

DISSERTATION PAPER

COMPARISON OF INTELLECTUAL AND PROFESSIONAL SERVICE CONTRACT EVALUATION PROCEDURE: PPR-2008 Vs WORLD BANK AND ADB.

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DECLARATION

It is hereby declared that this dissertation or any part of it has not been submitted elsewhere for the award of any degree or diploma.

March, 2013

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CERTIFICATE

This is my pleasure to certify that the dissertation entitled "Comparison of intellectual and professional service contract evaluation procedure: PPR-2008 Vs World Bank and ADB" is the original work of Md. Rashedul Islam that is completed under my direct guidance and supervision. So far I know, the dissertation is an individual achievement of the candidate's own efforts, and it is not a conjoint work. I also certify that I have gone through the draft and final version of the dissertation and found it satisfactory for submission to the Institute of Governance Studies, BRAC University in partial fulfilment of the requirements for the degree of Masters in Procurement and Supply Management.

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ABSTRACT

The PPR ó 2008, WB guidelines and ADB Guidelines are basically prepared for the proper guidance of the procurement at the same time it also provide legal support and a restrictive boundary for the parties involved in procurement. This dissertation mainly deals with the comparison of these three guidelines regarding evaluation procedure of the Intellectual and Professional services contract. In the evaluation it covers EOI evaluation, Technical Evaluation, Financial Evaluation and Combined evaluation. It also mainly describes the QCBS method and other methods are not described in detail.

This comparison is done by reviewing the three guidelines thoroughly and specific points are taken into account. In ADB Guidelines there is a provision of long listing while EOIs are being evaluated. After that a final short list is prepared. On the contrary in WB guidelines and in PPR ó 2008 there is no provision for long listing. In case of ADB the participants must be of ADB member countries and not more than one firm from same country and the total number of the shortlisted firms should six. Similarly WB guidelines also suggest the total number is six but the difference is not more than two firms from the same country. However PPR ó 2008 suggests that the number shortlisted firms should not be less than four and at the same time not more than seven.

In case of technical evaluation it is mentioned in ADB guidelines that the total score should be 1000 and on the other hand this total score is 100 for WB guidelines and PPR ó 2008. There are also some differences in the allocation of points although the calculation procedures of points or scores are same.

In case of financial evaluation ADB point out about two things one is maximum contract budget and the other is estimated budget. If GEFP of consultants exceeds maximum contract budget then the financial proposal is not considered for evaluation on the other hand if GEFP exceeds the estimated budget then the proposal is not discarded and taken under consideration. ADB also evaluates financial proposals based on NEEPs. On the contrary WB guidelines and PPR ó 2008 evaluate their proposal based on total offered price.

The approving authority in ADB funded projects is ADB officials and for WB funded projects are WB officials. In both cases no objection certificate is to be collected by the procuring entity at every step for clearance. In case of PPR ó 2008 the approving authority is HOPE or the delegated person depending upon the financial power.

It is mentioned in PPR ó 2008 that PPR will not be functional when development partners are involved and their guidelines will prevail in that case.

And at last it can be said that the maximum guidance in the three guidelines are almost same and there are some minor difference in some specific cases and this similarity eventually helps the procuring entity to be accustomed easily with all the guidelines.

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ABBREVIATIONS

ADB	Asian Development Bank
ADF	Asian Development Fund
ADTA	Advisory technical assistance
BTP	Biodata technical proposal
CMS	Consultant management system
COSO	Central Operations Services Office
CPS	country partnership strategy
CQS	consultants' qualifications selection
CRAM	consultant recruitment activity monitoring (system)
CSC	consultant selection committee
CSRN	consulting services recruitment notice
CV	curriculum vitae
CDD	Community Driven Development
CPAR	Country Procurement Assessment
DACON	data on consulting firms
DICON	data on individual consultants
DMC	developing member country
EA	executing agency
EOI	expression of interest
ETP	evaluated total price
FBS	fixed-budget selection
FTP	full technical proposal
FPA	Fiduciary Principles Accord
GEFP	gross evaluated financial proposal
GFP	gross financial proposal
ICS	individual consultant system
IBRD	International Bank for Reconstruction and Development (World Bank)
ICSID	International Centre for Settlement of Investment Disputes
IDA	International Development Association
IDC	Indefinite Delivery Contract
IFC	International Finance Corporation

INT	Integrity Vice Presidency
ITC	Instructions to Consultants
LCS	least-cost selection
LOI	Letter of Invitation
MDTF	Multi Donor Trust Fund
MIGA	Multilateral Investment Guarantee Agency
MOS	Monthly Operational Summary
MDB	multilateral development bank
NGO	Nongovernmental Organization
NEFP	net evaluated financial proposal
OAGI	Integrity Division of the Office of the Auditor General
PAD	Project Appraisal Document
PPA	Public Procurement Act
PPR	Public Procurement Rules
PID	Project Information Document
PAI	project administration instruction
PPTA	project preparatory technical assistance
QBS	quality-based selection
QCBS	quality- and cost-based selection
RETA	regional technical assistance
RFP	request for proposals
RRP	report and recommendation of the President
REOI	Request for Expressions of Interest
SRC	staff review committee
SSS	single-source selection
STP	simplified technical proposal
SA	Special Account
SWAp	Sector Wide Approach
TA	technical assistance
TOR	terms of reference
UN	United Nations
UCS	Use of Country Systems
UNDB	United Nations Development Business

