

الدليل الاسترشادي لمعايير تقييم العطاءات



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Definitions, abbreviations and terms used

The

The Tenders Law promulgated by Royal Decree No. 2008/36

Regulations

The Implementing Regulations for the Tenders Law, issued by Decision No. 2010/29

General Secretariat

General Secretariat of the Tenders Board

Government body

Government bodies or employers subject to the provisions of the Tenders Law

Contractor

The company or consortium referred to in the contract (the ‘Second Party’) whose tender was accepted by the employer and with whom a contract was entered into (the contractor for the project/services/works)

Consultancy firm

Responsible for providing consultancy services

Supplier

The company referred to in the contract (the Second Party) whose offer has been accepted by the Client and with whom a contract has been entered into to supply a specific product or provide a service, either directly or through third-party companies.

Small and medium-sized enterprises

These are Omani enterprises registered as such with the General Authority for the Development of Small and Medium-sized Enterprises and with the Tenders Board

Evaluation Strategy

A method and methodology for evaluation established by the evaluator during the preparation of the project strategy, to be followed during the analysis of bids submitted by companies, and on the basis of which the evaluation criteria and award method are adopted.

Evaluation Criteria

(Singular: criterion)), which is a weighted requirement used in the evaluation of tenders to select the tender that best meets the requirements, thereby ensuring the selection of the best tender from both a technical and financial perspective, in a manner that achieves resource management.

Procurement

Procurement is the process of obtaining or purchasing goods or services, usually for commercial purposes. Procurement is commonly associated with commercial activities because companies need to procure services or purchase goods, and this is usually on a relatively large scale.

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Alternative tender

This is a further tender whose technical specifications differ from those of the original tender submitted, but which are no less favourable than the specifications set out in the tender documents and comply with the terms and conditions announced therein.

Evaluation of Tenders

The process of analysing and sorting data from competing tenders and converting it into scores in accordance with the specified evaluation strategy

Technical Qualification Score

The minimum score that the technical proposal must achieve in order to be eligible for financial evaluation

Best Tenders

The tender that meets the requirements and fulfils the tender's technical, financial and development objectives

Tender price

The price quoted by the company in the tender

Estimated cost

An estimate of the likely cost of the resources that will be required to complete all the project works

Risks

A potential or unforeseen future risk, such as a disaster, that could adversely affect the level of work completion; risks refer to the negative consequences arising from carrying out a particular task

Transparency

Clarity regarding methodologies, requirements and evaluation criteria in any tender, and their public disclosure in the tender documentation or the digital system for managing tender requests and submissions.

Equal opportunities

A state of fairness in which bidders and companies are treated without any barriers, bias or preferential treatment.

Equality

The absence of discrimination in the evaluation of tenders

Local Content

Maximising the total expenditure retained within the country in order to benefit the national economy.

Quantitative measurement

Converting observations into figures

Carbon neutrality

The transition to a green economy and environmentally friendly projects and materials

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General Framework

Tender Evaluation Criteria Initiative

Pursuant to the approval of the Financial and Economic Committee of the Council of Ministers, as set out in Letter No. M.M-W99/111176/ dated 2 Jumada al-Akhira 1442 AH, corresponding to 5 January 2022 AD, to implement the recommendations regarding the improvement of procedures for developing and enhancing the efficiency of the General Secretariat of the Tenders Board.

The Tender Evaluation Criteria Initiative is one of the recommendations approved in the above letter; this initiative aims to develop a guideline manual for tender evaluation criteria, which is hoped to contribute to meeting the needs of the project or service, identifying specialist companies, and addressing the challenges and causes that lead to delays in the implementation of government projects, as this guide is aimed at those responsible for tendering and contracting processes within government bodies.

Vision of the initiative: Main objectives of the initiative:

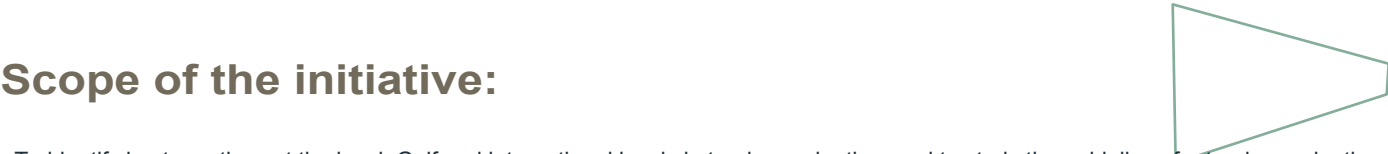


- To provide a clear reference (guidance manual) for establishing a strategy or mechanism for evaluation criteria.
- To establish a matrix of roles and responsibilities that clarifies the tasks assigned to each party.
- To provide documented procedures for the stages involved in preparing tender evaluation criteria.

The initiative's vision is aligned with the overarching vision of the General Secretariat of the Tenders Board, so that there is a distinguished national model for bid evaluation criteria in government tenders to ensure transparency and equality at all stages of the tendering process.

These guidelines contribute to enhancing the efficiency of the tender evaluation stage by clarifying how to determine a tender evaluation strategy that balances quality and price, as well as market conditions and the importance of the project, and by ensuring the best technical and financial criteria are met and that the relevant bodies and evaluation committees adhere to the evaluation strategy set out in the tender documents.

Scope of the initiative:



- To identify best practices at the local, Gulf and international levels in tender evaluation, and to study the guidelines for tender evaluation issued by various countries and Gulf and international banks, and, as a result, producing a guidance manual governing the process of establishing a strategy and mechanism for evaluation criteria, to serve as a national reference for entities subject to the Omani Tender Law and its implementing regulations.
- To involve stakeholders during the research and investigation phase into best practices, and to take their views into account when preparing the guide.
- Organise workshops and introductory sessions for all users of the guide to familiarise them with the guide and how to use it.
- To monitor the implementation and automation of the guide.

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Introduction

The tender evaluation and analysis stage is considered one of the most important stages in the competitive bidding process, as determining the evaluation strategy plays a vital role in striking a balance between the required quality of work and the tender prices. This importance applies equally to all types of contracts, whether they relate to construction works or to the procurement and supply of certain goods.

Given the importance of this stage and its impact on the procurement methodology, this guidance manual has been drawn up to clarify the principles, controls and factors underpinning the stages, steps and procedures for the evaluation of tenders. It also provides a number of templates and checklists to assist during the analysis of tenders, through which the data from all tenders will be collected, sorted, categorised and presented in a manner that facilitates and expedites the work of the General Secretariat of the Tenders Board to review and verify the results of the technical evaluation and to refer to them easily.

In addition to the guidance manual, the views of those responsible for managing and implementing tenders and contracts – who are qualified and experienced – may be taken into account as appropriate when formulating the evaluation strategy and determining the technical criteria and their weightings (without deviating from the general framework of the guide), whilst seeking appropriate legal advice.

The Guidelines for the Evaluation of Tenders consist of four sections, namely:

- Section One: Document Flow, Roles and Responsibilities
- Section Two: General Controls on Evaluation Criteria
- Section 3: Stages in the preparation of tender evaluation criteria
- Part IV: Sectors: Stages in the preparation of bid evaluation criteria

The guide also contains, in its annexes, the templates and lists used during the analysis of tenders to collect, sort, classify and present data on all tenders.

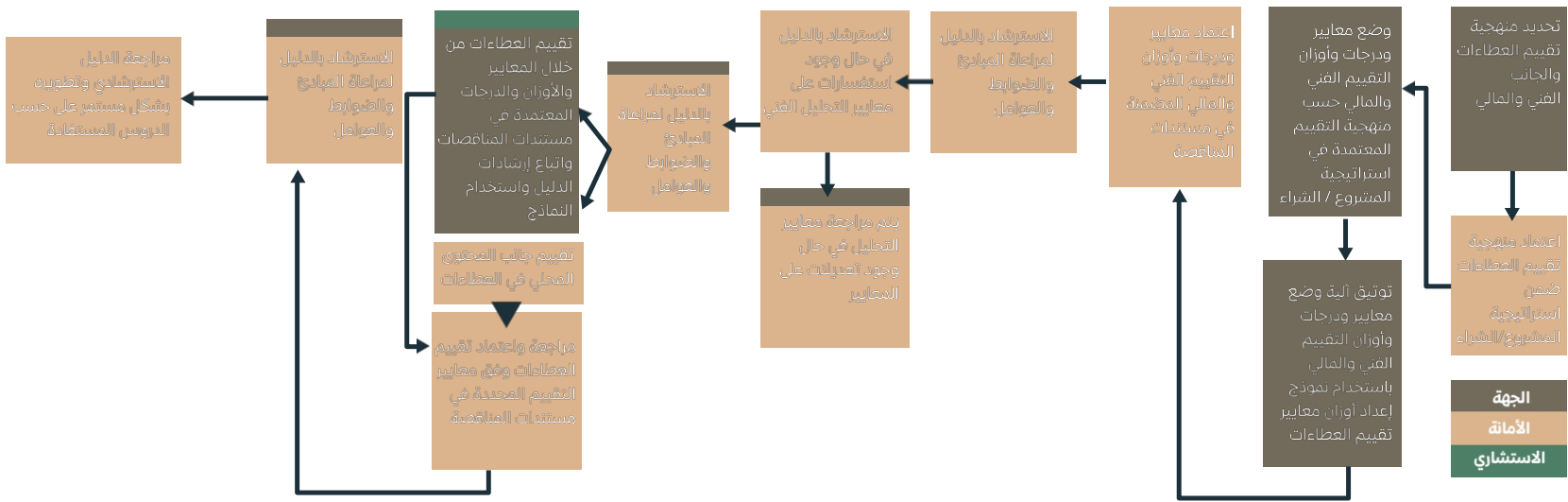
Government bodies must adhere to the use of this guidance manual during the tendering stages in accordance with the approved documentation cycle to ensure that the objectives set out in this manual are achieved.

