



國際標案深度研析- 投備標全程攻略 (Study of International Bid) 工程產業全球化標案實務人才培訓

By: Benson Hsiung (熊彬成)
PhD CEng MICE
24th of July 2015

Outline

1. 招標文件類別與重點 Category and key issues of tender/EOI documents
2. 邀標需求及目的解讀 Request for Proposal (RFP)
3. 投標考量及相關事宜 To bid or not
4. 投標廠商服務範疇及時程 Scopes of services and schedule
5. 預算編列及投標價格 Fee proposal
6. 專案組織與人員 - 履歷與實績 Organization and CV
7. 投標文件製作實務及其他注意事項 Practice of tender preparation and other issues
8. 實際案例探討 Case study

Start of the Story



International Bid

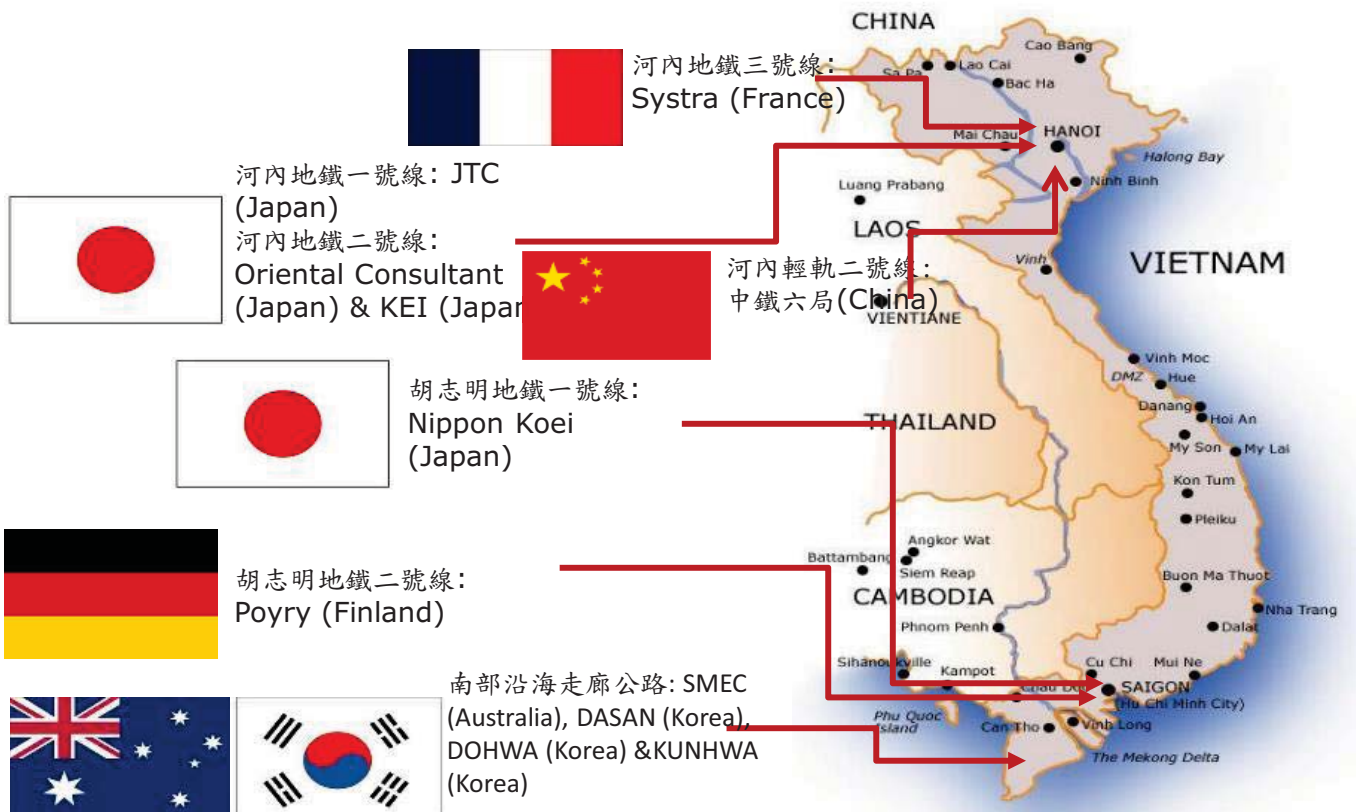


Seems not to connect well



Aim to identify details of international bid and see how people from Taiwan can fit in.

Limits for Taiwan for International Works (1/2)



Limits for Taiwan for International Works (2/2)



Introduction (1/2)

Benson Bin-Chen HSIUNG (熊彬成)

EDUCATION:

- PhD in Civil Engineering, University of Bristol, United Kingdom
- Master of Science Degree in Civil Engineering, University of Illinois, Urbana- Champaign, Illinois, USA
- Bachelor of Engineering Degree in Civil Engineering, Tamkang University, Taiwan

PROFESSIONAL LICENSES:

British Chartered Civil Engineer (CEng, MICE)

AREAS OF SPECIAL EXPERTISE:

- Underground engineering;
- Soil-structure interaction analysis;
- Risk management;
- Project and commercial management;
- International engineering practice



Introduction (2/2)

EMPLOYMENT RECORD

August 2009 to Present:

CECI Engineering Consultants, Inc. Taiwan,
(CECI/台灣世曦工程顧問公司)

August 2003 to Present:

National Kaohsiung University of Applied
Sciences. Kaohsiung, Taiwan
(國立高雄應用科技大學)

January 2002 – July 2003:

Faber Maunsell Ltd. (now AECOM),
London, UK

March 1998 – September 1998:

Moh and Associates Inc., Taipei, Taiwan



Publications- 13 journal papers, 27 international conference paper
and 2 newsletter articles

Current project involved- Jakarta MRT CP106



No.	STATION NAME	Geotechnics	Structure	Consultant
0	DEPOT BUILDINGS	Not Submitted	Not Submitted	AECOM
1	LEBAK BULUS	2nd Hearing 25-Mar-15	1st Hearing 24-Jun-15	
2	FATMAWATI	2nd Hearing 1-Mar-15	1st Hearing 24-Jun-15	
3	CIPETE RAYA	2nd Hearing 25-Mar-15	1st Hearing 24-Jun-15	
4	HAJI NAWI	Not Submitted	Not Submitted	
5	BLOK A	Not Submitted	Not Submitted	
6	BLOK M	Passed 29-Oct-14	5th Hearing 14-Jan-15	Hewson
7	SISINGAMANGARAJA		Submiited 5-Jun-15	Mott
8	SENAYAN	3rd Hearing 21-Jan-15	3rd Hearing 10-Sep-15	
9	ISTORA	Not Submitted	Not Submitted	
10	BENDUNGAN HILIR	Not Submitted	Not Submitted	
11	SETIABUDI	3rd Hearing 21-Jan-15	3rd Hearing 10-Sep-14	
12	DUKUH ATAS	Passed 10-Jun-15	Passed 13-May-15	CECI
13	BUNDERAN H.I	Passed 27-May-15	Passed 13-May-15	

***We are No. 1,
ahead than
other
international
colleagues***



***Again,
Autodesk BIM
Award 2015***

Dear Ricky,

Confirmation of Autodesk Building Information Modelling (BIM) Awards 2015 – Hong Kong, Macau and Taiwan

On behalf of the organizing committee of the Autodesk BIM Awards 2015, we are delighted to inform you that your submission "Construction of Jakarta Mass Rapid Transit Project Underground Section CP106" has been selected as one of the award winners.