CHAPTER 01 – INTRUDUCTION

1.1 Background of the study

In any procuring activity there are two ends one is provider and the other is receiver. The main objective of the regulation is to protect the both parties from the exploitation by each other. Procurement is a very ancient activity and regulation regarding procurement changes with time. The public procurement procedures and practices of Bangladesh have evolved over the years from the days of British and subsequently Pakistani rule. A compilation of General Financial Rules (CGFR) originally issued under British rule outlines broad, general principles for government contracts to follow, leaving it to the departments to frame detailed rules and procedures for their respective procurements. It was slightly revised in 1951 under Pakistani rule and was reissued in 1994 and again in June 1999 with very few changes. The CGFR also refers to the Manual of Office Procedure (Purchase) compiled by the Department of Supply and Inspection as the guide for the purchase of goods and the Public Works Department (PWD) code as the guide for works. Both date back to the 1930s and have not undergone any revision worthy of mention. To improve the performance, a reform was obvious in the public procurement sector in Bangladesh where public procurement is one of the important tasks of Government. In order to achieve its aim and objective, a permanent unit, named as Central Procurement Technical Unit (CPTU) was established in 2002 as implementing unit in the field of procurement reform and reform implementation monitoring.

In 2003 the reform started with the issuance of a unified procurement processing system (Public Procurement Regulations 2003), Implementation Procedures for PPR 2003, Public Procurement Processing and Approval Procedures (PPPA), Revised Delegation of Financial Powers (DOFP) and several Standard Tender Documents (STD's)/Standard Request for Proposal Document for the procurement of Goods, Works and Services. And finally in 2006, the Public Procurement Act was passed by the Parliament (PPA 2006) and in 2008, a new set of Public Procurement Rules (PPR 2008) was issued.

These set of rules are basically the guidelines for the procurement of Goods, Works and Services. And the services are of different categories for example related services (linked to the supply of goods), Physical services (related to works), Intellectual and professional

services and so on. The targeted field of this research is the Intellectual and Professional services. And in micro level the research field is confined with the evaluation procedures of Intellectual and Professional services.

The research is basically a comparison study among PPR ó 2008, World Bank guidelines and Asian Development Bank guidelines regarding evaluation procedures of Intellectual and Professional services.

1.2 Statement of the problem

In any professional service contract there are two stages of evaluation at first the evaluation of expression of interest (EOI) then the evaluation of proposals. The proposals are also of two types one is technical proposal and the other is financial proposal. There are also different methods of procurement of professional service depend on the conditions to meet the procuring entity's specific needs. According to PPR ó 2008 methods are given below:

- a. Quality and Cost based selection(QCBS)
- b. Fixed Budget Selection(FBS)
- c. Least Cost Selection (LCS)
- d. Selection Based on Consultant's Qualifications (SBCQ)
- e. Community Service Organisations Selection (CSOS)
- f. Single Source Selection (SSS)
- g. Design Contest Selection (DCS)
- h. Individual Consultants Selection (ICS)

In every method the evaluation procedure is different. Moreover in World Bank Guideline and in Asian Development guideline, selection of some particular types of consultants are mentioned which are not mentioned in PPR ó 2008. The particular types of consultants are given below:

- a. UN Agencies
- b. Procurement Agents
- c. Inspection Agents
- d. Banks
- e. Auditors
- f. Service Delivery Contractors

Although the particular consultants are chosen using the above methods described in PPR ó 2008. Again the Design contest method which is mentioned in PPR ó 2008 is not mentioned

in WB and ADB guidelines. The approving authorities of PPR ó 2008 and WB and ADB are different which also have some impact upon the evaluation procedure.

There are many similarities among PPR ó 2008, WB guidelines and ADB guidelines regarding evaluation procedure of professional and intellectual service contract. There are some deviations also. Bangladesh government has to use PPR ó 2008 for GOB funded projects at the same time government has to use WB guidelines and ADB guidelines when it implements projects taking loan or grant from WB and ADB respectively. It is a great problem for the government if the three guidelines vary widely. Some guidelines may have advantageous features over others. So it is expected that if these guidelines regarding evaluation procedure of professional and intellectual service contract could be thoroughly compared, analyzed and contextualized with respect to Bangladesh, we would be able to understand which one works well in which context.

In view of aforesaid perspective, this research is intended to carry out a comparative study on evaluation procedure of professional and intellectual service contract which are being practiced by the public sector organizations and different development partners operating in Bangladesh.

1.3 Research Questions

- What are the similarities and differences of service contract evaluation procedures among PPR, WB and ADB guidelines?
- What types of limitations are present among them?
- How these could be improved?

1.4 Research Objectives

The main objective of this research is to compare PPR ó 2008, WB guidelines and ADB guidelines regarding evaluation procedure of professional and intellectual service contract. And from this comparison and analysis the shortcomings (if any) of these guidelines can be sorted out. The comparison also helps to find out which guidelines have superior features over others. Not only that this also helps to find out the scope of up gradation of these guidelines.

1.5 Methodology

This dissertation is done by reviewing the ADB guidelines, WB guidelines and PPR ó 2008. This is a completely literature based work and the information is entirely obtained from the literature review. Based on the obtained information the comparison is done which is the core

of this dissertation. This is a qualitative method and the comparison is done by comparing the related information from the review. No expert interview or questionnaire survey is done for the purpose of the dissertation.

