

The World Bank Group

IBRD IDA IFC MIGA ICSID

WORLD BANK



Procurement Refresher

Nancy Bikondo-Omosa

Sep. 2, 2008

Agenda

- ⇒ General Information on the World Bank
- ⇒ World Bank Lending
- ⇒ Bank–Financed Procurement
- ⇒ Business Opportunities

General Information on the World Bank Group

The “World Bank Group”

⇒ International Bank for Reconstruction and Development (IBRD) 1944



⇒ International Development Association (IDA) 1960



⇒ International Finance Corporation (IFC) 1956



⇒ Multilateral Investment Guarantee Agency (MIGA) 1988



⇒ International Centre for Settlement of Investment Disputes (ICSID) 1966



Mission

Help developing countries and their people reach the Millennium Development Goals by working with our partners to alleviate poverty.

Millennium Development Goals (MDGs)

Agreed to by 189 nations in 2000 at the United Nations Millennium Summit

The goals for sustainable poverty reduction set specific targets:

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria, and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

IBRD and IDA

IBRD:

- **185 member countries**
- **Reduce poverty in middle-income and creditworthy poorer countries**
- **Through loans, guarantees, and (non-lending) analytical and advisory services**

IDA:

- **166 member countries**
- **The world's largest source of interest-free loans and grant assistance**
- **Help the poorest countries**

IBRD

FUND GENERATION

Selling AAA-rated bonds in the world's financial markets; Retained earnings; Paid-in capital

TERMS

15-25 years with 3-8 year grace period; Fixed-spread Loan (FSLs) or Variable-spread loan (VSLs); Front-end fee and commitment fee

ELIGIBILITY

Member countries; Creditworthiness

RECIPIENTS

Governments, government agencies, and enterprises with GOVERNMENT GUARANTEE.

LENDING COMMITMENTS

FY2007 \$12.8 billion
112 new operations

IDA

<i>FUND GENERATION</i>	Replenished every three years by 40 donor countries; allocation from IBRD net income; IDA reflows
<i>TERMS</i>	Maturity: 50 years, before June 30, 1987; 35/40 years, after June 30, 1987; 10 years grace period; Interest free
<i>ELIGIBILITY</i>	Relative poverty; Lack of creditworthiness; Operational cutoff for IDA eligibility for FY08: \$1,065 (2006 GNI per capita), with exceptions; Meet tests of performance
<i>RECIPIENTS</i>	Member governments Funds may be on-lent to state or private organizations
<i>LENDING COMMITMENTS</i>	FY2007- \$11.9 billion 189 projects

IBRD Loans and IDA Credits

- 
- ⇒ Administered by the same staff.
 - ⇒ Projects must meet the same criteria to qualify for financing.
 - ⇒ Same procedures apply for the procurement of goods and works.
 - ⇒ Same procedures apply for selection of consultants.

Working for a world free of poverty

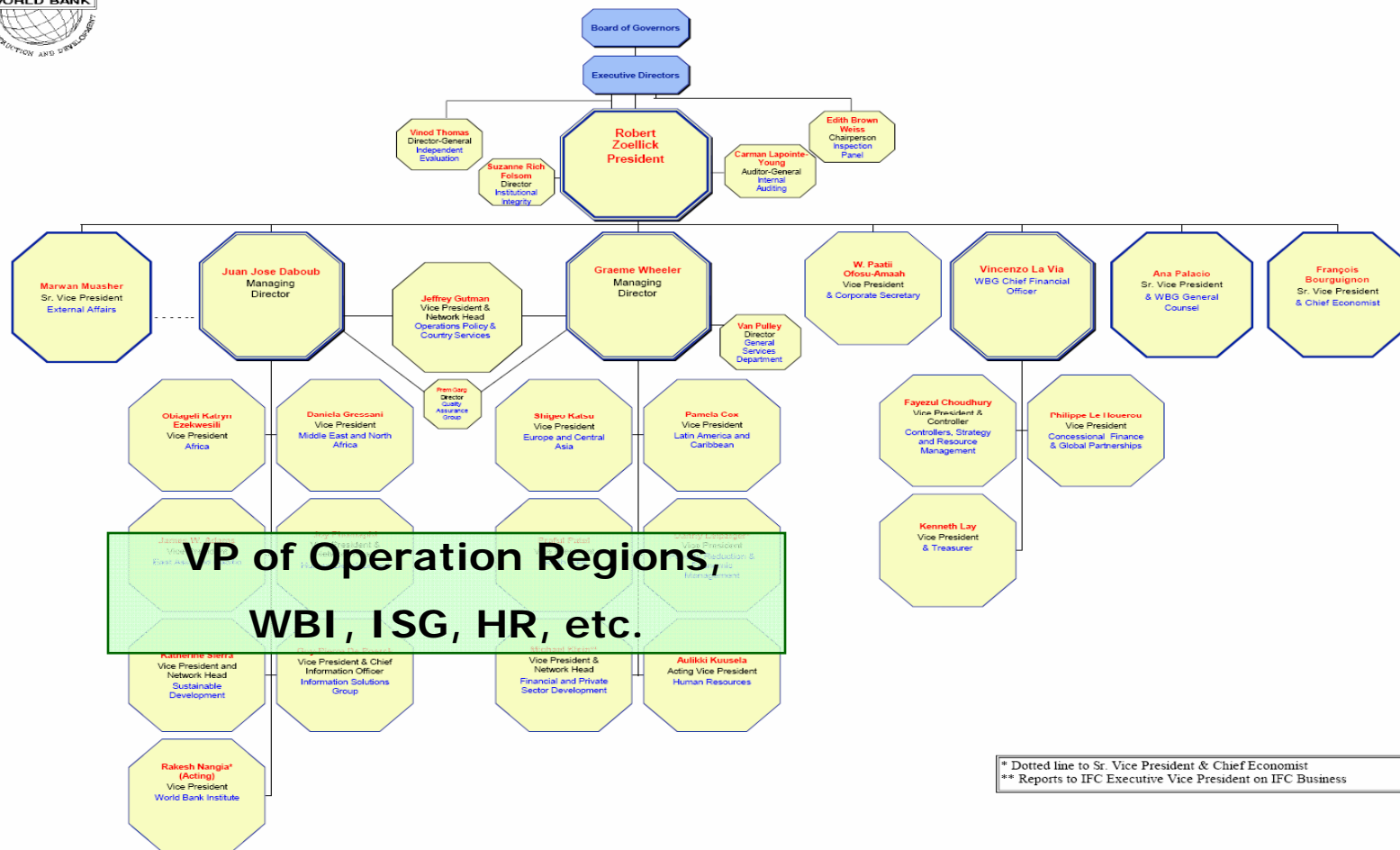
The World Bank

- ⇒ The first loans helped finance the reconstruction of the war-ravaged economies of Western Europe and Japan after World War II.
- ⇒ Today the Bank lends to the developing countries of Africa, Asia, Central Europe, Latin America, the Middle East and the former Soviet Union.

The World Bank Group

IBRD IDA IFC MIGA ICSID

Organization Chart of Senior Management



* Dotted line to Sr. Vice President & Chief Economist
 ** Reports to IFC Executive Vice President on IFC Business