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الباب الأول: الدورة المستندية والأدوار والمسؤوليات

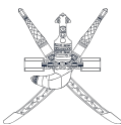
المشروع	دورة	المرحلة	وصف المرحلة	المسؤول والدورة المستندية
فكرة واستراتيجية المشروع	0	استراتيجية المشروع/الشراء	تحديد منهجية تقييم العطاءات	تقييم العطاءات
إعداد المستندات ومراجعتها	1	إعداد مستندات المناقصة	وضع معايير ودرجات وأوزان التقييم الفني والمالي وتوثيقها	توثيق آلية وضع معايير ودرجات التقييم الفني والمالي إعداد أوزان معايير تقييم العطاءات
طرح المناقصة	2	مراجعة مستندات المناقصة	مراجعة واعتماد المستندات والتحقق من كفاءتها	اعتماد معايير ودرجات وأوزان التقييم الفني والمالي للمنافسة في مستندات المناقصة
إجراءات الطرح	3	طرح وإعلان المناقصة وبيع المستند		الاسترشاد بالليل للمراجعة المبادئ والظوابط والموافقات
الاستفسارات والتعديلات	4	الاستفسارات والتعديل على المستندات والتمديد		في حال وجود استفسارات على معايير التقييم الفني
تقديم وفتح العطاءات	5	استلام وفتح العطاءات وإرسالها للجهات		تقديم مراجعة معايير التحليل في حال وجود تعديلات على المعايير
تحليل العطاءات	6	التحليل الفني والمالي للعطاءات ومراجعتها واعتمادها		تقديم العطاءات من خلال المعايير والأوزان والدرجات المعتمدة في مستندات المناقصات واتباع إرشادات الدليل واستخدام النماذج
الإسناد	7	إسناد المناقصة وإجراء التفاوض		تقديم جانب المحتوى المحلي في العطاءات
توقيع العقد وتقييم الأداء	8	مراجعة الاستثمارات ورفع التقارير وإخطار الشركات		مراجعة واعتماد تقييم العطاءات وفق معايير التقييم المعتمدة في مستندات المناقصة
الأوامر التغييرية	9	المراجعة فنيا وتعاقديا ورفع التوصية		مراجعة الدليل الاسترشادي وتطبيقه بشكل مستمر على حسب الدروس المستفادة



- * The timeframes for the documentation cycle are set in accordance with the periods approved in the project strategy, which must be aligned with the documentation cycle approved by the Council of Ministers, which has set a limit of 150 days for the tendering procedures.

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Roles and responsibilities:



Government bodies:

1. The technical and financial evaluation strategy must be defined during the project/procurement strategy preparation phase, and specialists should follow the steps set out in Chapter Four of this guide.
2. Define and incorporate the criteria, scales and weightings for technical and financial evaluation during the preparation of tender documents, in accordance with the evaluation strategy adopted in the project/procurement strategy, in line with the tenderers' instructions.
3. Comply with the use of the template for determining the weightings of tender evaluation criteria when setting the weightings and scores for the detailed technical and financial criteria contained in this attached guide No. (1), and to attach it when the tender documents are approved.
- 4.. In internal tenders, the contracting authority must define a technical and financial evaluation strategy and determine the weightings and scoring scales for the criteria in accordance with the documentation cycle set out above and in line with the remit of the internal tender committee, in order to ensure compliance with the controls, conditions and factors for establishing the bid evaluation criteria set out in this guide.
5. Adherence to the principles of tender evaluation set out in the Tenders Law, with a clear understanding of these principles and their observance when establishing the tender evaluation strategy and mechanism.
6. Follow the guidelines for developing tender evaluation criteria set out in this guide.
7. The contracting authority must understand the scope of work and the type of tender, identify the key characteristics and objectives of the tender, and consider them from various perspectives, on the basis of which the technical evaluation criteria for the tender are established, and to make use of the templates attached to the guide whilst analysing tenders to facilitate the process of collecting, sorting, classifying and presenting data on all tenders in a manner that makes it easier for government bodies and the General Secretariat of the Tender Board to review and verify the results of the technical evaluation and to facilitate reference to them. It should be noted that the templates included in this guide are provided for illustrative and guidance purposes only (without deviating from the general framework of the guidance manual).
8. Provide the General Secretariat of the Tender Board with lessons learnt that contribute to the continuous development of the guidance manual on tender evaluation criteria.

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General Secretariat of the Tender Board:

1. Review and approve the tender evaluation strategy as part of the project/procurement strategy.
- 2.. Review and approve the mechanism for determining the weightings and scores for the detailed technical and financial criteria prepared by the contracting authority, as well as the technical and financial evaluation criteria, scores and weightings included in the tender documents, in accordance with the instructions for tenderers.
3. Review and approve the template for setting the weightings of the tender evaluation criteria included in this guide in Annex No. (1)
4. Review the bid evaluation criteria, weightings and scores, and the extent to which they ensure the receipt of highly competitive bids, whilst verifying that they comply with the rules, conditions and principles of the bid evaluation criteria set out in this manual.
5. Evaluation of the local content aspect in tenders submitted by the General Directorate for Local Content, and review and approval of the evaluation by the Tenders Directorate.
6. During the stage of reviewing the results of the evaluation of tenders submitted by the relevant body, specialists at the General Secretariat shall ensure that the criteria adopted in the tender documents correspond to those used in the evaluation of tenders, and shall ensure that the results of the comparison carried out are logical and realistic.
7. The continuous development and updating of the guidance manual on tender evaluation criteria, taking into account the views of government bodies and all project stakeholders in accordance with any regulatory and legal requirements, keeping pace with new requirements (both international and local), whether

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الباب الثاني: الضوابط العامة لمعايير التقييم

.I Regulations, conditions and criteria for tender evaluation:

Tender evaluation is the process of identifying the most economically advantageous tender in terms of its technical and financial merits, and this bid does not necessarily have to be the lowest in price. It is determined in accordance with the evaluation criteria set out in the project’s tender documents, which clarify how to select the contractor/supplier suitable for carrying out the works, providing the services or supplying the goods, so the lowest price is not relied upon as the sole criterion for awarding the contract or determining the bidder’s success; a balance between cost, quality and economic return is essential to achieving the project’s desired objectives.

Proper evaluation is not only concerned with the final award decision, but also with the design and implementation of the entire tender evaluation phase, thereby ensuring that the contract is awarded to the best bid, and that the process is documented in a manner that facilitates both internal and external audits. To achieve the best strategy and mechanism for tender evaluation, the following controls, conditions and criteria must be observed:

1. The evaluation criteria must be proportionate and appropriate to the type, nature and market conditions of the project, as well as its level of complexity, risks, value and objective, and its contribution to the achievement of national development goals.
2. To the extent practicable, evaluation criteria must be quantifiable using detailed and clear scales.
3. The evaluation strategy and core evaluation criteria must be established in the early stages of the project – when the project strategy is being formulated – in order to promote transparency, strike a balance between technical and financial aspects as appropriate to the project, and ensure integrity in the tendering process.
4. Once the project requirements have been defined and the type of tendering process determined, the evaluation criteria (technical and financial) are drawn up) are drawn up in a detailed and clear manner so that those responsible for analysing the tenders are able to evaluate the competing bids in a way that is transparent to the observer and to identify the best tender for award.
5. Once the tender has been issued and bids have been submitted, no changes may be made to the evaluation criteria except through amendments made prior to the opening of the bids, and no mandatory criteria or conditions may be added during the tender evaluation period.
6. When analysing tenders, only the evaluation criteria set out in the project’s tender document shall be applied.

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.I Factors influencing the setting of evaluation criteria:

When developing a strategy and mechanism for evaluating tenders (technical and financial), it is essential to take into account the scope, cost and duration of the project to be implemented, as well as the specific technical characteristics and complexities of the project works, in order to realise the technical and financial value of the project and ensure quality. It is therefore essential to take several factors into account when



establishing the evaluation mechanism and criteria used to assess tenders, such as the following:

Price:

The bid price should be assessed using a methodology appropriate to the nature of the works, services or supplies, including the price of the bid or alternative bid, as well as the running/recurring costs over the productive life of the asset on a net present value basis (product or project life-cycle cost for contracts of a continuing nature, such as maintenance and cleaning contracts; the product or project life-cycle cost (total cost) must be used where the estimated cost of operation and/or maintenance (for example, in construction projects or medical equipment over the specified lifespan of the goods or works, is significant in comparison with the estimated cost, and may vary from one tender to another.



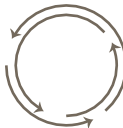
Quality:

To assess the required quality of work, a methodology must be established to define the conditions under which the goods or works will meet or exceed the requirements.



Risks:

Criteria that mitigate the relevant estimated risks.



Sustainability:

Criteria taken into account: economic, environmental and social benefits, and local added value; these may include the flexibility of the proposal to adapt to potential changes over the life cycle (of the project, goods or contract).



Innovation:

Criteria that allow for the assessment of innovation in the design or delivery of goods or works/services, and which give tenderers the opportunity to include, where appropriate, in their tenders, solutions that go beyond the requirements or alternative solutions that may offer the best technical and financial value for the project.

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Key considerations in preparing evaluation criteria:

Disclosure of criteria and their weightings/scores

In line with the principles of transparency and integrity in the application of the Tender Law and its principles, the contracting authority must include the evaluation criteria in the tender documents and then apply them effectively when evaluating tenders. In addition, the contracting authority must determine the weighting/score for each criterion, and set out the strategy to be used in applying the weighted evaluation criteria set out in the tender documents. The importance of such disclosure lies in enabling tenderers to assess their tenders in greater detail in relation to the procuring authority's requirements and what the procuring authority considers to be the most important.

Sub-criteria

The weighted evaluation criteria are broken down into sub-criteria in order to achieve the greatest possible objectivity, the ability to evaluate more accurately, and transparency in the application of the criteria. The weighted criteria approach is applied in the assessment of the sub-criteria to determine the weighting of the main criterion to which the sub-criteria relate.

Separate technical and financial evaluation

The technical evaluation must not be influenced by the prices submitted by the tenderers (particularly in the single-envelope system).

Determination of Weights/Scores for Technical Criteria

Depending on the nature of the work and the requirements of the government body, the characteristics being assessed are not all of equal importance, and the relative importance of these characteristics is reflected by assigning different weightings to these criteria. The determination of these weights depends on the complexity of the project or service provision, its value, the level of risk involved, the degree of competition in the market and the availability of alternatives. For example:
the lower the level of technical complexity and the risks involved in carrying out the work, and the more the work is carried out as standard rather than being specifically designed to the client's specifications, the technical qualification requirements were reduced accordingly. However, in technically complex and high-risk projects, or in design consultancy projects, the greatest importance is attached to technical criteria; consequently, the technical qualification requirements are more stringent, and in such cases, it is essential to take into account the technical and financial merits of the tenders.