To show our highest appreciation, we will host an awards presentation ceremony in August. We are pleased to invite you and your company representative(s) to attend the ceremony and receive the award.

Below, please find the details for your kind perusal:

Date: 28th August 2015 (Friday)
Venue: 18/F, Ballroom I - III, The Mira Hong Kong
118 Nathan Road, Tsim Sha Tsui, Kowloon, Hong Kong

To share the benefits of BIM technology with the building and construction industry, all award winning organizations will be invited to attend the awards presentation ceremony, and share their experience and values of using BIM.

In order to prepare for the publication of the BIM Awards 2015 booklet which will be released on the day of the awards presentation ceremony, we would like to arrange an interview with you. Mr. Spark Chen, Autodesk Sales Manager will contact you to provide more details on the ceremony and interview arrangement for the booklet.

Should you have any questions, please do not hesitate to contact me or Ms. Cindy Chen, the Marketing Manager of Autodesk Taiwan at (02) 6603 1848 / 0923 123 632.

We sincerely look forward to meeting you on 28th August 2015!

Warmest Regards,

Dr Wendy Lee
Regional Manager, HK, Macau & Taiwan
Autodesk Far East Limited

Current project involved- Jakarta MRT CP101/102



Category and key issues of tender/EOI documents (招標文件類別與重點)

Notice of Pre- Qualification or Express of Interest (EOI) (1/3)

NOTICE OF PRE-QUALIFICATION

PRASARANA/GPD/LRT3(PQ)/002/587/2014

Pre-Qualification Title	Contractor's Qualification	Place & Starting Date of Selling of Document	Price of Document & Payment Details	Place for Submission & Closing Date
"PRE-QUALIFICATION OF PROJECT DELIVERY PARTNER FOR THE PROPOSED LIGHT RAIL TRANSIT LINE 3 (LRT3) BANDAR UTAMA – JOHAN SETIA"	Contractor Registration Certificate (PPK) Grade: G7 Category: B or CE	Group Procurement Department, Prasarana Malaysia Berhad, B-20-1, Level 20, Menara UOA Bangsar, No. 5, Jalan Bangsar Utama 1, 59000 Kuala Lumpur 17 November 2014 (Monday) until 28 November 2014 (Friday) from 9.00 am until 5.00 pm	RM 1,000.00 (Ringgit Malaysia One Thousand Only) (non-refundable) <u>In the form of</u> Bank Draft or Banker's Cheque <u>made payable to</u> Prasarana Malaysia Berhad	Group Procurement Department, Prasarana Malaysia Berhad, B-20-1, Level 20, Menara UOA Bangsar, No. 5, Jalan Bangsar Utama 1, 59000 Kuala Lumpur on 8 December 2014 (Monday) before 12.00 noon

State project title, qualification, price of document & payment details and place for submission and closing date

Category and key issues of tender/EOI documents (招標文件類別與重點)

Notice of Pre- Qualification or Express of Interest (EOI) (2/3)

CECI Engineering Consultants
Inc., Taiwan Taipei Headquarters 10F
No. 323 Yangguang St, Neihu District
Taipei 11491, TAIWAN

Attn: Dr. John Chien-Chung Li

Dear Sir

台灣世曦工程顧問(股)
總收文號：1030022901
收文日期：103/08/18
附 件：隨表單附送



We are pleased to invite you to submit an Expression of Interest ("EOI") to provide Engineering Consultancy Services for [redacted] Work Package (hereinafter referred to as the "Project").

Your company must demonstrate verifiable experience and current capability in the industry. Your submission should comprise two (2) sets of complete documents containing the information as listed in the attached terms of reference.

The closing date for the submission of the EOI is on **29th August 2014** at 1700 hours (local [redacted] time). The EOI shall be submitted in a sealed envelope with the title "**Expression of Interest to Provide Engineering Consultancy Services [redacted]**" to the following address:-

[redacted]
[redacted]
[redacted]
[redacted]

By invitation, no need to pay but the rest all the same....

Kindly be advised that this notice shall not form or be construed in any way to create any form of legal relations with your company.



Category and key issues of tender/EOI documents (招標文件類別與重點)

Notice of Pre- Qualification or Express of Interest (EOI) (3/3)

1. A Letter of Expression of Interest
2. Certificate of Registration with Board of Engineer [redacted] and Ministry of Finance
3. The Company profile with the following information:
 - a. Capability Statement
 - b. List of Board of Directors and Personnel
 - c. Organizational chart and CVs of proposed key personnel. (See 4. below)
 - d. List of Current Projects
 - e. List of Completed Projects with references for the past ten (10) years
 - f. Client Referrals for On-Time and On-Budget Delivery
 - g. Company audited accounts and annual reports for the last three (3) financial years
 - h. Copy of Form 24 (Details of Company Shareholder's and their allotted shares)

Once can't get any document/qualification listed, you will be out of the game.

Category and key issues of tender/EOI documents

Cover letter

Dear Sir,

As per your invitation letter reference no.: UGJV/CECI/L/2014/0165 dated 15th of August 2014 concerning the subject matter, please find attached herewith two (2) sets of complete documents of our Expression of Interest (EOI) to provide engineering consultancy services for the [REDACTED] Package from CECI Engineering Consultants, [REDACTED]

Accordingly with our keen interest in pursuing this project, presented in the following is an all-inclusive and concise compilation of all of the pertinent details and information which demonstrate our verifiable experience and current capability in the industry along with reference to our commitment to register with the Board of Engineer [REDACTED] and Ministry of Finance while we establish a Branch Office in [REDACTED]

We truly hope that you will consider providing us this opportunity to work with you and are confident that our team of engineers and specialists will formulate the type of organization, knowledge and resources which will enable this important project to smoothly and effectively achieve all of its goals and objectives.

Please kindly consider allowing us to offer you our technical assistance, and if you have any questions or need any further information, please do not hesitate to let us know.

Very truly yours,
For CECI ENGINEERING CONSULTANTS, INC., TAIWAN

Lee, Yuan-Tarng

LEE, Yuan-Tarng
Vice President



Category and key issues of tender/EOI documents

A Letter of EOI

1. A LETTER OF EXPRESSION OF INTEREST

CECI Engineering Consultants, Inc., Taiwan (CECI) is honored to have this privilege of being invited by the [REDACTED] to submit an Expression of Interest (EOI) for the provision of engineering consultancy services for [REDACTED] Package.

