



Writing Winning Proposals

Session 8

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Integrated Development Enterprise Associates



Workshop Overview



The workshop is designed to identify key elements of effective bidding and providing advice in preparing winning International Financial Institution (IFI) Proposals.



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Workshop Overview



- The Bidding Cycle
- Pre-qualification selection criteria
- Getting Short-listed
- Getting Ready to Bid
- Writing winning proposals



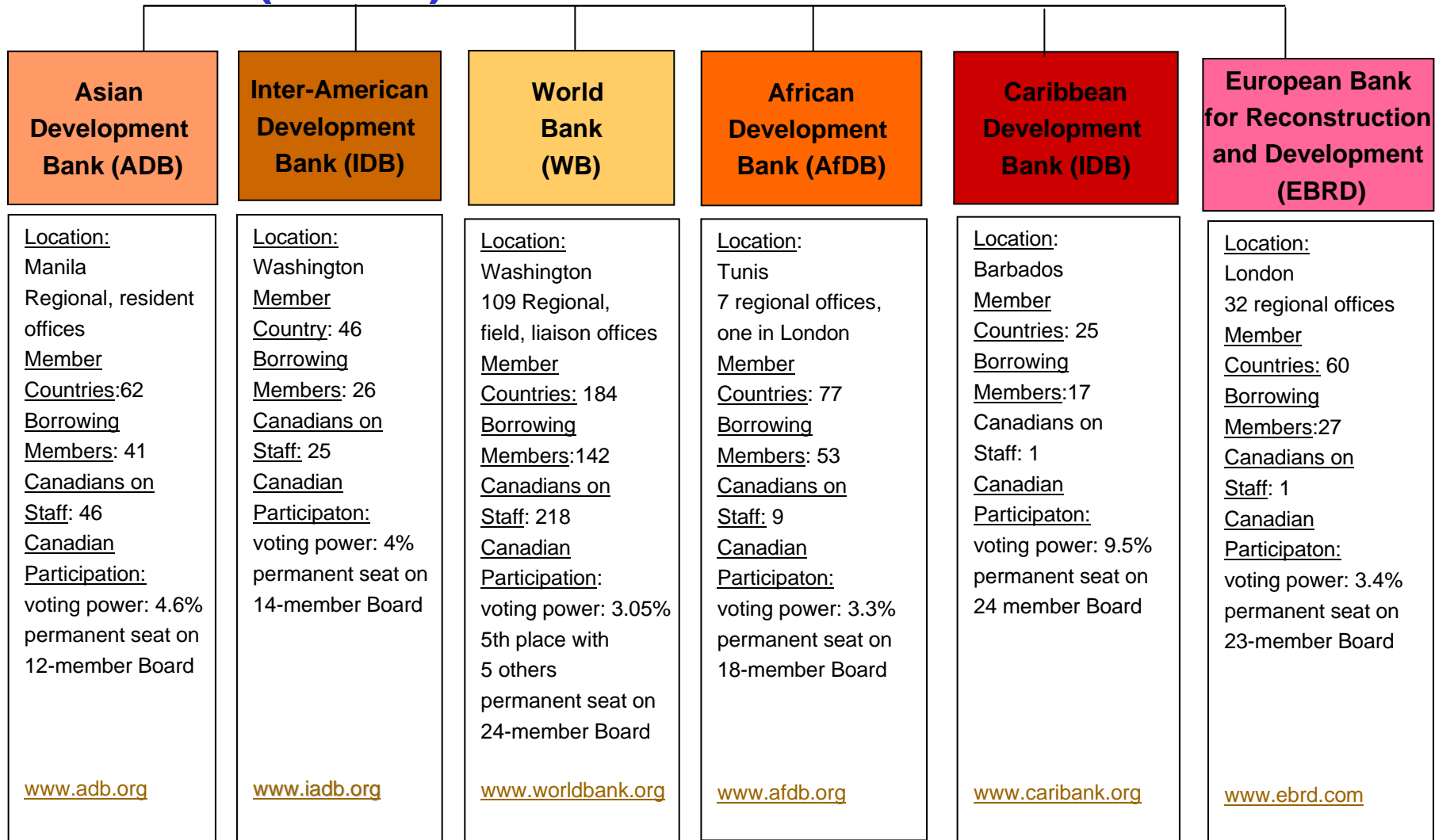


International Competitive Bidding and Public Procurement



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The Multilateral Development Banks (MDBs)



ICB = International Competitive Bidding (ICB)