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Principles of Tender Evaluation

The Tenders Law sets out the main principles of tendering in the following text: ‘All forms of tender—including open tenders, restricted tenders, negotiated procedures and competitive procedures—shall be subject to the principles of openness, equal opportunities, equality and free competition.’

Transparency

The evaluation of tenders must be based on objective criteria, specified in terms of weightings and scores, and made known to tenderers. This is not merely a matter of disclosure, but of ensuring equality and fairness amongst bidders, so that they are assessed on a level playing field that prevents any bias towards a particular bid. This disclosure of the evaluation criteria and their weightings will also highlight to bidders the economic, social and environmental objectives, as well as the local added value and sustainability for the contracting authority.

Equal opportunities

The evaluation criteria and the documentation required from tenderers must be clearly linked to the subject matter of the contract, be proportionate to the complexity of the work, and allow for the development and improvement of suppliers; they shall be applied in a manner proportionate to the stated objectives and evaluation criteria.

Equality (or non-discrimination)

All tenderers must be given the same opportunity, i.e. the same information and criteria, and must be evaluated in a non-discriminatory manner (on an equal footing for all).

The time of opening the tenders must be the same as the deadline for submitting tenders or immediately thereafter; This is to preserve the integrity of the tendering process, thereby also enhancing transparency and fairness at the outset of the tender evaluation process.

Confidentiality of proceedings after the opening of tenders

No information relating to the evaluation of tenders, enquiries or recommendations regarding the award of the contract shall be disclosed to any person not officially involved in these procedures until the notice of award has been issued.

Rejection of Tenders

All valid tenders received must be evaluated in accordance with the criteria, methods and procedures set out in the tender documents, the Tenders Law and its implementing regulations; and only those tenders that deviate significantly from the specifications, the tenderer’s qualifications and other requirements of the tender documentation may be rejected, in accordance with the provisions set out in the Tenders Law.

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الباب الثالث:

مراحل إعداد معايير تقييم العطاءات

Guidelines for preparing tender evaluation criteria

The process of preparing evaluation criteria consists of two stages, beginning with the formulation of the project strategy, as follows:

- **Stage 1:** Understanding the scope of the project, services or supplies, the type of contract and defining the objectives
- **Stage 2:** Preparation of technical and financial evaluation criteria

This is to ensure the best possible technical and financial criteria are established, to comply with the tendering regulations, and to ensure that these criteria are appropriate for the type of tender being issued, as well as the nature of the products, works or services to be procured or carried out, their nature, level of complexity, associated risks and value. In addition, it is important to take market conditions into account, ensuring that they are quantifiable (for example, by converting them into a monetary value). In order to obtain the technically best and financially most suitable tender, and depending on the nature of the tender, it may be necessary to take into account other factors such as:

- .I Technical aspects:** the degree of complexity of the project and the consequent need to take into account quality and risk factors, as well as the standards designed to address those risks.
- .c Financial aspects:** In addition to the quoted price, other factors must be taken into account, such as: the life-cycle cost of the product or project, and the contribution to achieving sustainable development goals; namely, promoting local content requirements and innovation in design and implementation.

*The life-cycle cost of the product or project (total cost) must be taken into account during financial evaluation. The estimated cost of operation/maintenance – for example – in construction projects or medical equipment (over the specified lifespan of the goods or works) – is greater than the initial implementation cost, and this cost may vary from one tender to another.

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Stage 1: Understanding the scope of work and the type of tender

The scope of the tender is set out in the following points:

.I Specification of the (classification/type) of works

- Contracting (Construction + Maintenance and Operations)
- Consultancy
- Services and supplies
- As required by the project or government body

.c Determining the main characteristics of the works

- Determining the nature of the works (simple or technically complex works; standard or specialised services; new or traditional work, etc.)
- The project’s contribution to the development of local content, the achievement of sustainability standards, and the sourcing of environmentally friendly materials

F. Prepare a preliminary list of the tender’s requirements and objectives that must be met from a technical perspective – in line with the available budget– following a review of market prices and previous prices for works/services.

- At this stage, the tender is examined from several angles, with a view to gaining a better understanding of the tender by analysing the scope of work from various perspectives; such as the nature of the work carried out, the services provided, the products required, and the importance of local content, as explained below:
- The nature of the work to be carried out, the services to be provided and the products required
This aspect concerns the complexity of the works, services and products to be supplied, based on several factors, including, for example:
 - What is the level of diversity in the pool of contractors, consultants and suppliers currently present in the market?
 - Is there a high degree of differentiation and variation in the methods of carrying out works, providing services and the quality of products depending on the supplier?
 - The availability of alternative products on the market that are equivalent to the required product or service.
- Local content development
This aspect concerns the local content objectives that the tender seeks to achieve. For example: encouraging the use of local products or services that increase the proportion of local content in the project, the potential to increase the participation of small and medium-sized enterprises, and training, localisation, research and development within the Sultanate of Oman.

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Phase Two: Preparation of technical and financial evaluation criteria

This phase involves defining the technical and financial evaluation criteria, which are of paramount importance to the successful implementation of the project, as the authority, during this phase, prepares the technical and financial evaluation criteria, which it will use to analyse the tenders submitted, with the aim of selecting the best bidder to whom the works will be awarded, based on the results of the first phase and a clear understanding of the priorities and factors affecting the project.

The authority may test the criteria that have been established and consider the possibility of obtaining more competitive bids before adopting the technical criteria, by carrying out a preliminary assessment of companies expected to participate, particularly those that have previously been involved in similar projects. This exercise will provide an indication of the feasibility of the technical specifications set, and how well they align with the capabilities of companies currently in the market and their potential for development, in order to ensure a sufficient number of competitors.

At this stage, the authority undertakes the following steps:

The authority defines the strategy for the technical and financial evaluation of the tenders submitted during the project strategy formulation stage

Step 1

Defining the technical and financial evaluation strategy

The authority draws up a list of mandatory criteria and may set out mandatory requirements according to the needs and nature of the project.

Step Two

Drawing up a list of mandatory criteria

The authority shall draw up detailed criteria for the technical analysis, with weightings/scores commensurate with the nature and scale of the project

Step 3

Draw up detailed criteria for the technical analysis

The Authority shall frame the mechanism by identifying opportunities for local content and analysing and comparing tenders

Step 4

Determining the mechanism for selecting the best and most suitable prices

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Phase Two: Preparation of technical and financial evaluation criteria

Step 1:

Clarify the evaluation strategy that the authority will adopt in its technical and financial assessment of the competing bids.

Step 2:

Set out a list of mandatory criteria and requirements (pass/fail), should the authority deem it necessary based on the type and level of complexity of the project. Bidders must comply with these criteria, and it is on this basis that companies are shortlisted for the detailed evaluation of their technical and financial proposals.

Examples of mandatory requirements:

- Submission of a work schedule for the execution of the works, adhering to the specified timeframe
- Submission of a project implementation plan consistent with the scope of work to be carried out
- Submission of a list of previous projects completed and ongoing projects undertaken by the company
- Compliance with the key technical requirements or specifications of the product or project
- Submission of a list of materials (specifying the country of origin)
- Provide a list of equipment and machinery, specifying whether they are owned or hired
- Submit the local content requirements for the project, including:
 - 1. Provide a list of works to be subcontracted at a rate of 10 per cent (Z) to small and medium-sized enterprises.
 - 2. Submission of a clear plan for meeting the required localisation rate and a training plan.
 - 3. Submit a list of domestic and imported products used in the project and commit to the mandatory list of domestic products.
 - 4. Certain ISO certificates (if required).
- Financial capacity (certificate of solvency)

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Step 3:

Establish the weighted/detailed technical and financial criteria and their respective scores/weights to be adopted by the authority for evaluating eligible tenders at the ‘pass/fail’ stage against the mandatory criteria.

These are the criteria that are assessed using points (quantitatively measurable) based on the weightings and the mechanism set out in the tender documents.

Some examples of these criteria include:

- Previous experience in implementing similar projects (performance evaluations and project completion certificates must be attached)
- The proposed organisational structure and team for project implementation
- the proposed design team (for design and implementation projects)
- The proposed work methodology for project implementation, ensuring it is commensurate with the proposed timeframe
- A plan for the management of equipment, machinery and the proposed team for project implementation
- Health and Safety Management Plan
- Quality and Control Management Plan
- Local content (Omanisation, training, national products, small and medium-sized enterprises)
- Financial capacity

In weighted evaluation criteria, the government body must, during the preparation of the evaluation strategy, set a minimum threshold of marks that the technical proposal must achieve in order to be eligible for financial evaluation (the technical qualification threshold. (It is also possible to set a minimum pass mark for the key criteria – if necessary – depending on the complexity of the project to be implemented, Accordingly, bids that exceed the qualification requirements shall be deemed eligible, whilst those that do not shall be excluded.

The criteria, which are assessed on the basis of weighted points, are used because they are specifically linked to the comparative assessment of the levels of quality or performance offered by the competing tenders.

It is essential that the government body uses the same criteria and weightings as those included in the tender documents when evaluating the tenders submitted.

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Step 4: Determining the mechanism for selecting the best and most suitable prices

- A mechanism is established for selecting the best and most appropriate prices for technically qualified tenders, whereby the contracting authority excludes the selection of the lowest-priced tender by carrying out the financial analyses and comparisons set out below:
1. Comparison of tender prices with the estimated cost.
 2. Comparison of project price items between the tenders submitted.
 3. Comparison of bid prices with price indices and market prices.
 4. Calculating the economic viability of the local value added in each tender.
 5. Calculation of the economic viability of the product/project life-cycle cost for each tender.

Financial considerations: Cost-based criteria (product/project life-cycle cost)

- These are criteria used to evaluate tenders relating to operation and maintenance services, through an analysis of the product/project life-cycle cost. This includes, by way of example but not limited to:
- Initial purchase price
- Operating and maintenance costs (calculated on the basis of the period of operation). In the case of vehicles, for example,
- the distance travelled annually (specified in the tender documents at a set rate for fuel or other costs or consumables required for operation)
- Operational labour costs; including specialist staff and complex equipment
- Insurance costs
- maintenance and spare parts costs (using the prices for spare parts guaranteed by the tenderer for a number of years during the relevant period, or the prices estimated by the contracting authority if the tenderer has not provided such guaranteed prices(
- Costs associated with downtime (i.e. when the equipment is not in service, for example, due to repairs or maintenance)
- Renewal and upgrade costs (this refers to potential major repairs and refurbishments that may be required to maintain or extend the operational life of key tangible assets)
- Depreciation (resale value/residual value) and disposal costs at the end of the specified operational life
- When using the product life-cycle cost as a valuation criterion, the government body shall specify the following information in the tender documents:
- The number of years used in calculating the product or project life-cycle cost
- The factors and methodology to be used in calculating operating and maintenance costs and residual value, including information on the performance guarantees required of the tenderer and their inclusion in the tender.