The World Bank Group

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World Bank Lending

Lending Trends

Working for a world free of poverty

IBRD/IDA Lending in FY2007

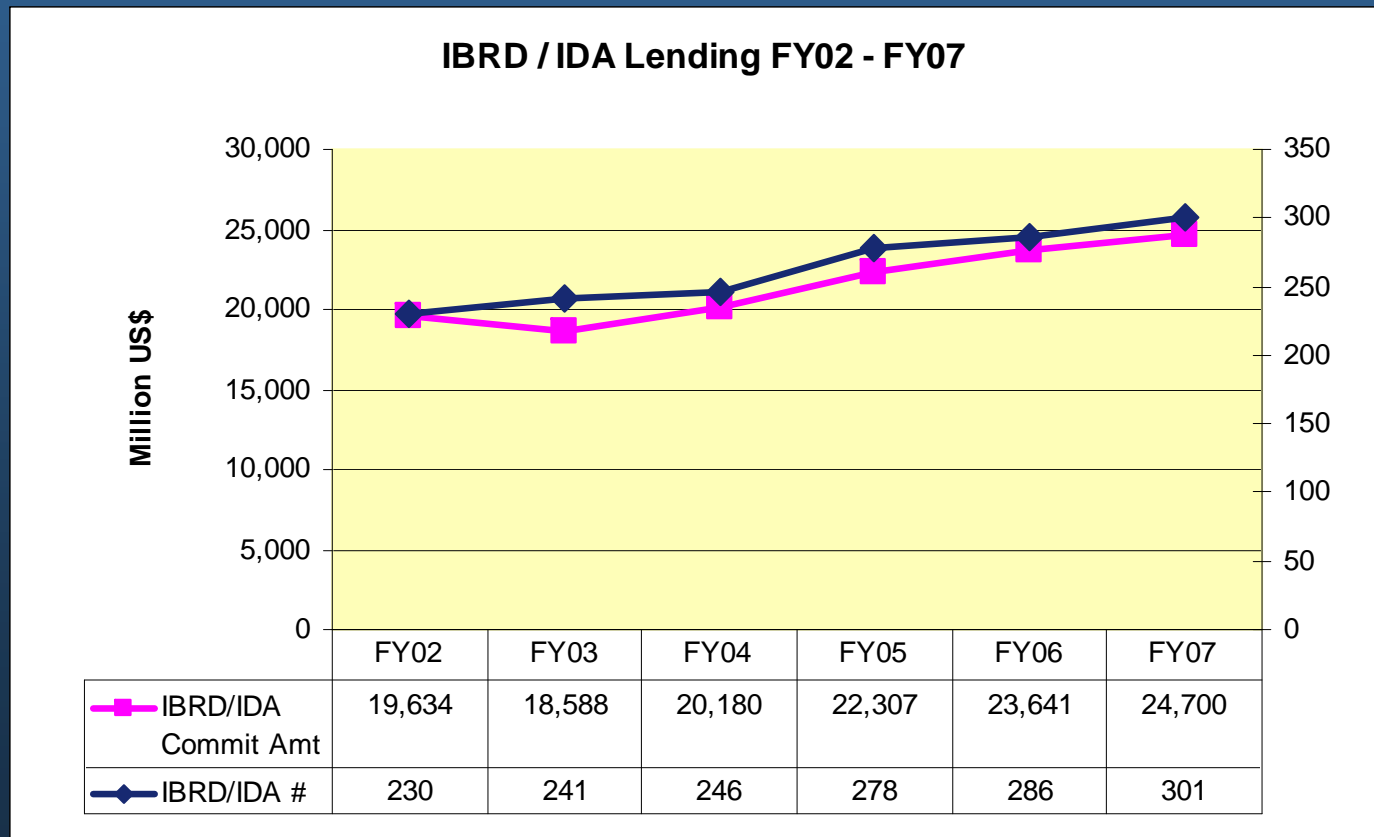
- ⇒ 301 operations
 - ⇒ IBRD 112 (37%)
 - ⇒ IDA 189 (63%)

- ⇒ \$24.7 billion

- ⇒ FY2007 was at the highest level in seven years (FY01–FY07)

Trends

1. Increase in lending by number of operations and commitment amount



FY07 Top Ten IBRD / IDA Borrowers

Country	IBRD / IDA Commitment Amount (\$M)	Share of Total IBRD / IDA Commitments
India	3,751	15.2%
Argentina	1,749	7.1%
China	1,641	6.6%
Indonesia	1,159	4.7%
Turkey	1,158	4.7%
Colombia	1,102	4.5%
Pakistan	985	4.0%
Nigeria	750	3.0%
Vietnam	712	2.9%
Africa Regional projects	707	2.9%
Total	13,714	55.5%

Basic Lending Instrument

Investment Lending

- ⇒ For goods, works and services
- ⇒ Predefined specific project
- ⇒ Long-term focus (5 to 10 years)
- ⇒ broad range of sectors
- ⇒ Procurement and implementation schedule defined
- ⇒ 75 - 80 percent of all Bank lending

Development Policy Lending

- ⇒ Support countries' policy and institutional reforms in a sector or the economy as a whole
- ⇒ Short-term focus (1 to 3 years)
- ⇒ Provide quick-disbursing financing
- ⇒ 20 - 25 percent of total Bank lending

IBRD/IDA FY2007 Lending by Lending Instrument

Total Operations Lending

\$24.7 billions

⇒ Investment lending

- \$18.4 billion
- 75% of the total

⇒ Development Policy

- \$6.3 billion
- 25% of the total

Trends

2. Focus on the sectors of:

- ⇒ rural
- ⇒ water supply and sanitation
- ⇒ poverty reduction
- ⇒ Education, and
- ⇒ public infrastructure

Trends – FY07 Lending by Major Sector

Top sectors by Number of Project

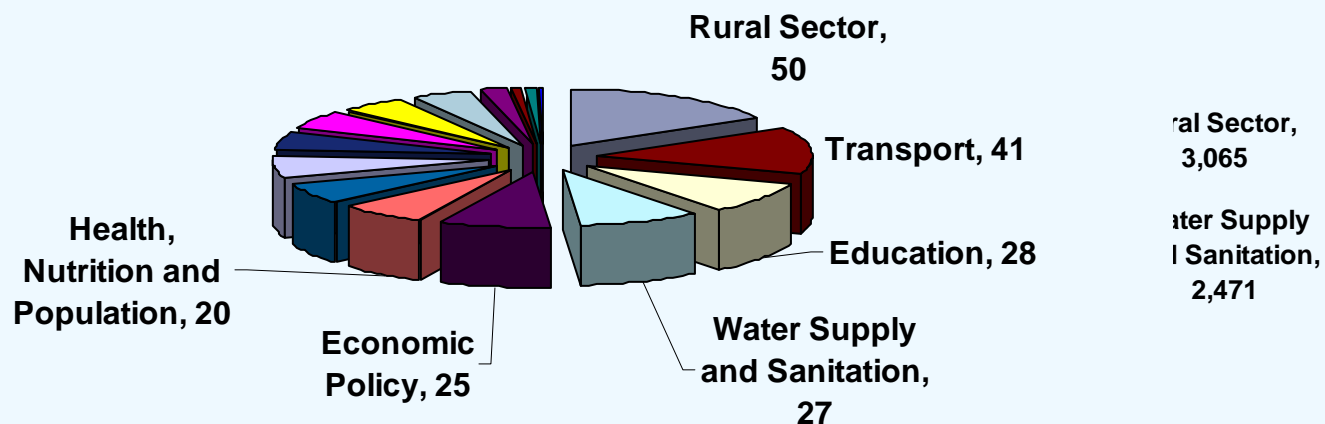
- ⇒ Rural: 17%
- ⇒ Transport: 14%
- ⇒ Education: 9%

Top sectors by Lending Amount

- ⇒ Transport: 18%
- ⇒ Rural: 12%
- ⇒ Water Sply & Sanitation: 10%

FY07 Majoy Sector by Number of Project

\$ M)



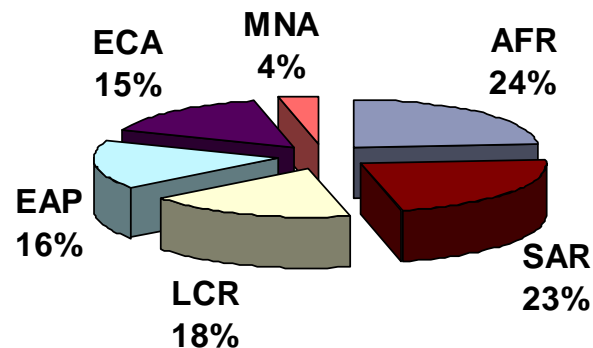
Rural Sector,
3,065

Water Supply
& Sanitation,
2,471

IBRD/IDA FY07 Lending Project by Operations Region

Region	# Proj.	%	\$ (US\$ M)	%
AFR	93	31%	5,797	23%
EAP	36	12%	4,044	16%
ECA	59	20%	3,762	15%
LCR	56	19%	4,553	18%
MNA	15	5%	908	4%
SAR	42	14%	5,632	23%
Bank-wide	301	100%	24,696	100%