Upon having received this invitation letter together with its attached Terms of Reference (TOR), we have henceforth studied the TOR's contents and requirements and subsequently prepared this EOI accordingly so as to effectively demonstrate our capability and experience to take upon the duties and responsibilities in performing this job assignment; as well as address our initial understandings of the [REDACTED] and related construction issues; and of course assemble a well experienced and highly qualified team of experts who possess the technical know-how and leadership skills required to ensure this project's success.

Therefore, following up on the requirements of the previously mentioned Terms of Reference, please find enclosed herewith for your reference and review our reference to the Certificate of [REDACTED] and [REDACTED] Profile with the following items of information:

- ▶ Capability Statement
- ▶ List of Board of Directors and Personnel
- ▶ Organizational Chart and Curricula Vitae of Proposed Key Personnel
- ▶ List of Current Projects
- ▶ List of Completed Projects with References for the Past Ten (10) Years
- ▶ Client Referrals for On-Time and On-Budget Delivery

Category and key issues of tender/EOI documents

Demonstrate Capability

Hence, as per [redacted] instructions in answering to this invitation, CECI has hereby prepared this “Capability Statement” which includes the following items of information:

- ▶ A brief overview of CECI and its related experience in the area of railways.
- ▶ A brief look at CECI’s application of Building Information Modeling (BIM) to rail related projects.
- ▶ A brief description of the [redacted] and its similarities with previous projects undertaken by CECI.
- ▶ CECI’s availability of capable staff and team organization for the Project.
- ▶ Company Brochure.
- ▶ ISO Certification.

Related Project List or Track Record



a) Metro Bored Tunnels by closed mode TBM method of at least five (5) km in total length and finished internal diameter of not less than 5m. below the local ground water table

Very precise requirements

b) At least one (1) underground rail station in conditions which are partly or fully below the local ground water table, and with at least two (2) or more levels (platform and concourse) below the ground surface and excavated volume of not less than 70,000 cubic metres in the station.

c) In addition to the criteria described above for Category (I) packages. Tunnels by NATM (mining method) of at least 500 metres in total length and of finished cross sectional area of not less than 30m², below the local ground water table

1. Project No.:91433
2. Project Name: Detailed Design Consulting Services for the Kaohsiung MRT Systems Orange Line, CO3 Turnkey Project
3. Project Scope: Metro facilities include four underground stations (Stations O9, O10, O11 and O12) and their entrances and vent-shafts, twin bored tunnel connecting Stations O8 O9 O10 O11 and O12, and one crossover facility(LUO14) constructed by cut and cover method. The route length of CO3 is approximately 2.92 km, starting from the O8 Station, traveling along section 1 Zhongzheng road Kaohsiung City and ending at O12 Station at the junction of Ziyou road and Zhongshan West road in Fongshan City of Kaohsiung county.
4. Service Items: Detail design prior to construction and consulting services during construction, including (1) Architectural and landscape design (2) Structural engineering design (3) Civil Engineering design (4) Electrical and mechanical engineering design including water and power supply (5) Environmental control system design, including tunnel ventilation system in which Computational Fluid Dynamic Analysis using subway environmental simulation and similar proven program is employed and (6) Interfaces integration.
5. Total Services Fee: NT\$ 191,269,440 only
6. Period of Services: January 28, 2003 to December 31, 2009
7. Quality of Services: Conforming to the requirement of the Contract
8. Remarks:

Standard version

Certified by : _____
 Title : JV Project Director
 Name of Client : Hwang Chang / Hwa Sun / RSEA—Joint Venture
 Date : December 31, 2009



This is to certify CECI Engineering Consultants Inc., Taiwan (formally called "China Engineering Consultants, Inc.;" current registration address is: No. 323, YangGuang Street, Neihu District, Taipei City, Taiwan) has completed details design consulting services of Civil, Structure, Architecture and E & M works alone for following underground structures in design- build package CO3 on Orange Line of Kaohsiung MRT Systems.

1. TBM Tunnel

Length of tunnel (m)	3,959m
Internal diameter of tunnel (m)	5.6m
Construction Method	Close-face type TBM (shield)
Is the tunnel work done below the local ground water table?	Yes, the tunnel work is done below the local ground water table?

Re- issued version based on Client's inquiry

2. Underground station

Total number of station	(O9 Station, O10 Station, O11 Station and O12 station)
Length of Station	O9 Station- 187.9 m, O10 Station- 196.6 m, O11 Station- 214.3 m & O12 Station- 191 m
Levels of underground station	O9 Station (2-level), O10 Station (2-level), O11 Station (2-level) and O12 Station (2-level)
Construction Method	Cut- and - cover method
Excavated volume of each station	O9 Station - 70,894 m ³ O10 Station - 74,369 m ³ O11 Station - 77,495 m ³ O12 Station - 67,109 m ³
Is the station work done below the local ground water table?	Yes, the station work is done below the local ground water table

Year of services completion: 2009

Certified by:

Hwang Chang General Contractor Co., Ltd

Date : 2014.01.15



WORK COMPLETION CERTIFICATE

Provider of Services: CECI Engineering Consultants, Inc., Taiwan
 Address: No.323 Yangguang St., Neihu District, Taipei 11491, TAIWAN

One Page to two pages

1. Project No.: 03164
2. Project Name: Design Review Services of the Schematics and Preliminary Design for Zhengzhou Metro Line 3 Phase 1, Section 01 in Mainland China
3. Project Scope: The project comprises two cut-and-cover stations (Zing Lung Po Station and Dong Fung Road Station) and two twin bored tunnels (Shazing Zone and Zingdong Zone) together with 4 cross passages which are detailed as follows: A. Two cut-and-cover stations: i. Dong Fung Road Station is a two-level island platform underground station and has the chainage kilometer mark of CK09+762.119 to CK09+990.119 and center of the station located at the kilometer mark of CK09+850.119. The total length and width of the station are approximately 228 m and 23.1 m, respectively. The maximum excavation depth is 16 m and the excavation is delivered using bottom-up method. The pit is retained by 1m thick, 30 m deep reinforcement concrete diaphragm wall with three-level of steel props. Part of the station connects to the No. 8 Line and served as an interchange station; this three-level station has the maximum excavation depth of approximately 26 m with retained pit of 1 m thick, 39 m deep diaphragm wall and five-level of steel props. ii. Zing Lung Po Station is a two-level island platform underground station, located at Chainage kilometer mark of CK08+274.306 to CK08+577.106, and center of the station is located at CK08+360.206. The total length and width of the station are approximately 302.8 m and 18.7 m, respectively. The maximum excavation depth is within the range of 16.7 to 18.7 m; the excavation is delivered using bottom-up method with retained pit of 1m thick, with 27 to 30 m deep diaphragm wall and 3-level props. B. Two twin bored tunnels (Shazing Zone and Zingdong Zone): i. Shazing Zone Tunnel is located at chainage kilometer mark of CK06+989.880 to CK08+267.506 with total length of 1277.626 m whereas Zingdong Zone Tunnel is located at chainage CK08+565.606 to CK09+762.919 with total length of

approximately 1197.32 m long. Internal diameters of the bored tunnels are 5.5 m with lining thickness of 0.35 m.