It should be noted that the contracting authority’s request for this information in the tender documents does not constitute a commitment on its part to use it in the technical and financial evaluation process.

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Sectors: Technical and financial criteria templates

The types of technical criteria have been defined based on the approved sectors (construction and contracting projects, consultancy services, services, and supplies). Evaluation criteria are drawn up starting from the stage of formulating the strategy and mandatory criteria, through to weighted criteria and scoring scales, to be used as a reference when setting the criteria in tender documents). The criteria and weightings mentioned here are given by way of example; it is incumbent upon the analyst to establish the strategy, criteria and scoring system in a manner commensurate with the nature of the project's scope of work and its degree of technical complexity.(

-I Construction and contracting sector

Mechanism for preparing technical evaluation criteria

Step 1: Defining the technical and financial evaluation strategy (evaluation strategy).

Technical Evaluation Strategy			
(Pass/Fail) stage	Drawing up a list of mandatory criteria for the qualification of companies for the weighted assessment stage		
Technical evaluation percentage	100 marks	Financial Assessment Percentage	None
Minimum technical qualification	• Achieving (....) or higher in the practical experience category • A score of (....) or higher in the technical evaluation	Distribution of financial marks	Awarded to the best and most suitable bidder following technical qualification

- The strategy specifies that the technical evaluation will be out of 100 marks, distributed across several criteria, and that the contract will be awarded to the technically best and most competitively priced bid.
- Bidders must score (....) per cent or higher in the 'previous experience' criterion in order to complete the assessment of their technical proposal.
- Bidders must score (....) per cent or higher in the overall technical evaluation (exceeding the minimum qualification threshold) in order for the financial bid to be opened.
- The minimum qualification threshold is a measure of whether the qualified companies are technically capable of implementing the project; the evaluator must determine this threshold in accordance with the nature of the project's work.
- Award based on the best and most suitable prices following technical qualification: if the lowest price offered by a technically qualified company meets all technical and financial requirements (there are no reservations regarding the tender, the price is in line with market rates, and it meets the local content requirements, the contract shall be awarded to the lowest bidder; and if any reservations are found during the evaluation of the lowest-priced bid, negotiations shall take place with the bidder to resolve those reservations until the bid meets all requirements, and if the lowest bidder does not meet the requirements, the feasibility of awarding the contract to the second-lowest bidder shall be considered, taking into account all the factors considered in relation to the lowest bidder.

Meeting local content requirements: The best and most appropriate prices in this regard are selected by calculating the economic return on local content, meaning that preference in awarding contracts will be given to the bid that achieves the highest proportion of Omanisation, the employment of Omanis, and the use of local products and small and medium-sized enterprises, in a ratioZ10 in the local content value over the lowest price. For further information on the local content evaluation criteria, please refer to the Guide to the Application of Local Content in Government Tenders

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Step 2: Drawing up a list of mandatory criteria.

Government bodies must draw up basic evaluation criteria to which tenderers must adhere when submitting their tenders, ensuring that the purpose for which the tender was issued is achieved, Some examples of mandatory criteria are mentioned in Chapter Three/Phase Two:Preparation of technical and financial evaluation criteria / Step 2: Defining a list of mandatory criteria and requirements (pass/fail).

Step 3: Establishing detailed criteria for technical analysis, with weightings/scores proportionate to the nature and scale of the project.

(a) Technical evaluation criteria:		
M	Description of technical criteria	Maximum score
1	Quality and completeness of the proposal	
2	Previous experience in implementing similar projects	
3	Proposed organisational structure and team for project implementation	
4	Assessment of the proposed work methodology for project implementation to ensure it is appropriate for the proposed timeframe	
5	Assessment of the proposed plan for the management of equipment, machinery and personnel for the implementation of the project	
6	Assessment of the health and safety management plan	
7	Assessment of the quality and control management plan	
8	Assessment of local content	
9	Assessment of financial capacity	
Total		100

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Specialists must use the template for determining the weightings of the tender evaluation criteria (Annex No. (1) to assign weights to each evaluation criterion, taking into account several factors such as:

- 1. Nature of the project/goods/services to be implemented or procured.
- 2. Objectives of the project/goods/services, and the general importance of the services being procured.
- 3. The importance of taking into account the status of supply chains, their availability on time, and other risks.

It is advisable to involve project stakeholders and end-users in clarifying the relative weighting of factors influencing technical and financial criteria and local content.

All evaluation criteria must be distinct from one another in order to avoid duplication in scoring.

- On the one hand, the impact and priority of each criterion must be assessed in accordance with the technical, financial and economic conditions of the project to be implemented, and the following examples should be used to clarify the factors influencing the determination of scores:

Degree of complexity of the project scope:

- If the degree of complexity in implementing the project is high—that is, if it involves complex technical and specialised work— then in this case it is preferable to give greater weight to the proposed work methodology, previous experience and the equipment and machinery management plan than to other factors, and emphasis may also be placed on identifying specific expertise within the proposed team and organisational structure.
- If the project’s scope of work is not technically complex and has been carried out in previous projects similar to the scope of work required, in this case, it is preferable to focus on balancing the scores for criteria relating to financial matters and local content, without neglecting the technical aspect.
- If the project site presents logistical challenges in terms of the provision and transport of equipment, machinery and materials, then in such cases the criteria relating to equipment and machinery are given higher weightings.

The criteria are thus weighted according to the circumstances of the project, and the project may involve more than one factor affecting the weighting of the criteria.

- The contracting authority may add other technical evaluation criteria depending on the nature of the project; for example, the contracting authority may decide to add a technical criterion relating to the analysis of a tender involving a consortium of two or more companies (Joint Venture), whilst ensuring that detailed criteria are established.

Continued – Step 3: Establish detailed criteria for the technical evaluation, with weightings/scores commensurate with the nature and scale of the project.

Detailed criteria: Quality and completeness of the proposal

T-1	Submission of all documents in full and of good quality	Scoring mechanism	
	Submission of all documents in full and of good quality, in addition to the submission of the remaining documents in good order	Score	Scores are allocated based on the requirements for submitting the tender (see Annexes 1 and 2 for reference)
Total		Score	

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Detailed criteria: Previous experience in implementing similar projects

T-2	Previous experience on projects similar to those undertaken by the company over the last 10 years (maximum score: 20, with a maximum of 4 projects taken into account) *The figures given are for illustrative purposes only		Project Completion Certificate (Mandatory: if not provided, the full score will be forfeited)	Performance evaluation
T-1a	Project contract value ≥ (S) million O.A.R. (5 marks per project)			
	(S) million OMR > project contract value ≥ (P) million OMR (4 marks per project)			
	(S) million OMR > project contract value (3 marks per project)			

*The figures given are for illustrative purposes only

When applying this criterion, the value (S) is calculated as between one-quarter and one-half of the estimated project value, whilst the value (P) is less than one-quarter of the estimated value; the score is determined according to the technical complexity of the project. When assessing a company's previous experience, the evaluator must take the following into account: (see Annexes 3 and 4 for reference)

- Bidders are required to provide a list of completed projects as part of their tender.
- The scope of work must be reasonably similar to the nature of the project to be carried out.
- The project must have been completed within the last (...) years (the number of years is determined by the nature of the projects – by way of example only – if the project to be carried out involves the construction of a dual carriageway, a limit of the last 5 years may be set for the completion of the project under evaluation).
- If the project was carried out as a main contractor or a subcontractor (the evaluator must clarify their approach to assessing this aspect and ensure it is applied consistently to all bidders).
- Project location: (local, Gulf, international). In local tenders, priority is given to previous local projects, followed by Gulf projects and finally international projects. For international tenders, previous experience is considered at the same level across all regions.
- Any project is approved provided a certificate of completion for that project is submitted; if this is not attached, no marks will be awarded for the project.
- Performance assessment: At least two (2) examples must be attached – for example – and the assessment must be 'Good' or higher.
- Assessment method:
- As per Table (1), a score of 20 has been allocated for the 'previous experience' criterion.
- The assessor divides the score by the number of projects required (based on the example above, the score for each project is 5 marks)
- 5 marks are allocated based on the project value and the region. For example: local – above the required cost: 5 marks; Gulf countries – above the required cost: 4 marks; global – above the required cost: 3 marks; **and so on**.
- In the case of a joint venture, the previous experience of both parties is taken into account, or the focus is on the company that will implement the project

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Detailed criteria: the proposed organisational structure and team for project implementation

- In this section, the bidder must present the proposed organisational structure for the implementation of the project, together with a list detailing all the posts required for the project. (See Template No. 5 in the Annex for guidance)
- For example, the following table illustrates how this section is assessed:

T-3	Proposed organisational structure for implementation and staffing		Marking scheme
T-3a	Score for the suitability of the proposed organisational structure for the site		The technical team is determined based on the scope of work required, and the score is calculated based on the percentage to which the proposed organisational structure meets the project's requirements.
	Sub-total		
T3-b	Qualifications and experience of the administrative staff		The experience and qualifications required for the technical and administrative staff are determined, and the grades are allocated and matched to the number of staff, qualifications and experience, with preference given to Omanis and a reduction in the number of years' experience required
	Project Manager (specialisation to be determined according to the scope of the project or equivalent) with at least 15 years' experience in road construction		
	Quality Control and Management Engineer (specialisation to be determined according to the scope of the project, with at least 10 years' experience in road construction)		
	Relations Management		
	Qualifications and experience of the technical team		
	Project Engineer (specialisation to be determined according to the scope of the project or equivalent, with at least 10 years' experience in road construction)		
	Sub-total		
T3-c	Qualifications and experience of supervisory staff Each member must hold at least a diploma or equivalent, with at least 10 years' experience in the same field		
	Earthworks Supervisor: 2		
	Concrete works supervisor: 2		
	Asphalt works supervisor (2)		
	Land Surveyor (2)		
	Laboratory Assistants (4)		
	Sub-total		
	Total		

- The tenderer must not merely submit this list; they must also attach all staff CVs to their tender. This must include details, figures and categories relating to supervisory and technical staff, along with their qualifications, appointments and previous experience, together with the CVs of supervisory and technical staff and the estimated workforce to be employed for the works.