Percentage of Lending Portfolio by Region and Amount



Lending and Ratios in US\$ Millions

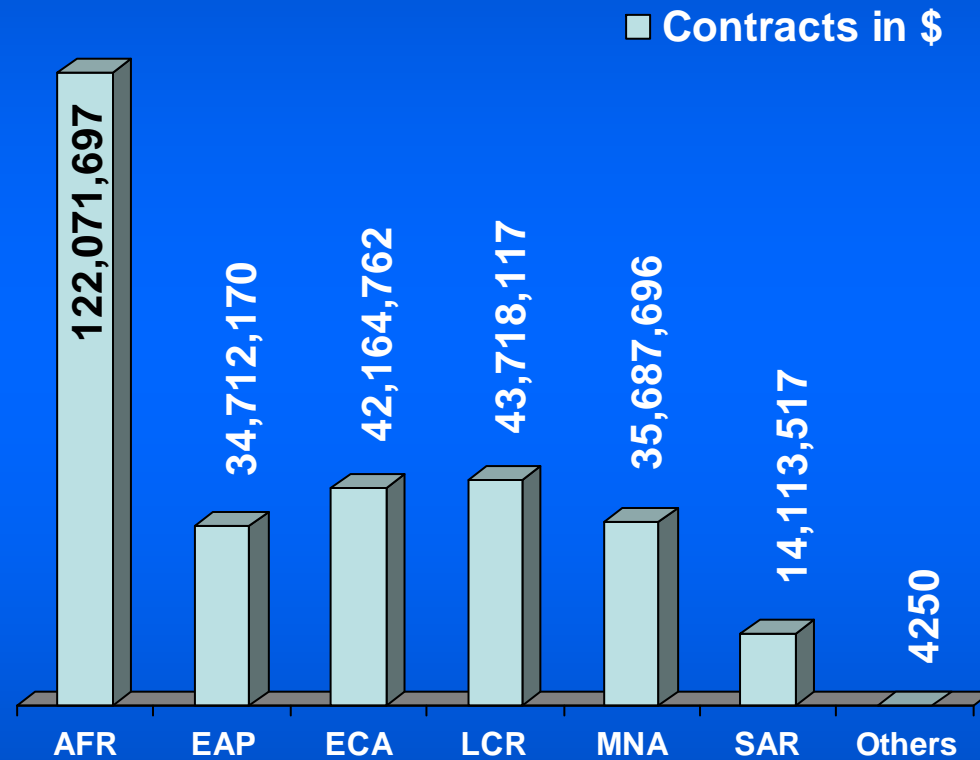
Fiscal year	Total IDA/IBRD/GU/ Recipient Exec Act	Total IDA/IBRD Lending	Total Investment Lending	Total Prior Review Against Investment Lending	Number of Prior Reviewed Contracts	Number of Active Projects
2003	\$ 19,042	\$ 18,588	\$ 12,570	\$ 7,680	8,255	1,395
2004	\$ 20,555	\$ 20,180	\$ 14,029	\$ 8,706	8,343	1,346
2005	\$ 23,127	\$ 22,307	\$ 15,742	\$ 9,222	8,223	1,332
2006	\$ 25,846	\$ 23,641	\$ 16,311	\$ 7,620	7,249	1,345
2007	\$ 25,845	\$ 24,576	\$ 18,296	\$ 7,729	6,345	1,347
Totals	\$ 114,415	\$ 109,292	\$ 76,948	40,957	38,415	

Prior Review Contract Awards to Canada¹ FY 2003-2007 in US\$



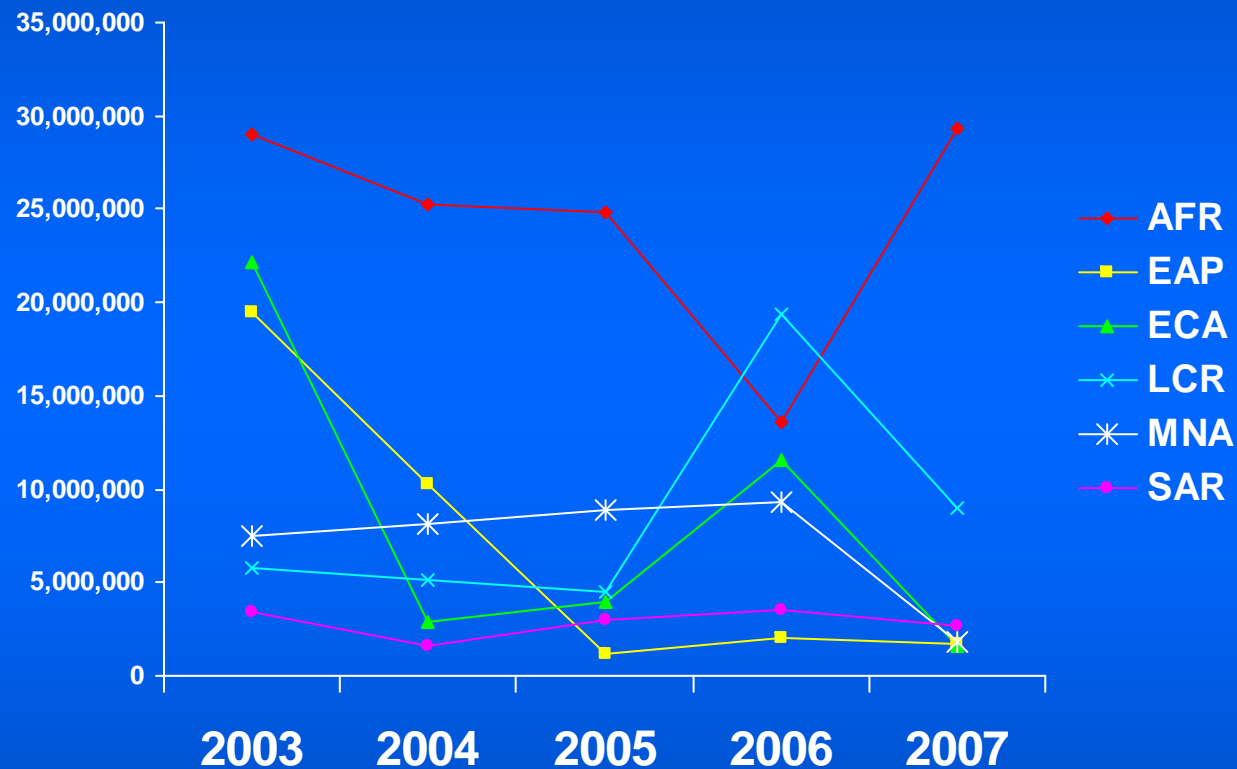
¹ Registered in Canada

Prior Review Contract Awards to Canada¹ by Region FY 2003-2007 (Total)