1.6 Thesis Outline

The first chapter is the Introduction to the Dissertation. The second chapter discusses the detail review of ADB Guidelines regarding the evaluation procedure of intellectual and professional services contract. Literature review of WB Guidelines regarding the evaluation procedure of intellectual and professional services contract is discussed in chapter 3. The detail review of PPR - 2008 regarding the evaluation procedure of intellectual and professional services contract is described in chapter 4. Analysis findings are discussed in chapter 5. Finally, the sixth chapter is the concluding chapter which summarizes all the major findings of the study, lists the limitations of the study and suggests some recommendations in related sectors.

CHAPTER 02 – REVIEW OF ASIAN DEVELOPMENT BANK GUIDELINES

This research is performed using review of different literature such as Public Procurement Act of 2006, Public Procurement Rules of 2008, World Bank guidelines, Asian Development Bank Guidelines and so on. According to Asian Development Guidelines consulting services financed with ADB funds may be either (i) services of teams of consultants from eligible consulting firms, agencies, or organizations; or (ii) services of individual consultants recruited from a variety of sources. These services may be recruited either directly by ADB or by the end-user of ADB funds (i.e., the borrower in the case of loan funds or the recipient in the case of grant funds). Normally, consulting services funded by loans are recruited by the borrower, and consulting services funded by TA grants or ADB's administrative budget are recruited directly by ADB. For loan-funded consultancies, the procurement plan prepared at the time of loan fact-finding or appraisal will indicate the precise method of selection. For TA-funded consultancies, the method of selection is included in the TA Board paper. The bulk of consulting services are recruited as teams from consulting firms. Whether recruitment is done by ADB directly or by the borrower, the procedures for recruiting consulting teams are similar:

- The RFP is prepared and sent to a selected short list of consulting firms.
- Proposals submitted by the firms are evaluated.
- Negotiations are undertaken with the highest ranked firm.

In the case of a loan-funded consultancy, the recruitment of consulting services is normally undertaken by the EA's project office under the supervision of a consultant selection committee (CSC). The RFP for a loan-funded consultancy is prepared by the EA's project office under the guidance of the responsible ADB division and COSO. 119. In the case of a TA-funded consultancy, recruitment is undertaken by ADB's user division in coordination with COSO. The RFP is prepared by the user division, but when the contract budget for a TA-funded consultancy exceeds \$600,000, the proposal evaluation process is undertaken within ADB by a CSC chaired by COSO. For contract budgets of this amount and below, the user division undertakes the proposal evaluation. The steps to be followed in requesting proposals for consultant teams from qualified firms or other agencies are as follows:

- For a loan-funded consultancy or a delegated TA grant, an assessment of the capacity of the borrower's EA is undertaken, and a procurement plan is prepared during fact-finding or appraisal.
- For a loan or delegated TA, a CSC is established by the borrower.
- The consulting services needs are advertised.
- EOIs from consulting firms are received and catalogued.
- A refined long list of candidate consulting firms is prepared.
- Short-listing criteria and evaluation criteria are prepared.
- The short list is selected, and evaluation criteria are approved.
- A consultant recruitment activity monitoring (CRAM) system is set up.
- For ADB-funded TA, clearance of the short list is received from the recipient government.
- RFP documents are prepared.
- Key documents are reviewed, and the RFP is issued.
- The queries of short-listed consultants are addressed.

This step is not normally undertaken for TA grants or individual consultancies for which ADB will be the recruiting agency.

2.2 Expression of Interests (EOIs)

In the case of recruitment by the borrower, EOIs are normally sent directly to the project office of the EA by consulting firms and other agencies interested in providing expertise for the consultancy concerned. The address for submission is listed on the ADB website both under the "proposed projects" section and in the general procurement notice. EAs should only accept EOIs submitted in a uniform, standard format. The EOI template for TA may be used as a guide. This is available in the portion of the ADB website at www.adb.org/Consulting/toolkit-template.asp. Any advertisement posted by the EA should indicate where a firm may obtain a copy of the EOI template. If a firm submits an EOI in any other format, it is sent a copy of the standard format and requested to fill it in. The returned and completed form is then considered the official EOI. The deadline for submission for completed EOIs in the proper format may be extended by 2 weeks beyond the original deadline if an EOI in a different format has originally been submitted.

For consulting services being recruited directly by ADB, the CSRN page of the ADB website provides a link to allow interested firms the opportunity to submit an electronic EOI directly.

This can be viewed on the ADB external website by going to www.adb.org/Documents/ADBBBO/CSRN/default.asp and clicking on a particular project. ADB's preference is for electronic EOIs submitted in this way, although firms may send in additional hard-copy material if they wish.

Whether recruitment is by ADB or by the borrower, the recipient should document all EOIs received, give them full consideration, and treat them with impartiality.