The proposed organisational structure must be comprehensive enough to cover all project activities with sufficient numbers of key staff and supervisory staff, primarily including: Project Manager, Deputy Project Manager, Project Engineer, Construction Manager, Civil Engineer (Roads), Bridge Engineer, Structural Engineer, Quantity Surveyor, Planning Engineer, Materials Engineer, Quality Assurance Engineers, Quality Control Engineers, Land Surveyors and Safety Officers.

In the event of a joint venture, it must be ensured that the proposed team managing the project is from the party implementing the project

- With regard to candidates' CVs, marks are allocated based on qualifications, experience and similar projects undertaken

This must be submitted in advance with each proposal. (See Form No. 6 for reference)

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Detailed criteria: Evaluation of the proposed work methodology, timeframe and equipment management plan equipment and staff

T-4	Evaluation of the proposed work methodology for project implementation to ensure it is commensurate with the proposed timeframe, workforce, equipment and administrative aspects		Grading mechanism	
	Understanding the scope of work (design and implementation) and site conditions		The assessor must define the criteria and allocate marks for this section in accordance with the nature of the scope of work and the project methodology (e.g. the criteria defined and the marks allocated)	
	Identification of borrow pit locations and quarry sites			
	Identification of the locations of workshops, camps and storage facilities			
	Survey work to identify suitable material sites and their availability			
	Explanation of the sequence of earthworks and asphalt works			
	Planning the construction of industrial facilities			
	Protection and relocation of services			
	Traffic diversion plan			
Subtotal				
	Proposed implementation programme		The evaluator must define the criteria and allocate marks for this section in line with the proposed implementation programme for the project to be carried out. (Example of defined criteria and marks)	
	Includes all activities, analysis and the implementation period for each country			
	Does not include all activities but is broadly acceptable			
	No work programme has been submitted			
Subtotal				
Total				

(See Annex 7 for reference)

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Detailed criteria: Assessment of the proposed plan for the management of equipment, machinery and personnel for project implementation

T-5	Assessment of the proposed plan for the management of equipment, machinery and personnel for project implementation	Scoring mechanism
	The proposed equipment is sufficient to complete the project, and the contractor owns more than Z60 of it	The assessor must set the criteria and allocate marks for this section in accordance with the proposed programme for equipment, machinery and workforce (examples of criteria and marks are provided below)
	Identification of the locations of borrow pits and quarries	
	The proposed equipment is sufficient to complete the project, and the contractor owns fewer than Z60 of it	
	No list of equipment and machinery has been provided	
Total		

(See Annexes 7 to 13 for reference)

Detailed criteria: Assessment of the security and safety management plan and the quality management and control plan

T-6	Assessment of the Health and Safety Management Plan	Grading Scheme
	Health, Safety and Environment (HSE) handbook, including the policy, procedures and forms (certificates)	The assessor must set the criteria and allocate marks for this section in accordance with the project's health, safety and environment (HSE) plan (examples of criteria and marks are provided below)
	Health, Safety and Environment Organisational Structure (Company and Site)	
	Risk analysis and assessment of activities	
	Explanation of procedures for implementing health, safety and security, and internal and external audits	
Total		
T-7	Assessment of the Quality Management and Control Plan	Grading Scheme
	Quality and Control Management Plan (outlining the procedures and the body responsible for implementation, such as the Quality and Control Manager, Quality and Control Engineer, Inspector, etc.)...	
	Inspection (outlining inspection procedures and the handling of non-conformities)	
	Quality and Control Certificates	
Total		

(See Annexes 14 and 15 for reference)

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Detailed criteria: Assessment of financial capacity

T-8	Criteria for the evaluation of local content	for the preparation and drafting of local content assessment criteria Please refer to the Guide to the Application of Local Content in Government Tenders
T-9	Financial Capacity	Marking Scheme
	Financial Capacity	
	Financial returns for the last five years	
	Arithmetic mean for the last 5 years	
	Debt-to-net-asset ratio for the last (5) years	
	Submission of a certified certificate from the Amman Centre for Credit and Financial Information (Mala'a); the authority may include this amongst the basic/mandatory criteria if it deems fit	
Total		

Step 4: Mechanism for selecting the best and most suitable prices

- The mechanism for selecting the best and most suitable prices for technically qualified tenders is framed by the following steps:
 - During the project strategy preparation phase, the contracting authority shall identify opportunities for local content within the project, in accordance with the nature and scope of its work.
 - During the technical and financial evaluation stage, the Authority shall examine and analyse the technical and financial tenders and calculate the economic return from the local content for each tender. Annex No. (2)
 - During the financial evaluation of tenders, the life-cycle cost of the product or project shall be taken into account (in tenders relating to operation and maintenance services, as detailed in the guide) (Stage Two: Preparation of Detailed Criteria (
 - At the award stage, the contracting authority shall present its recommendation, taking into account the economic return from local content as calculated for each tender.

• **The economic return from local content** is the indicator that determines the feasibility of awarding the contract to a bid other

rather than the lowest-priced one, as it offers greater added value in terms of local content, provided that the increase in the proportion of local content does not exceed Z10, taking into account the price of the bid itself compared with the lowest price and the approved budget for the project. For further details on how to calculate the economic return from local content, please refer to the Guide to the Application of Local Content in Government Tenders.

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The financial evaluation mechanism is used to determine which tender will be awarded the contract; however, the contracting authority should not rely solely on this mechanism, as it is preferable to carry out further financial analyses and comparisons to ensure the accuracy, realism and completeness of the financial tender submitted, and that there are no reservations which might affect the award decision. Here are some examples of such comparisons, by way of illustration only:

Price comparison table with estimated cost						
Estimated value			(R.A.)			
M	Company/Organisation	Tender price (R.A.)	Price difference from the lowest bid		Difference from the estimated project value	
			Price (R.A.)	Ratio (Z)	Price (R.A.)	Ratio (Z)
1	Company (A)					
2	Company (B)					
3	Company (C)					
4	Company (D)					
This comparison helps the evaluator to identify the financial risks associated with the tender prices submitted, as the preference awarding the contract to the lowest bidder does not apply in all circumstances, particularly if the bid is significantly lower than the estimated cost by a significant margin. Consequently, the contract may be awarded to the second or third lowest bidder, based on the lowest financial risk, given that the price is close to the estimated cost, provided that the estimated cost is accurate and up to date.						

*The details of the items in the table are given by way of example only

Comparison table of price details for companies ranked in the top positions (for example, for road projects) in the financial evaluation						
M	Details	Estimated cost	Company (A)	Company (B)	Company (C)	Company (D)
1	Preparations					
2	Earthworks					
3	Gravel layer work					
4	Paving layers					
5	Concrete structures					
6	Transverse works					
7	Electrical and Lighting					
8	Day-to-day tasks					
9	Reserve					
Total						
Total excluding reserves and day-to-day operations						
Z5 VAT						
Total including VAT						
This comparison helps the evaluator to identify the financial risks associated with the tender prices submitted, as the table will show whether a tenderer has overpriced an item or quoted a price that is too low compared to the estimated cost of the item and other tenders. Consequently, if the contract is awarded to this tender, the contracting authority will ensure that the prices are realistic						

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One of the key comparisons the contracting authority must carry out during the financial evaluation is to compare the tender prices submitted with price indices and market prices, which ensures the realism and quality of the prices submitted, as shown in the table below

Comparison table of tender price details with price indices and market prices of materials						
M	Works / Materials	Price indices / market prices	Company (A)	Company (B)	Company (C)	Company (D)
1						
2						
3						
4						
Total						
Total excluding reserves and day-to-day operations						
Z5 VAT						
Total including VAT						
This comparison helps the evaluator to identify the financial risks associated with the tender prices submitted, as the table will show whether a tenderer has overpriced an item or quoted a price that is too low compared to price indices and market prices; the contracting authority can therefore verify the realism of the prices in the event of a significant discrepancy						

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.c Consultancy services sector

Mechanism for preparing technical evaluation criteria

Step 1: Defining the technical and financial evaluation strategy

(Pass/Fail) stage	Drawing up a list of mandatory criteria for the qualification of companies for the weighted evaluation stage		
Technical evaluation percentage	Z100	Financial evaluation percentage	None
Minimum technical qualification requirements	• Achieving a score of (...) or higher in the technical evaluation and (...) in the experience criterion	Distribution of financial scores	Award based on the best and most suitable prices following technical qualification

Step 2: Drawing up a list of mandatory criteria

Government bodies must draw up basic evaluation criteria to which tenderers must adhere when submitting their tenders, ensuring that the purpose for which the tender was issued is achieved. Some examples of mandatory criteria are set out in Chapter Three / Step Two: Drawing up technical and financial evaluation criteria

Step 2: Defining a list of mandatory criteria and requirements (pass/fail)

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Technical evaluation criteria (A)			
M	Description of technical criteria	Maximum score	Comments
1	Quality and completeness of the tender		Scores are allocated based on the requirements for submitting a tender (see Annex 00 for reference)
2	Previous experience in implementing similar projects		Explanation of the 'Experience' clause in the construction and contracting criteria
3	The proposed organisational structure and team for carrying out the work		The technical team is determined based on the scope of work required, as well as the required experience and qualifications; grades are allocated and aligned with the number of personnel, their qualifications and experience, with preference given to Omanis
4	Assessment of the proposed work methodology for fulfilling the requirements, ensuring it is commensurate with the proposed timeframe		The evaluator must set the criteria and allocate marks for this section in a manner commensurate with the nature of the scope of work and the project methodology (e.g. the criteria set and the marks allocated)
5	Assessment of local content		Local content includes the Omanisation rate, training for Omanis, local products and the awarding of contracts to small and medium-sized enterprises; marks should be allocated in proportion to the importance of this aspect of the project (for further details, refer to the Guide to the Application of Local Content in Government Tenders)
6	Assessment of the Quality Management and Control Plan		The assessor must set out the criteria and allocate marks for this section in line with the assessment of the project's quality management and control plan (see the explanation under the 'Quality Management and Control Plan' section in the Construction and Contracting Standards).
7	Submission of financial capacity		Financial capacity is assessed on the basis of projects requiring significant financial resources; it is sufficient to evaluate the company's debt ratio alone and allocate marks in accordance with the criteria required for financial capacity. Assessment of this criterion is often required for high-cost projects
Total technical assessment score		100	

Step 4: Mechanism for selecting the best and most suitable prices.

