A Legislative Proposal for a new Dutch Public Procurement Law

Michiel van Dijk
Ministry of Economic Affairs, Agriculture & Innovation

1 augustus 2012
Outline

1. Dutch Policy Objectives on Public Procurement
2. Dutch proposal for a Public Procurement law
3. Policy Measures
4. Comparing Europe and the Netherlands
5. Recommendations to the WB
6. Questions
1) Dutch Policy Objectives on Public Procurement

A clear and transparent framework for Public Procurement, resulting in:

- Better compliance
- Better access for Small & Medium Sized Enterprises
- Reducing administrative burdens
- Best value for Tax Payers Money

- Buying Green
- Buying Social
2) Outline of the new Public Procurement Law

- Four European Directives in one proposal
- Codification of proportionality principle
- National Public Procurement Principles are introduced
- Several measures to reduce administrative burdens, e.g. TenderNed & Self-declaration
- Policy Measures are introduced to give more guidance to contracting authorities
Status of the proposal

• The draft proposal is accepted by House of Representatives (Second Chamber) and is scheduled for discussion in the Senate (First Chamber) September 11th, 2012

• If the proposal is adopted by the Senate the expected day for entering into force is January 1st, 2013
Elaboration on the new Public Procurement Law

1. General European and National principles
   • Equality, transparency and non-discrimination
   • With or without a clear border interest.
   • The legal requirements differ according to the chosen procedure
   • It remains possible to award a contract without public tendering (under thresholds).
The new Public Procurement Law

• 2. Proportionality principle
  • Requirements need to be *related* and *proportionate* to the subject matter of the contract
  • Reduce package tendering
The new Public Procurement Law

3. Reducing administrative burdens
   • Uniform Self-declaration
   • Free tender documents
   • Publication on a single e-portal: TenderNed
The new Public Procurement Law

4. Uniformity

• Evaluation article: Possibility to introduce further regulation by Ministerial Decree
• Ministerial Decree can be limited to certain groups of contracting authorities or certain groups.
The new Public Procurement Law

5. **Integrity**

- Evidence: Integrity statement
- Issued by COVOG (agency of Min. of Justice)
- Valid for two years (instead of one)
- Uniformal assessment grounds for exclusion
  - Criminal convictions
  - Competition law infringements
3) Policy measures

- Why policy measures?
  - Increasing procurement expertise
- Which policy measures?
Why policy measures: increasing expertise

- Provide direction and support contracting authorities
- Customized
- Increasing procurement expertise
- Non-binding
- Developing process:
  - ‘Poldermodel’ to ensure support
Proportionality Guide

Purpose:
• Awareness of the principle of proportionality
• Conscious choice of criteria

Content:
• Giving substance to the principle of proportionality as laid down in the law
Guidelines

Purpose:
• Uniform practice (on the application of the law)

Content:
• Supply and services
• Procedural steps
Complaints guidelines &
National Expert committee

Purpose:
• Uniform and good practice in dealing with complaints
• Stimulate quality by a learning effect

Content:
• Procedural guidelines for CA’s on how complaints should be dealt with internally
• Non-binding mediation by procurement experts
Covenant (gentlemen's agreement)

Purpose:
• Uniform practice for local authorities

Content:
• VNG (Dutch LGA) will draw up a standard internal procurement policy for local authorities (which includes GP and Guidelines)
• VNG will also draw up general purchasing terms and conditions for local authorities
• Procurement from backroom to boardroom
Buying Sustainable

Ministry of Infrastructure and Environment
• Programme for Purchasing sustainable – GPP in Brussels
• Green and social
• Use of sustainability criteria promoted by PIANOo:
  http://www.pianoo.nl/dossiers/duurzaam-inkopen-1

• Monitoring: over 90% application.

Min. of Social Affairs and Employment and Min. of Internal Affairs:
• 'Social return': involving people with a distance to the labour market in the execution of a contract.
4) Comparing Europe and the Netherlands

Commonalities:

• Promoting SME's is a priority

Thru:

• Reducing Administrative burdens
  (self declaration and e-procurement)

• Division in lots
  ➢ NL: principle obligation not to aggregate and to split
  ➢ EU: comply or explain to divide into lots.

• Maximising requirements (turnover)
  ➢ In NL also proportionality for contract terms

• Guiding Contracting authorities: core issue of public procurement is in the *application* of the law.
Comparing Europe and the Netherlands

Differences?

- No public supervision by an authority in NL
- Instead enforcing rules via internal rules within contracting authorities and via the National Expert Committee. Last resort: via courts.

- In NL: wish for higher thresholds
  - desire: more room to manoeuvre for CA's
  - comply or explain used for more aspects
    (on all requirements in procedure, on deviding into lots and on the choise for the type of procedure).
Recommendations (1)

Strike a balance between
  • transparency (fight against corruption but also red tape) and
  • flexibility (needed for best value for money).

➢ Suggestion: calculating the costs of a standard / average tendering procedure (cost of sellers and purchaser)
Recommendations (2)

Stimulate professional purchasership: policy measures
• Procurement *rules* are only the starting point
• application of the rules. Good procurement does not equal correct application of any set of rules, it is more.
Recommendations (3)

Anscillary (or strategic) policy objectives

- offer models or templates for tendering for sustainable solutions, not for certain types of sustainable products
- no obligations
- consider compulsory e-procurement (announcing tenders, submitting bids)
  - Make it voluntary for companies in markets where there is little e-access
Questions?
PROCUREMENT IN A NEW PERSPECTIVE

MARTIJN SCHUTTEVAER
DIRECTOR INVESTOR RELATIONS & CORP. COMMUNICATIONS

THE HAGUE

27 JUNE 2012
BOSKALIS COMPANY OVERVIEW

- Leading global dredging & maritime expert
- With 14,000 employees and 1,100 vessels
- Active in 75 countries across 6 continents
- Customers in Energy, Ports and Infra
- Headquarters in Papendrecht, The Netherlands

- 2011 revenue: EUR 2.8 billion
- Listed on NYSE Euronext Amsterdam Exchange
OUR WORLD

- 14,000 employees
- 1,100 vessels
- 75 countries
- across 6 continents
OUR ACTIVITIES
BASIC PRINCIPLES

IT’S ABOUT THE TOTAL PACKAGE

- Best practice (DBOT)
- Social impact
- Safety
- Durability
- Value for money
- Minimum Environmental impact

TOO OFTEN IT’S ABOUT PRICE ONLY
HOW?

