



# Ministry of Economy and Finance

## General Department of International Cooperation and Debt Management

# Procurement Portfolio & Bidding Opportunities

## Outreach Conference for the Private Sector in Cambodia

Prepared by: Department of Project Portfolio Management (DPPM)  
10 December 2025

# Table of Contents

1

**Introduction & Portfolio Overview**

2

**Implication & Opportunities**

3

**Requirements, Process & How to Compete**

# 1. Introduction & Portfolio Overview

# Session Objectives



Present Cambodia's **externally financed portfolio** and key development partners



Highlight **priority sectors** and procurement trends



Showcase **current and upcoming bidding opportunities** for the private sector



Encourage greater **participation of Cambodian firms** in externally financed projects

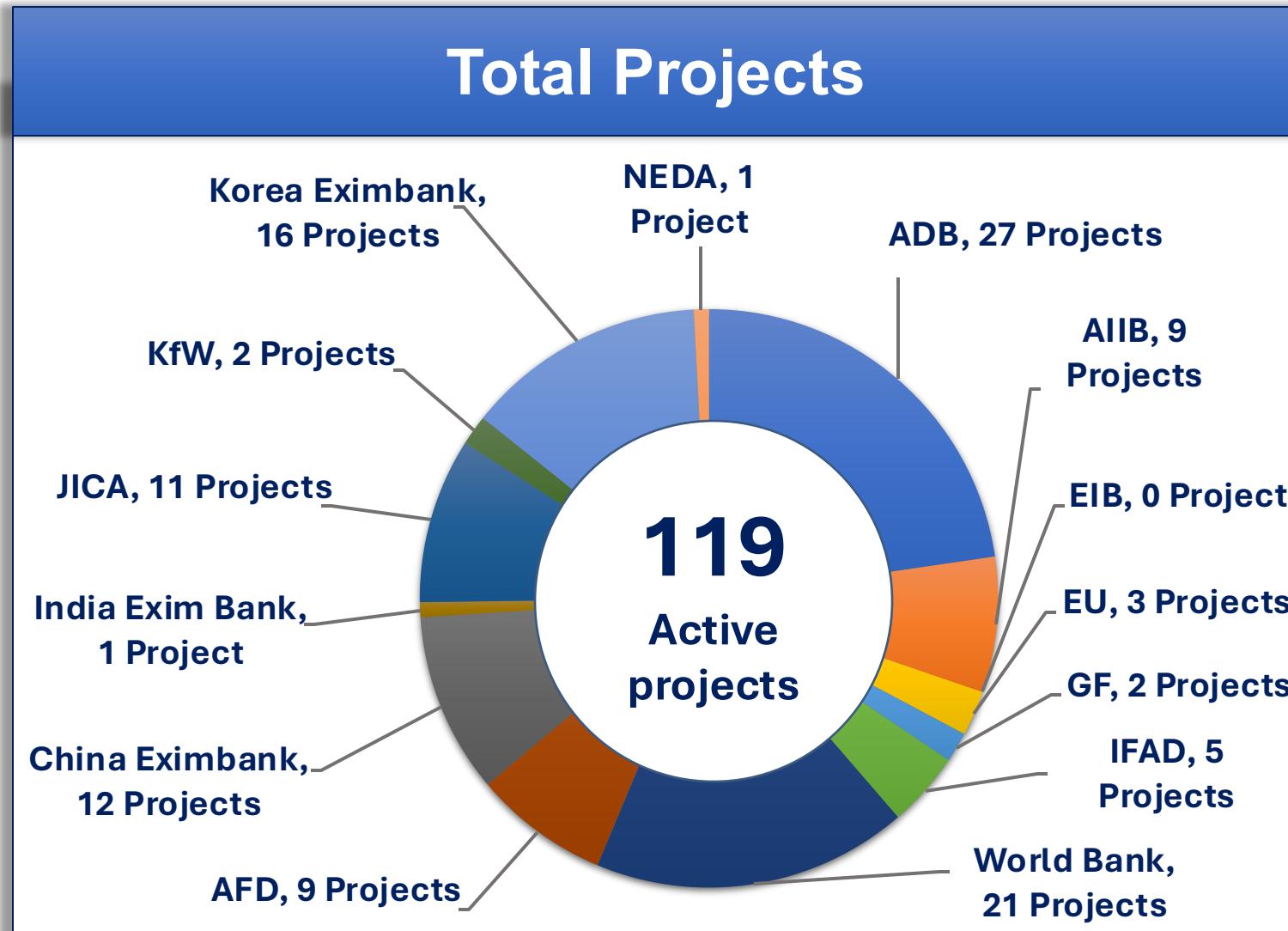


Strengthen **Government-Private Sector-DP collaboration** to improve competition and delivery