¹ Registered in Canada

Prior Review Contract Awards to Canada¹ by Region FY 2003-2007 in US\$



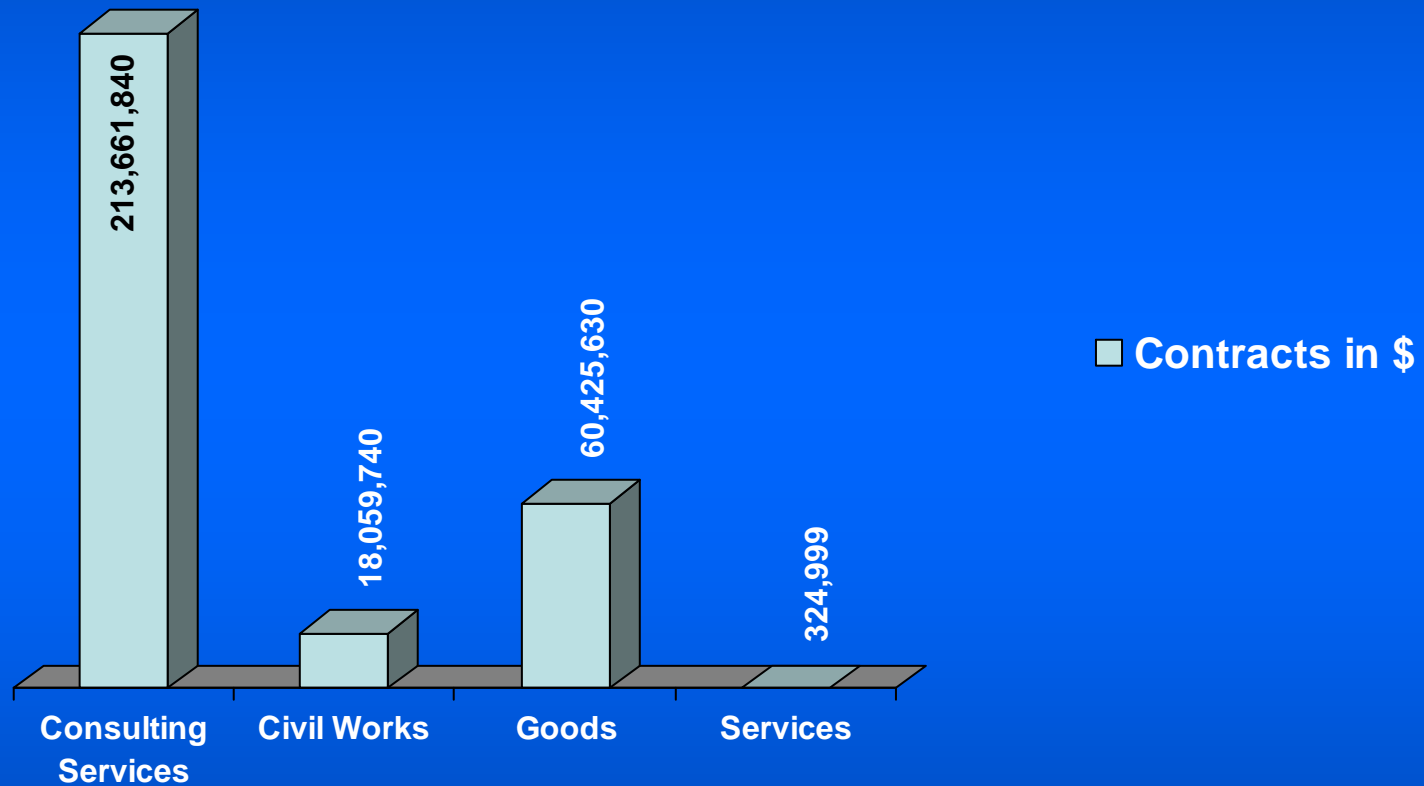
¹ Registered in Canada

Prior Review Contract Awards to Canada¹ by Region FY 2003-2007 in US\$

	2003	2004	2005	2006	2007
AFR	29,022,938	25,232,827	24,804,385	13,635,113	29,376,434
EAP	19,524,044	10,259,847	1,178,000	2,045,583	1,704,696
ECA	22,144,938	2,848,599	3,994,833	11,571,873	1,604,519
LCR	5,786,213	5,108,769	4,465,607	19,359,936	8,997,592
MNA	7,455,936	8,171,666	8,928,966	9,284,226	1,846,902
SAR	3,377,811	1,582,177	3,030,454	3,490,097	2,632,978
Other	0	0	0	0	4,250
Total	87,311,880	53,203,885	46,402,245	59,386,828	46,167,371

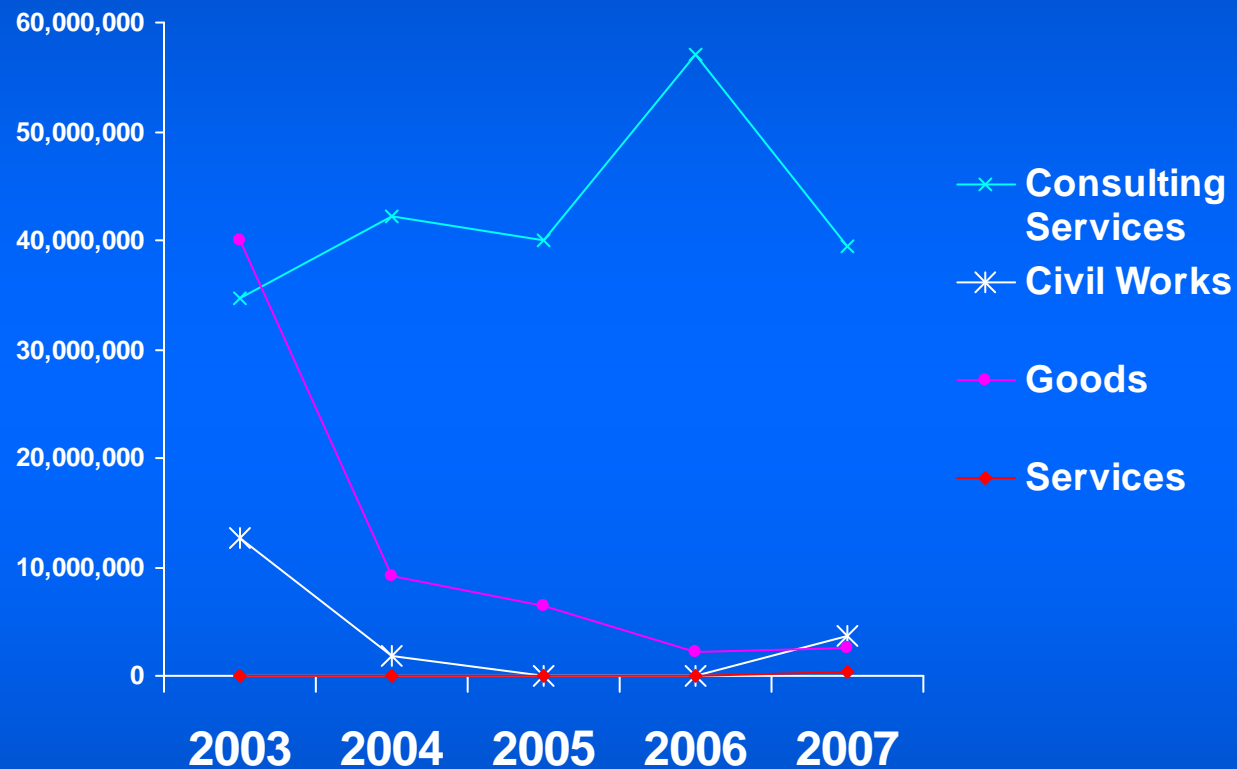
¹ Registered in Canada

Prior Review Contract Awards to Canada¹ by Type FY 2003-2007 (Total)