C. Four cross passages:

- Two cross passages in Shazing Zone Tunnel located at chainage CK07+525.630 and CK07+940.000
- Two cross passages in Zingdong Zone Tunnel located at chainage CK09+121.950 and CK09+460.000.

D. The soil stratum consists of silty clay, silt and fine sand and the groundwater level is in the range of 9 to 10 m below surface level.

4. Service Items:

Acting as the subconsultant to AECOM Asia Company Limited (the Consultant of this project), CECI Engineering Consultants, Inc., Taiwan provided the review service for the preliminary design include:

- Station scale, layout and architecture
- Station structure
- Station ECS and ventilation
- Station power and water supply, drainage and fire protection
- Shield-Tunneling structure
- Tunnel water and power supply, drainage and fire protection
- Bridge underpinning works

CECI provided review and consulting services for 653 drawings and related reports based on the National Standard of the People's Republic of China (GB) and preliminary design guidelines of technical requirements in Zhengzhou Metro Line 3 Phase 1.

5. Total Services Fee: NT\$1,050,000 (final amount and tax included)

6. Period of Services: August 07 to August 21, 2014

Certified by : Dr. WK Hui
 Title : Technical Director
 Name of Client : AECOM Asia Company Limited
 Date : 27 May 2015

Category and key issues of tender/EOI documents

Power of Attorney (POA)

POWER OF ATTORNEY

The undersigned hereby authorizes and empowers **Mr. WANG, Ching-Lin**, Technical Manager at the Department of Rapid Transit Engineering at CECI ENGINEERING CONSULTANTS, INC., TAIWAN (CECI), a company duly formed and existing under the laws of Taiwan, Republic of China (ROC) with its principal office located at No. 323 Yangguang St., Neihu District, Taipei City 11491, Taiwan ROC, to be the attorney-in-fact to do on behalf of the undersigned all such acts and things in connection with signing 3PDV Services Agreement with Tokyu-WIKA Joint Operation for the Jakarta Mass Rapid Transit Project Phase 1 – Surface Section CP101 and CP102 in the Republic of Indonesia.

Signed this 11th day of December, 2013

CECI ENGINEERING CONSULTANTS, INC., TAIWAN

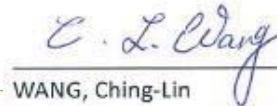


John Chien-Chung Li
Chairman of the Board



Whether we really need a stamp or not....?

Signature of Attorney-in-fact



WANG, Ching-Lin
Technical Manager at the Department of Rapid Transit Engineering

CECI Engineering Consultants, Inc.,
9F., No. 323 Yangguang St., Neihu District,
Taipei 11491
Taiwan

**Attention: Mr. Benson Hsiung
Business Manager, Overseas Business Center**

Subject: Letter of Acceptance of Assignment of SECONDEE

Dear Sir,

Further to the negotiation and discussion between our JO Management Group and CECI, we confirm that the terms and conditions of the assignment of SECONDEE are now agreed.

This letter shall serve as the Letter of Acceptance and you are requested to mobilize your resources upon receipt of this letter to our Project.

Thank you for your attention.

One thing does not get right in the letter.....

Yours faithfully,



Yasuyoshi Nomura
Project Manager
TOKYU-WIKA JOINT OPERATION



After PQ/EOI- Shortlist (1/3)

- BOTEK Bosphorus Technical Consulting Corporation, Associated Consulting Engineers - ACE (PVT) LTD, PT. Tata Guna Patria, JV**
- CECI, PT. Indec Internusa, PT. Hasfarm Dian Konsultan, PT. Ciriutama Nusawidya Consult, PT. Pola Agung, JV**
- Dong Myeong Engineering Consultants and Architecture Co., Ltd, Dongshin Engineering and Consultants Co., Ltd, PT. Indra Karya, PT. Wesitan Konsultasi Pembangunan, PT. Karya Utama Citra Mandiri, JV**
- Renardet S.A, PT. Cipta Strada, PT. Daya Creasi Mitrayasa, PT. Seecons, PT. Yodya Karya (Persero), JV**
- PT Virama Karya (Persero) , Katahira & Engineers International (KEI), PT. Wiraguna Tani, PT. Herda Carter Indonesia, JV**
- Yongma Engineering Co.,Ltd , PT. Perentjana Djaja Engineering Consultant, PT. Epadascon Permata Engineering Consultant, PT. Nusvey Engineering Consultant, JV**

An example for WINRIP in Indonesia and 6 in total

After PQ/EOI- Shortlist (2/3)

13 in total for Contract ER469 in Singapore

S/No	Tenderer Name	Remarks
1.	ARUP SINGAPORE PRIVATE LIMITED	PACKAGES 1 (FINANCIALS) TRANSFERRED TO SAFE & THE ONLY KEY TO THE SAFE IS KEPT BY LEGAL.
2.	CHINA RAILWAY ERYUAN ENGINEERING GROUP CO. LTD.	
3.	CPG CONSULTANTS PTE LTD	
4.	CHINA RAILWAY FIRST SURVEY AND DESIGN INSTITUTE GROUP CO., LTD / BALAJI RAILROAD SYSTEMS LIMITED CONSORTIUM	
5.	ITALFERR S.P.A.	
6.	KV CONSULTORES DE INGENIERIA PROYECTOS Y OBRAS S.L.	
7.	MEINHARDT INFRASTRUCTURE PTE LTD / INECO CONSORTIUM	

S/No	Tenderer Name	Remarks
8.	PARSONS BRINCKERHOFF PTE. LTD.	PACKAGES 1 (FINANCIALS) TRANSFERRED TO SAFE & THE ONLY KEY TO THE SAFE IS KEPT BY LEGAL.
9.	PACIFIC CONSULTANTS CO., LTD.	
10.	RSP ARCHITECTS PLANNERS & ENGINEERS (PTE) LTD / SETEC FERROVIAIRE CONSORTIUM	
11.	SENER INGENIERIA Y SISTEMAS, S.A.	
12.	T.Y.LIN INTERNATIONAL PTE. LTD. / DP ARCHITECTS PTE LTD.	
13.	TECA ENGINEERING PTE. LTD.	