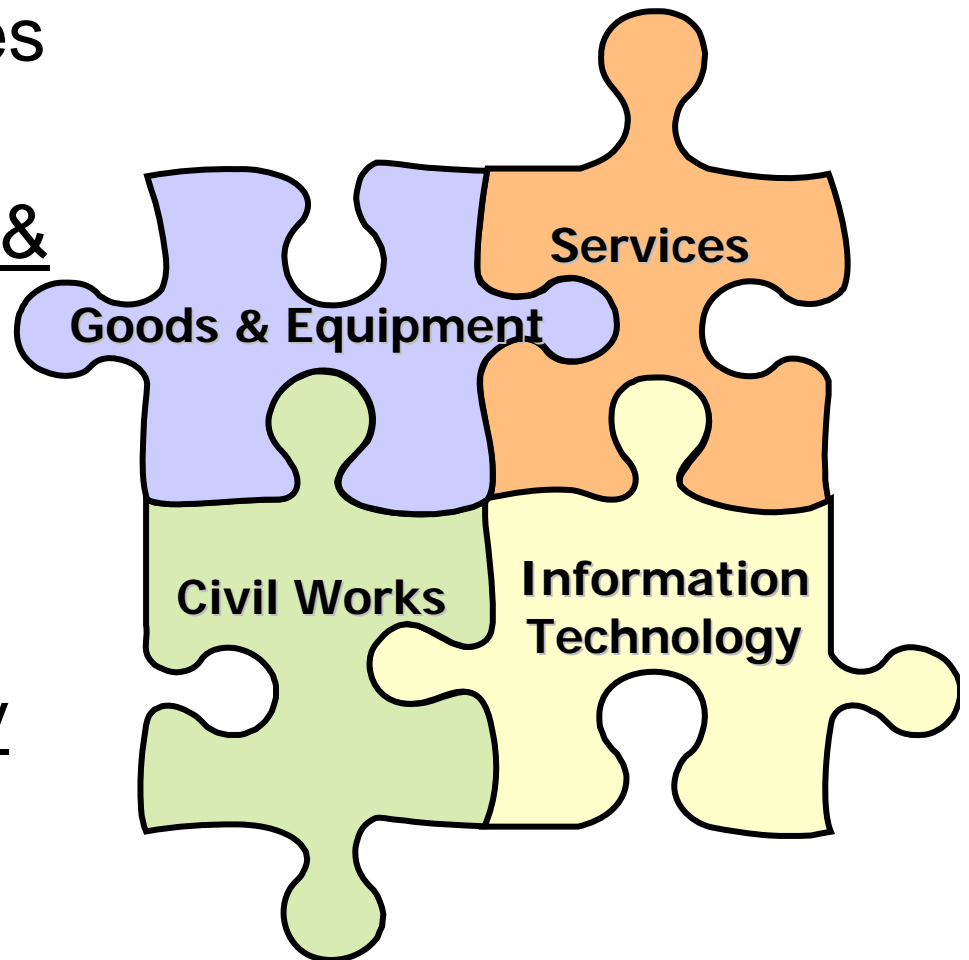
- IFIs generally operate under the principle of International Competitive Bidding (ICB)
- ICB makes the bidding process open [principally] to respective member countries
- Opportunities for non-competitive service delivery is generally restricted to smaller [less than \$50,000]



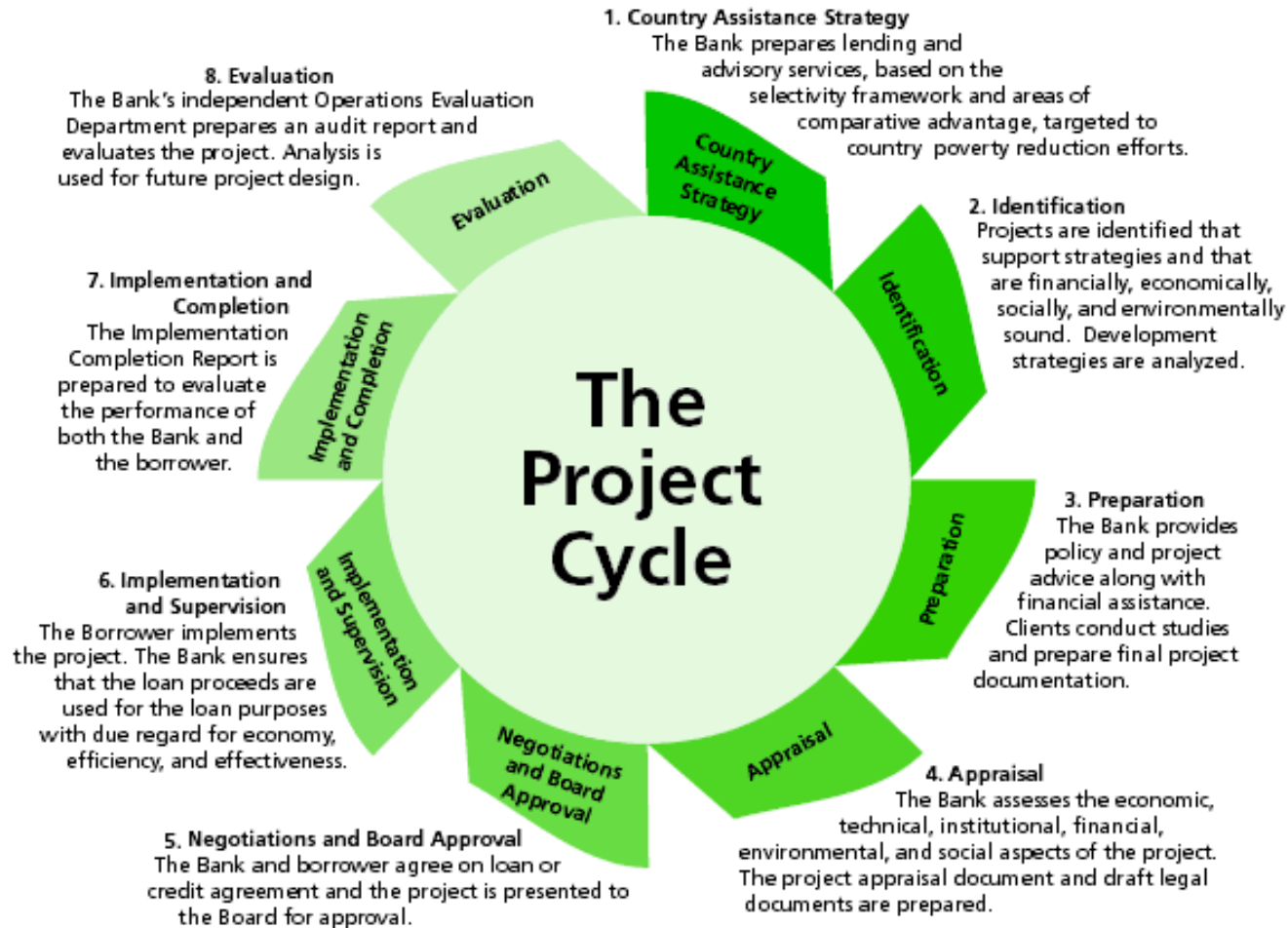
Four Main Types of Procurement



- Procurement of Services (Consulting / TA)
- Procurement of Goods & Equipment
- Procurement of Civil Works
- Procurement of Information Technology