THROUGH A BALANCED WEIGHTING METHODOLOGY

- Develop, Implement, Apply and Maintain this approach

INCLUDE QUALITATIVE ELEMENTS

- EIA
- Local content
- Safety
- Quality
- Durability (avoid capital erosion)
A WELL BALANCE WEIGHTING METHODOLOGY

EIA

- Reduce the ST but also LT impact on the environment; engineering but also building with nature

LOCAL CONTENT

- Incentivize involvement local content by awarding additional points in a tender
- Dictate and enforce HR (training, minimum labor conditions)
- Incentivize local procurement – win : win for contractor and local community
A WELL BALANCE WEIGHTING METHODOLOGY

SAFETY

- Secure staff well being

QUALITY

- Require sufficient guarantees for timely and work according to standards (for example security bond)
- Close follow up by engineer (with severe consequences if standards or deadlines are not met)

DURABILITY

- Consider “over-engineering” to reduce maintenance
GETTING THERE MAY NOT BE EASY, BUT WHO SAID IT WOULD BE?

- Requires a broader procurement evaluation framework
- No ‘one size fits all sectors’ approach
- May require more know how from within the WB
- Governance structure to monitor commitments
- Encourage early contractor involvement with WB – but there’s no such thing as a free lunch

OUTCOME

- Get a solution that fits the problem as well as the local requirements
- Procure best value-for-money
PPP Drivers in the Netherlands
Main elements of the presentation

Position of PPP in NL

The Dutch PPP Model

Achievements of PPP

Way forward
Position of PPP

- Social Cost-Benefit Analysis
- Multi-Annual Programme for Infrastructure, Spatial Planning and Transport (MIRT)
Assessing Value for Money potential

Forms of early market involvement
- Market scan (compulsory)
- Market consultation (optional)
- Concept competition (optional)
- Market survey (optional)
Value for Money testing (1)

Balancing public/private interests
- Results of reconnaissance study
- Public Private Comparator (compulsory for every MIRT project exceeding €60 million)
- Affordability check in relation to budget (how can it be included in the budget?)
Value for money testing (2)

At financial close, the final added value is determined based on the PSC.
The Dutch PPP Model
Exporting and adapting the model
What do we Achieve

For the User of the infrastructure
• Better/Optimal availability for the Infrastructure User
• Realisation in time

For the Infraprovider
• Realisation within Budget
• Same quality for less, or more quality for same
• Durability

For the Contractor
• More room for optimalisations
• Ability for LCC
How do we achieve this

Cooperation Model

Payment mechanism
Development

Availability Payment

Indexing

Exploitation

Commencement date

Availability date

Completion date

Expiry Date
Way forward

Project pipeline

Financial market
Road infrastructure
High Water protection
Locks
Challenges

Bank vs Bond solutions
Thank you very much!

www.ppsbijhetriijk.nl
Best Value Procurement – a change of paradigm

Carlita Vis

Head of section Procurement Infrastructure
Industry Structure

High

III. Negotiated-Bid
Owner selects vendor
Negotiates with vendor
Vendor performs

II. Value Based
Best Value (Performance and price measurements)
Quality control
Contractor minimizes risk

IV. Unstable Market

I. Price Based
Specifications, standards and qualification based
Management & Inspection
Client minimizes risk

Low

Perceived Competition

High
Poor performance

- Price based
  - Wrong person talking
  - Can perfectly predict the future
  - Experts told to not think
  - Buyer tells the vendor what to do and how to do it.

- Best Value
  - Buyer says what he wants
  - Vendors tell buyer what he can get
Inexperienced vs Experienced

Me & Them

Us

Risks

Control

Don’t Control

Control

Don’t Control
Problem with Priced Based Systems

 Owners

“The lowest possible quality that I want”

Contractors

“The highest possible value that you will get”

High Performance

Minimum

High Performance

Maximum
Impact of Minimum Standards

Decision making: what is the minimum standard, and do all contractors meet the minimum standards
Industry performance and capability

Customers

- Outsourcing Owner
- Partnering Owner
- Price Based

Vendor X

- Highly Trained
- Medium Trained
- Minimal Experience
Laws

Natural Laws

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Laws are not created...they are discovered
Initial conditions fix the final condition

(Control, impact, and influence)
Minimizing risks from the beginning!
Paradigm Shift: contractors should have minimal technical risk and should minimize risk that they do not control.
Supply Chain: We work in Silos

Planning / Programming

Designer

Contracting

Contractors

Suppliers

Clients

30K Foot Level

Technical Details
Best Value System

1. SELECTION
2. PRE PLANNING
3. PROJECT MANAGEMENT
Vendor is an Expert

1. SELECTION
   - Dominant Simple Differential (non-technical performance measurements)

2. CLARIFICATION / PRE-AWARD
   - BV proposal must be acceptable to user
   - Clarification Technical review Detailed technical schedule

3. MANAGEMENT BY RISK MINIMIZATION
   - Risk Management Quality Control Quality Assurance

Rijkswaterstaat
Selection Phase Filters and Clarification Phase

Filter 1: Past Performance Information
- Project Capability (PC)
- Risk Assessment (RA)
- Value Added (VA)
- Cost
- Schedule

Filter 2: Project Capability
- Cost
- Interview
- PC
- RA
- VA
- PPI

Filter 3: Interview
- Minimized decision making in selection
- BV dominant information is valid

Filter 4: Prioritize (Identify Best Value)
- Vendor clarifies proposal
- Client concerns addressed
- Detailed Schedule
- Risk activities
- RMP
- Performance metrics
- WRR

Filter 5: Dominance Check
- Best Value is within cost range
- BV dominant information is valid

Clarification Phase

Award
Priority Road Investment Programme

- Ambition from Camiel Eurlings, Minister of Infrastructure and the Environment: 30 starts of work of road widenings and rush hour lanes and 10 openings for road users before June 2011

- Start September 2008
- May 2011:
  - 30 ‘shovel hits the ground’
  - 10 ‘cutting the tape’
Evaluation of market approach

