ficiency	Ensures procurement processes are proportional to value and risks.
Tra	ansparency	Deliver relevant procurement information publicly in a consistent and timely manner; appropriate reporting; and confidentiality.
Qu	uality	Structured arrangements delivering appropriate outputs in an effective manner to achieve project outcomes and objectives.
	llue for oney	Obtain optimal benefits through effective, efficient, and economic use of resources.





ADB Business Opportunity





Why pursue ADB Contracts?

- ✓ Funds are readily available
- ✓ Internationally accepted procurement and financial management procedures
- ✓ Fair and equal treatment of bidders
- √ no currency exchange risk
- ✓ ADB provides project oversight safeguards and transparency.



Where to find Opportunities?

- ✓ ADB website, at https://www.adb.org
 - ➤ Business Opportunities
 - ➤ Strategic Procurement Plan
 - ➤ ADB Procurement Policy and Procurement Regulations
- ✓ Advertisements in international/national media
- ✓ On project websites



How to go about?

- ✓ Depends on type of contract:
 - **≻**Works
 - **≻**Goods
 - ➤ Non-consulting Services
 - ➤ Consulting Services





Goods and Works

- ✓ Check eligibility.
- ✓ Obtain bidding document,
- ✓ Review bidding document,
- ✓ Seek clarification to procuring entity if any
- ✓ Attend pre-bid meeting
- ✓ Prepare bid
- ✓ Attend bid opening.
- ✓ Get evaluated.
- ✓ If awarded, sign contract



Consulting Services

- √ Register to be a member of Consulting Management System (CMS)
- ✓ Update profile in CMS
- ✓ Review notification alert
- ✓ Submit expression of interest (EOI)
- √ Respond to Request for Proposals (RFP)
- ✓ Submit RFP to procuring entity (Before the deadline)
- √ Attend opening of firm's proposal
- ✓ Get evaluated
- ✓ If awarded, sign contract





TIP for preparation of responsive bid





Pre-preparation of bid proposals

- ✓ Carefully review qualification and evaluation criteria
 - Failure to satisfy qualification criteria results in high bid rejection rate.
- ✓ No conditionalities
 - >Do not add any conditions. Conditionality or qualifications will to rejection.
- ✓ Get official clarification
 - ➤If any provisions of the bidding document are unclear or unacceptable, submit an official inquiry in writing to the EA before the bid closing date or such date as may be specified.
- √ Visit the project site
 - ➤ Own responsibility and risk
 - ➤Own expense
 - >Obtain all information that maybe necessary for preparing the bid.





Bid Preparation

- ✓ Amount, validity and text of bid security or text of bid securing declaration
- ✓ Signatures and power of attorney
- ✓ Letter of intent to form Joint Venture
- ✓ Discounts in covering letter or appropriate place as specified in the bidding document
- ✓ Marking of envelopes as appropriate
- ✓ Read and sign on the Statement on Ethical Conduct and Fraud and Corruption





Bid opening and Process

- ✓ Be on time
 - Submit bid within the stipulated deadline. Late bids will not be accepted.
- ✓ During bid opening ensure
 - ➤ All relevant prices are read out
 - > All discounts are read out
 - Presence and amount of bid security is read out
 - No envelope remains unopened
 - ➤ All the above is recorded correctly
 - The record is signed by all bidders who present
- ✓ Be aware of possible extension
 - There may be a request to extend the bid validity and bid security periods by several months, as in certain cases the evaluation of bids requires more time than originally expected.





Non responsive bid

- √ No bid security or bid securing declaration
- ✓ Insufficient amount of bid security
- ✓ Lack of supporting documents
- ✓ Lack of experiences
- ✓ Incomplete bids
- ✓ Expiration and extension of bid validity
- ✓ Absence of any required documents
- ✓ Bids not signed
- ✓ Conflict of interest
- ✓ JV partner as bidder in another bid





Post contract award

- ✓ Check the bid result on the project website or maybe from the notice of intention for award of contract
- √The bidders have the right to request a debriefing from the project, however no debriefing will be delivered until after the contract has been signed.
- √The bidders have the right to complaint and appeal as specified in the bidding document





Contract Management

- √ Follow the approved program or inception reports
- √ Follow Contract Management Plan
- ✓ Discuss with employer if the program of works or goods may be changed because of any unforeseen reason
- ✓ Follow specification, drawing, design, as specified in the contract document
- √ Follow all instruction from project manager







Thank You!