Provide **practical guidance** to help Cambodian firms compete more effectively

# Cambodia's Externally Financed Portfolio (2025)



## Total Portfolio Value

**USD 10.52 Billion**  
(Q3 2025)

## Procurement volume

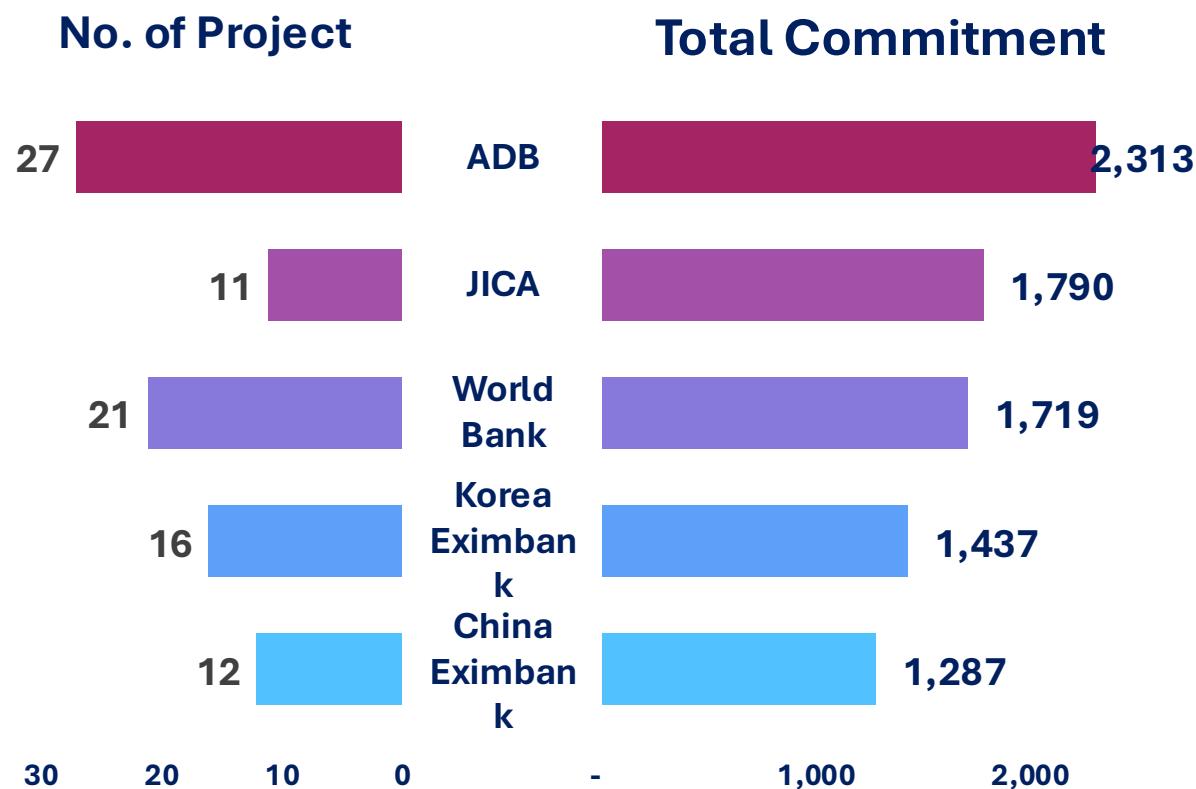
**USD 974.2 million**

# Cambodia's Externally Financed Portfolio (2025)

## Development Partner Landscape



## Top 5 Development Partners



# Cambodia's Externally Financed Portfolio (2025)

**Total Portfolio  
Value**

**USD 10.52  
Billion**

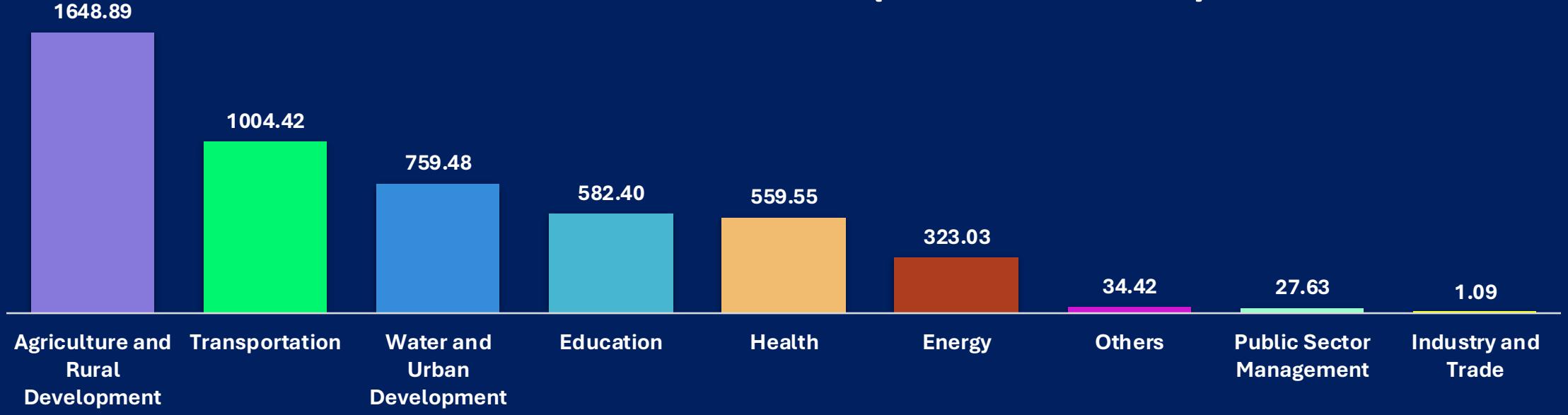
**Uncontracted Amount**

**USD 4.94 Billion (Q3 2025)**

**Undisbursed  
Amount**

**USD 6.43  
Billion**

**Uncontracted Portfolio (in USD million)**



# 2026 Procurement Value & Opportunities

No. of Packages (Estimate)

57

ADB



USD 105.19 M

20

World  
Bank

18

AFD

16

JICA

7

Korea  
Eximban  
k



USD 182.02 M



USD 173.49 M



USD 392.89 M



USD 619.55 M

60

50

40

30

20

10

0

USD 0 M

USD 200 M

USD 400 M

USD 600 M

## 2. Implication & Opportunities

# What the Portfolio Means for the Private Sector

**119**

**Active Projects**

Continuous pipeline  
of tenders for the  
private sector

**76%**

**Active Portfolio**

**Core Opportunity  
Sector**

Transport, agriculture,  
rural development,  
water & urban

**Significant and  
diversified  
opportunities**

Expanding Sectors in  
Education, Health,  
Energy, Governance  
and ICT



Understanding sectors allocations helps **firms anticipating upcoming tenders** and position themselves early

# Types of Procurement Opportunities



## Civil Works

- Roads, bridges, irrigation, flood control