- Acceleration achieved!
  - 6 contracts awarded, each in 5 months
  - Tender phase reduced by 50%
- Costs 60% lower
  - Vendors: 50% to 75% lower costs
  - Rijkswaterstaat: estimated reduction by half, development costs for the contract excluded
- May 2011: On average 1 year earlier completion date per project

‘The costs to tender are significantly lower than ‘traditional’ D&C’
Dutch Efforts

- Approx. 50 general presentations
- Approx 2000 attendees
- 1st and 2nd Dutch book
- 4 papers published
- NEVI education and certification
PBSRG’s Research Results  
(Performance Based Studies Research Group)

- Worldwide as a leader in Best-Value Systems  
  - Conducting research since 1994  
  - **1000+** Projects  
  - **$4.4 Billion** Services & Construction  
  - **5%** Increase in Vendor profit  
  - **98%** On-time, On-Budget, Customer satisfaction  
  - PMI, NIGP, IFMA, IPMA  
  - Tests in Netherlands, Botswana/Africa  
  - ASU – investments of over **$100M** due to BV  
  - WSCA Contract Gives Access to all states
BVP: Source Documents

- **IMT**
  - IMT/KSM
  - Industry structure
  - Measurements
  - Observation; deductive logic

- **PIPS: Best Value Standard**
  - Case studies
  - Protests
  - Use of Performance Information
  - Changes over time (history of lessons learned)
International

**University of Alberta**

**United States**
- 65 clients
- WSCA, NASPO

**Netherlands**
- Most successful implementation of BVP outside of United States
- Visionaries: Scenter, Rijkswaterstaat, NEVI
- Largest test: $1B

**Finland**
- BVP is being proposed as a part of risk/project management

**Brunsfield**
- Complete Supply Chain implementation of best value PIPS

**CIB Network**
**PBSRG Network**
**PMForum Network**

**Fulbright Scholarship**
- University of Botswana
- PIPS tests

**RMIT**
- Teaching IMT
- PBSRG platform
NEVI: THE DUTCH PLATFORM FOR PROCUREMENT PROFESSIONALS

NEVI, the Dutch Association for Purchasing Management, was founded in 1956. Since then NEVI has grown to become one of the world’s leading Purchasing Management organisations. With over 6,000 members, working in the private and public field, NEVI is the principal authority for matters concerning Purchasing in the Netherlands. NEVI Publiek is a NEVI platform particularly for the public procurement professionals where they can meet, exchange experiences and knowledge and take part in various activities. NEVI members receive Deall, a monthly magazine for procurement professionals, and discounts on professional education, seminars and conferences. Furthermore, NEVI members can attend all NEVI membership activities for free, have access to the online NEVI database with over 1,200 documents and a list of all NEVI members.

- Third largest procurement organization in the world
- 6,000 members
- Licensed by ASU
- Educate and certify procurement agents in BV PIPS
- A+, A, B+, B

Rijkswaterstaat
2012 Dutch Sourcing Award (DSA)
Lessons Learned

- BVP transforms procurement strategy: think ‘supply chain’
- BVP ensures tenderers keep interest of the client in mind
- Paradigm change is needed, this takes time to implement: core team
Crossing the chasm

Geoffrey Moore's 'Crossing the Chasm' diagram
circa 1991
Discussion statement

Best Value Procurement adds value in any delivery model but needs a directed paradigm change.
Coentunnel project
DBFM Contract
Content presentation

1. Purpose of the project
2. Scope of work
3. Financing
4. DBFM procurement features
5. Progress photographs
Purpose of the project

- Improve traffic flow A8-A10 (remove ‘bottle neck’ in existing Coentunnel)
- Improve accessibility of Northern Randstand together with Westrandweg (Highway A5)
Scope: the route
Scope: activities

- 2nd Coentunnel
- Existing Coentunnel (renovation)
- Approx. 10 km Highway (renovation and new)
- Approx. 36 viaduct, etc. (renovation and new)
- Complete new VTTI
- Maintenance Transition system
- Maintenance New system
- Air environment measures
**Scope: new situation**

- **North Sea channel**
- **Amsterdam**
- **Zaandam**
- **Existing tunnel**
- **Extension**

- 3 permanent lanes
- 2 exchange lanes
- 3 permanent lanes
Shareholders of CCY

- ARCADIS 5%
- BESIX Group 18%
- CFE 18%
- DREDGING INTERNATIONAL 5%
- DURA VERMEER 18%
- TBI bouw 18%
- VINCI 18% (via European Infrastructure Investment BV)
Lenders (1/2)

- Common Terms Agreement (CTA)
- Commercial Facility Bank Agreements
- EIB Facility Agreement
- SWAP contracts

- Total financing for M€ 553,6

- Main Loan Facility M€ 298,9 54%
- EIB Guarantee Facility M€ 193,8 35%
- Junior Fund Bridge Facility M€ 47,9 9%
- Stand-by Facilities M€ 13,0 2%
Lenders (2/2)

- Syndicate of Lenders
- 5 commercial banks plus EIB
- Before release of EIB guarantee (M€ 359,8)

SWAP Banken:
- ABN AMRO (NL)
- Bayern
- RBS
- BNG Bank
- KfW Bank
DBFM Procurement features

- Pre(selection) based on capabilities
- Tender competition for innovative solutions
- Selection on price and capabilities
- Pro’s
  - Life cycle optimization of object for build and maintain (contractor in control)
  - Fixed cost for Client
  - Market pressure on completion
- CON’s
  - High transaction cost
  - Tender duration
- KNOW WHAT YOU WANT!
Other DBFM drivers

**Total Cost of Ownership**

- Roads in Western Europe are congested.
- Main driver is Availability
- DBFM in Western Europe is aimed at
  - Availability
  - Maintainability
  - Safety
- Last but not least
  - Objective proof in relation to accountability
    (mainly US and Western Europe)
Coentunnel project sample

**Energy reduction**
- Energy risk for Contractor
- Design and Maintenance optimized for reduced energy consumption
  - HVAC units
  - LED lighting Tunnels

**Innovative solutions for availability**
- Technical buildings alongside the road
- Highway lighting alongside the road
In case you do not know what you want?
Early Contractor Involvement

- Contractor selection on quality (70%) and cost (30%)
- Early selection of Contractor
- Pain/gain share compensation (agreed target, cost plus fee, bonus/malus, etc)
- Pro’s
  - Commence works earlier
  - Low transaction cost
  - Early involvement and room for agreed major changes
- CON’s
  - No market pressure on early completion
  - Client stays in control
A10 West Connection WRW
A10 West Tunnel Entrance South
A10 West Tunnel Entrance North
Coenplein direction East
Finally

Are there any questions?
Experiences with World Bank Procurement Procedures from the Perspective of a Consultancy Company

Hero Heering
Euroconsult Mott MacDonald
Euroconsult Mott MacDonald has been involved in the implementation and management of international development projects around the world for over fifty years.