8 submitted PQ and one of them is disqualified

T215	
Financial Open	
Name	Amount (BT)
RSEA-Eng Lee-Wai Fong	206,850,000
Hock Lian Seng - Okumura JV	215,500,000
Sinohydro	219,932,250
Hyundai E&C-Hyundai Development	229,682,000
Sembawang	237,282,571
Swee Hong	238,800,000
CSCEC	266,000,000
CRTG	Not Shortlisted

No.	Name of the Company	Country	Name of the Company	Country	Name of the Company	Country
1	Larsen and Toubro (L&T)	India	STEC	China		
2	Hindustan Construction Company (HCC)	India	Mosmetrostroy	Russia		
3	China Tiesiju Civil Engineering Group Co. Ltd (CTCEG)	China	PRAKASH INDUSTRIAL INFRASTRUCTURE PVT.LTD. (PIIPL)	India		
4	AFCONS Infrastructure	India	KYIV METRO BUD (KMB)	Russia		
5	Continental Engineering Corp (CEC)	Taiwan	ITD Cementation India Ltd (ITDCEM)	India	TPL	
6	Dogus Construction and Trade Inc.	Turkey	Soma Enterprises Ltd,	India		
7	Essar Projects (EPL)	India	CMC		Sacyr	✗
8	Infrastructure Leasing & Financial Services Limited (IL & FS)	India	CR25G (China Railway 25 th Bureau Group)	China		
9	J Kumar Infraprojects Ltd. (JKIL)	India	Co-operative Retail Trading Group (CRTG)	China		
10	Obrascón Huarte Lain (OHL)	Spain	South Korea Engineering & Construction (SK E&C)	South Korea		✗
11	Pratibha Industries Ltd.	India	GDYT Consortium			✗
12	Salin Impregilo	Italy	Gammon Construction Limited	India		✗
13	Strabag Group	Germany	AG-Patel Engineering	India		✗
14	Unity Infrastructure	India	IVRCL	India	CTG (China Railway Tunnel Group)	China

Outline of Request for Proposal (RFP; 邀標需求及目的解讀)

- Letter of Invitation (*Similar to PQ/EOI*)
- Instructions to Consultants
- Terms of Reference
- Technical Proposal - Standard Forms (*Optional*)
- Financial Proposal - Standard Forms (*Optional*)
- Standard Forms of Contract (*Optional*)

Proposals must be prepared according to instructions and forms which are provided in RFP

Instruction to Consultant- Contents

- Introduction
- Clarification and Amendment of RFP Documents
- Preparation of Proposals
- Submission, Receipt, and Opening of Proposals
- Proposal Evaluation
- Negotiations
- Award of Contract

Terms of Reference

Project Introduction

Scopes of Service

Delivery, Submittal and Schedule

Information and Requirement of Key Personnel needed

Other Related Information

To Bid or Not to Bid (投標考量及相關事宜)

- ▶ It is really case by case;
- ▶ Balance of motivation, cost, expertise and available resources;
- ▶ No so called “absolutely right or wrong”;



Building collapse in Nepal

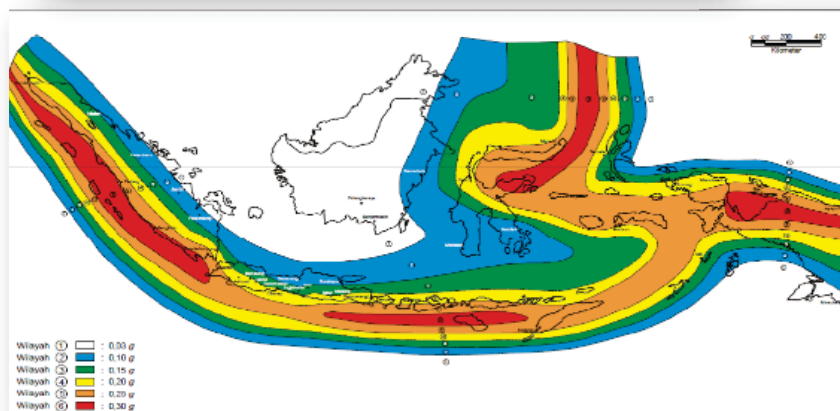


Bridge collapse in Baghdad

Different Concerns with Domestic Bidding (1/2)



FIDIC Forms of Contract



Different Concerns with Domestic Bidding (2/2)

Updated : 3/24/2014 11:45:00 AM

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PMU Director suspended amid allegations of corruption



(VOV) - Nguyen Van Hieu, Director of Vietnam's Railway Project Management Unit (PMU), under suspicion of illegally accepting bribes worth VND16 billion in connection with railway projects, has been suspended pending further investigation.

Malaysian Anticorruption Body to Look Into Flow of Money to Najib

Ringgit hits fresh 10-year low against U.S. dollar after Journal report

Ditching global financial organizations, welcoming AIIB

Fithra Faisal Hastiadi, Jakarta | Opinion | Mon, May 11 2015, 7:05 AM

Opinion News

Many studies on Indonesia do not build capacity

'Cogito ergo consume'

Social security for all workers

President Joko "Jokowi" Widodo made his mark at the 60th anniversary celebrations of the Asian-African Conference recently, criticizing global financial institutions such as the World Bank, International Monetary Fund (IMF) and Asian Development Bank (ADB).

This would have been spot on, if it had happened in the 1960s. Amid steadily rising technological, economic and ecological interconnectedness, states cannot escape globalism, as evident in the UN, the role of the World Trade Organization, the World Bank, the IMF and the growing corpus of international law.



Scopes of Services and Schedule(投標廠商服務範疇及時程)

The Design and Supervision Consultants (DSC) will play a major role in supporting WINRIP project management and implementation, and will provide ongoing support to the Regional Office for National Road Region II in the Directorate General of Highways. A significant focus of the project will be an increased emphasis on achieving acceptable standards of construction quality for all civil works, and a strengthened focus against corruption. The DSCs will be in the "front line" of tackling these major problems, and will have increased authority and responsibility, commensurate with this strengthened role.

The particular responsibilities of the DSC shall be to:

- Prepare final engineering designs and bidding documents for all Sub-projects to be implemented in Annual Work Programs 2 and 3 (*AWP 2 and AWP 3*);
- Provide construction supervision of all civil works implemented under Annual Work Programs 1, 2 and 3, (*AWP 1, AWP 2 and AWP 3*) as the "Engineer" defined in FIDIC (*Fédération Internationale des Ingénieurs Conseils*), Lausanne, Switzerland, including carrying out Laboratories Testing at specified locations to ensure that high quality construction is achieved in time, within budget, and that all works are carried out in full compliance with the approved engineering designs, technical specifications, agreed work schedule, the terms and conditions of the contract documents and as per sound engineering practices;

Project description, service period & budget



“The estimated number of professional staff-months required for the assignment is: 1,549 man-months”

WINRIP Implementation	2011	2012	2013	2014	2015
DSC Services					
AWP 1 :					
Procurement					
Implementation					
AWP 2 :					
Preparation, by DSC					
Procurement					
Implementation					
AWP 3 :					
Preparation, by DSC					
Procurement					
Implementation					

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Tendering Schedules – learned from personal experience

- ▶ EOI for highway C/S service project in Central Asia – approximately 45 days (on – line submission)
- ▶ Tender for highway C/S service project in Southeast Asia – approximately 45 days also (hard copy submission)
- ▶ On- line submission saves lots of time and effort
- ▶ First principle is to get all necessary document/resources ready in advance, no matter how



Tendering Schedules – Lessons Learned for Project Control

- ▶ In general, well- experienced international firm is eligible to complete the submission by deadline given by the Client but may not be applicable to companies from Taiwan
- ▶ For companies from Taiwan, factors controlled include location, scopes of works, resources owned & mobilization capability
- ▶ Special arrangement for special long holiday in Taiwan



Tendering Schedules – How to well-controlled

Main limitations:

- (1) Submittal in English;
- (2) Limited time for preparation;
- (3) Too many unknown as the project is not in Taiwan

Dear Dr. Benson,

As per trailing email we have been shortlisted for the Eastern corridor.