- Water supply, wastewater, urban infrastructure
- Building rehabilitation and construction



## Goods

- ICT equipment, hydromet systems, laboratory equipment
- Vehicles, machinery, construction materials
- Office and learning equipment



## Consulting Services

- Feasibility studies, detailed engineering design
- Construction supervision, safeguards
- Policy, institutional strengthening, capacity building



## Non-Consulting Services

- Surveys, logistics, training, O&M support

# Finding & Accessing Bidding Opportunities

## Q Where to look

- Line ministry procurement pages (MPWT, MOWRAM, MAFF, MoEYS, etc.)
- Development Partner portals (ADB, World Bank, JICA, etc.)

## P What to monitor

- General Procurement Notices (GPN) – used mainly by World Bank and ADB as early announcements of major planned procurement packages for new projects.
- Specific Procurement Notices (SPN / IFB) – active tenders
- Requests for Expressions of Interest (REOI) – consulting services
- Addenda, clarifications, bid extensions

## Good practices for firms:

- Register and maintain updated profiles in DP portals
- Regularly review procurement plans
- Track tenders early to prepare compliant bids

### 3. Requirements, Process & How to Compete

# What MEF & DPs Look For in Bidders



## Eligibility

- Valid legal registration
- No conflict of interest, no debarment or suspension



## Technical Capacity

- Relevant past performance
- Skilled personnel and technical resources
- Ability to meet specifications and performance requirements



## Financial Capacity

- Adequate liquidity and financial soundness
- Ability to finance contract mobilization