Know the Process: The (World Bank) Project Cycle

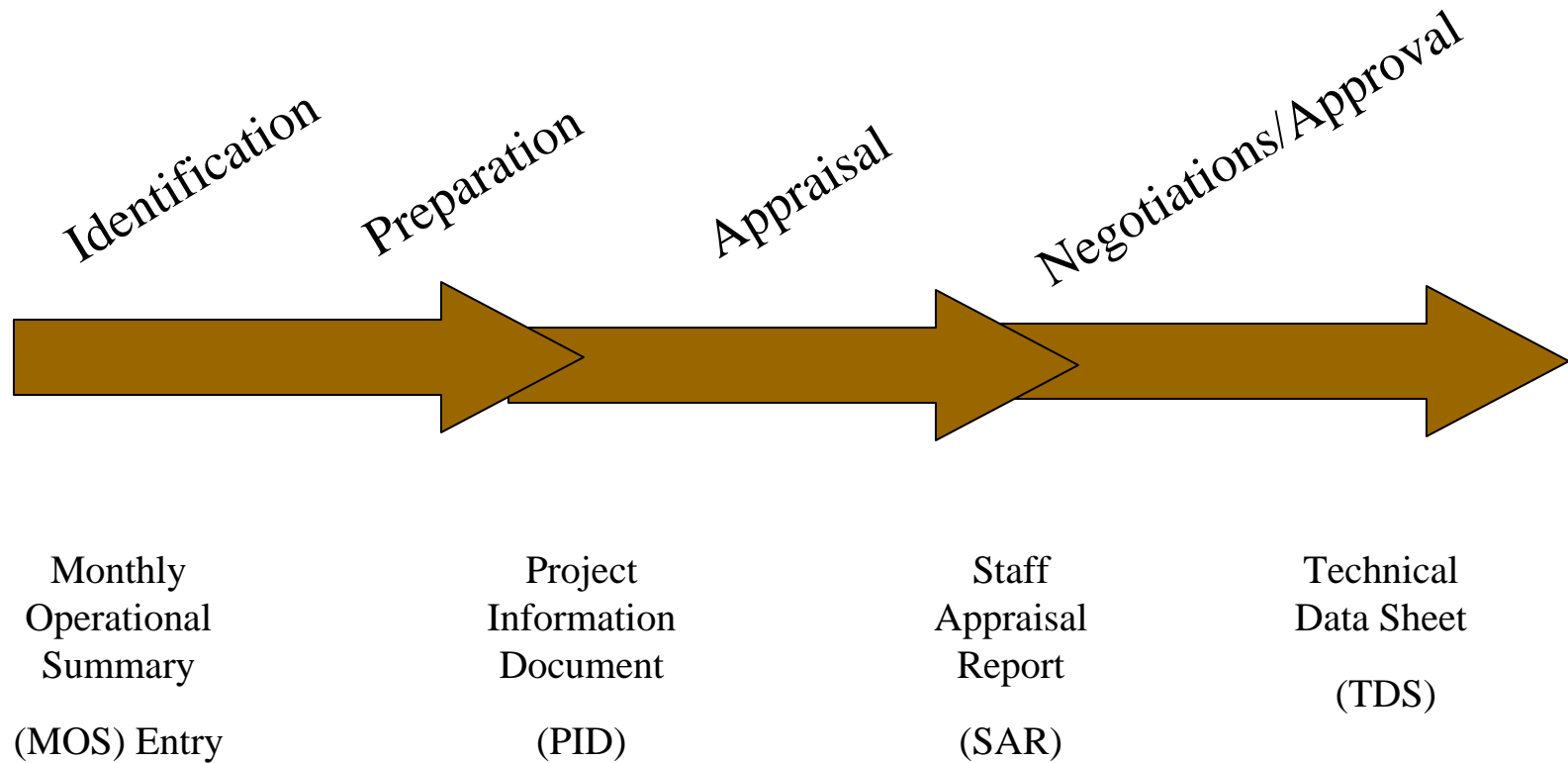


See Page X in workbook for more information



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Resource Documents Released During WB Project Preparation



Project Cycle	What Type of Opportunity?	Who?	How to Find out More? (what information is publicly available)
Identification	Short-term, individual	WB/ADB	MOS
Preparation	Short-term, individual and competitive	WB/ADB and Borrower	MOS, PID
Appraisal	Short-term, individual	WB/ADB	PAD/SAR, Project Proposals
Negotiation	--	WBIADB and Borrower	GPN
Implementation and Supervision	Competitive (>US\$ 200K) and short-term individual	Borrower	SPN/RFP, TDS
Evaluation	Short-term, Individual	WB/ADB	--

World Bank Opportunities



Consulting Services - Types of Assignments

- Preinvestment studies: investigations which normally precede decisions to go forward with specific projects.
- Preparation services: technical, economic, or other work required to define a project and prepare it for implementation.
- Implementation services: construction supervision and project management.
- Technical assistance: wide range of advisory and borrower support services.



World Bank Requests for Expressions of Interest



- Requests for Expressions of Interest for consultants hired directly by the World Bank for its operational work* are now published on [eConsult](#) as well as in [UN Development Business](#) and the [Development Gateway](#).
- [eConsult](#) is a web-based solution that supports task teams in the selection of consultants for operational work.
- This site now allows consultants unregistered access to its [advertised notices](#). Consultants who want to express interest for the assignments can do so by using this system.
- This policy applies to the procurement of *consulting firms* when the estimated contract amount is above US\$ 50,000.
- <http://web.worldbank.org/WBSITE/EXTERNAL/EPROCUREMENT/0,,menuPK:64140900~pagePK:64129434~piPK:64129655~theSitePK:395293,00.html>



ADB Opportunities for Consultants



- Pre-investment studies
- Detailed engineering and design
- Project implementation



Selection Procedures



- Two basic types of selection procedures:
 - those that rely solely on an evaluation of the technical competence of the firm, the personnel and the suitability of its proposal (QBS)
 - those that involve both a technical evaluation and consideration of the offered price of the services (QCBS)



Technical Evaluation with Price Considerations



- Consulting assignments can be broadly classified in terms of certain characteristics:
 - complexity of the assignment;
 - assignment's impact on the end product; and
 - probability that the proposals submitted by the invited firms will lead to comparable outputs.