¹ Registered in Canada

Prior Review Contract Awards to Canada¹ by Type FY 2003-2007 in US\$

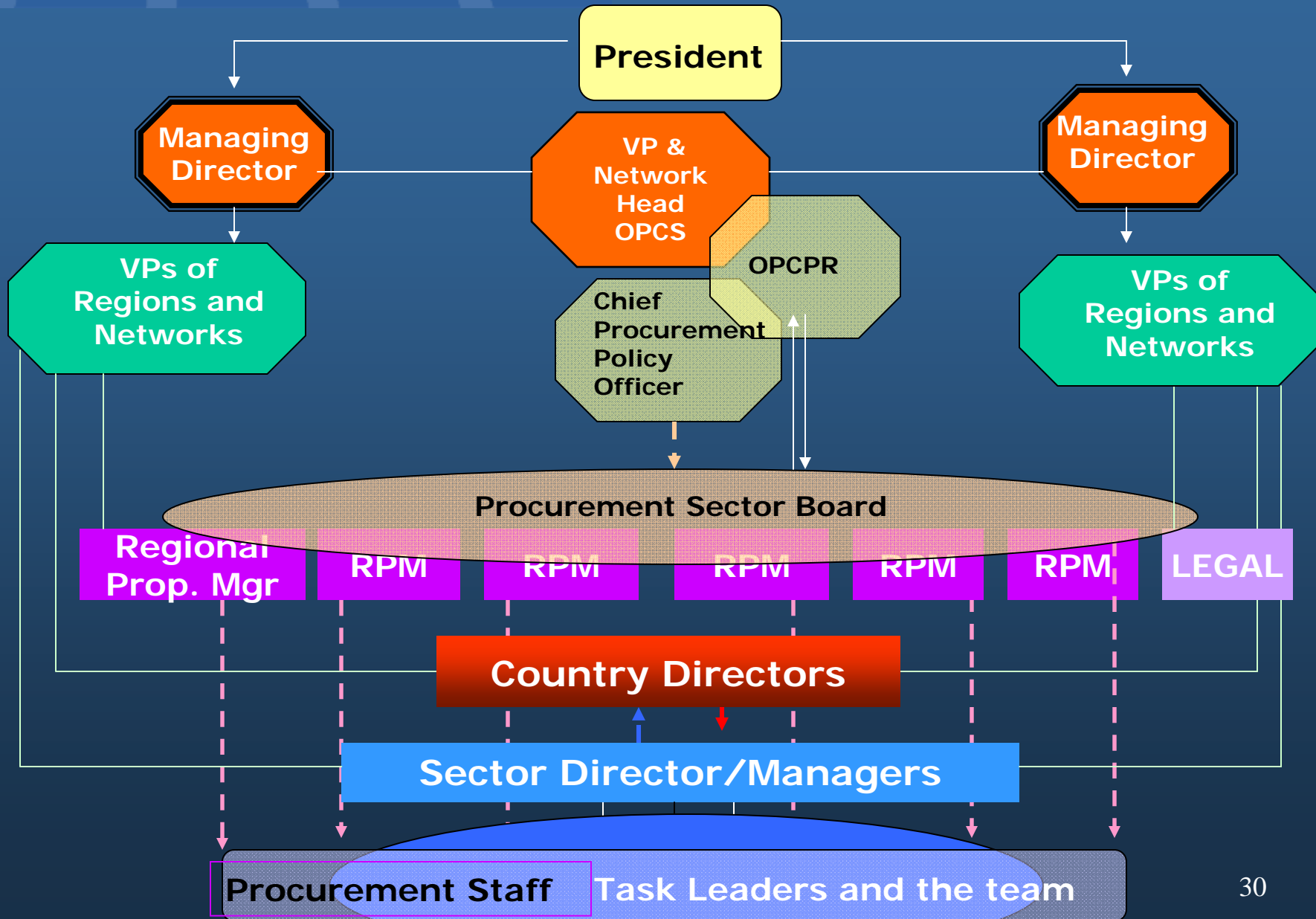


¹ Registered in Canada

Prior Review Contract Awards to Canada¹ by Type FY 2003-2007 in US\$

	2003	2004	2005	2006	2007
Consulting Services	34,717,521	42,270,922	40,071,591	57,094,231	39,507,575
Civil Works	12,582,547	1,781,140	0	0	3,696,053
Goods	40,011,812	9,151,823	6,330,654	2,292,597	2,638,744
Services	0	0	0	0	324,999
Total	87,311,880	53,203,885	46,402,245	59,386,828	46,167,371

¹ Registered in Canada



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Bank-Financed Procurement

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Procurement in the Bank's Lending

- ⇒ Investment projects/programs
- ⇒ Management and reform of public procurement system in borrower countries

Top Ten Borrower Countries by Major Bank-financed Contracts*

Fiscal Year	2003	2004	2005	2006	2007
1	China	China	China	India	China
2	India	Brazil	India	China	India
3	Afghanistan	India	Argentina	Brazil	Romania
4	Vietnam	Lebanon	Egypt, Arab Rep	Russian Federat	Egypt, Arab Rep
5	Argentina	Afghanistan	Congo, Democrat	Ethiopia	Russian Federat
6	Brazil	Argentina	Russian Federat	Congo, Democrat	Vietnam
7	Bangladesh	Mexico	Pakistan	Vietnam	Argentina
8	Indonesia	Mozambique	Bangladesh	Iran, Islamic R	Indonesia
9	Turkey	Vietnam	Mexico	Kenya	Turkey
10	Tanzania	Bangladesh	Vietnam	Pakistan	Kazakhstan
Percentage of the Portfolio	58%	56%	60%	54%	54%

* Contracts prior-reviewed by the World Bank. The rank is by contract amount.

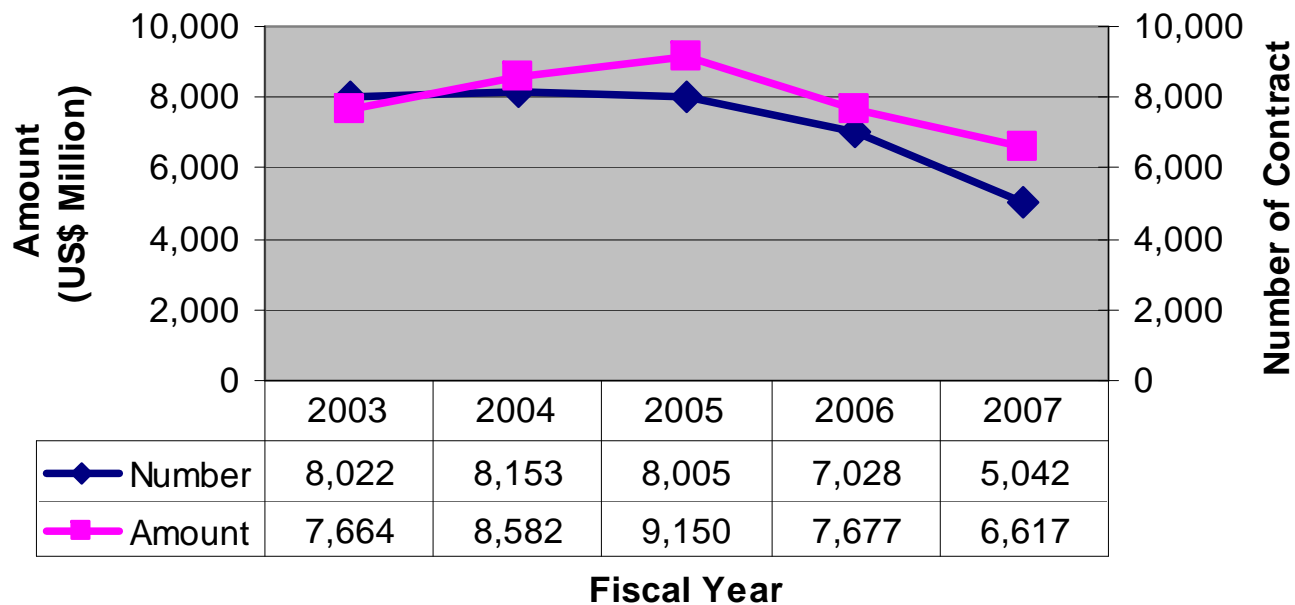
Top Ten Supplier Countries* by Major Bank-financed Contracts

Fiscal Year	2003	2004	2005	2006	2007
1	China	China	China	China	China
2	India	India	India	India	Germany
3	Germany	Brazil	Argentina	Brazil	India
4	UN Agency	Lebanon	Egypt, Arab Rep	Germany	Italy
5	Turkey	UN Agency	UN Agency	Russian Federat	Russian Federat
6	Brazil	Argentina	France	France	Argentina
7	Bangladesh	Germany	Russian Federat	Denmark	Vietnam
8	United Kingdom	France	Germany	UN Agency	Turkey
9	France	Mexico	Brazil	Pakistan	Indonesia
10	Indonesia	United Kingdom	Mexico	Turkey	France
Percentage of the Total Portfolio	57%	56%	60%	55%	57%

* Countries where suppliers/contractors registered.