2.3 The Refined Long List

The first step in the selection process is to prepare a refined long list of consulting firms. Either the EA's project office in the case of borrower recruitment or the ADB project officer in the case of ADB recruitment normally prepares a refined long list. The source of the refined long list is usually EOIs received during the advertising process. These may be supplemented by CMS searches, especially if not enough firms have expressed interest. The refined long list normally consists of 15620 firms from a broad geographic spread of ADB member countries. Only firms registered in ADB member countries may be considered for the refined long list. Firms should be placed into broad geographic country groupings, of which one is for firms from DMCs, to ensure global coverage. To prepare a refined long list, the qualifications and experience of all firms that have submitted an EOI are reviewed. CMS files can be reviewed to examine the experience of firms that ADB has previously employed. The list of sanctioned firms should be reviewed to ensure that none are included in the list, and evaluations of past performance of any firms that have previously been recruited may also be reviewed. Individual EAs or governments may have their own list of preferred or disallowed firms. Firms should be assessed on their technical capacity as shown by their experience. An assessment of experience is most important for contracts to be selected through STPs and BTPs since, unlike for FTPs, the proposal formats do not include a category for experience of the firm. In effect, evaluation of the firm's experience is undertaken during the long-listing process.

2.4 The Short Listing Criteria

Short-listing criteria are normally prepared by the project office of the EA for borrower recruitment and by the ADB project officer for direct ADB recruitment. Short-listing criteria should be succinct but should provide a sound basis for selecting firms from a particular country grouping. Typical short-listing criteria include:

- experience with activities similar to the consultancy,

- experience in similar geographical areas,
- experience with similar project authorities,
- past experience with ADB projects and or TA (especially important for PPTA),
- nature of the firm (e.g., whether it is a small, specialized firm with limited staff or a large firm with access to a pool of expertise),
- firm history (i.e., has it been in business for an extended period and developed a track record in the field and/or region?), and
- Degree of in-house quality control (for example, if the firm adheres to requirements of the International Standards Organization or has an ethics code).

2.5 Evaluation Criteria

At the same time as the short-listing criteria are prepared, proposed evaluation criteria for the selection of the firm and its personnel are also prepared. Technical proposals are evaluated against a range of criteria, depending on the type of proposal being used. FTPs are evaluated on:

- the qualifications of the proposer,
- the approach and methodology, and
- Personnel.

STPs are evaluated based on:

- a brief (10-page) approach and methodology, and
- Personnel.

BTPs are evaluated on the basis of:

- A staffing schedule and graphic work plan, and
- Personnel.

Note that weights for the three broad criteria for FTPs are flexible, while those for STPs and BTPs are fixed.

These criteria are further broken down into sub criteria, and weights are applied to them as shown in Tables 3, 4, and 5. All weights for any type of proposal add up to 1,000.

Table3: Sample Standard Evaluation Criteria for a Full Technical Proposal (FTP)	
Item	Example of weights given (for FTPs, these may vary)
I. Qualifications of Proposer (100–200)	
a. Experience in similar projects	70
b. Experience in similar geographic areas	50
c. Additional relevant sub criteria (optional)	30
II. Approach and Methodology (200–400)	
a. Understanding of objectives	40
b. Quality of methodology	80
c. Innovativeness (or comments on the TOR)	40
d. Work program	70
e. Personnel schedule	30
f. Counterpart facilities	20
g. Proposal presentation	20
III. Personnel (500–700)	
a. Nominated international consultants (each evaluated separately)	
Team leadership (concurrent with another position)	50
Road engineer	80
Transport economist	90
Environment specialist	80
Social/poverty specialist	100
b. Nominated national consultants (each evaluated separately)	
Road engineer	40
Transport economist	40
Environment specialist	35
Social/poverty specialist	35
Total	1,000

Table4: Sample Standard Evaluation Criteria for a Simplified Technical Proposal(STP)	
Item	Example of weights given (for STPs, these are normally fixed)
Approach and Methodology (300)	300
a. Approach and work program	200
b. Personnel schedule	50
c. Presentation	50
II. Personnel (700)	700
a. Nominated international consultants (each evaluated separately)	
b. Nominated national consultants (each evaluated separately)	
Total	1,000

Table5: Sample Standard Evaluation Criteria for a Biodata Technical Proposal(BTP)	
Item	Example of weights given (for BTPs, these are normally fixed)
I. Staffing Schedule and Work Plan	100
II. Personnel	900
a. Nominated international consultants (each evaluated separately)	
b. Nominated national consultants (each evaluated separately)	
Total	1,000

Further and separate selection criteria are prepared for personnel. The evaluation criteria for personnel are prepared by dividing the rating of each expert into three parts: (i) general qualifications, (ii) experience related to the project, and (iii) overseas/country experience. These, in turn, are assigned a percentage weight to signify their relative importance for evaluation. The percentage weights applied to these factors would normally be within the percentage ranges in Table 6. Should a position being evaluated be that of team leader, the proposed candidate would be evaluated twice – that is, once for the technical position and once for the team leader position.

Table 6: Normal Percentage Weights for Evaluation Criteria		
Factor	Weight (range, in %)	Example
General qualifications	10-20	15
Project-related experience	60-70	70
Overseas/country experience	10-20	15
	Total	100

Once the weights for the evaluation are decided upon, they are summarized in a personnel evaluation sheet and a summary evaluation sheet, which will be included in the RFP to be issued to short-listed firms. An example of a personnel evaluation sheet is shown in Figure 4, and a summary evaluation sheet for an FTP is shown in Figure 5.

For loans and delegated TA, these proposed evaluation criteria are submitted to the borrower's CSC for approval at the same time as the short list is prepared. For non delegated TAs, these are submitted by the user division to COSO for approval on a no-objection basis along with the short list.