Applying the same financial evaluation mechanism as in the construction and contracting sector.

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.F Procurement sector: Mechanism for establishing technical evaluation criteria

In the procurement sector, certain types of work undergo a two-stage evaluation process (a stage to assess compliance with specifications and a technical evaluation stage, whilst others undergo an evaluation process comprising only the specification compliance assessment stage.

Step 1: (Specification Compliance Assessment)

The mandatory requirements set out below must be met by bidding companies in order to be eligible for the technical evaluation in the second stage, as follows:

- a. Compliance with the minimum required specifications; if specifications falling short of these are submitted, the tender will be rejected.
- b. The tenderer must provide a sample of the goods to be supplied within a specified period, should this be required.
- c. Once the stage of verifying compliance with the required specifications has been completed, the contract shall be awarded on the basis of the most favourable price, and the works may be divided into lots; and if the nature of the work requires a technical evaluation, the process will proceed to the second stage of the evaluation process in the procurement sector. Note: Tenders that do not meet all the above conditions will be excluded.

Step 2: (Technical Evaluation Methodology)

Companies that have qualified from the first stage will undergo a technical evaluation in accordance with the criteria set out in the table below; they must score 50 points or more to proceed to the final evaluation stage. The contracting authority may add or remove other criteria depending on the nature of the work; it may also be sufficient to simply meet the specifications.

Technical assessment marks	100 marks	financial assessment marks	There are no
Minimum technical qualification	Achieving (Z....) technical marks, i.e. achieving (....) marks out of (100)		
Award	Once the technical qualification stage has been passed and the required specifications have been met, the contract will be awarded on the basis of the most competitive price, and the works may be divided into lots		

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Step 3: Establishing detailed criteria for the technical analysis, with weightings/scores commensurate with the nature and scale of the project

M	Criteria	Grading mechanism
1	The quality and completeness of the documents submitted, and the provision of all required details	Scores are allocated based on the requirements for submitting a tender
2	Previous experience in supplying the goods to be supplied over the last (s) years (please provide evidence of previous supply experience)	The number of years is determined by the nature of the materials to be supplied
3	The supplier must have maintenance branches in the governorates	The evaluator must set the criteria and allocate marks for this item in a manner commensurate with the nature of the work
4	The number of maintenance technicians employed by the supplier or the use of other companies for maintenance	As required, if necessary
5	Maintenance and support plan (provision of a clear maintenance and support plan)	As required, if necessary
6	Local content includes the localisation rate, training for Omanis, local products and the awarding of contracts to small and medium-sized enterprises; scoring shall be based on the importance of this aspect of the project (For further details, please refer to the Guide to the Application of Local Content in Government Tenders (	As required, if necessary
7	The contracting authority may add or remove other clauses depending on the nature of the work; it may also be sufficient to verify compliance with the specifications alone and award the contract to the most competitive bidder if the nature of the work does not require otherwise.	
Total		

Step 4: Mechanism for selecting the best and most suitable prices

Applying the same financial evaluation mechanism used in the construction and contracting sector

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-4 Services sector: Mechanism for preparing technical evaluation criteria

Step 1: Defining the technical and financial evaluation strategy

Evaluation criteria specified in the tender document:			
(Pass/Fail) stage	Drawing up a list of mandatory criteria for the pre-qualification of companies for the weighted evaluation stage		
Technical evaluation percentage	100	Financial valuation ratio	None
Minimum technical qualification	Achieve a score of (....) or higher in the technical evaluation		
Award	Award of the best and most suitable price following technical qualification		

Step 2: Drawing up a list of mandatory criteria

Government bodies must draw up basic evaluation criteria to which tenderers must adhere when submitting their tenders, ensuring that the purpose for which the tender was issued is achieved. Some examples of mandatory criteria are set out in Chapter Two / Phase Two: Preparation of Detailed Criteria / -1 Mandatory Evaluation Criteria (Pass/Fail)

(a) Technical evaluation criteria:		
M	Description of technical criteria	Maximum mark
A	Quality and completeness of the presentation	
B	Practical experience in implementing similar previous projects	
C	Financial capacity	
D	The percentage of Omanisation and the use of local materials and small and medium-sized enterprises	
e	Lists of project workforce, equipment, vehicles and staff	
Total technical evaluation marks		100

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Step 3: Establishing detailed criteria for the technical analysis with corresponding weights/scores

M	Technical evaluation criteria specified in the document	Maximum score	Notes
1	Quality and completeness of the tender submitted		Scores are allocated based on the requirements for submitting a tender (see Annex 00 for reference)
2	Practical experience in carrying out similar previous projects		Explanation of the 'Experience' criterion under the Construction and Contracting Standards
3	Technical team and project staff		The technical team is determined based on the scope of work required, as well as the required experience and qualifications; grades are allocated and aligned with the number of personnel, their qualifications and experience, with preference given to Omanis
4	Required equipment and vehicles		The evaluator must set the criteria and allocate marks for this item in line with the proposed equipment and vehicle programme
5	Proposed work methodology		The assessor must define the criteria and allocate marks for this section in accordance with the nature of the scope of work and the project methodology
6	Assessment of local content		Local content includes the Omanisation rate, training of Omanis, local products and the awarding of contracts to small and medium-sized enterprises. Points should be allocated in proportion to the importance of this aspect of the project (for further details, please refer to the Guide to the Application of Local Content in Government Tenders)
7	Financial Capacity		Financial capacity is assessed on the basis of projects requiring significant financial resources; it may be sufficient to evaluate the company's debt ratio alone and allocate marks in proportion to the financial capacity criteria required. Assessment of this criterion is often required for high-cost projects
The assessing body may add or remove other criteria depending on the nature of the work			
Total		100	

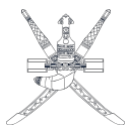
Step 4: Mechanism for selecting the best and most suitable prices, taking into account the nature and scale of the project

Applying the same financial evaluation mechanism used in the construction and contracting sector.

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Desired outcome

With reference to the objectives of the guidance manual outlined above, their achievement will result in improvements in the tender evaluation stage at the level of government bodies as well as the General Secretariat of the Tender Board, as follows:



Desired impact for government bodies:

1. Ensuring that tender evaluation criteria are drawn up in accordance with the general principles and regulations of the Tenders Law, as set out in Chapter One of this guide.
2. To enhance the efficiency of selecting the most suitable and best bid, both technically and financially, where the guide explains, in Chapter Two, the steps for determining the weightings of the main and detailed technical criteria, as well as financial comparisons and the preference for local content.
3. Ensuring that the results of the evaluation of submitted tenders are consistent with the objectives of the project/procurement, by defining the technical and financial evaluation strategy during the project/procurement strategy preparation phase.
4. Ensuring the objectivity of the tender evaluation criteria and standards, and their consideration of the specific factors and risks inherent in each project, by adhering to the use of a model for establishing the weightings of the.
5. Maximising the benefit of local content elements by conducting an economic feasibility study of the local content of tenders, which ensures the selection of the most financially advantageous bids.
6. Improving the efficiency of the organisation's internal tendering processes through the use of the guide.
7. Facilitating the quick and easy collection, sorting and classification of data on tender evaluation results, as the manual includes, in its appendices, a set of templates that facilitate the process of extracting data from the submitted tenders and presenting it in the form of results and comparisons for decision-makers, as well as facilitate reference to that data.
8. Reducing the time taken to evaluate tenders by the consultant and government bodies.

الأمانة العامة
لمجلس المناقصات
General Secretariat of the Tender Board



Desired impact for the General Secretariat of the Tender Board:

1. To enhance the efficiency of the tender evaluation phase by providing government bodies with a reference guide explaining the stages, steps and procedures involved in tender evaluation.
2. To reduce the number of comments on the results of the technical and financial analysis by providing a detailed strategy for defining tender evaluation criteria.
3. To improve the efficiency of the tender evaluation stage by ensuring there is no variation amongst government bodies in the application of the tender evaluation process.
4. Facilitating the swift and easy collection, sorting, classification and presentation of data on the results of tender analysis, thereby supporting the accuracy of the review of these results.
5. Maximising the benefit from local content elements by assessing the economic viability of the local content in tenders.

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Guidance and practices reviewed

Global guidance: Global practices:

1. The United Kingdom

2. The United Arab Emirates

3. The Kingdom of Saudi Arabia

4. Qatar

5. Republic of Singapore
1. The Islamic Development Bank’s Guidelines for Tender Analysis

2. The Asian Development Bank’s Guidelines for Tender Analysis

3. Guidelines for the Preparation of Bid Evaluation Criteria (Saudi Arabia)

4. Bid Evaluation Procedures of the North American Development Bank.

5. The Organisation for Economic Co-operation and Development (OECD) Guidelines

6. Methodology for the Evaluation of Procurement Systems in the Kingdom of Saudi Arabia.

7. UK Guidelines for Tender Analysis.

8. : Analysis Instructions and Policy of the Asian Infrastructure Investment Bank

Local practices:

Muscat Municipality	1.
Ministry of Transport, Communications and Information Technology	2.
Ministry of Education.	3.
Ministry of Agriculture and Fisheries	4.
Ministry of the Interior	5.
Public Prosecution	6.
Ministry of Health	7.
Oman State Enterprises	8.
Oman Oil Development Company	9.
British Petroleum (BP Middle East) Occidental Oman	10.
Oman Telecommunications Company	11.
Oman Airports Management Company	12.
Oman Sanitation Services Company	13.
Oman Tourism Development Company (Oman)	14.
	15.

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Appendix No. (I) Template for setting the weightings of tender evaluation criteria:

The template helps to facilitate the process of setting weightings for tender evaluation criteria; it is used to set weightings /criteria scores following the stage of establishing detailed technical and financial criteria and whilst preparing the tender documents, as explained in the documentation section of this guide. This template shall be sent, together with the tender documents, to the General Secretariat of the Tenders Board for approval in tenders falling within the remit of the Tenders Board; approval of the template shall be granted by the Internal Tenders Committee for internal tenders organised by the relevant bodies.