We need to respond today.

Best Regards

Hemant

Always urgent but you have to handle that well, no matter how.....



Fee proposal (預算編列及投標價格)

Lump Sum Base

5.1 Cost for services delivered in Taiwan



Option	Details of service	Cost (USD)
1	Contract CP101 only	
2	Contract CP102 only	
3	Contract CP103 only	
4	Contract CP105 only	
5	Contract CP106 only	
6	Contract CP101 and CP102	
7	Contract CP101 and CP103	
8	Contract CP102 and CP103	
9	Contract CP101, CP102 and CP103	
10	Contract CP105 and CP106	
11	Contract CP101, CP102 and CP105	
12	Contract CP101, CP103 and CP106	

5.2 Rate for travel to/stationing in Jakarta of CECI personnel



Item	Cost per person (USD)
Round trip airfare between Taipei and Jakarta (economic class; per trip)	
Per diem	
Visa application (per trip)	

Man- Month Rate Base

Table 7.1 Cost for delivery of services delivered in Taipei, Taiwan

No.	Item	Rate (NTD)
1	Project Manager & Deputy Project Manager	
2	Senior Engineer	
3	Secretary	

- ▶ Important factor for client's decision;
- ▶ Have to be quick and sweet;
- ▶ Need to include all conditions;
- ▶ Don't make that to be "thank you and will contact you next time";
- ▶ Mind the currency used and add "adequate risk" in.

Risk for Currency Used

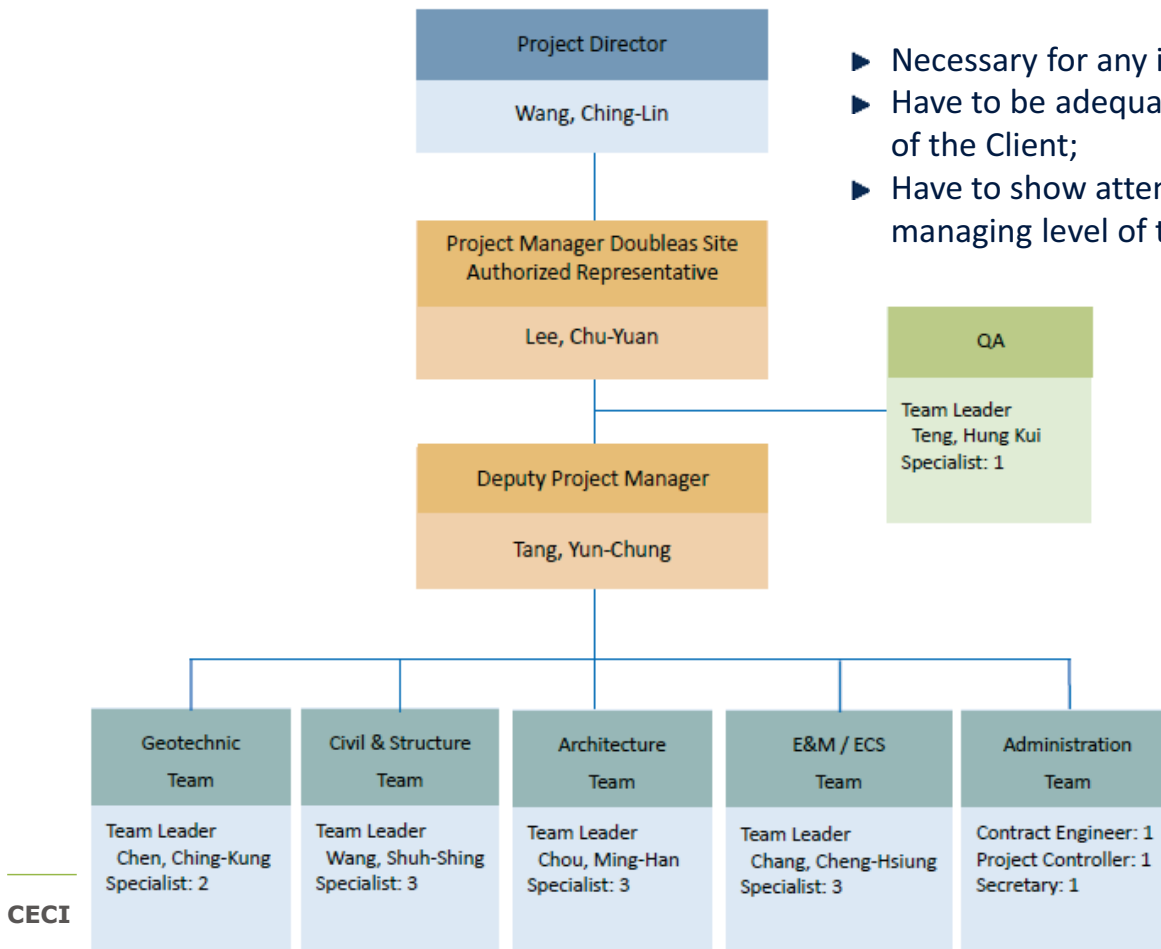
IDR per 1 USD

8 Mar 2010 00:00 UTC - 7 Mar 2015 02:55 UTC
 USD/IDR close:13067.50000 low:8455.00000 high:13115.57324

Certain and acceptable risks may be taken



Organization and CV (專案組織與人員-履歷與實績)



- ▶ Necessary for any international project
- ▶ Have to be adequate and fit the need of the Client;
- ▶ Have to show attentions paid by managing level of the company.

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BIODATA & CURRICULA VITAE

- PROPOSED POSITION :
- NAME :
- DATE OF BIRTH :
- NATIONALITY :
- EDUCATION :
- PROFESSIONAL LICENSES :
- AREAS OF SPECIAL EXPERTISE :
- OTHER TRAINING :
- LANGUAGES AND DEGREE OF PROFICIENCY :
Chinese
English
- MEMBERSHIPS OF PROFESSIONAL SOCIETIES :
- COUNTRIES OF WORK EXPERIENCE :



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12. EMPLOYMENT RECORD :

May 2007-Present	TAIWAN CECI ENGINEERING CONSULTANTS, INC.
Feb 1992 – Apr 2007	CHINA ENGINEERING CONSULTANTS, INC.
Jul 1984 – Jan 1992	EBASCO CTCI
Aug 1978 –Dec 1980	TAIWAN POWER COMPANY
Jul 1977 –Jul 1978	TAIWAN RAILWAY ADMINISTRATION
Dec 1976 – Jul 1977	TAIWAN FOREST BUREAU

13. WORK EXPERIENCE :

- 1) Period: July, 2007 –Present
 Position Held: Technical Manager of Rapid Transit (RT) Department
 Description of Duties: Responsible for the technical development of RT Department, preparing technical proposal of Taipei Metro projects and supervising the performance of metro projects.
- 2) Period: Jan. 2010 –July. 2010
 Project Name: CONTRACT BMRCL UG-2 of Bangalore Metro Rail Project
 Location: BANGALORE, INDIA
 Client: BMRCL, INDIA.
 Position Held: Project Manager
 Description of Duties: Responsible for project management of Preliminary Design and Definitive Design documents and Construction Reference Drawings for four MRT underground stations, TBM bored tunnel and cut and cover tunnel.