We work mainly in developing countries, covering land and water, rural development and natural resources management projects, from formulation through to execution.
• We fully dependent on IFI market: major organisations are World bank, EU, DfID

• In 2011: out of 72 running projects - 20 were WB funded (27% of total)

• We follow the highest standards of ethical behaviour as prescribed by the Mott MacDonald Group - all Dutch International Businesses have such Codes of Conduct and Integrity systems in place
The Problem

- In general Dutch consultancy firms are becoming reluctant to bid for (locally tendered) WB projects. Main reasons are the difficulty in competing on price and the lack of transparency in the bidding process.
- This specifically relates to loan projects and to countries that are ranked low on the transparency international list.
Specific Issues - Price

- Overall available project budget too low to allow for inclusion of West-European international experts (especially with ADB).
  - Consequently several firms do not submit tenders
  - Use of other European and regional free lance experts is increasing in order to participate
Specific Issues - Quality

- Suggestion has been to give more emphasis on quality and use QCBS evaluation system (level playing field).
- However, the margins in technical scores given by the Evaluation Committee between proposals are very small - even in QCBS proposals (90:10).
- More frequent use of QBS followed by price negotiation might be an option to resolve this.

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<td>Z</td>
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* minimum required technical score = 70
Specific Issues – Duration of tender process

• The selection of consultancies is quite often slow and the time to contract award long, leading to extension of the validity of the proposal. At the same time this creates problems for the planning and ultimate availability of the proposed experts.
Specific Issues – Process oversight

- The WB gives no objection letters based on ultimate outcome of the evaluation. This is merely a check on figures and related calculations but does not provide insight on the actual evaluation process that has taken place.
Suggestions/Recommendations

- Evaluation Committee should in case of QCBS evaluate on quality and express difference in quality in greater margins between proposals.
- More frequent use of QBS followed by price negotiation
- Appoint independent observers to the evaluation process (who do not score themselves, but oversee the process and check the evaluation process). The main ownership remains with the lender.
- Apart from quality and price it has been suggested to take the sustainability behaviour and CSR efforts of a firm into consideration as a factor in the evaluation process.
Thank you!
IPA, The Procurement Agent of Choice

Presentation to Ministry of Economic Affairs, Agriculture and Innovation
World Bank Procurement Days
June 27, 2012
Presented by:
Bob Vlietstra, Director IPA BV,
The Netherlands
Best and worst practice related to procurement reform
Subject matters

- Development of the Public Procurement function
- Professionalism of procurement staff
- Sustainable procurement
Development of the Public Procurement function

• Public Procurement function has been developed into a highly professional line of business

• Establishing Procurement Knowledge Centres supporting the national procurement function

• Practical support from World Bank office during project implementation
Development of the Public Procurement function (cont)

- Capacity Development of the local suppliers base to support to create the basis for "Value For Money"
- Incorporated early involvement of the procurement function in project and programme development
- More independent procurement audits
Professional development of procurement staff

• Position of the Public Procurement function in the Government civil servants schemes
• Capacity building for (local) public procurement professionals
• Job security and long term professional development opportunities
Sustainable procurement

• Many ideas of supporting the Sustainable procurement requirement ranging from recycled paper to packaging materials collection scheme

• Introduction of Carbon Footprint and related Human Development requirements in the evaluation criteria
What do we normally **not** consider in the evaluation criteria?

- Award of Corporate Social Responsibility (CSR) engagement
- Support of the Kyoto / Rio +20 initiative related to Climate Change and Carbon Footprint
- Support to Millennium Goals
CSR engagement

• CSR declaration awarded additional score in the compliance evaluation of received bids
• CSR criteria will encourage suppliers to behavioral changes without discourage them in the tender evaluation.
• UNIDO study confirmed a difference in cost for implementation of CSR small/large companies

“\textit{A clearly outlined reward for meeting CSR activities will influence the behavior of suppliers}”
Kyoto / Rio +20 Climate Change and Carbon Footprint

- The environmental impact of air freight versus sea freight versus road transport is 20:1:5
- Carbon offset is offered by many passenger airlines but not common (yet) for airfreight
- Improvements on road transport can be achieved by introducing fuel efficient trucks and low-sulphur fuel
- Carbon impact for airfreight is heavy due to average age of aircraft
Support to Millennium Goals

• Public tendering should at least reflect Millennium Goal 1, (Eradication of extreme poverty) and consequently stimulate economic development of production in Low Developed Countries

• A straightforward methodology for applying the Millennium Goal is to introduce the UN Human Development Index (HDI) as a multiplier towards the Financial Score
Practical example

Requirement:
1,500 double fly 4 x 4 mtr. tents delivered to Nairobi, urgent need.

Bid 1:
FCA Guangzhou, USD 250 each, well known supplier, reasonable quality of sample, production period 1 week.
Airfreight USD.2.50/kg
Carbon offset Guangzhou – Nairobi: 0.086 USD/KG / HDI rating 0.77

Bid 2:
FCA Maputo, USD 300 each, unknown supplier, reasonable quality of sample, good presentation, production period 1 week.
Airfreight USD.2.20/kg
Carbon offset Maputo – Nairobi: 0.034 USD/KG / HDI rating 0.38
Evaluation of Bids (1) – *traditional criteria*

1. **Knock out criteria**:
   - Eligibility
   - Legal standing
   - Financial capacity

2. **Technical score**:
   - Technical capacity
   - References or past experience
   - Delivery delay
   - Quality of product (samples)

3. **Financial score**:
   - Product
   - Logistics
   - Monitoring
Evaluation of bids (2) – grid format

Technical score :
• Capacity and experience 20 points
• Delivery delay 20 points
• Quality of product 20 points