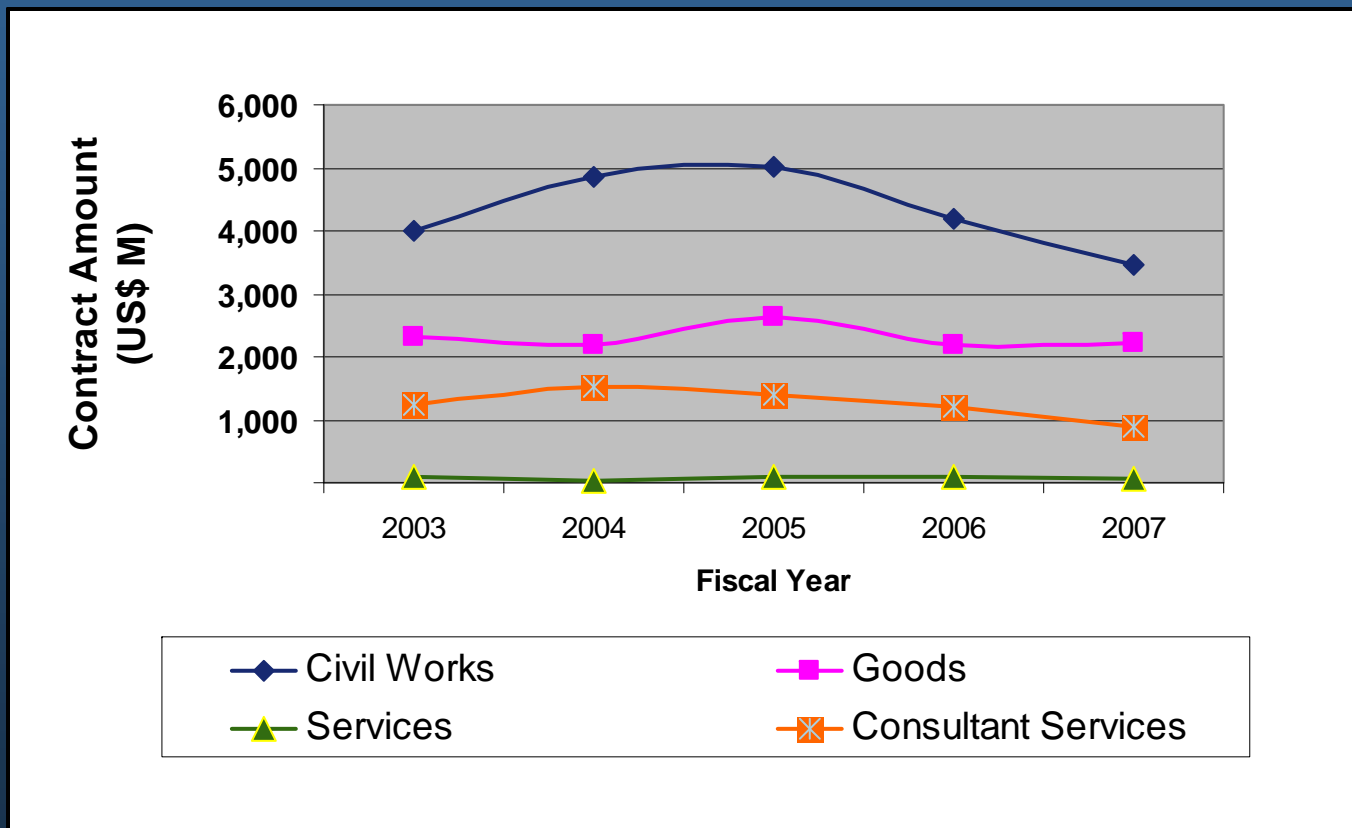
IBRD/IDA Major Contracts*

Number and Amount of Prior Review Contracts under Bank-Financed Projects (FY03 - FY07)



* Contracts subject to IBRD/IDA prior reviews

IBRD/IDA Major Contracts* by Procurement Category

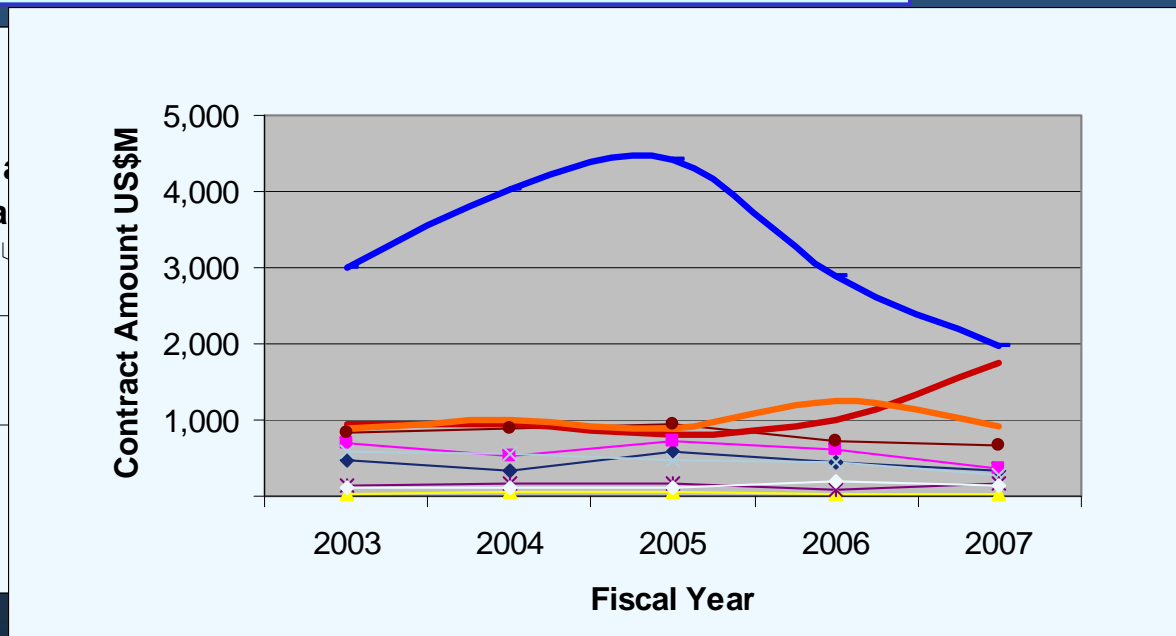


* Contracts subject to IBRD/IDA prior reviews

IBRD/IDA Major Contracts

Top major Sectors in FY07 by *Contract Amount*

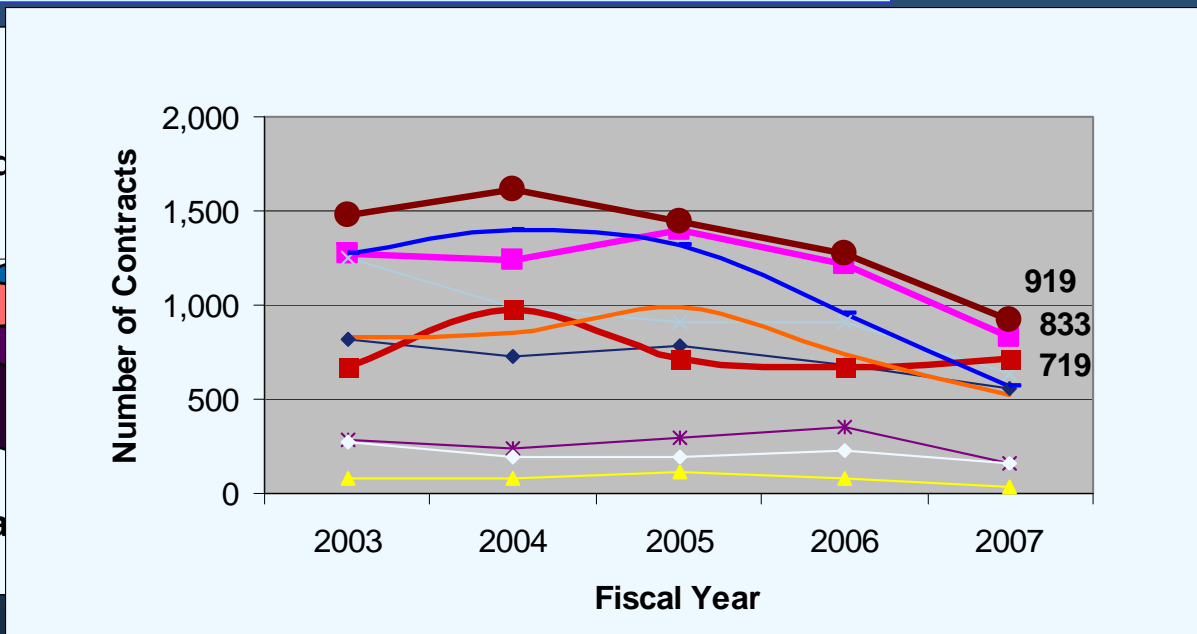
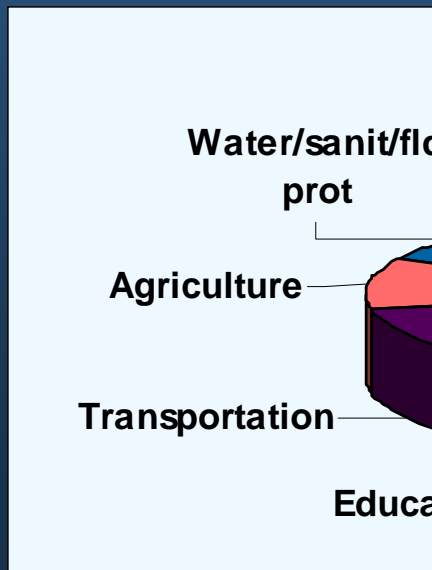
1. Transportation: 29%
2. Energy and mining: 27%
3. Water and sanitation: 14%



IBRD/IDA Major Contracts

Top major Sectors in FY07 by
Number of Contract

1. Health & social service: 18%
2. Public administration, law: 16%
3. Energy and mining: 14%



The Bank's Role

- ⇒ Identify project/program
- ⇒ Appraise project/program and assess risk
- ⇒ Share knowledge and information
- ⇒ Supervise project/program
- ⇒ Monitor Compliance with Agreements