The form consists of two parts, as follows:

- .I Part One: to be completed separately by at least three specialists from the tender team.
- Part 2: This consists of a comparison of the scores proposed by the specialists, showing the arithmetic mean and the final scores to be adopted for the evaluation criteria.

Instructions for completing the form:

1. This form is to be completed by the tender team.
2. Complete the 'Project Details' section based on the project strategy.
3. The technical evaluation criteria section must be completed by each expert individually.
4. Once the form has been approved by each expert, it shall be presented to the other experts alongside their approved forms.
5. Complete the second part, calculate the arithmetic mean, review the final criteria and approve them.
6. Approve the final marks.
7. Each expert must present the justifications on which they based their marks.
8. Each expert must sign the final form, which is then approved by the Chair of the Internal Tender Committee.

*Note: The technical criteria in the table below are provided by way of example; detailed criteria and weightings must be provided.

Template for setting weightings for tender evaluation criteria – Part One			
-1 Project details			
Project Name		Estimated Cost	
Project Sector			
Scope of Work			
What are the factors and risks in the project that affect the evaluation criteria?	Factors and risks (listed in descending order of impact)	Evaluation Criteria Affected	
		-1	-1
		-2	-2
		-3	-3

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-1 Technical Assessment Criteria:

M	the technical criteria	Suggested mark for the criterion, taking into account the scope of the project	Grade Development		Grades approved) Write the final which will be adopted
			Is the distribution of takes into account of the project?)If yes, please the marks remain unchanged; if not, rebalance the to achieve the objectives (	Does the proposed mark allocation take into account the factors and risks? If so, revise the scores unchanged; if not, rebalance them to take account of the factors	
1	quality and completeness of the presentation				
2	Previous experience in implementing similar projects				
3	Proposed organisational structure and team for project implementation				
4	Assessment of the proposed work methodology for project implementation to ensure it is appropriate for the proposed timeframe				
5	Assessment of the proposed plan for the management of equipment, machinery and staff for project				
6	Assess the proposed health and safety management plan				
7	Evaluation of the quality and control management plan				
8	Assessment of local content				
9	Assessment of financial capacity				
Total		100			
-3 Recommendations and final observations:					

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Template for preparing bid evaluation criteria weightings – Part Two

Final technical evaluation criteria:

M	Technical Specifications	Summary of Scores				Final review (Is the arithmetic mean commensurate with the project's objectives, factors and risks? Are there lessons learnt from previous similar projects that align with the proposed scores?)
		Specialist 1	Specialist 2	Specialist 3	Arithmetic mean	Final marks
1	Quality and completeness of presentation					
2	Previous experience in implementing similar projects					
3	Proposed organisational structure and team for project implementation					
4	Assessment of the proposed work methodology for project implementation to ensure it is appropriate for the proposed timeframe					
5	Assessment of the proposed plan for the management of equipment, machinery and staff for project implementation					
6	Assess the proposed health and safety management plan					
7	Evaluation of the quality and control management plan					
8	Assessment of local content					
9	Assessment of financial capacity					
Total		100				
Final approval (signature)						
Approval by the Chair of the Internal Tender Committee						
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. Overview of the guidelines and templates used in the evaluation and analysis of tender data

These guidelines and forms are intended to facilitate the process of evaluating and analysing tenders, particularly as the tenders submitted contain a large amount of data, information and documents that take a long time to analyse and from which specific information must be extracted, particularly where this relates to the evaluation criteria.

This section provides a number of templates and checklists recommended for use during the analysis of tenders, through which the data from all tenders will be collected, sorted, categorised and presented in a manner that makes it easier for government bodies and the General Secretariat of the Tender Board to review and verify the results of the technical evaluation and to refer back to them easily.

Reasons for using forms and lists:

- 1. To contribute to the completeness of the technical evaluation results in all respects.
- 2. To ensure that all comparisons of technical evaluation results and price analyses are presented.
- 3. To enable quick and easy reference to tender data and information
- 4. To facilitate the process of reviewing and verifying the results of the technical evaluation
- 5. To provide a clear summary of the analysis of all tenders

Forms and lists:

Form No. (1) Checklist for compliance with tender requirements	1.
Form No. (2) Company details form	2.
Form No. (3): List of experience in completed projects	3.
Form No. (4): List of experience in projects under construction	4.
Form No. (5): List of the project's organisational structure	5.
Form No. (6): List of CVs	6.
Methodology No. (7): Proposed Work Methodology	7.
Form No. (8) List of essential requirements in the proposed implementation plan	8.
Form No. (9) Provision of equipment and machinery	9.
Form No. (10): Provision of Equipment and Machinery by Proposed Works	10.
Form No. (11): Provision of Equipment and Machinery by Month	11.
Form No. (12): Provision of Equipment and Machinery by Work and Month	12.
Form No. (13): List of Workers by Work	13.
Form No. (14): Security and Safety Plan Checklist; Form	14.
Form No. (15): Quality Assurance Plan Checklist; Form	15.
Form No. (16): Localisation Rate Checklist	16.
Form No. (17) Checklist for the Use of Local Materials	17.
Form No. (18) List of Subcontractors	18.

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Form No. (I) Checklist for Fulfilment of Tender Requirements:

Ref. No.	Requirements	Delivery (Yes/No)	Page number
1	Company representatives		
2	Bank guarantee		
3	List of equipment and machinery		
4	Names of persons authorised to sign the contract		
5	Company profile		
6	List of completed projects		
7	List of projects currently under construction		
8	Proposed organisational structure for project implementation		
9	List of practical experience and academic qualifications of the proposed technical staff		
10	Template for the provision of equipment and machinery in accordance with the works proposed for implementation		
11	Form for the provision of equipment and machinery by month		
12	Template for the provision of equipment and machinery by works and months		
13	Spare Parts List Template		
14	Proposed Implementation Methodology		
15	Template for a labour provision list by task		
16	Template for a list of essential requirements in the proposed implementation plan		
17	Template for the Health and Safety Plan		
18	Template for the Quality Assurance Plan Checklist		

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Template No. (I) Checklist for Compliance with Tender Requirements:

Ref. No.	Details	Delivery (Yes/No)	Page number
1	Company policy		
2	Amman Chamber of Commerce and Industry Certificate		
3	Certificate from the Tenders Board		
4	Organisational structure of the company and its branches - where the company is a group of companies -		
5	List of supporting companies		
6	List of subsidiaries		
7	The company's main sectors		
8	The Company's Board of Directors and Senior Management		
9	The Company's Organisational Structure		
10	Company facilities		
11	Liquidity and Financial Strength		
12	Workforce		
13	Company equipment and machinery		
14	Quality, Health, Safety and the Environment within the company & ISO through a certified system compliant with OHSAS		
15	Quality, Health, Safety and the Environment within the company & ISO through a certified system compliant with OHSAS		

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.Form No. (F) List of experience in completed projects:

Number of similar projects completed ≥ ...) (.. million by the contractor in the last ...) (.. years only:												...) (.. Number of projects			
No	Project Name	Contract Type	Consortium share, if applicable	Client \ Contact Number	Consultant / Contact number	Duration of implementation	Project start date	Date of completion Original Project	Project extension of the project, if any	Date of completion	Contractor's scope	Contract cost (Omani rials)	Final cost (Omani rials)	Certificate of completion	
														Submitted (yes/no)	Page No.
1															
2															
3															

.4 Form No. (4) List of experience in projects under construction:

Number of similar projects completed ≥ ...) (.. million by the contractor in the last ...) (.. years only:												...) (.. Number of projects	
No	Project Name	Contract type	Consortium share, if applicable	Client \ Contact Number	Consultant / Contact number	Duration of implementation	Project start date	Date of completion Original project	Project extension of the project, if any	Date of completion	Contractor's scope	Contract cost (Omani rials)	Final cost (Omani rials)
1													
2													
3													

If the bidding company is a partnership between two companies, it must submit two lists of project experience, with each list detailing the information for one company only.

*Note: It is not sufficient for the tenderer to simply submit this list; they must also provide details of each project individually.

5. Form No. (5) Organisational Structure of the Project:

Currently, the tenderer is required only to submit an organisational chart; however, it is preferable to provide a list detailing all the roles required for the project, alongside the organisational chart, as shown in the table below

No.	Position proposed in the tender documents	Position proposed by the contractor	Position filled (Yes/No)	Page number
1				
2				
3				
4				

• *Note: The tenderer must not only submit this list, but must also attach all staff CVs to their tender.

Taking into account a number of important points set out below:

- The proposed organisational structure for implementation must include details, figures and job grades for supervisory and technical staff, along with their qualifications, appointments and previous experience, together with the CVs of supervisory and technical staff and the estimated number of workers to be employed for the works.
- The proposed organisational structure must be sufficient to cover all project activities with an adequate number of staff.

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Key personnel and supervisory staff who are primarily responsible for carrying out the work, for example: project manager, project engineer/construction manager/deputy project manager, civil engineer (roads), bridge engineer/structural engineer, quantity surveyor, planning engineer, materials engineer, quality assurance/quality control engineers, land surveyors and safety officers.

- Full marks will be awarded if these roles are covered within the organisational structure alongside another tier of supervisory staff.
- With regard to candidates' CVs, marks will be distributed equally across qualifications, experience and similar projects previously handled by each candidate.
- The proposed organisational chart must be comprehensive of all project activities, listing key staff and supervisory staff, which must primarily include (managerial and supervisory positions) as per the proposed project; for example, for a 'road construction project', the proposed structure must cover key positions such as: Project Manager, Project Engineer/Construction Manager/Deputy Project Manager, Civil Engineer (Roads), Bridge Engineer/Structural Engineer, Quantity Surveyor, Planning Engineers, Materials Engineer, Quality Assurance/Quality Control Engineers, Land Surveyor, and Safety Officers.

Full marks will be awarded if these roles are covered within the organisational structure, along with an additional level of supervisory staff. With regard to candidates' CVs, marks will be distributed equally across qualifications, experience and similar projects that each candidate has previously worked on

6. Form No. (6) List of CVs Submitted:

Job Title	Project Manager		Civil Engineer		Planning Engineer		Quantity Surveyor		Health and Safety Engineer	
Description	Required in the tender documents	Proposed by the contractor	Required in the tender documents	Proposed by the contractor	Required in the tender documents	Proposed by the contractor	Required in the tender documents	Proposed by the contractor	Required in the tender documents	Proposed by the contractor
Name										
Academic qualifications										
Number of years' experience										
Number of years' experience relevant to the scope of the project										
Number of years' experience relevant to the scope of the project										
Number of projects worked on										
Number of projects worked on that are relevant to the scope of work										
Names of projects on which the candidate has worked that are relevant to the scope of the project										

The template is adapted in accordance with the evaluation criteria set out in the tender document, and varies depending on the nature of the project.