Technical Evaluation



- Three principal categories:
 - ❑ the firm's general experience in the field of the assignment;
 - ❑ the adequacy of the proposed work plan and approach in responding to the TOR; and
 - ❑ the qualifications and competence of the personnel proposed for the assignment



Responses to Public Procurement Notices:



PUBLIC NOTICES

- General Procurement Notice (GPN)
- Specific Procurement Notice (SPN)
- Requests for Proposals (short-list)

SUBMISSION

- General Letter of Interest (LOI)
- Expression of Interest (EOI)
- Detailed Technical & Financial Proposal (RFP)



General Procurement Notice (p59)



The African Virtual University (AVU) has received a grant from the African Development Fund to finance the African Virtual University Support Project.

The principal objective of this project is to strengthen the capacity of a network of institutions coordinated by the African Virtual University (AVU) to deliver and manage quality Information and Communication Technology (ICT) assisted education and training opportunities in Regional Member Countries (RMCs).

The project includes the following components: (i) Establishment of Learning Centres and Connectivity Provision at AVU Partner Institutions; (ii) Teacher Training and Development Program; (iii) Mainstreaming Gender Issues Into AVU Operations; and (iv) Project Management.

Procurement of goods will be in accordance with the Bank's Rules of Procedure for the Procurement of Goods and Works. Acquisition of the services of Consultants will follow the Bank's Rules of Procedure for the Use of Consultants. Bidding documents are expected to be available in June 2005.

Interested bidders may obtain further information, and should confirm their interest, by contacting:

The African Virtual University (AVU)

P.O. Box 25405 Nairobi, Kenya

Tel. (254) 20 271 2056

Fax (254) 20 271 2071 contact@avu.org

Page in the Workbook contains sample GPN



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Response: General Letter of Interest



- Brief one-page letter (a mini EOI)
- Introduce firm and ‘generally’ express keen interest in project
- Ask to be put on “mailing list”
- Enclose minimal material
- Don’t rely on so-called “mailing list”; Track DB or DGmarket for Specific Procurement Notices.



Short List of Firms: EOI



- ❑ Short list should normally comprise a wide geographic spread of firms who have submitted EOI
- ❑ not more than two firms of any one nationality
- ❑ at least one firm from another developing country
- ❑ 5-6 firms shortlisted



Sample SPN:



Invitation for Bids (IFB)

Kenya

Supply and installation of Broadband Satellite (VSAT) Services and equipment for AVU ODeL centers

Project Number: PZ1-IAZ-002

IFB No. AVU/ADB/IFB/005/03

1. The African Virtual University *has* received a Grant from the African Development Bank toward the Multinational African Virtual University Support project and intends to apply part of the proceeds of this Grant to payments under the agreement(s) resulting from this IFB for the *Supply and installation of Broadband satellite (VSAT) services and equipment for AVU ODeL Centres*.
2. The African Virtual University serves as the implementing agency for the project and now invites sealed bids from eligible Bidders for the Supply and Installation of Broadband satellite (VSAT) Services and Equipment or provide Internet Services for AVU ODeL centers located in Kenya, Uganda, Tanzania, Ethiopia, Djibouti, Somalia, Zambia, Zimbabwe, Mozambique and Madagascar.

Page 60-62 in the Workbook contains sample SPNs



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Response: Expression of Interest (EOI)



- Cover letter (ideally one page)
 - Convey interest and awareness of project/issues
 - State why you should be short listed
 - Intent to incorporate local experts (Identify them)
 - Ask to be short listed !

Page 63 contains a sample successful EOI



Expression of Interest – Pre-qualifications



- Accompanying 3-6 page pre-qual statement
 - Description of Firm/ Corporate Profile (see page 44)
 - Project Experience - Relevant Ones; Brief Snapshots (See page 46)
 - Language capabilities (Should EOI be translated?) brochures (Keep to a minimum)



Prequalification Submissions



■ Weighted Evaluation Criteria

□ Experience of the FIRM

- ☞ **measures if the Firm has demonstrated relevant experience with comparable projects or services**

□ Key Personnel

- ☞ **measures if the Firm is capable of offering the amount and type of skill and expertise required by the project**

□ Management Capability

- ☞ **measures if the Firm has the knowledge and management expertise to conduct a project of this size and scope**



Prequalification Submissions



Purpose: Identify a maximum of 6 qualified suppliers to present detailed proposal

- ❑ Experience of the FIRM
 - description
 - sample relevant project
- ❑ Key Personnel
- ❑ Product
 - in house expertise
- ❑ Management Capacity
 - alliances and associates
- ❑ Financial Certifications
 - understanding of project
 - management techniques
 - track record
 - Declaration of solvency
 - bank interest to issue irrevocable
 - letter of credit (for advances over \$50k)
 - proof of liability insurance (if applicable)



Pre-qualification Criteria (Making the Short List)



- Legal Capacity (*eligibility*)..... (Yes/No)
- Financial Capacity..... (Yes/No)
- General Technical Background and Capability..... (40%)
- Experience in Similar Work..... (35%)
- Experience in the Country,
or Similar Countries..... (10%)
- Language Capability..... (10%)
- Use of Local Consultants / Inputs (5%)