The Borrower's Role

- ⇒ Identify project/program
- ⇒ Design, prepare and plan the project/program
- ⇒ Apply for the loan/credit
- ⇒ Implement project/program
- ⇒ Monitor Compliance with Agreements

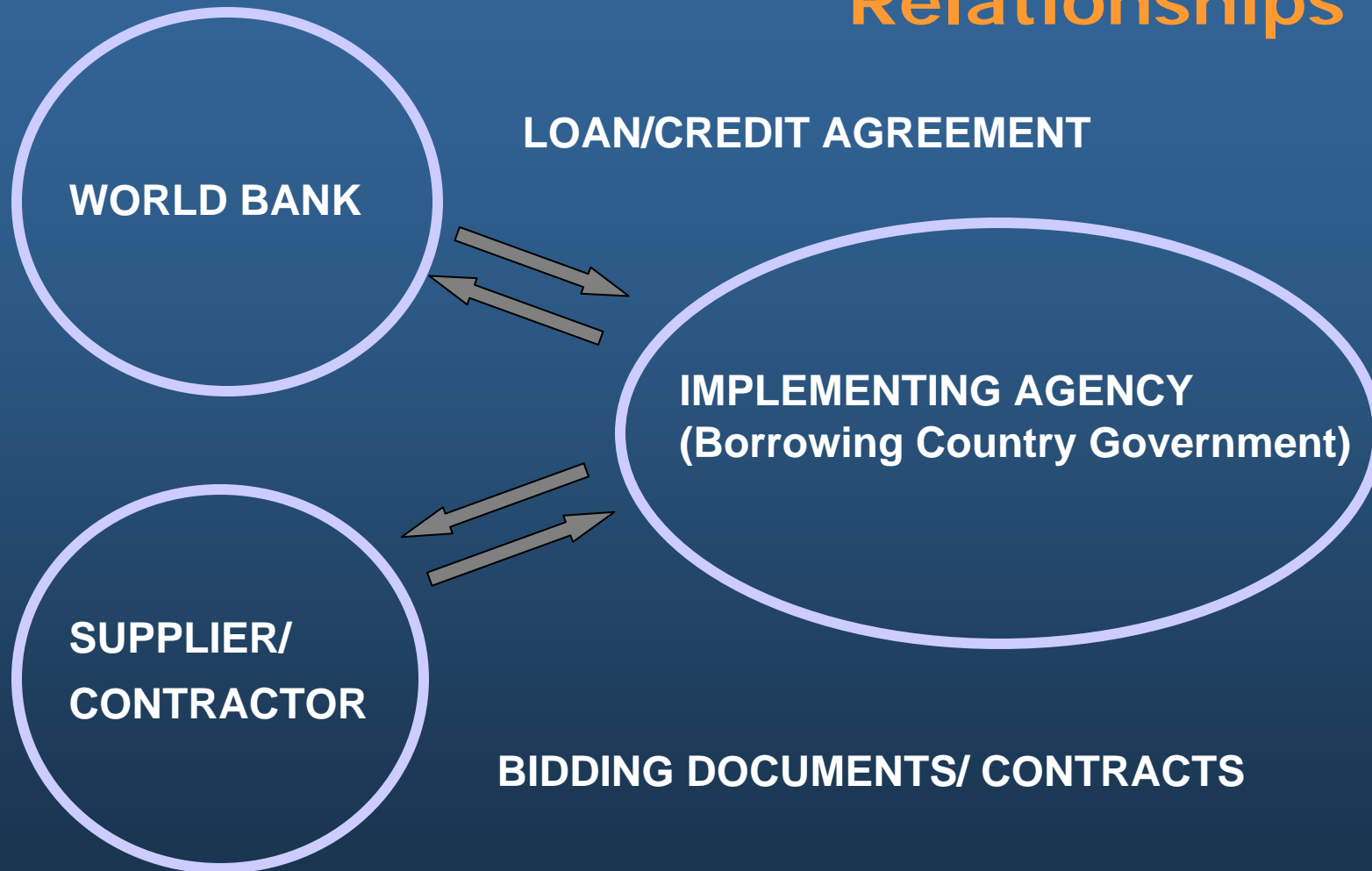
The Bank's Role in Procurement

- ⇒ Assess country system, project's procurement capacity and potential risks
- ⇒ Assist borrower in procurement planning
- ⇒ Provide procurement training/ knowledge sharing
- ⇒ Monitor compliance with loan/credit agreement and procurement plan
 - Prior review, Post review, Independent review
- ⇒ Translations

The Borrower's Role in Procurement

- ⇒ Design procurement plans
- ⇒ Prepare and issue bidding documents
- ⇒ Invite bids
- ⇒ Receive and evaluate bids/proposals
- ⇒ Award contracts
- ⇒ Implement/ contract payment
- ⇒ Monitor compliance with loan/credit agreement and procurement plan
 - Audit

Contractual Relationships



Considerations That Guide World Bank Procurement Policies

- ⇒ Need for **economy** and **efficiency**
- ⇒ Give all eligible (qualified) bidders **opportunity** to compete
- ⇒ Encourage development of **national industries** in borrowing countries
- ⇒ Procurement process to be **transparent**

Procurement Guidelines

(May 2004, Revised October 2006)

Goods and Works

- I. Introduction
- II. International Competitive Bidding
- III. Other Methods of Procurement
- IV. Appendices

Consulting Services

- I. Introduction
- II. Quality- and Cost-Based Selection
- III. Other Methods of Selection
- IV. Types of Contracts and Important Provisions
- V. Selection of Individual Consultants
- VI. Appendices

Revisions to the Procurement and Consultant Guidelines May 2004

- ⇒ Eligibility extended to all countries
- ⇒ Borrowers may use e-procurement procedures (ranging from online advertising to full e-tendering)
- ⇒ Bid security at discretion of borrower
- ⇒ Advertising required in UNDB and dgMarket for all International Competitive Bidding and large-value (\$200,000) consulting contracts

Revisions (May 2004) – cont.

- ⇒ Enhanced disclosure of results
- ⇒ Fraud and corruption enhanced to include coercive practices
- ⇒ Borrowers to state in Bidding Documents if alternative bids will be considered
- ⇒ Annual or 18-month procurement plan – greater adaptability to project needs

Corrigendum (October 2006)

Procurement Guidelines

- Eligibility
 - ✓ 1.8
- Fraud and Corruption
 - ✓ 1.14
 - (a) to (e)

Consultant Guidelines

- Eligibility
 - ✓ 1.11(e)
- Fraud and Corruption
 - ✓ 1.22
 - (a) to (e)

Eligibility 1.8 or 1.11

1.8 (d) or 1.11 (e) A firm declared ineligible by the Bank in accordance with subparagraph (d) of paragraph 1.14 or 1.22 of these Guidelines **or in accordance with the World Bank Group Anti-Corruption policies**^[1] shall be ineligible to be awarded a Bank-financed contract during the period of time determined by the Bank.

^[1] For purposes of this sub-paragraph, the relevant World Bank Group Anti-Corruption policies are set forth in the Guidelines On Preventing and Combating Fraud and Corruption in Projects financed by IBRD Loans and IDA Credits and Grants, and in the Anti-corruption Guidelines for IFC, MIGA, and World Bank Guarantee Transactions.

Fraud & Corruption Provisions (Para 1.14 or 1.22)

Definitions:

- Corrupt Practice
- Fraudulent Practice
- Collusive practice
- Coercive practice
- Obstructive practice (new)

Fraud & Corruption Provisions

1.14 or 1.22 Fraud and Corruption

It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), as well as bidders, suppliers, and contractors **and their subcontractors** under Bank-financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts. [\[1\]](#)
In pursuance of this policy, the Bank:

[\[1\]](#) In this context, any action taken by a bidder, supplier, contractor, or a sub-contractor to influence the procurement process or contract execution for undue advantage is improper.

Fraud & Corruption Provisions

Definitions

Corrupt Practice

Offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party

Fraudulent Practice

Any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation

Fraud & Corruption Provisions

Definitions

Collusive Practice

An arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party

Coercive Practice

Impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party

Fraud & Corruption Provisions

Definitions

Obstructive practice

- (aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
- (bb) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under par. 1.14 (e) below.