Total maximum 60 points

Financial score :
• Product
• Logistics
• Monitoring

Total maximum 40 points
### Evaluation of bids (3) – traditional example

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<td><strong>Total Score</strong></td>
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## Evaluation of bids (3) – traditional + CO2

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<td><strong>Technical score</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity and experience</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>Delivery delay</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Quality of product</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td><strong>Financial score</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product</td>
<td>375.000</td>
<td>450.000</td>
</tr>
<tr>
<td>Logistics</td>
<td>225.000</td>
<td>200.000</td>
</tr>
<tr>
<td>CO2 (90 tons)</td>
<td>7.740</td>
<td>3.060</td>
</tr>
<tr>
<td>Monitoring</td>
<td>5.000</td>
<td>10.000</td>
</tr>
<tr>
<td><strong>Total USD.</strong></td>
<td><strong>612.740</strong></td>
<td><strong>663.060</strong></td>
</tr>
<tr>
<td>Financial score</td>
<td>40</td>
<td>37</td>
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<tr>
<td><strong>Total Score</strong></td>
<td><strong>80</strong></td>
<td><strong>67</strong></td>
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</table>
## Evaluation of bids (3) – traditional + CO2 + HDI Rating

### Technical score:

<table>
<thead>
<tr>
<th></th>
<th>Bid 1</th>
<th>Bid 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity and experience</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>Delivery delay</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Quality of product</td>
<td>15</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
<td>30</td>
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</tbody>
</table>

### Financial score:

<table>
<thead>
<tr>
<th></th>
<th>Bid 1</th>
<th>Bid 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product</td>
<td>(375.000)</td>
<td>(450.000)</td>
</tr>
<tr>
<td>Product x HDI rating</td>
<td>291.375</td>
<td>172.800</td>
</tr>
<tr>
<td>Logistics</td>
<td>225.000</td>
<td>200.000</td>
</tr>
<tr>
<td>Carbon Offset (90 tons)</td>
<td>7.740</td>
<td>3.060</td>
</tr>
<tr>
<td>Monitoring</td>
<td>5.000</td>
<td>10.000</td>
</tr>
<tr>
<td><strong>Total USD.</strong></td>
<td><strong>529.115</strong></td>
<td><strong>385.860</strong></td>
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**Financial score**

<table>
<thead>
<tr>
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<th>Bid 1</th>
<th>Bid 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>29</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Recommendations

• Capacity development not only for the national public procurement officers but also the national suppliers base to enhance VFM

• Clear position of the Public Procurement function in the civil service hierarchy

• Introduction of evaluation criteria supporting the national and regional economical development
THANK YOU
Procurement policy
Rijkswaterstaat

Wim Holleman
Director of Market Relations and Procurement
Rijkswaterstaat

- Agency of Ministry of Infrastructure and the Environment
- Founded in 1798
- Around 9,000 employees
- Annual budget: 4 to 5 billion euros
Challenges of Rijkswaterstaat

Main road network
3102 km

Main waterways
8000 km

Main watersystem
65000 km²
Role of the government

- Roads, waterways, rail roads, water safety
  - Decision making (spacial planning; priority setting)
  - Scope, budget and time
  - Traffic management, watermanagement
  - Procurement of building and maintenance
  - Private sector responsible for actual design, build and maintenance (PPP - also responsible for financing)
Contracting chain

Challenges  Choices  Contracting  Management
Development of procurement policy

- The eighties (1980-1990): activity based, calculable contracts
  - Detailed contracts
  - Engineering competence at the side of the client
  - Contractor concentrates on realization
  - Payments /calculation based on quantities
  - Intensive (quantity) control by the client
- Nineties (1990-2000): some new large Design and Build contracts:
  - Maeslantkering; Westerscheldetunnel, Balgstuwkering Ramspol
- 2000 onwards; start new integrated contracts
- Parliamentary inquest (2002/2003): need for change
Innovations in procurement/contracting

- Parliamentary inquiry - problems with anti trust violations
- Space for the private sector to innovate and find more efficient solutions
- The political urge for a smaller government organisation and the shift of public work and services to the private sector
A new procurement strategy

• Functional specifications
• Market strategy:
  – Durable competitive market
  – Award on: Economically Most Advantageous Tender (EMAT)
  – Permanent ambition to lower costs of tendering
• Contracting strategy: 3 main standards
  – Maintenance: performance based contracts
  – New projects: Design and construct
  – Major projects: design, build, finance and maintain
Contracting prerequisites

General political demands

Terms of reference → Contract

Infrastructure Management ← Contract
Public EU regulations - tenderproces

- Open procedure:
  - small maintenance work; under 10 million euro
- Restricted procedure:
  - Design & Build contracts and larger maintenance; 10 to 100 million euro
- Competitive dialogue:
  - Large PPP (DBFM)-projects; over 60 million euro
General Political Demands

- Sustainable procurement
- Innovations
- Social return
- PPP-projects
Changing your way of procurement needs

• A consistent procurement strategy and hold on to it
• Transparency about your objectives and plan
• Constant communication with clients and contractors
• Active resolving of operational problems in new contracts
• Investment in people constantly
Sustainable procurement
Rijkswaterstaat

Harald Versteeg
Program manager
sustainability program

29 June 2012
Sustainability: what do YOU mean?

- Energy & Climate
- Water-quality
- Water-quantity
- Water-use
- Soil (pollution)
- Natural resources
- Waste
- Biodiversity
- Spacial Planning
- Air quality
- Noise

- Safety
- Health
- Social issues
- Scenic value
- Historical-/ cultural value
- Mobility (traffic)
- Flexibility/ adaptability
- Quality of Life
- Lifecycle Costing
- Efficiency
Sustainability: Not all new!

- It is our regular work: in the mission of the
- Re-use of building materials: >99%
- Life-cycle cost management
- Building ‘ready to demolish’
- Road-surface: silent and safe
- Dynamic lighting: less traffic, less lights
- Ecology (roadsides and banks of waterways)
- Environmental assessment proces
Strategic sustainability change program

- “Rijkswaterstaat aims to be in 2012 the leading, public orientated and sustainable executive organisation of the Dutch government.”