2.6 Selecting the Shortlist and Approving the Evaluation Criteria:

For loan-funded consultancies, the short list is prepared and the selection criteria are approved by the borrower's CSC, with oversight of the short-listing process by the ADB user division in coordination with COSO. For TA grant-funded consultancies, these steps are undertaken by the user division. The short list, evaluation criteria, a note describing the basis for selection, and a data sheet for the RFP are then submitted to the relevant COSO director for approval on a no-objection basis.

For the short list, six firms are normally selected from the refined long list based on the short-listing criteria and after a review of the submitted EOIs.

The short list must represent, to the extent possible, ADB member countries in a reasonably geographically balanced manner. Normally, only one consulting firm from any member country is included. In special cases, two firms from one country may be included, provided sufficient justification is given and with the approval of the relevant COSO director for ADB-recruited consultancies.

Minutes of all steps in the short-listing process should be kept, and these should include a focused discussion on the strengths and weaknesses of the submitted EOIs in the context of the application of relevant short-listing criteria. Reasons should be given as to why the firms identified for short-listing are considered the most qualified.

Figure 4: Sample Personnel Evaluation Sheet

ASIAN DEVELOPMENT BANK PERSONNEL EVALUATION SHEET										CONFIDENTIAL
Name of Firm:										
POSITION/AREA OF EXPERTISE	NAME	A		B		C		TOTAL SCORE (A+B+C+D)		
		General Qualifications		Project-Related Experience		Overseas/Country Experience				
		15%		70%		15%				
		Rating	Score	Rating	Score	Rating	Score			
a.	Team leadership *		0		0		0		0	
b.	Expert 1 (Team Leader)		0		0		0		0	
International Consultants		15%		70%		15%		(A+B+C)		
c.	Expert 2		0		0		0		0	
d.	Expert 3		0		0		0		0	
e.	Expert 4		0		0		0		0	
f.	Expert 5		0		0		0		0	
g.	Expert 6		0		0		0		0	
h.	Expert 7		0		0		0		0	
I.	Expert 8		0		0		0		0	
j.	Expert 9		0		0		0		0	
k.	Expert 10		0		0		0		0	
National Consultants	NAME	A		B		C		TOTAL SCORE (A+B+C)		
		General Qualifications		Project-Related Experience		Experience w/ Intl. Org.				
		15%		70%		15%				
		Rating	Score	Rating	Score	Rating	Score			
a.	Expert 11		0		0		0		0	
b.	Expert 12		0		0		0		0	
c.	Expert 13		0		0		0		0	
d.	Expert 14		0		0		0		0	
e.	Expert 15		0		0		0		0	
f.	Expert 16		0		0		0		0	
g.	Expert 17		0		0		0		0	
h.	Expert 18		0		0		0		0	
I.	Expert 19		0		0		0		0	
j.	Expert 20		0		0		0		0	
k.	Expert 21		0		0		0		0	
l.	Expert 22		0		0		0		0	
m.	Expert 23		0		0		0		0	
Rating: Excellent - 100% Very Good - 90% Above Average - 80% Average - 70% Below Average - 50% Noncomplying - 0% Score: Rating x percentage assigned to criterion * The Team Leader must be Expert 1. Note: Interband ratings are not allowed in application of the above rating scale. For example, only a score of 90% or 80% can be given, not 85%, 87%, etc.										

Figure 5: Sample Summary Evaluation Sheet

ASIAN DEVELOPMENT BANK													
SUMMARY EVALUATION SHEET FOR FULL TECHNICAL PROPOSALS [ALL SELECTION METHODS]												CONFIDENTIAL	
<i>TA No.-Country: Title</i>													
EVALUATION CRITERIA	Max. Weight	F1		F2		F3		F4		F5		F6	
		Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score
I. Qualification	100		0		0		0		0		0		0
a. Experience in similar projects	50		0		0		0		0		0		0
b. Experience in similar geographic areas	50		0		0		0		0		0		0
II. Approach and Methodology	200		0		0		0		0		0		0
a. Understanding of objectives	40		0		0		0		0		0		0
b. Quality of methodology	40		0		0		0		0		0		0
c. Innovativeness/comments on TOR	20		0		0		0		0		0		0
d. Work program	40		0		0		0		0		0		0
e. Personnel schedule	30		0		0		0		0		0		0
f. Counterpart personnel & facilities	20		0		0		0		0		0		0
g. Proposal presentation	10		0		0		0		0		0		0
III. Personnel (Areas of Expertise)	670		0		0		0		0		0		0
International Consultants	500		0		0		0		0		0		0
a. Team leadership *	50	0	0	0	0	0	0	0	0	0	0	0	0
b. Expert 1 nominated as team leader	50	0	0	0	0	0	0	0	0	0	0	0	0
c. Expert 2	50	0	0	0	0	0	0	0	0	0	0	0	0
d. Expert 3	50	0	0	0	0	0	0	0	0	0	0	0	0
e. Expert 4	50	0	0	0	0	0	0	0	0	0	0	0	0
f. Expert 5	50	0	0	0	0	0	0	0	0	0	0	0	0
g. Expert 6	40	0	0	0	0	0	0	0	0	0	0	0	0
h. Expert 7	40	0	0	0	0	0	0	0	0	0	0	0	0
i. Expert 8	40	0	0	0	0	0	0	0	0	0	0	0	0
j. Expert 9	40	0	0	0	0	0	0	0	0	0	0	0	0
k. Expert 10	40	0	0	0	0	0	0	0	0	0	0	0	0
National Consultants	170		0		0		0		0		0		0
a. Expert 11	20	0	0	0	0	0	0	0	0	0	0	0	0
b. Expert 12	20	0	0	0	0	0	0	0	0	0	0	0	0
c. Expert 13	20	0	0	0	0	0	0	0	0	0	0	0	0
d. Expert 14	20	0	0	0	0	0	0	0	0	0	0	0	0
e. Expert 15	20	0	0	0	0	0	0	0	0	0	0	0	0
f. Expert 16	20	0	0	0	0	0	0	0	0	0	0	0	0
g. Expert 17	20	0	0	0	0	0	0	0	0	0	0	0	0
h. Expert 18	10	0	0	0	0	0	0	0	0	0	0	0	0
i. Expert 19	10	0	0	0	0	0	0	0	0	0	0	0	0
j. Expert 20	10	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	970		0		0		0		0		0		0
Rating: Excellent - 100% Very Good - 90% Above Average - 80% Average - 70% Below Average - 50% Noncomplying - 0% Score: Maximum Weight x Rating / 100 *The Team Leader must be Expert 1. Note: Interband ratings are not allowed in application of the above rating scale. For example, only a score of 90% or 80% can be given, not 85%, 87%, etc. However, for III. Personnel, figures in the rating column may result in interband ratings derived from the "Total Score" column of the Personnel Evaluation Sheet.													
Criteria Approved by:			Date Approved:			Evaluation Done by:			Date Evaluated:				
CHAIRPERSON						CHAIRPERSON							