Fraud and Corruption

- ⇒ Parties expected to observe highest ethical standards
- ⇒ Bank reserves the right to audit firm's accounts and records of the contract
- ⇒ Sanctions by Bank:
 - Will reject proposal for award
 - Cancel the portion of the loan
 - Declare firm ineligible for a limited period of time or indefinitely
 - List of debarred firms will be posted on the World Bank website:

<http://www.worldbank.org/debarr>

Anti-corruption Hotline

Department of Institutional Integrity (INT)

Toll-free: **1-800-831-0463** (24 hours/day)

Collect call: **704-556-7046**

By mail: **PMB 3767**
13950 Ballantyne Corporate Place
Charlotte, NC 28277, USA

Phone: 202-458-7677 Fax: 202-522-7140

E-mail: investigations_hotline@worldbank.org

Website: www.worldbank.org/integrity

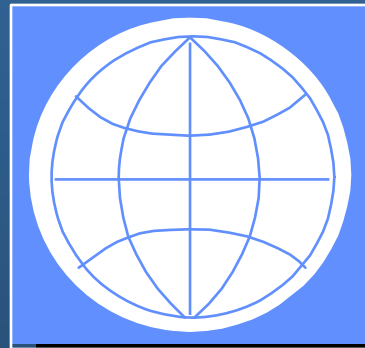
Click on "[Online Complaint Form](#)"

Anonymous calls are accepted.

Please be as specific as possible.

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Procurement of Consulting Services

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Scope of Business Opportunities for Consultants in World Bank Projects

- ⇒ **Study, Design, Supervision of Projects**
- ⇒ **Technical assistance and Institutional strengthening**

Basic Principles of Consultant Selection

- ⇒ Economy and Efficiency
- ⇒ Fair Selection Process
- ⇒ Role of National Consultants
- ⇒ Transparency

Bank Guidelines For Consultant Selection

- ⇒ Public notification for large assignments
- ⇒ Restricted competition
- ⇒ Standard Request for Proposals
- ⇒ Different selection methods are specified in the loan agreement

Selection Methods

- ⇒ **Quality- and Cost-Based Selection (QCBS)**
- ⇒ **Quality-Based Selection (QBS)**
- ⇒ **Fixed Budget (FBS)**
- ⇒ **Least Cost Selection (LCS)**
- ⇒ **Consultants' Qualifications (CQS)**
- ⇒ **Single Source Selection (SSS)**

Borrower's Role

- ⇒ Short lists, invites and selects
- ⇒ Negotiates and contracts
- ⇒ Supervises, and makes payments

Short List

- ⇒ **Six firms with a wide geographic spread**
- ⇒ **No more than two from any one country**
- ⇒ **Shortlist may comprise all national firms for smaller contracts.**
- ⇒ **All short listed firms must be qualified**
- ⇒ **Participation of national consultants encouraged**

Consultants' Strategy

- ⇒ Target assignments based on regional experience and technical qualifications
- ⇒ Obtain background information on project:
 - Country Assistance Strategy (CAS)
 - Sector Strategies
 - Project Information Document (PID)
 - Project Appraisal Document (PAD)
- ⇒ Understand Roles of Borrower and Bank
- ⇒ Target marketing at appropriate time

Making the Shortlist

- ⇒ **Contact, visit client before shortlisting.**
- ⇒ **Identify national partner firm, consultants**
- ⇒ **Monitor advertisements systematically**
- ⇒ **Express interest promptly, selectively**
- ⇒ **Expression of Interest (EOI):**
 - **Brief information on firm's qualifications**
 - **Relevant technical and regional experience**

Preparing the Proposal

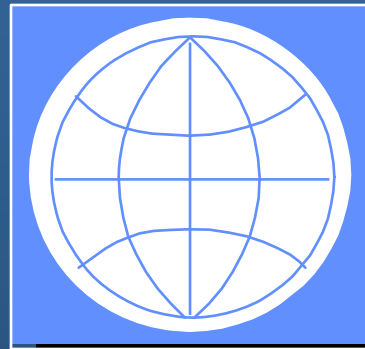
- ⇒ Pre-proposal visit
- ⇒ Address the Terms of Reference (TOR) clearly, comprehensively
- ⇒ Emphasize innovative technical solutions
- ⇒ Qualified Consultants in Key Staff positions
- ⇒ Firm Provides Strong Technical Leadership

Preparing the Proposal

- ⇒ Cite directly relevant technical and regional experience
- ⇒ Involve national partner consulting firm or individual consultants
- ⇒ Do not vary from standard RFP forms
- ⇒ Make sure that your proposal is carefully prepared and easy to evaluate: use charts, diagrams, color
- ⇒ Submit a professional and polished proposal

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Procurement Of Goods, Works and Services

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International competitive bidding (ICB)

- ⇒ International advertising
 - UNDB online and Development Gateway's dgMarket
- ⇒ Standard Bidding Documents
 - Website: www.worldbank.org
- ⇒ Public bid opening
- ⇒ Evaluation and comparison of bids

International competitive bidding (ICB)

- ⇒ Contract awarded to lowest evaluated “responsive bid”
- ⇒ Publication of the award of contract
- ⇒ Domestic Preferences under ICB
Appendix 2

ICB - Payment Conditions

- ⇒ Exchange rate fixed
- ⇒ Price adjustment
- ⇒ No financing requirement
- ⇒ Advance payments
- ⇒ Letters of Credit
- ⇒ Direct payment

Other Methods

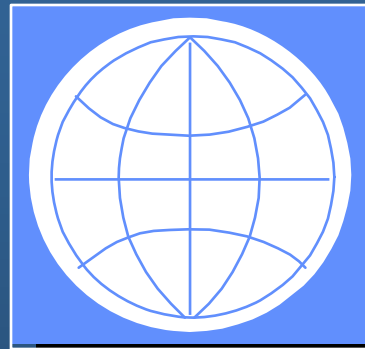
- ⇒ LIB - Limited International Bidding
 - Direct invitation to suppliers
- ⇒ NCB - National Competitive Bidding
 - Country's rules with some modifications if necessary
- ⇒ Shopping
 - Price quotations from at least three suppliers
- ⇒ Direct Contracting
 - Reconstruction, spare parts, etc.

Other Methods

- ⇒ Force Account
 - use of the borrower's own personnel and equipment
- ⇒ Performance-Based Procurement
 - Payments made for measured outputs
- ⇒ Community Participation in Procurement
 - For project sustainability or specific social objectives

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Business Opportunities

Working for a world free of poverty

Business Opportunities in Bank-Funded Projects: Project Cycle



Business opportunities in Corporate Procurement

- ❑ **Bank's internal requirements**
- ❑ **\$ 700 million per year**
- ❑ **Goods & services (incl. consulting)**
- ❑ **GSDPR**
- ❑ **www.worldbank.org/corporateprocurement**
 - ❑ **bidding opportunities**
 - ❑ **Vendor Kiosk**
 - ❑ **FAQ's & other information**

How to Track Opportunities

⇒ World Bank website

www.worldbank.org

- Country Assistance Strategy
- Sector Support Strategy
- Monthly Operational Summary
- Project Information Document
- Project Appraisal Document

How to Track Opportunities

- ⇒ UN Development Business and dgMarket (fee-based online services)
- ⇒ www.devbusiness.com
www.dgmarket.com
- ⇒ General Procurement Notices
 - Requests for Expressions of Interest
 - Invitations to prequalification
 - Invitations for bids (also referred to as Specific Procurement Notices)

Learn more

www.worldbank.org/procure

Procurement guidelines
Standard bidding document and
Proposal documents
And more!

Guidance to Bidders

Appendix 3 of the Guidelines

- ⇒ Bidder's role
- ⇒ Address all queries or complaints to the client - the borrower
- ⇒ Send copies of communications to the Bank or write to the Bank directly, when borrowers do not respond promptly, or the communication is a complaint against the borrower.
- ⇒ Address to World Bank Task Team Leader, copy to Country Director and Regional Procurement Manager
- ⇒ Bidders may request a debriefing

How to win - briefly

- ⇒ Read everything you can
- ⇒ Make contacts in the country
- ⇒ Identify local partners
- ⇒ Respect local customs
- ⇒ Solve the client's problem. Don't impose your view.

How to win - briefly

- ⇒ Respond precisely to technical specifications.
- ⇒ Unclear? Ask up front, do NOT guess or assume.
- ⇒ Submit bid/proposals in time. Bids that are even one minute late will be rejected.
- ⇒ Assess the competition. Compete where YOU are competitive.

Thank You!

Questions and Answers