- Focus sustainability:
  - Reduction energy use and production of green energy
  - Sustainable (green) procurement
  - Sustainable area development
Why Sustainable Procurement

Use power of the buyer to reach governmental policy targets by influencing contractors to..

1) Produce the same product with better production proces

2) Produce and deliver different product

3) Produce and deliver different product with extra added value
Sustainability stages for organisations

Sustainability is more and more an issue for private sector, level of maturity differs

1) Internally focused

2) Thinking in supply-chains

3) Thinking in sphere of influence
Example: government policy on energy

European targets are leading:

- 20% CO2-reduction in 2020 comparing to 1990
- In 2020 14% renewable energy production instead of 2% in 2010

Activities of RWS:
- Internally
- Procurement
Internal activities
Relevance of infrastructure – emission of CO2 over 20 year period

Can infrastructure help to reduce fuel consumption?
Energy is one of the issues

Sustainability in a project: what is important?

Think opportunities, not threats – regular decision process
Tool available: Sustainable Planning Circle

Compleet model
12 themes

1. Water
2. Soil
3. Energy
4. Ecology and biodiversity
5. (Spatial) land-use
6. Spatial quality
7. Well-being
8. Social relevance
9. Mobility
10. Finances and investments
11. Economic value for private sector
12. Economic value for society
Each theme has several principles

1. Water
   - Watersafety, flooding, quality, shortages, adaptive to climate change

2. Soil
   - Soil quality, archeological value, diversity, soil subsidence

3. Energy
   - Consumption, production of Sustainable energy, robust infrastructure, efficient, energy for construction and demolition
Hoe worden de resultaten bepaald?
Tijdens van het beantwoorden van de vragen worden de antwoorden interactief gevisualiseerd in een resultatenwiel. Dit resultatenwiel geeft overzichtelijk weer hoe het onderzochte project scoort op de twaalf duurzaamheidsthema’s. Het resultatenwiel kan zodoende gebruikt worden als samenvatting of communicatiemiddel.

Voorbeeldvraag:

**Water**

A. **Waterveiligheid**

*Om de waterveiligheid te waarborgen, zijn overstroombare gebieden beschermd tegen hoog water volgens normen in de Waterwet (Bron: Helpdesk Water, Rijkswaterstaat, 2009)*

Wat is het effect op de veiligheid van overstroombare gebieden tegen hoog water? *Geef toelichting »*

<table>
<thead>
<tr>
<th>Positief</th>
<th>Negatief</th>
<th>Geen</th>
<th>N.v.t.</th>
</tr>
</thead>
</table>

Voorbeeld scoreberekening:
Het thema Bodem heeft 5 vragen. Als Gebiedsagenda principe E, Bodemdaling met Niet van toepassing wordt beantwoord, wordt de score over de overige 4 vragen berekend. In het geval van twee positieve antwoorden, één negatief antwoord en 1 onbeantwoorde vraag, wordt 50% positief, 25% negatief en 25% leeg.
1. Checklist

2. Varianten vergelijken binnen één MIRT-fase.

3. Consistentie tussen MIRT-fases
Procurement – contract starting point

1. Functional specifications
   - no specific technical solutions demanded!!

2. All decisions based on Lifecycle Costing and Total cost of Ownership.
   - Design, building and maintenance in one contract

3. (National) set of minimal contract specifications (more than the law)

4. Project specific set of minimal contract specifications

5. Besides prize, sustainability is an awarding criterion
   - Focus on issues identified in planning phase (circle!!)
   - > OBJECTIVE comparison!
Sustainable procurement
Rijkswaterstaat

Using DuboCalc and the CO2 Performance ladder

Gerwin Schweitzer

28 June 2012
Content

• Tools
  – DuboCalc
  – CO2 Performance Ladder
• Best practices
Procurement approach

1. Functional requirements
   - no specific technical solutions demanded!!!

2. D&C and DBFM contracts

3. Quality system-based contract supervision

4. Most Economically Advantageous Tender (MEAT)

Besides prize, sustainability is an awarding criterion
- DuboCalc
- C0₂ Performance ladder

National set of minimal technical sustainable requirements
Sustainable design, DuboCalc

• DuboCalc calculates the environmental impacts of the different infrastructure designs.

• The calculations are based on material en energy use during the whole lifecycle

• DuboCalc uses the method of the environmental Life Cycle Analysis (LCA)

• Objective comparison of the bids
Dubocalc what is it?

**Input**

- Design specs (quantity materials)

**DuboCalc**

- Project calculator
- Library (National database building Materials)

**€ environmental (shadow) costs (“ECI”)**

- ISO 14040
- NEN 8006
- SBK corporation
Environmental impact categories

1. Global warming
2. Ozone layer depletion
3. Human toxicity
4. Fresh water ecotoxicity
5. Marine ecotoxicity
6. Terrestrial ecotoxicity
7. Photochemical oxidation
8. Abiotic depletion
9. Depletion of fossil energy carriers
10. Eutrophication
11. Acidification
Using DuboCalc

Four options:

1) As a award criterion in MEAT. The bidder with the lowest ECI (the most sustainable design) is best valued.
2) As a process requirement: optimizing during the design process
3) As a optimizing desing tool and verification tool
4) As a minimum performance requirement (expressed in ECI).
Design options: Environmental Cost Indicator (ECI) value
Analyse, review, choose, change and improve!
Sustainable management, $\text{CO}_2$ Performance ladder

- $\text{CO}_2$ management in organisation and applied in projects

- 5 levels of Certification of company
  Low level: within own company
  High level: innovation with partners in supply chain
CO$_2$ performance ladder

- Focused on CO$_2$ management of the business operation (qualitatively)
- Certification of the company but on the same time the approach is project specific
- Five levels, four aspects on every level:
  • Energy use,
  • Energy reduction,
  • Communication and
  • CO$_2$-reduction initiatives
Using the CO$_2$-performance ladder

- Bidder chooses his ambition (step on the ladder)
- The client selects the best tender
- After awarding the ambition becomes a requirement
- Contractor shows the performance is achieved
- Possible by showing his certificate
Best practices sustainable procurement

- A15 MAVA
- A12 LuVe
- Hook Leeuwarden
- Dike improvement Stavenisspolder
- Rerouting of Zuidwillemsvaart (canal)
- Dredging fairway Rotterdam Antwerpen
- N61
- There will be many more projects to show after today
DuboCalc in N61
Best practice N61
Award criterion for sustainability