## Bid Quality & Competitiveness

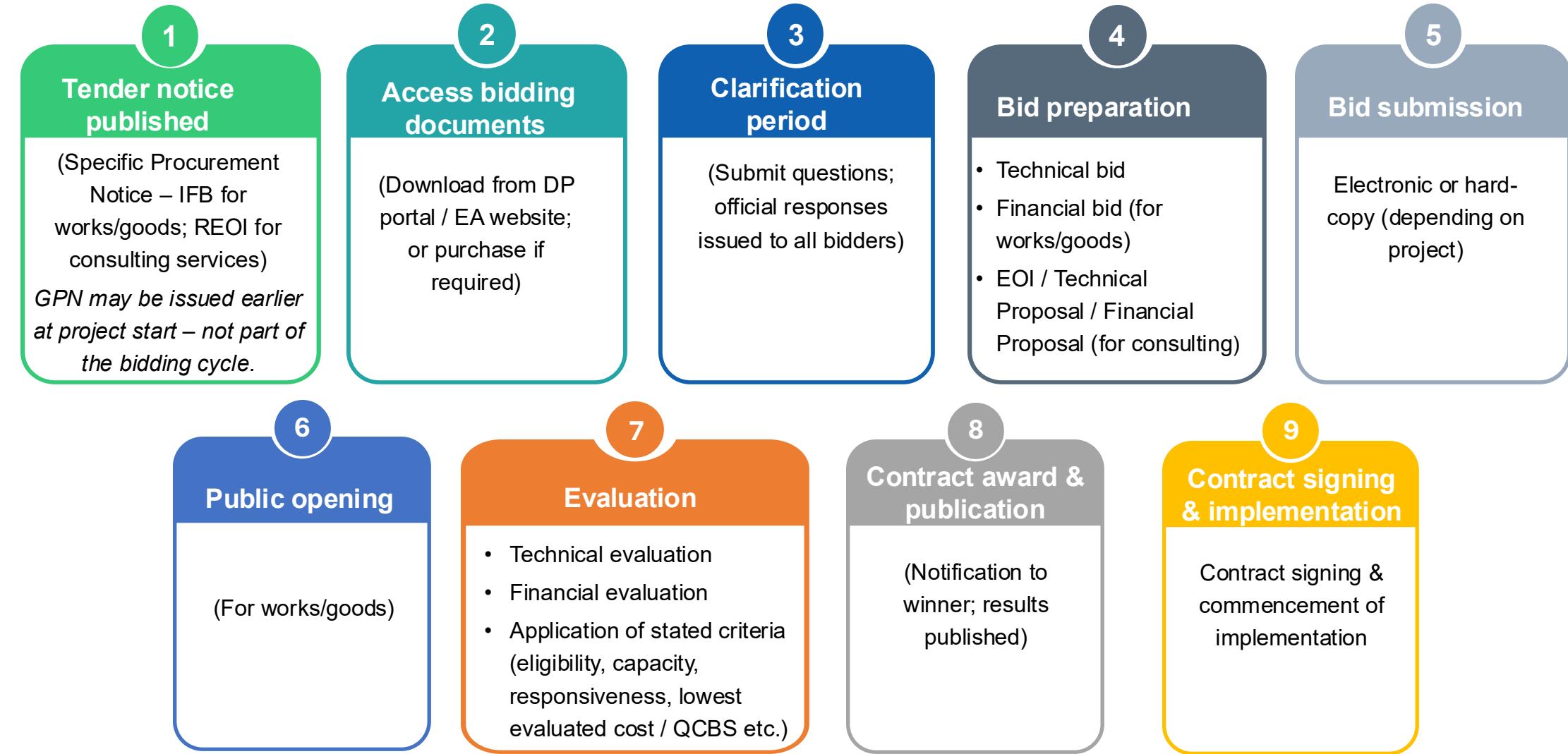
- Complete and accurate bid submission
- Compliance with all instructions and technical requirements
- Competitive and realistic pricing



## Integrity

- Compliance with anti-corruption and integrity standards

# Detailed Bidding Process (Step-by-Step)



# How to Strengthen Your Chances of Winning

-  **Understand all requirements before preparing the Bid**
-  **Ensure Strong Technical And Financial Proposals**
-  **Form JVs/Subcontracting Arrangements When Capacity Is Limited**
-  **Maintain An Updated Company Portfolio (CVs, Equipment, Financials)**
-  **Monitor Procurement Plans Early To Plan Resources**
-  **Uphold Strong Integrity And Compliance Practices**

# Common Mistakes That Lead to Bid Rejection

1

**Missing mandatory documents or incomplete forms**

2

**Non-responsive bids (not meeting specifications)**

3

**Unrealistic pricing**

4

**Insufficient experience or technical capacity**

5

**Late submission (automatic rejection)**

6

**Incorrect JV documentation**

7

**Failure to sign forms or provide proper authorizations**

# Final Tips for Successful Bidding



## Preparation

**01** Start preparing early—avoid last-minute work



## Alert

**02** Read every section of the bidding documents carefully



## Clarify

**03** Ask clarification questions on time



## Checklist

**04** Use a checklist to ensure all required documents are included



## Deadline

**05** Submit well before the deadline

A perspective view of a modern building's glass and steel structure, likely a conservatory or a large glass roof. The image is dominated by the blue-tinted glass panels and the structural steel framework. In the center, the words "Thank you!" are overlaid in a large, bold, yellow sans-serif font.

Thank you!