General Tips on Getting Contracts



- 👉 Learn how the funder operates
- 👉 Determine whether the goods or services your Institution offers are needed in projects financed by the funder
- 👉 Find out what opportunities are coming up
- 👉 Obtain bid documents as soon as they are available from the funder
- 👉 Read the bid documents and evaluate criteria carefully



General Tips on Getting Contracts



- ☞ Decide where your firm has the best chances of winning
- ☞ It may be helpful to employ a local representative who knows the country and the language to keep you informed
- ☞ Travel to the country and make direct contact with relevant agency officials
- ☞ Make sure your bid is priced competitively and complies strictly with all specifications and contractual conditions stipulated in the documents
- ☞ If you did not win, analyze the reasons, learn from your experience





The Request for Proposal



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Request for Proposal (RFP)



- Purpose
 - select the best value proposal
- Information requested:
 - proposed personnel
 - approach or methodology
 - proposed work program
 - project management plan
 - specification of key results
 - detailed budget and cost estimates
 - agreement to financial assessment



(RFP) Contents



The Letter of Invitation

- ❑ Other short-listed firms
- ❑ QCBS (*Quality Cost-Based Selection*) or QBS
- **Data Sheet**
 - ❑ Estimated person-months / Specifications and Content
- **Evaluation criteria**
- **Prescribed Proposal Format (Standard Forms)**
- **Terms of Reference**
- **Draft Contract and Specifications**



Proposal Evaluation (Weighted Criteria)



Technical Component

■ Proposed Personnel

- Measures the quality of the expertise and skills offered by the consultant

■ Approach / Methodology

- Measures the adequacy and the reliability of the proposed means to achieve the expected results



Proposal Evaluation (Weighted Criteria)



- **Management Plan**

- Measures the quality of the project organization and the capacity to maintain the project on schedule and under control

- **Work Program**

- Measures the degree of understanding of the work involved and the capacity to apply the approach to the project

Financial Component

- **Value for Money**

- Measures the cost of the proposed services ...



Key Proposal Evaluation Criteria



Actual criteria vary depending on nature of work, country, etc.

Approx..+/-

Qualifications/experience of team members (CVs) 40 pts

Approach and Methodology 40 pts

Language Proficiency 10 pts

Local Content (use of local consultants)..... 10 pts

100 pts



Terms of Reference



- TOR are used by the World Bank and its borrowers for three purposes:
 - ❑ to confirm agreement between the borrower, the Bank and other agencies concerned on the objectives and scope of a proposed assignment;
 - ❑ to inform the consultants to be invited of the objectives and intended scope of the work; and
 - ❑ to define the consultant's services in the contract to be negotiated with the selected firm



World Bank TORs



- World Bank TOR contain the following:
 - ❑ a precise statement of the objectives of the assignment;
 - ❑ the scope and time of the required services;
 - ❑ the inputs to be provided by the borrower; and
 - ❑ particulars of the output (i.e. reports, drawings, etc.) required of the consulting firm.



Technical Proposal (World Bank) Standard Format and “Forms”



- Submission letter
- The Cover
- Section A – Introduction
- Section B – The Firm’s References
- Section C – Project Appreciation
- Section D – Methodology and Work Plan



Technical Proposal (World Bank) Standard Format and “Forms”



- Section E – Comments and Suggestions on TOR
- Section F – Activity (Work Schedule) and Deliverables/ Team Members Deployments
- Section G– Composition of Team and Curricula Vitae of Team Members



First Step: Deciding to Bid



- Once you have reviewed the invitation, you must state your intention to bid in the form of a letter, which is usually requested in the RFP.
- The first step is to decide whether or not you want to bid.



Overall Check List



- Eligibility: are you eligible to respond to the RFP?
- Interest: Is the RFP compatible with your interests?
- Feasibility: Is the RFP feasible?
- Capability: Are you capable of implementing the RFP?
- Competitiveness: How competitive will you be; who and how many competitors?
- Clarity: Will your proposal clearly respond to the RFP, and outline the organization's plan, giving general and specific information required?



Internal Considerations:



- Do we have the capacity for this project?
- What is our return on investment? Is it profitable?
- Do we face a backlog already?
- Can we meet the deadline?
- Do we have the required staff available?
- Do we have the necessary financial resources?



Preparing the Proposal: Overview of the Process



1. Assign Responsibility – Prepare Matrix
2. Conduct a site visit
3. Develop and flesh out project methodology/ approach
4. Prepare draft technical proposal, including initial draft financial proposal
5. Secure letters of support/agreement
6. Confirm final proposal
7. Finalize detailed financial proposal
8. Review final proposal for eligibility/selection criteria and Submit to Funder



Responsibility Matrix (see p66)



- Complex problems and proposals require teams
- Teams need to be organized to achieve success
- For proposals, rapidity is essential
- Assign tasks
 - Production, graphics, packaging, cover, logistics
 - CVs (start early)
 - Drafter(s) ... proposal should have one voice



Conducting a Site Visit (Ideal)



What do you do on a site visit ?

- confirm players and partnerships
- verify fit / match
- develop skeleton of your project, including methodology

What do you need to bring back to Canada ?