Two awarding criteria
• Stakeholdermanagement
• Sustainability

Subcriteria
• DuboCalc (ECI-score) $\rightarrow$ incentive for a sustainable design

• $\text{CO}_2$ Performance ladder $\rightarrow$ Incentive for a energy efficient business proces of the contractor
N61 Review DuboCalc

Score (ECI) with DuboCalc as (sub)award criterion in procurement document
- Upper limit ECI score is € 8 million (= reference design)
- Lower limit ECI score is € 6 million (= green design)

Maximum quality value was € 2 million

The fictive discount of de bidder was, depending to his ECI score between € 0 en € 2 million
N61, Review CO2 Performance ladder

- A high level gives a high fictive discount on the price of the tender
  - Step 1: 1%
  - Step 2: 2%
  - Step 3: 3%
  - Step 4: 4%
  - Step 5: 5%
**Tender results N61 CO2-PL and DuboCalc**

<table>
<thead>
<tr>
<th>Bidders</th>
<th>% award benefit CO₂-PL</th>
<th>Quality value DuboCalc (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>2,0 M€ (ECI=6,0 M€)</td>
</tr>
<tr>
<td>2</td>
<td>5</td>
<td>2,0 M€ (ECI= 6,0 M€)</td>
</tr>
<tr>
<td>3</td>
<td>5</td>
<td>1,71 M€ (ECI= 6,29 M€)</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>1,49 M€ (ECI= 6,51 M€)</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td>2,0 M€ (ECI = 6,0 M€)</td>
</tr>
<tr>
<td>6</td>
<td>5</td>
<td>2,0 M€ (ECI = 6,0 M€)</td>
</tr>
</tbody>
</table>
Using DuboCalc as awarding criterion for dike covering Stavenissepolder

- Covering with concrete columns
- Goal: sustainable product innovation
- How: using DuboCalc
- Results: lower ECI and a stimulation to product innovation bij contracters and suppliers
General results of the approach

Because of sustainable procurement the contractors:

- Realised reductions of carbon dioxide during the build and maintenance period
- Used green power during realisation and for public lightning
- Used lower temperature asphalt (less energy to produce asphalt)
- Used asphalt with a longer lifetime (less maintenance)
- High quality reuse of building materials.
- Realised cost reductions
Conclusions

• With this approach we achieve
  – Lower environmental impact
  – An optimized design
  – Lower total cost of ownership
  – An incentive to improve and innovate
New Tools for sustainable procurement

- CO2 Performance Ladder
  www.SKAO.nl

- DuboCalc
  www.Rijkswaterstaat.nl/Duurzaaminkopen

(English introduction en instruction of DuboCalc)
Statements (1)

1. If Sustainability is not defined clearly, it can mean anything!
2. One should always avoid to use the word sustainability
3. If someone else does use the word, always ask what.

4. People, Planet and Profit are always aspects of a project. The question is:
   - are they recognized?
   - are they taken into account?
   - are they balanced well enough?
These questions have to be asked at every step in the proces from early planning stages to end of life.

5. Aiming for lowest Total Cost of Ownership and LCC (life cycle costing) is always a good way to start.
Statements (2)

1. The government should define functional specifications.
2. The government should use these for public tendering of a project.
3. Government should only tender on the basis of functional specifications if the building industry has the knowledge and carry the risk to organise the design process.

4. PPP or sustainability should be part of the procurement strategy. The question is how:
   - always as requirements?
   - always as awarding criteria?
   - always a mix of both?
   - always depending to situation, project and country?

5. There can be one procurement process with space fore specific procurement approaches. The procurement approach must be customized, aswell as the sustainability subjects.
Statements (3)

1. Sustainability is always about: creating value to society
2. If People Planet and Profit are balanced the benefits for society are maximized.
3. To guarantee a transparent bidding process quantitative tools are preferred.
Assuring quality in the procurement of pharmaceutical products

World Bank Procurement Days, June 27 & 28

Marieke Korsten
Introduction IDA Foundation

- Not-for-profit supplier of health products
- Founded in 1972
- 2011 turnover $ 214 m
- 3,000 products in product range
- 750 products immediately available from stock
- Approved by Global Fund, USAID, ECHO and others

Our mission: “To improve access to and deliver high quality medicines and medical supplies at the lowest possible price to low- and middle income countries”
Some figures

- USFDA estimates that up to 25% of medicines in developing countries are counterfeit or substandard.
- WHO survey anti-malarials in Sub-Saharan Africa (2011) showed that 28.5% of samples were non-compliant with specifications.
- Lancet research (2012) showed that one third of malaria medicines circulating in sub-Saharan Africa and South-East Asia are of poor quality.

Substandard treatment:
- A danger for public health, leading to drug resistance and/or death.
- A waste of donor- and national funding.
Who assures quality of medicines?  
*And who fills the gap?*

National Drug Regulatory Authority *not always able to guarantee quality*

WHO Prequalification *focuses on HIV/AIDS, tuberculosis, malaria*

Stringent Drug Regulatory Authorities *have in-country focuses (e.g. USFDA)*

Complete product range & Comprehensive quality system *spanning the entire supply chain*
More on NDRA’s

Ultimate goal:
“Have NDRA’s that are able to guarantee the quality of all products that enter a country”

However, a 2010 WHO assessment shows that medicines regulation was not carried out to the full extent required to ensure the quality, efficacy and safety of medicines in 26 Sub-Saharan African countries.

“Staff Shortages”
“Little managerial commitment”
“Lack of sustainable funding”
“Not in line with WHO standards”
“Little accountability”
How to bridge this gap

1. Apply donor specific quality assurance guidelines: Global Fund, USAID, etc
2. Apply international agreed quality assurance guidelines for procurement agencies: MQAS
3. Assess procurement agents through harmonized tool (medium term): MQAS
4. Strengthen national regulatory authorities (long term): WHO
MQAS

MQAS = Model Quality Procurement System for Procurement Agencies

The World Bank

UNOPS

International Union Against Tuberculosis and Lung Disease

GLOBAL DRUG FACILITY (GDF)
The Global Health Network

UNICEF

Crown Agents

The Global Fund to Fight Aids, Tuberculosis and Malaria

ICRC

PFSCM
Worldbank guidelines for QA

World Bank has no strict central quality guidelines for procurement of pharmaceuticals: it is a country’s responsibility.