2.7 Government Clearance of the Short List (for ADB-recruited consultancies)

In case of recruitment by ADB, at this point and prior to issuing the RFP, the short list must be cleared by the recipient government— usually, the EA but sometimes also the ministries of Finance and/or planning. This is to ensure that firms to which the government could justifiably object (based on previous experience) are not included in the short list. Normally, the government is given 10 working days to respond, and a lack of response is treated as concurrence. If the government objects to a particular firm, then it must fully justify its objection. The objection must be considered and credible. If a firm is removed from the short list, a replacement is not provided. Moreover, a suggestion from the government to place new or additional firms on the short list, as occurs from time to time, will not be accepted.

2.8 Evaluating Proposals

2.8.1 Responsibility

The evaluation of consultants' proposals is undertaken by:

- the borrower's CSC, for consulting services funded by loans and delegated TA;
- a CSC convened by ADB, for consulting services funded by TA grants when the estimated contract value is more than \$600,000; or
- the user division, for consulting services funded by TA grants when the estimated contract value is \$600,000 or less.

The process is undertaken through three steps:

- evaluating the technical proposals;
- evaluating the financial proposals; and
- ranking the firms, followed by an invitation to the highest ranked firm for contract negotiations.

2.8.2 Evaluating Technical Proposals

2.8.2.1 Preparing for Evaluation

All the RFP documents are important to the selection process. It is worthwhile for any project officer of either the EA or ADB involved in the selection procedure to read them through in detail and to note some of the specific clauses, especially in the section on Instructions to Consultants. Of particular note are the sections on:

- participation of national consultants;
- participation of government employees;

- conditions for the employment of former ADB employees and ADB spouses under ADB-recruited contracts;
- content and format for the technical proposal;
- content and format for biodata;
- requirement for a staffing schedule and a work plan;
- content, format, and rules pertaining to the financial proposal;
- procedure for technical evaluation, including the rules governing nonresponsive proposals; and
- procedure for proposal opening and financial verification, including the rules for rejection.

2.8.2.2 Tools used for Evaluation

Four basic tools are used during the technical evaluation process:

- the proposals themselves,
- a personnel evaluation sheet (Figure 4),
- a summary evaluation sheet (Figure 5), and
- a scoring table.

ADB devised the scoring table to ensure consistency in evaluations. Its use in the evaluation of proposals is obligatory. The scoring table divides evaluations into six categories as shown in Table 7. The rating definitions are as shown in Table 8.

Table 7: Scoring Table	
Excellent	100%
Very Good	90%
Above Average	80%
Average	70%
Below Average	50%
Noncomplying	0%

Table 8 : Rating Definitions		
Excellent	100%	The proposal substantially exceeds the subcriteria requirements.
Very Good	90%	The proposal exceeds the subcriteria requirements.
Above Average	80%	The proposal fully meets the subcriteria requirements.
Average	70%	The proposal adequately meets the subcriteria requirements, but there are minor deficiencies.
Below Average	50%	The proposal has significant deficiencies against the subcriteria requirements that will probably impact negatively on the implementation of the assignment.
Noncomplying	0%	The proposal either does not comply with the subcriteria requirements or does not provide enough information to allow a higher rating. For example, nominating an expert who is a national of a non-ADB member country is noncomplying.

There are reasons for using the scoring sheet and these standardized scores:

- They provide the evaluators with a shared definition of the ratings, making evaluation easier and more comparable.
- They reduce scoring inconsistencies and discretion.
- They require the evaluators to justify their evaluations based on a common definition of ratings, thereby discouraging any intentionally biased evaluators.
- They make evaluations more transparent and fair.