- key proposal elements / concept
- country scenario
- local costs



Key Points: Proposal Design



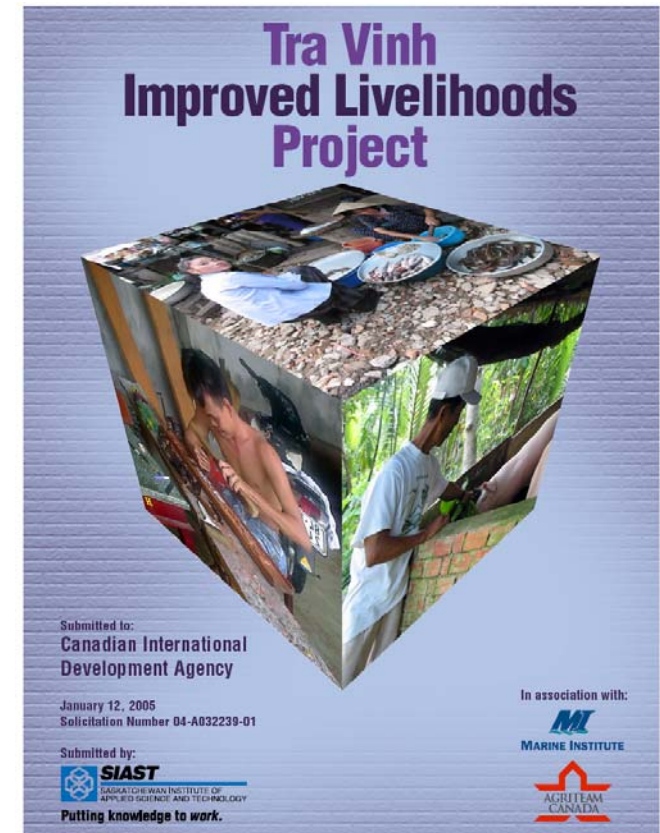
- Ensure Consistency with all priorities of donors and country
- Proposal should enhance the capacity of client to effect change
- Proposal should be realistic and competitive - within the expected budget
- Realistic and resources should be available - within the available timeframe
- Partners with specific and complementary project roles, Clarify expectations (\$\$)
- Includes inputs only from Bank Member countries



The Cover



- Nice packaging conveys professionalism, creativity, innovativeness
- Use quality paper, binding, lots of colour,
- creative graphics reflecting the country or sector



Map: Focus of Work



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Section B: Firm's References



- One-two page project quals / profiles (formal requirement)
- Narrative section describing firm and introducing team via 2-3 sentence bios. (sell, sell, sell)
- This section is where you sell your qualifications.. With particular focus on individual team members and results of assignment.



Demonstrate Experience – Summary chart



	Country, Name of Project	Curriculum Development (Content) & Instructional Design											Experience in Similar Geographical Area			Other Factors		
		DAQUM Process	Mechanical	Electricity & Electronics	Food Processing	Information Technology	Other Subjects	Teaching & Learning Materials	Textbook Development	Interactive Courseware Development	Skills Standards Testing and Certification	Equipment Identification Selection & Procurement	School - Industry Partnership	Mobile Training	Vietnam	Asia	In-Transition Economy	Project Management
1		●	●	●	●	●	●	●	●	●	●	●	●				●	●
2		●	●	●			●	●	●	●	●	●	●		●		●	●
3		●		●			●	●	●	●	●	●	●				●	●
4		●	●	●			●	●	●	●	●	●	●		●		●	●
5		●		●		●	●	●	●	●	●	●	●				●	●
6		●	●	●			●	●	●	●	●	●	●			●	●	●
7							●	●	●	●	●	●	●		●		●	●
8							●	●	●	●	●	●	●		●		●	●
9							●	●	●	●	●	●	●			●	●	●
10							●	●	●	●	●	●	●			●	●	●
11		●					●	●	●	●	●	●	●			●	●	●
12							●	●	●	●	●	●	●	●	●		●	●
13		●	●	●			●	●	●	●	●	●	●		●		●	●
14		●		●			●	●	●	●	●	●	●		●		●	●
15		●					●	●	●	●	●	●	●		●		●	●
16							●	●	●	●	●	●	●		●		●	●
17		●					●	●	●	●	●	●	●		●		●	●
18		●					●	●	●	●	●	●	●		●		●	●
19		●		●			●	●	●	●	●	●	●		●		●	●
20		●	●				●	●	●	●	●	●	●		●		●	●



Demonstrate Firm's Experience: The Project Profile (p69)



Key Project Data	Project Description	Personnel
<ul style="list-style-type: none"> - Project Name - Country - Project Location <p>Within Country</p> <ul style="list-style-type: none"> - Name of Client/ Funder/Partner - Start Date/ Completion Date - Reference Number 	<ul style="list-style-type: none"> - Description of Project - Description of Services Provided 	<ul style="list-style-type: none"> - Number of Staff - Number of Person Months - Name of Key Staff And Functions Performed <p>Financial Data</p> <ul style="list-style-type: none"> - Value of Services - Fees/Services - Reimbursables - Procurement - In-kind



Section C: Project Appreciation



- Is supported by statistical evidence, where appropriate
- Is supported by statements from authorities and tied to goal and purpose
- Is stated in terms of clients, funders and ultimate beneficiaries



Project Appreciation



- Focuses on development problem of reasonable dimension
- Is based on the conclusions of a needs assessment
- Does not make assumptions



Section D:

Approach, Methodology and Workplan



- The guts of the proposal
- Use graphical models to illustrate your strategy and approach
- Use lots of tables (logical framework style) to lay out your methodology and workplan.
- Divide project into Activities and Tasks (as with 'Work Breakdown Structure', WBS).
- Summary tables, frameworks, bullet points make it easier for them to read, understand, and evaluate.



Project Work Plan



- Flows naturally from the appreciation and goal / purpose/ expected results
- Clearly describes project results and corresponding activities
- States reasons for method of delivery of packages (in terms of results)
- Describes sequence, duration and timing of activities
- Presents a reasonable scope of activities achievable within the time and funds allotted



Management Strategy & Implementation Strategy



- Clearly describes management strategy
- Describes staffing of project both in Canada, other locations, and field
- Describes roles and responsibilities of Canadian and field partners
- Describes implementation approach concerning critical conditions and risk assessment



Section E: Comments/ Suggestions on TOR



- Here's where you demonstrate understanding of the assignment
- Make suggestions as to other objectives, results, deliverables
- Largely narrative section basically reiterating the TOR. But perhaps more clearly than they were written.