*Note: The tenderer must not only submit this list but must also attach all staff CVs to their tender.

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7. Form No. (7) Proposed Work Methodology

M	Details		Covered (Yes/No)
1	Scope and volume of work items		
	Description of the work		
2	Issues that may be unique to this project, such as the availability of materials and water, any difficult cuts or other unusual difficulties, challenging site conditions, unusual weather conditions, and difficulties in procuring the proposed measures for materials to overcome the difficulties/problems.		
	1	Availability of materials	
	2	Water Availability	
	3	Difficult site conditions	
	4	Unusual weather conditions	
	5	Difficulties in procuring the proposed materials	
	6	Others	
3	A workflow diagram showing how the tenderer will carry out the work, allowing sufficient time to overcome any difficulties.		
	A	Work sequence logic	
	B	Work elements:	
		1 Approvals, e.g.	
		2 Survey work, e.g.	
		3 Junction design Ex...	
		4 ... Connections Ex.	
		5 Ex junctions.	
4	A plan for managing the required workforce, factories and equipment.		
	1	Inclusion of provisioning works, workforce, offices and accommodation	
	2	Inclusion of plant and equipment-related provisions	
5	Demonstrate an understanding of the progress monitoring techniques the tenderer would adopt.		
	1	The project's technical team	
	2	Project planning	
	3	Project monitoring and follow-up	
	4	Meetings and Reports	
	5	Approvals and Permits	
	6	Changes	

As shown in the table above (for example:(The basic requirements within the scope of the proposed project are broken down into several elements in a table, and the overall score for the criterion is allocated across those elements; It is essential to ensure that these components reflect an understanding of the project implementation requirements, demonstrate a logical sequence, and illustrate the methodology for addressing resource requirements, including the identification of key staff members and their roles, , key equipment and specialist subcontractors for timely project delivery, so as to enable the analyst to assess the project manager's level of understanding and their competence in planning the completion ofthe project on schedule.

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The key elements to be taken into account are:

- 1. Scope and scale of work items.
- 2. Areas of risk that may be unique to this project, including but not limited to: difficulty in sourcing materials or water, or challenging site conditions, unusual weather conditions, or difficulties in procuring materials; the tenderer must therefore set out in their proposed plan the appropriate internal provisions to resolve or mitigate such difficulties or problems.
- 3. A logical sequence of works to demonstrate how the tenderer will carry out the work, allocating the necessary time to mitigate these risks.
- 4. A detailed work plan must be provided for the project management and implementation mechanism, commensurate with the nature of the work to be carried out; for example: drawing up a plan for traffic diversion or traffic control and management (in the case of road works or road maintenance and the protection of public property and other such works; the proposal must therefore include details of all phases in line with the proposed timetable.
- 5. Calculations of labour, plant and equipment requirements, taking into account the scope of the work; the ability to mobilise the necessary plant and equipment must be demonstrated.
- 6. Demonstrate an understanding of the progress monitoring techniques to be adopted by the tenderer.

8. Proposed timetable (proposed implementation programme)

Draw up the timetable (proposed implementation programme) based on the calendar and using a scheduling programme to forecast inputs and outputs, and demonstrate the interdependencies between activities, their duration, as well as the latest and earliest completion dates for each activity, and the start and completion dates for each activity, so that the proposed implementation programme is sufficiently detailed whilst ensuring an appropriate distribution of activities. Provide details of the duration of each task and identify the critical path. Resources must also be allocated in accordance with the proposed work plan. It is essential to use a technical programme and to submit an electronic copy of the proposed work plan in Primavera file format or any other programme, and this section shall be assessed based on the table below (the analyst may add other elements deemed appropriate, if necessary)

.9 Template No. (8) Checklist of essential requirements in the proposed implementation plan:

Si. No.	Description	Delivery (Yes/No)	Page number
1	Schedule level with indication of duration for each activity		
2	Assessment of work tasks by activity		
3	Clarifying the critical and logical path		
4	Monthly resource requirements (labour and equipment) for key works		
5	A chart showing monthly resources (labour) for the project as a whole		
6	Chart showing monthly resources (plant and equipment) for the project as a whole		
7	Z10 utilisation schedule – advance payment		

*Note: It is not sufficient for the tenderer to simply submit this list; they must also attach the proposed implementation plan with full details for each item in the list above.

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Some important points to bear in mind when analysing the basic requirements in the proposed implementation plan:

- Work Plan: A work plan can be described as the establishment of a timetable based on a calendar and the use of planning software to forecast inputs and outputs, highlight the interdependencies between activities, their duration, the earliest and latest completion times for each activity, and the start and completion dates for each activity.
 1. The key requirements of the proposed implementation plan are: 2.
 - Validation of the time targets.
 3. Identification, clarification and assessment of the implications of the specified timeframes.
 4. Planning must be carried out using the Gantt chart methodology. The contractor shall develop the critical path programme using commonly used software.
 5. The volume of work involved in each activity must be shown.
- A description of the resources required for each activity.
- A table of resources required for the work to be carried out, based on the volume of work and the expected production rate.
- Draw up a clear and logical critical path: this should identify the critical activities that cannot be delayed, and there must be a logical and correct sequence for carrying out the work.
- A practical mechanism for tracking and monitoring progress.

.10 Equipment, machinery and workforce:

The tenderer must submit a list of the proposed machinery and equipment, specifying the number and types of such machinery, indicating those owned at the time of the tender and which are expected to be available for use on the works; and those to be procured within and outside the Sultanate of Oman, whether through direct purchase or leasing. The tender submitted must demonstrate the availability of the equipment and the feasibility of its use without affecting the tenderer’s ongoing projects.

Some important points to bear in mind when analysing equipment, machinery and the workforce:

- If the tenderer proposes to hire specific equipment, this must be stated; no score will be awarded if these details are not provided.
- If the tenderer does not wish to propose leased machinery and equipment or the purchase of new machinery and equipment, the tenderer must confirm this, and no marks will be awarded if no such confirmation is provided. Similarly,
- A detailed summary of activities must be prepared for each type and quantity of equipment, based on monthly requirements.
- The tenderer is required to demonstrate the resources (workforce – machinery and equipment – currently available in the Sultanate of Oman in relation to their current commitments (ongoing projects) and anticipated projects (those that have been awarded or will be awarded shortly).
- For each contract or project currently being carried out by the tenderer, they must provide full details, as required by the template below. In addition, for each project, the tenderer must specify:
 - a. The number and specialisations of the human resources allocated to the project.
 - b. The number and type of equipment provided for the project.
 - c. The percentage of the companies’ time and administrative resources allocated to the project.

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M	Factory / Equipm ent	Description	Type	Capacity	Name of manufacture r	Year of manufacture	Currently owned		Current location where is hosted	Quantity	
							Yes	No		Estimated in the tender documents	Proposed by the contractor
A	Electrical equipment										
1											
2											
Total											
B	Heavy equipment										
1											
2											
Total											
C	Heavy machinery										
1											
2											
Total											
D	Heavy vehicles										
1											
2											
Total											
E	Lifting equipment										
1											
2											
Total											
D	Light equipment										
1											
2											
Total											
D	Light vehicles										
1											
2											
Total											
Grand total											

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.Ic Form No. (I0) Provision of equipment and machinery in accordance with the works proposed for implementation:

M	Factory / Equipment or Machinery	Quantity depending on activities							Highest number
		Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7	
1									
2									
3									
Total number of factories and equipment for each activity									

Form No. (II) Provision of equipment and machinery by month:

M	Plant / Equipment or Machinery	Number per month														Highest number
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	
1																
2																
3																
Total number of factories and equipment for each activity																

.I4 Form No. (Ic) Provision of equipment and machinery by work and month:

M	Plant / Equipment or Machinery	Number per month														Maxim um num ber
		2	3	4	5	6	7	8	9	10	11	12	13	14		
A	Activity 1															
1																
2																
B	Activity 2															
1																
2																
C	Activity 3															
1																
2																
D	Activity 4															
1																
2																
Total number of factories and equipment per month																

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Form No. (IF) List of workers provided by job.

M	Factory / Equipment or Machinery	Quantity depending on activities							Highest number
		Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7	
A	Staff								
1									
2									
3									
Total staff									
B	Workers								
1									
2									
3									
Total number of workers									
Total workforce									
Average monthly workforce									

Some important points to bear in mind when analysing the workforce:

- Should the tenderer participate in other similar tenders, regardless of the client, the list of proposed human resources is expected to be limited to the project and must not overlap with the other tenders. Should there be any evidence of overlap with other tenders on the part of the tenderer, acceptance of the proposal shall be at the employer's discretion. The employer may exercise its discretion to accept or reject the tender during the evaluation stage if the tenderer fails to demonstrate its ability to provide the resources necessary to carry out the project.
- Furthermore, staff currently working on other ongoing projects in the Sultanate of Oman should not be proposed unless at least 80 per cent of the work has been completed, in the event that any of the principal contractor's staff or other resources proposed for the work are involved in current projects.
- The tenderer must describe how and when they will make these key contracted staff or other resources available for the work. Should any candidate propose to be transferred from ongoing projects, The consent of the employer/owner of the project concerned must be submitted to all candidates in general, confirming that the candidate will be available for the project. All proposed key staff must be interviewed and approved by the employer.

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Form No. (14) Health and Safety Plan Provision Checklist:

Ref. No.	Description	Delivery (Yes/No)	Page number
1	Health, Safety and Security Manual		
2	Project Health, Safety and Security Plan		
3	Management programme		
4	ISO certification		

• *Note: The tenderer must not merely submit this list; they must also include all the requirements in their tender.

.I6Form No. (I4) List of Health and Safety Plan Documents:

Si. No.	Description	Submission (Yes/No)	Page number
1	Project QA/QC plan		
2	QA/QC Management		
3	QA/QC Testing		

*Note: The tenderer must not merely submit this list, but must also include all the requirements in their tender.

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