CONCEPT

Tendering and Bid Evaluation: Contract Preparation, Tender Documents and Scoring



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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Weak tender documents and inconsistent bid evaluation are among the most common causes of failed procurements, challenged awards and contracts that cannot be managed after signature. Scopes are vague, evaluation criteria are fixed after bids arrive, and awards rest on price alone. This Core Concept course takes participants through the pre-award cycle, from contracting strategy and scope of work to tender documents, bid receipt, technical and commercial evaluation and award. Working on case material from several sectors, participants produce a Tender Package and Bid Evaluation Report for a procurement in their own organisation.

Course Objectives

- Select a contracting strategy and pricing mechanism that fits the requirement, its risk profile and its supply market
- Draft a scope of work, specification and conditions of tender that bidders can price without qualification
- Define evaluation criteria, weightings and scoring rules in advance, using lowest-price and most economically advantageous tender MEAT methods
- Run the tender period, including clarifications, addenda, bid opening and bid validity, with a complete audit trail
- Evaluate technical and commercial bids consistently, normalise prices and identify abnormally low or non-compliant bids
- Prepare a Bid Evaluation Report and award recommendation that withstands internal review and bidder challenge

Target Audience

- Procurement and contracts staff who prepare tender documents and run tender processes
- Technical and engineering staff who write scopes of work and specifications and sit on evaluation committees
- Finance and cost staff responsible for the commercial evaluation and price analysis of bids
- Project and operations staff who define requirements and receive the contracts once awarded
- Legal and compliance staff who review tender documents and conditions of contract
- Internal audit and governance staff who review tender files and award decisions

Course Outline

Day 1: The Contracting Cycle and Pre-Award Foundations

- Initiate, Bid and Develop Phases of the Contract Management Standard
- Essential Elements of a Valid Contract: Offer, Acceptance, Consideration and Capacity
- Procurement Principles in the UNCITRAL Model Law on Public Procurement
- Business Needs Analysis and Requirement Definition Template
- Spend and Supply Market Positioning with the Kraljic Matrix

Day 2: Contracting Strategy, Contract Types and Tender Standards

- Contracting Strategy Options: Single-Stage, Two-Stage and Framework Agreements
- Pricing Mechanisms: Lump Sum, Remeasurement, Cost-Reimbursable and Time-and-Materials
- ISO 10845-1 Construction Procurement Processes, Methods and Procedures
- Multilateral Development Bank Standard Procurement Documents Structure
- Contract Risk Allocation Matrix Aligned to ISO 31000:2018

Day 3: Preparing Documents and Running the Tender

- Scope of Work and Output Specification Drafting
- Instructions to Bidders and Conditions of Tender Based on ISO 10845-3
- Evaluation Criteria and Weighting Plan Using MEAT Principles
- Clarification Log, Addenda Control and Pre-Bid Meeting Minutes
- Bid Submission, Two-Envelope Opening and Bid Opening Record

Day 4: Bid Evaluation, Integrity and Problem Cases

- Preliminary Examination: Responsiveness and Compliance Checklist
- Technical Evaluation Scoring Sheets and Evaluator Moderation
- Commercial Evaluation: Price Normalisation, Arithmetic Correction and Life-Cycle Cost Comparison
- Abnormally Low Bid Analysis and Should-Cost Benchmarking
- Conflict of Interest Declarations and Bid-Rigging Red Flags Under ISO 37001:2025

Day 5: Case Work, Tender Package and Evaluation Report

- Facilities Services Tender Case Study: Scope and Criteria Critique
- Capital Equipment Tender Case Study: Evaluating Competing Bids
- Tender Package Assembly for an Own Procurement
- Bid Evaluation Matrix Build and Award Recommendation Drafting
- Tender File Review Panel and Report Defence

Skills You Will Gain

- Contracting Strategy Selection
- Scope of Work Drafting
- Tender Documentation
- Evaluation Criteria Design
- Technical Bid Evaluation
- Commercial Bid Analysis
- Tender Process Integrity
- Award Justification

Why Attend This Course

- Return to work with a Tender Package and Bid Evaluation Report for a live or upcoming procurement, already reviewed by peers
- Spot gaps in a specification or set of criteria before they turn into bidder qualifications, disputes or variations
- Defend an award recommendation to a tender committee or auditor with a clear, documented evaluation trail
- Compare tendering practice with colleagues from other sectors, organisations and countries

Conclusion

Most contract problems that surface during delivery were written into the tender: an unclear scope, an unbalanced pricing mechanism or criteria that could not separate strong bids from weak ones. This course follows the pre-award cycle from requirement definition and contracting strategy, through tender documents and the tender period, to consistent technical and commercial evaluation and the integrity controls that protect it. The final day applies that method to a real procurement, and participants leave with a Tender Package and Bid Evaluation Report ready for their next tender committee.