Schedule F: Activity Schedule



- Project time-table (Activity by activity)
- GANTT/Bar Chart showing timeline of project, activity by activity, dates of key deliverables
- Demonstrate Level of Effort of individual team members
- Bar Chart showing person days for each team member for each activity
- What they're looking for here is to make sure you're giving sufficient days to the key experienced people (and to the locals).
- You'll have a chance to reallocate (to an extent) during negotiations, inception and implementation



Personnel Section Structure



- Provide a summary chart demonstrating team experience
- CV's of Team Members
- Page limited. Usually 3 or 5 pages
- Separate CVs with color dividers
- Make sure they're signed, even if by proxy



AREAS OF SPECIALIZATION	IN-CANADA PROJECT MGMT.		LONG TERM STAFF	SHORT TERM CONSULTANTS (Specialists)							
	Canadian Project Director	Contract Management	Team Leader / Extension Prog.	Appraisal / Survey	Marketing/Processing	Policy/Advisory/Post-Harvest	Farm Management	Food Systems	Agri- Credit Extension	Agri-Economists/Export Expans.	Technology Transfer/Agri-Res.
Academic Training Ph.D. _____ M.A./M.B.A./M.Sc./M.Ed. _____ B.A./B.Sc./B.Comm. _____ Relevant Professional Training _____											
	●	●	●	●	●	●	●	●	●	●	●
Identification, Planning, Design & Management of Programme & Projects	●	●	●	●	●	●	●	●	●	●	●
Knowledge of Bangladesh Cultural, Social, and Economic Milieu	●	●	●	●	●	●	●	●	●	●	●
Needs Assessment / Survey	●	●	●	●	●	●	●	●	●	●	●
Agricultural Extension Services	●	●	●	●	●	●	●	●	●	●	●
Industry Interface	●	●	●	●	●	●	●	●	●	●	●
Policy Making / Advisory Services	●	●	●	●	●	●	●	●	●	●	●
Research and Instruction	●	●	●	●	●	●	●	●	●	●	●
Technology Transfer (Canadian and Overseas)	●	●	●	●	●	●	●	●	●	●	●
Farm Management / Practical	●	●	●	●	●	●	●	●	●	●	●
Workshops and Training Seminars	●	●	●	●	●	●	●	●	●	●	●
Agriculture / Rural Credit	●	●	●	●	●	●	●	●	●	●	●
Marketing	●	●	●	●	●	●	●	●	●	●	●
Program / Fund Management	●	●	●	●	●	●	●	●	●	●	●
Food Systems	●	●	●	●	●	●	●	●	●	●	●
Equipment Procurement	●	●	●	●	●	●	●	●	●	●	●

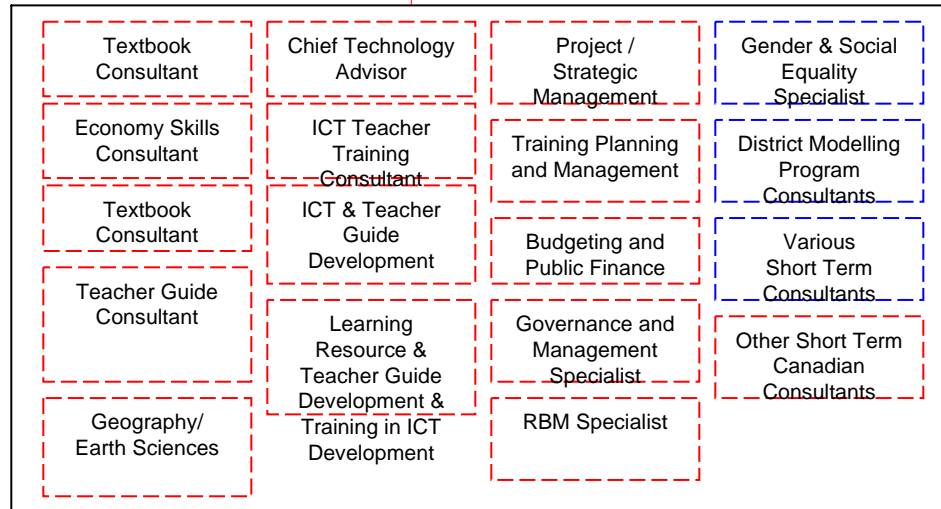
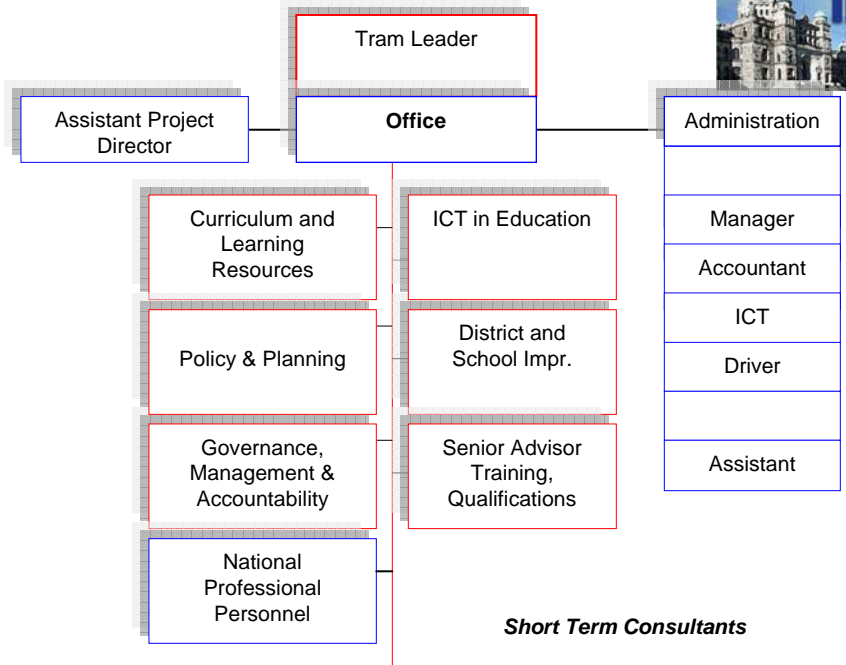
Experience ●
Degree Obtained ✓