- ▶ Need to be detailed enough;
- ▶ Need to be understandable;
- ▶ Need to show you are different and well-experienced



- → Water-gate remote control and monitoring Design for the Pumping Station of the Taipei city.
- → PCM for the cable car construction of Kaohsiung city.
- → Planning Design and Construction Supervision Services of Taichung Port #104 Berths Ash-Pond Unloading Coat Facility Works
- → Elevator, Escalator Design for the Detail Design of DU01 Underground Structures And Environmental Control for CKS International Airport MRT System
- → Planning, Design Services of the Extension Construction for Zhi-Shan Pump Station in She-zì Island and Pumping Equipment Renovation for Wen-chang & Fu

Not indicating personal responsibilities & details of the project.



YEARS OF INDUSTRY EXPERIENCE

• 13 Years

QUALIFICATIONS AND MEMBERSHIPS

• BE(Civil) - University of Auckland, New Zealand (2001)

• MHKIE - Member, Hong Kong Institution of Engineers (2008)

• RPE - Registered Professional Engineer (Civil) (2010)

KEY SKILLS AND COMPETENCIES

- Project Management
- Tunnel Design
- Civil Structure Design

PROFESSIONAL HISTORY

Kent has over 13 years of extensive civil engineering design and construction experience especially in tunnel support system designs in hard and soft ground conditions, and for drill & blast and TBM excavation methods. Experienced in the design of site formation, slope upgrading works, trench excavation, and deep excavation shoring support. Expert in using a wide range of numerical analysis tools (e.g. PLAXIS, FREW, SEEP/W and SLOPE/W) for slope improvement and deep excavation support designs. Detailed design experience of structures including structural steel, reinforced concrete, water retaining structures and foundations. Site supervision experience include carriageway, high rise building, funicular station, tunnel, cooling water main and associated civil works. Experienced in determining the rock support requirement by rock joint mapping for rock tunnels. Experienced in depth and updated knowledge on current statutory requirements for construction in Hong Kong. Experienced in coordinating with specialists of other disciplines in design and planning stages. Handled cooling water main laying works in congested urban area and liaised with stake holders of prestigious commercial buildings and different government departments such as CEDD, Hyd, TD, DSD and WSD. Experienced in liaising with the Contractors for design and build tenders.

Involved in a number of large scale infrastructure projects including Ocean Park Master Redevelopment and Central Reclamation Phase III. He contributed civil and geotechnical inputs at tender design, preliminary design, detailed design for various MTRCL projects, including WIL 703, 705, SIL 901, 902, XRL 823A, 824, 821 and 826, and DSD drainage projects such as Lai Chi Kok drainage tunnel and HATS2A Stonecutter Effluent Tunnel.

CAREER

- 2008 – date **SMEC Asia Ltd, Hong Kong**
Engineer > Senior Engineer > Principal Engineer > Associate, Tunnelling
- 2006 – 2008 **Maunsell Consultant Asia Ltd. (AECOM)**
Assistant Engineer
- 2004 – 2006 **Atkins China Ltd.**
Assistant Resident Engineer
- 2001 – 2004 **Atkins China Ltd.**
Graduate Engineer

▶ Good to attach a photo
▶ Have a better format

Education of Civil Engineers in Taiwan for Globalization – Subjects for Professional Engineer Exam in Taiwan

Discipline	Civil Engineering	Geotechnical Engineering	Structural Engineering
Subjects taken in the exam	structural analysis, structural design, geotechnical design, engineering survey, construction method and engineering materials and construction management	soil mechanics, foundation engineering and design, engineering geology and site investigation, slope engineering, rock mechanics and tunnel engineering, geotechnical construction method	material mechanics, structural analysis, reinforcement and pre-stressed concrete design, steel structure design, soil mechanics and foundation design and structural dynamic analysis and earthquake resistance design

Purely in technical aspects

Objectives in Management, Communications and Commerce in UK for MICE CEng

Objective	Range
Work and communicate with others at all levels orally, in writing and by presentation. Identify and agree team targets.	Report writing; illustrations; letters; negotiation; oral presentations. Active participation in public meetings. Working in and leading teams.
Develop constructive working relationships with colleagues, superiors and others.	Awareness of the needs and concerns of others. Develop good working relationships to achieve collective goals. Equal opportunities and diversity. Set an example for others to follow. Identify, and agree collective goals.
Contribute to the management of the administration of projects.	Procedures for maintaining records/ instructions/ financial expenditure. Procedures for quality enhancement. Procedures for development of personnel.

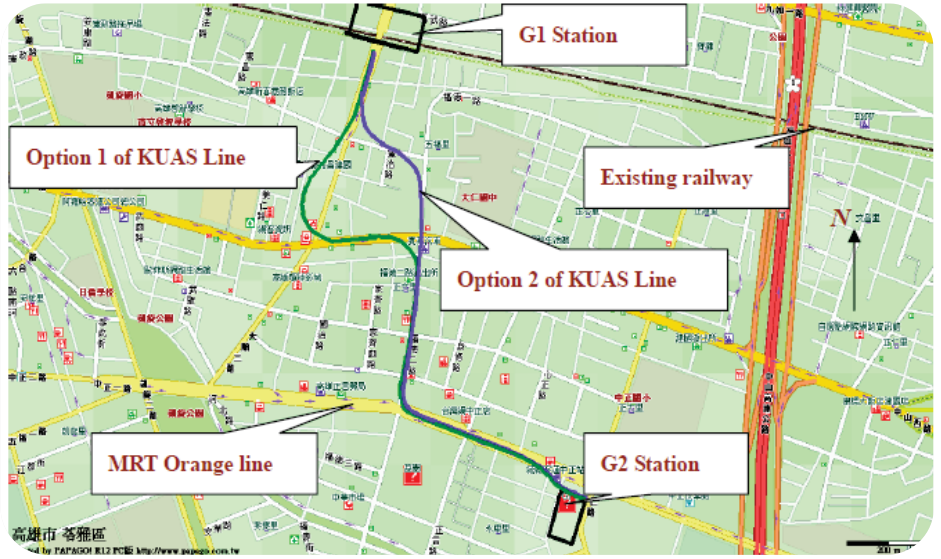
Efforts made in civil engineering education so far (1/2)