Consequences: quality is not always assured.

Example Indian government for TB program:

- National TB program has funding from World Bank and Global Fund, UNITAID and national budget.
- World bank funding is used for procurement of products which are not allowed under GF/UNITAID guidelines.
Recommendations

1. Do not rely solely on National Drug Regulatory Authorities in every country

2. Make sure that national tenders include quality requirements

3. Require procurement agencies to comply with MQAS guidelines

4. Start using the MQAS assessment tool for procurement agents as soon as it’s ready
World Bank Procurement Review

WB’s Gold Standard in a Changing World

Lon Buijsen
Philips Healthcare GSSI-IKAM
June 25, 2012
Agenda

1. Philips
2. Related trends
3. WB Golden Standard
4. Examples
5. Our encouragement & concerns
6. An observation on efficiency
7. Our request
Philips: a strong diversified industrial group

Who we are

Founded in 1891
Headquartered in Amsterdam, The Netherlands

Sales of €22.6 billion in 2011¹
- 33% in Growth Markets
- 65% in B2B
- EBITA 7.4% of sales

Globally recognized brand (world top 50)
Our brand value doubled to $8.7bn since 2004²

122,000 employees
Sales and service outlets in over 100 countries

€1.6 billion investment in R&D, 7% of sales

²Source: Interbrand

Note - All figures exclude discontinued operations

Our businesses

Operating in >100 countries

26% Healthcare
40% Lighting
34% Consumer Lifestyle

33% Growth Markets
28% Western Europe
8% North America
31% Other

¹Note - All figures exclude discontinued operations
Improving people’s lives through meaningful innovation

At Philips, we strive to make the world healthier and more sustainable through innovation.

We will be the best place to work for people who share our passion.

Our goal is to improve the lives of 3 billion people a year by 2025.

Together, we will deliver superior value for our customers and shareholders.
Operating in the right markets
Addressing key societal issues

Demand for affordable healthcare
Need for energy efficient solutions
Desire for increased personal well-being

Group Sales: 67% Mature Geographies 33% Growth Geographies
Non-Communicable Diseases (NCDs):
UN Summit 2011, countries addressing “double disease burden” of communicable and NCDs.
Public sector investment around NCDs expected to increase significantly in coming years.

Collaboration World Bank and Healthcare Industry
Upcoming – 27 September; World Bank and healthcare collaborative industry group, including Medical Imaging & Technology Alliance (MITA) will discuss ways to achieve improved health project designs, healthcare solutions, equipment specifications, effective tendering, and WB in-house capacity.

Healthcare Trends
Demand for affordable healthcare
Lighting Trends
Need for energy efficient solutions

Energy efficient light:
Investments around energy efficiency in compact fluorescent bulbs, street lighting, and lighting for public buildings are increasing notably.

- Up to 80% cost savings for consumers
- Decreased load on strained power grids
- World Bank, ADB, IDB increasing funding and driving creative project models
- Countries embracing energy efficient lighting as global phase-out of incandescent bulbs continues
World Bank Offers Essential Leadership

Global Gold Standard
- World Bank Procurement Guidelines and Standard Bidding Documents – 60 years of real world experience and refinement
- Essential elements of transparent, fair procurement in Bank-funded countries

Robust Competition
- Borrowers benefit from involvement of international firms and robust competition.
- Price, technology, service and solution competition

WB Oversight and Recourse
- Adequate recourse typically lacking in local tenders
- Oversight and recourse necessary to attract and enable many companies to compete in Bank-funded projects
Changing World Demands More Oversight: Build Best Practices

Borrowers: High regard for WB processes

Changes in local environment = WB oversight more important than ever

SBDs and Rules: First line against Fraud and Corruption

Four countries cleared by WB for use of local procurement rules never advanced; WB rules deemed more reliable and reflecting best practice

Philips experience: Increasing challenges, Bank oversight, disciplines, and transparency more necessary than ever

Retaining SBDs and Procurement Rules are first line against fraud and corruption
Active WB Involvement = Fair Procurement Examples:

**Albania**
- Lock out specs for one company; country not addressing.
- Request to WB: Country opened Specs; 5 bidders and savings to Albania of $175K

**Croatia**
- Unfair, narrow specs limiting competition; country not addressing.
- Request to WB: Country opened specs; 10 bids

**Bangladesh**
- 64-slice CT scanner: Original specs were narrow without medical reason; allowed only 2 bidders
- Request to WB: Resulted in new tender with opened specs for broader competition
Therefore Philips Encourages:

- Strong procurement oversight and commitment to use the World Bank’s Standard Bidding Documents for Bank-funded procurement

- Dedicated, substantial support for procurement capacity building:
  - Internally to Bank on health care,
  - To Bank’s Borrowers around strong procurement practices and financial accountability

- Increased and diverse private sector participation on the Bank’s procurement working group. (Make-up of current group differs markedly from initial working group that was disbanded.)
Therefore Philips Encourages:

- Experienced, highly professional, fully staffed procurement division within the Bank;

- Incorporate best practices such as life cycle costing, full solution support for life of the equipment (local service, spares, training, etc.), and environmental and socially responsible procurement.
Borrowers should not be able to use local systems for Bank-funded projects without thorough vetting and proven to be subject to little or no fraud and corruption.

While public sector capacity high- and upper-middle income countries, these are not locales for much Bank-funded procurement.

Relaxing procedures and standards will result in more fraud and corruption and put continued funding for development at risk.
Observation on World Bank efficiency

Efficient procurement processes

The World Bank administrative budget for all 6 regions is $1,065 M, and only 3.3% (approx $35 M) of this is devoted to procurement.

60% of procurement admin. budget is used for prior review and no-objections, totaling $20 M.

This is a small sum to ensure fair and transparent procurement processes which attract reputable bidders and contribute to successful development projects.
Philips, on behalf of Dutch industry respectfully requests:

- Sufficient time to evaluate any ensuing document relating to proposed changes to Bank-funded procurement processes, and
- Active participation as a full voice with the Bank for planned or anticipated changes to the procurement processes which are ultimately proposed to the Bank’s Board of Directors