Composition of Team



- Lists team members, their titles, and responsibilities in table
- Include a team/project Organization Chart (usually not requested, but its effective)





CVs of Team Members



- * Use Standardized Forms provided by the Banks (see Resource Package)
- * It is important to submit a competent team of experts as well as relevant, well-prepared CVs.
- * Since CVs are the main vehicle for presenting the proposed personnel, they must showcase expertise of the proposed individuals
- * It is important to emphasize the complementary skills of the personnel, as this demonstrates that the Consultant considered the interdependence of the tasks to be carried out by the various experts.



Personnel and Curriculum Vitae



- Only identify personnel requested
- Identification of key personnel can be the key to a winning proposal (*up to 50% of the points!*)
- Balance between local and international consultants
- Key personnel have good mix of domestic and international experience
- In many cases, key personnel should have a strong academic background (*i.e., Masters degree*)



CV Format



- Review the standard format and sample in the workbook (p75-82)



Assessing Proposed Personnel



- ❑ general qualifications - education and training, length of experience, type of position held, time with the firm, etc.
- ❑ adequacy of the project - suitability
- ❑ language and experience in the region - background in developing countries similar to the country in which the assignment is to be conducted and linguistic ability





Preparing the Financial Proposal



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Financial Proposal



- \$ Separate Envelope.. Will be opened in public and only after Technical Proposals are evaluated
- \$ Costing proposal can be tricky. Often you have an idea of the budget or, at least, expected total person months.



Financial Proposal



\$ LUMP SUM CONTRACTS (QCBS)

\$ Pricing will depend much on analysis of the competition & knowledge of their rate standards

\$ Be sure to research applicable taxes..
Sometimes RFP provides this info;
sometimes not.



Financial Proposal



- Respects all funding IFI financial regulations and standard rates
- Uses unit costs based on current prices in Cdn\$, US\$, and local currency
- Activities scheduling well planned considering cash flow constraints



Financial Proposal



- Distinguishes project activity costs from management costs
- Reflects a proportionate balance between program and management costs
 - technical assistance, capital costs
 - training, fellowships
 - management



Financial Proposal



- Provides sufficient financial resources to manage the project activities effectively (realistic)
- Provides a financial management strategy not just a budget



Fees



- A firm may place whatever rate they choose for competition. A consultant organization should be able to prove that he/she is worth such rate. With ADB, they need proof, such as salary slip or previous contract copy for attachment.
- Failing to provide evidence can easily knock you out of competition for non compliance.



Outside Consultants



- For outside consultants (meaning not employee of the firm), the firm cannot bill social charges only overhead and fees
- The maximum multiplier is 1.5 with the ADB



Reimbursable Expenses



- Reimbursable expenses are items such as travel, per diem and other items not related to fees
- In preparing reimbursable expenses, such as airfares, put low cost as this is reimbursable expense and therefore are not limited. Some IFI's work on bid price reimbursables.



Per Diems



For per diems, there are 2 ways of budgeting

- You can get the prescribed per diem rate per country based on ADB regulations and submit actual receipts of your hotel bills.
- There is also a **NEGOTIATED FLAT RATE PERDIEM** wherein it is much lower rate but the firm will not be required to submit receipts.



WB Per Diems



For per diems, there are 2 ways of budgeting

- There is also a **NEGOTIATED FLAT RATE PERDIEM** and the firm is not required to submit receipts.



Other IFI Per Diems



For ADB per diems, there are 2 ways of budgeting

- You can get the prescribed per diem rate per country based on ADB regulations and submit actual receipts of your hotel bills.
- There is also a **NEGOTIATED FLAT RATE PERDIEM** wherein it is much lower rate but the firm will not be required to submit receipts.



Procurement



- Identify how your proposal meets specifications
- Identify country of origin
- Ensure source is part of member country
- Critical to build in role for local inputs



Producing and Submitting the Proposal



- Print, Sign, Signature
- Copy, mark original and copies
- Packaging
- Delivery
 - Fedex?
 - Fly someone over?
 - If its late, its doomed!
 - Get a receipt.





Tips



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Writing Tips



- Present thoughts coherently and logically
- Use transitional words and phrases
- Use development terminology, avoid jargon
- Write simply, avoid long sentences
- Maintain your theme(s) throughout
- Support statements with facts



Writing Tips



- Avoid gratuitous statements (“*We understand, We recognize, etc,*”)
- Demonstrate your commitment, capability, in what you write
- Make your responsiveness to the RFP apparent in your ideas and language (*Compliance is critical*)



How to Win?



- Strategize
- Know your funder
- Practice, Practice, Practice
 - Don't expect to win the 1st time.
 - The ratio of success is usually 1 in 5



Use Canadian Government Support Abroad



Abroad

- Offices of Liaison with International Financial Institutions (OLIFI) www.canadianembassy.org/olifi
- Canadian Executive Directors Offices within the Multilateral Development Banks (MDB)
- Canadian Trade Offices Abroad
- Canadian Trade Offices Abroad (UN Markets)



Use Canadian Government Programs at home



Project and Trade Finance

- Export Development Canada
- Canadian Commercial Corporation
- Business Development Bank of Canada

Export Strategy and Support

- PSLOs
- Trade Commissioner Service
- Virtual Trade Commissioner
- Trade Team Canada Sectors
- Canada Business Service Centres
- Team Canada Inc.



For More Information



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Putting Knowledge to work.



Hussein Amery, Integrated Development Enterprise Associates
Writing Winning Proposals