2.8.2.3 Evaluating Personnel

Since personnel make up between 500 and 700 points of an FTP, 700 points of an STP, and 900 points of a BTP, many evaluators prefer to evaluate the personnel from each firm first. This will give a good idea of the strengths and weaknesses of the various firms. Other factors (qualification of the proposer, approach, and methodology) can then be used to distinguish between firms that are close in terms of personnel ranking.

- **Rating Each Factor**

Each expert must be evaluated separately using the three factors in the personnel evaluation sheet and the rating levels in the scoring table. The basis for assessing the experts' ratings is the biodata of individual experts contained in the curriculum vitae (CV) form, which is an integral part of each proposal.

The main consideration in evaluating personnel is their project-related experience. (normally accounting for 60-70% of an individual evaluation). This is shown in Section 12 of the standard ADB CV form. The experience shown should be judged against the tasks assigned in the left-hand column of that section. The nature and duration of the expert's experience in each example given should be carefully considered and an appropriate rating given from the scoring table (from non-complying to excellent).

The next most important factor to consider for international consultants is country or regional experience. Extensive experience in the country in which the assignment will take place is, of course, desirable. If an expert does not have this exposure, experience in a neighboring country with similar geographic, institutional, and cultural characteristics will also count but, of course, not for the maximum number of points. An equivalent category for national consultants would be exposure to and experience with international organizations and working with an international team.

The importance of general qualifications is somewhat variable. Some project officers find it important that their consultants have either a PhD or Master's degree for the task that they need to perform. On the other hand, practical experience may count to a greater extent, and the requirement for a particular academic qualification or type of academic qualification may be made less stringent. Flexibility in assessing general qualification requirements should also take into account the different educational systems around the world. In addition, an assessment of general qualifications should include not only academic qualifications, but also the items such as membership in professional societies, language proficiency, and general work experience listed in Sections 6, 9, and 10 of the standard ADB CV form.

- **Calculating Weighted Rating and Overall Rating**

After an expert is rated for each of the above factors (within the range "excellent" to "non-complying" from the scoring table), the appropriate percentage is placed in the rating category of the personnel evaluation sheet. This is then multiplied by the weight given for each factor at the time the evaluation criteria were formulated. The result is a weighted rating. The weighted ratings for each sub-criterion are then totaled, resulting in an overall rating for each expert. An example of such a calculation is shown in Table 9. The total overall individual rating in this case is 85.5. This value should be placed in the summary evaluation sheet as the expert's rating. To facilitate this process, the personnel evaluation sheets and the summary evaluation sheet available on the ADB website (www.adb.org/Consulting/all-methods/TAs/EV-FTP-TA.xls) are programmed and linked so that the score for personnel

evaluation is calculated automatically and then transferred directly to the summary evaluation sheet.

Table 9: Example of the Rating of an Individual Expert for the Personnel Evaluation Sheet			
Factor	General Qualifications (A)	Project-Related Experience (B)	Overseas/Country Experience (C)
Weight (decided at the time of short-listing)	20	65	15
Rating (decided by the evaluator, in %)	Excellent = 100	Above average = 80	Very good = 90
Weighted Rating (Weight X Rating/100)	20.0	52.0	13.5
Overall Individual Rating (A+B+C) = 20.0 + 52.0 + 13.5 = 85.5			

Note: Should the position being evaluated be that of a team leader, the proposed candidate would be evaluated twice—once for the technical position to be held and once for the team leader position.

2.8.2.4 Evaluating Other Factors

Other factors that need to be evaluated to complete the summary evaluation sheet include the qualification of the proposer (for FTPs), the approach and methodology (for FTPs and STPs), and the staffing schedule and work plan (for FTPs, STPs, and BTPs).

The qualifications of the proposer are determined based on the list of projects provided in the proposal chapter “Experience of the Firm.” In determining the rating for these projects (in terms of experience in similar projects and similar countries), care should be taken to determine the exact role played by the firm in the projects listed. In some cases, firms may have played a major role in project implementation and management; in others, they may merely have provided some staff. It should be clear that the experience is that of the firm and not of the experts.

In terms of the approach and methodology, the following may be considered:

- **Understanding the Objectives** ó What is the extent to which the consultant’s technical approach responds to the objectives indicated in the TOR? Does the proposal respond to all the TOR objectives, or does it fail to address some requirements?
- **Quality of Methodology** ó Is the consultant’s proposed approach complete, covering all the TOR requirements? Is it logical? Is the methodology specifically tailored to the assignment? Is the proposed methodology flexible enough so that it can be easily modified, if necessary, during the assignment?