Introduction and Demonstration on Earthquake Engineering Researches in Schools (IDEERS)



- ▶ Initiated at University of Bristol
- ▶ First brought to Taiwan in 2001- I coordinated with parties in Taiwan and was the interpreter in 2001 competition
- ▶ Co- work with National Centre on Earthquake Engineering Research (NCEER) and British Council
- ▶ Have high- school and university students first but now also include postgraduate students
- ▶ Continue to run the competition annually until now

Efforts made in Civil Engineering Education so far (2/2)



Student Competition for Kaohsiung Metro KUAS Line

Lessons Learned from 48-month Secondment service in CECI

Bidding for Overseas Projects (海外競標)

Never Give Up (不要放棄)

Bad Experience Can Be Very Useful
(失敗乃成功之母)

Integration (整合)

Management & Communication (管理及溝通)

Practice of Tender Preparation and other issues... (投標文件製作實務及其他注意事項)

Technical Proposal

- ▶ Consultant's Organization and Experience.
- ▶ Comments on TOR and Suggestions.
- ▶ Scopes of Services, Description of Approach, Methodology and Work Plan.
- ▶ Team and CVs.
- ▶ Staffing & Work Schedule.

Fee Proposal

- ▶ Lump Sum or Man-month/Man-day rate.
- ▶ Currency, Tax and Bank Account Details.

Others

- ▶ ISO, Insurances and others.

5 Keys to preparing a competitive proposal (1/3)

1 → Project Experience

Your track record of experience is the engine that propels the company forward. Have you got a powerful, high-performance engine for this assignment?

- ✓ Similar type of works and services.
- ✓ Similar geographical region.
- ✓ Overseas experience (outside of your home country).
- ✓ Source of funding in your selected assignments (ADB, WB, etc.).

2 → Human Resources

Your human resources are the fuel that keeps the company's motor running. Have you got enough fuel in the tank for this particular assignment?

- ✓ Relevant areas of work.
- ✓ Meeting the qualifications criteria.
- ✓ Availability?

5 Keys to preparing a competitive proposal (2/3)

3 → In-house Support

Your fellow colleagues are the mechanics that fine tune and assemble the parts. Are they up to the task in providing their support?

- ✓ Cooperation and assistance from relevant technical, administrative and managerial departments is imperative throughout the preparation!
- ✓ No room for neglect and no room for delay.

4 → Partnership

Your partners are your co-pilots in collaborating and submitting the proposal. Have you teamed up without someone who is reliable and trustworthy?

- ✓ Study your options in choosing your partner (local and/or international) as well as in forming your type of association (JV, Sub-consulting, etc.).
- ✓ Establish good contact and communication.

5 Keys to preparing a competitive proposal (3/3)

5 → The Price

The Quality Cost Based Selection (QCBS) method in ranking proposals combines both a technical score and a financial score in determining the overall score of the proposal and selecting the winning bid.

- ✓ How low can your rates go? (the lower the price, the higher the score)
- ✓ Is there room for reducing other costs?
- ✓ Prepare to negotiate with your partners.

And in case you are the winner, congratulations! But, remember..



- ✓ Fasten your seatbelts and listen to the Client.
- ✓ Follow the rules of the road and Contract Agreement.

The end.....

No.	Name of Consultant	Technical Score (80%) (a)	Financial Evaluation (20%)					Total Score (g) = 80% X (a) + 20% X (f)	Rank	
			Foreign Cost		Local Cost (Rp.)	Tax	Total Cost (Rp.)			Score (f)
			USD, (b)	Others, (c)	(d)		(e)			
1	Firm C	898.93	660,320.00	0.00	31,864,845,000		38,304,945,960	936.86	906.52	1
2	Firm E	877.26	693,899.04	0.00	36,333,000,000		43,100,597,337	832.62	868.33	2
3	Firm B	871.35	761,205.05	0.00	35,890,600,000		43,314,632,853	828.51	862.78	4
4	Firm Y	830.59	599,899.00	0.00	30,035,604,000		35,886,418,947	1,000.00	864.47	3
5	Firm R	750.68	1,654,152.61	0.00	23,089,785,000		39,222,735,405	914.94	783.53	5



- ▶ How to weight that is very important....
- ▶ Have to know what you can win

Connect with the World Immediately



實際案例探討(Case study)

- ▶ *Unsuccessful One: Haiphong CS 2A Consultant Services of Construction Supervision in Vietnam (2012- 2013)*
- ▶ *Successful One: Tender Assistance and Detailed Design Service of Construction of Jakarta MRT CP106 (2011- 2013)*

End of the Story – Impact from Globalization

表定時間	航空公司	班機編號	目的地 (經由)	航廈	登機門 /報到櫃台	機型	狀態	
目前時刻班機 → 2015/03/07 (台灣時間 UTC+08:00)								
08:05	中華航空	CI-903	香港 JOB	1	B3 /10	A330-300	08:33 起飛	1.0 hour
08:10	中華航空	CI-721	吉隆坡 JOB	1	D2 /8	A340-300	08:24 起飛	4.5 hour
08:15	中華航空	CI-154	名古屋	2	D10 /7	B737-800	08:33 起飛	
08:20	中華航空	CI-753	新加坡 JOB	1	A9 /8	A330-300	08:17 起飛	4.0 hour
08:25	中華航空	CI-791	河內 JOB	1	D1 /11	B777-300	08:31 起飛	3.0 hour
08:25	中華航空	CI-71	羅馬 (德里) JOB	1	A4 /11	A330-300	08:45 起飛	5.5 hour
08:30	中華航空	CI-156	大阪/關西	2	B9 /7	B747-400	09:04 起飛	
08:35	中華航空	CI-120	琉球(沖繩)	2	D8 /7	B747-400	08:41 起飛	
08:35	中華航空	CI-130	札幌	2	A8 /7	B747-400	09:22 起飛	
08:45	中華航空	CI-531	青島	2	A7 /6	B747-400	09:01 起飛	
09:00	中華航空	CI-501	上海	2	D5 /6	B777-300	09:30 起飛	
09:10	中華航空	CI-641	香港 JOB	1	A6 /10	A330-300	09:14 起飛	1.0 hour
09:15	中華航空	CI-771	峇里島	1	A5 /8	A330-300	09:13 起飛	
09:20	中華航空	CI-761	雅加達 JOB	1	A2 /8	A330-300	09:18 起飛	5.0 hour

End of the Story - Something you must know first

- ▶ It seems it is evitable to go overseas in the future.
- ▶ Winning bid can make you feel happy.
- ▶ Happy can be lasted for one day only as you have to work and face all difficulties in the project for the following 36 to 60 months.
- ▶ However, that's the 1st step for walking out to overseas from Taiwan.



Thank You for Your Attentions
謝謝

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<http://www.ceci.com.tw>

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