- **Innovativeness** ó Does the consultant propose in detail ways to improve the implementation of the assignment without substantially changing the TOR requirements? Are the consultant's approaches, methodologies, and knowledge state-of-the-art?
- **Work Plan** ó The work plan is a bar chart showing the timing of the major activities described in the methodology and the major milestones (i.e., meetings and reports). Does the work plan adequately describe all the important activities? Is the timing of the activities appropriate and is the sequence logical, such that the outputs can be delivered when required? Are the interrelationships among the various activities appropriate and consistent with the proposed methodology?
- **Staffing Schedule (including organization chart)** ó Is the format of the staffing schedule in accordance with ADB's standard, showing the inputs of all nominated international and national experts on a quarterly and monthly basis? Are the timing and duration of experts' inputs appropriate for the proposed methodology and the activities shown on the work plan? Is the balance between the time allocations in the field and in the home office appropriate? Does the organization chart clearly show the lines of responsibility and the links among the three parties involved in the assignment: ADB, the EA, and the consultant? How many trips to the country of operations are scheduled for each expert, and is this number appropriate in terms of economy and efficiency? If the proposal is for a joint venture or an association, what is the respective role of each member, and how are the responsibilities allocated? Which is the lead firm, and how well qualified is it for the role? Does the staffing represent this responsibility?
- **Counterpart Facilities** ó The counterpart facilities are the consultant's assessment of the support facilities required from the EA to implement the assignment, for example, office accommodation, local transportation, and counterpart staff support. How complete and reasonable are the consultant's requirements? Do they reflect a good understanding of local conditions? How do they compare with the allowances made in the consultancy budget?
- **Presentation of the Proposal** ó Is the proposal intellectually sound, technically sound, and logical? Is it easy to read, well written, well referenced, well organized, complete, and convincing? Each of these factors needs to be assessed versus the

scoring criteria, and a rating (06100 based on the scoring sheet) placed in the summary evaluation sheet.

2.8.2.5 Technical Ranking of Firms

The final ranking of the firms is achieved by:

- applying the weights of the evaluation criteria to the individual ratings to achieve a final score for each criterion,
- totaling the final score for each criterion to get a final score for the proposal as a whole, and
- ranking the proposals in terms of highest score to lowest score.

The results of the scoring for one firm will look like Table 10. This process is carried out for each firm using the summary evaluation sheet. Firms are then ranked (first, second, third, etc.) based on their scores, and the technical evaluation is complete. (For an example of a completed summary evaluation sheet, see Figure 6.)

2.8.2.6 Reaching a Consensus at a CSC Meeting

The evaluation exercise described above illustrates how an individual evaluator would undertake the evaluation process. If a formal or informal CSC meeting is to be held, each evaluator should follow this process prior to the meeting. At the CSC meeting, the scoring and ranking of all evaluators will need to be consolidated. This is achieved through a process of consensus. The same general steps are followed, but in this case, each evaluator explains his or her reasons for the rating given in the personnel sheets and the summary evaluation sheet. A consensus is reached and a value is placed in a master personnel evaluation and summary evaluation sheet. Minutes are kept to record major issues resolved (for example, why a particular rating was given to a particular individual) and the reasons for the overall rating of each firm. This latter point is important, since various government authorities, ADB, or shortlisted consulting firms themselves may query the ratings.

At this point, if the selection method is QBS, the selection process is complete, pending negotiation of a financial proposal during contract negotiations. For consultancies in which the selection is done by the borrower, and prior review is required by the procurement plan, the results of the evaluation are first sent to ADB for clearance. Once this is received, the first-ranked firm is invited for negotiations. For consultancies recruited directly by ADB, the highest-scoring firm will be informed of its status and invited for negotiations. For QCBS, LCS, and FBS proposals, other steps to follow are outlined below.

Table 10: Summary Evaluation Sheet for Full Technical Proposals (One Firm Only)			
Evaluation Criteria	Maximum Weight (set at the time of short-listing)	Firm's Name	
		Rating (based on the evaluation score) (%)	Score* (maximum weight X rating)
I. Qualifications of Proposer	150		123
a. Experience in similar projects	70	90	63
b. Experience in similar geographic areas	50	90	45
c. Additional relevant subcriteria	30	50	15
II. Approach and Methodology	300		281
a. Understanding of objectives	40	100	40
b. Quality of methodology	80	90	72
c. Innovativeness	40	100	40
d. Work program	70	90	63
e. Personnel schedule	30	100	30
f. Counterpart facilities	20	90	18
g. Proposal presentation	20	90	18
III. Personnel (Area of Expertise)	550		465
International Consultants	400		345
a. Team leadership	50	89.4	45
b. Road engineer/team leader	80	87.5	70
c. Transport economist	90	88.3	79
d. Environment specialist	80	87.1	70
e. Social/poverty specialist	100	81.6	82
National Consultants	150		120
a. Road engineer	40	81.7	33
b. Transport economist	40	79.2	32
c. Environment specialist	35	78.1	27
d. Social/Poverty specialist	35	80.6	28
TOTAL	1,000		869
Ranking			

*Rounded

Figure 6: Sample Completed Summary Evaluation Sheet

ASIAN DEVELOPMENT BANK														CONFIDENTIAL
SUMMARY EVALUATION SHEET FOR FULL TECHNICAL PROPOSALS														
[ALL SELECTION METHODS]														
TA No.-Country: Title														
EVALUATION CRITERIA	Max. Weight	FIRM A		FIRM B		FIRM C		FIRM D		FIRM E		FIRM F		
		Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	Rating	Score	
I. Qualifications of Proposer	70		65		65		65		56				65	
a. Experience in similar projects	50	90	45	90	45	90	45	80	40			90	45	
b. Experience in similar geographic areas	20	100	20	100	20	100	20	80	16			100	20	
II. Approach and Methodology	230		183		208		195		159				179	
a. Understanding of objectives	30	80	24	90	27	90	27	70	21	d e c l i n e d		80	24	
b. Quality of methodology	100	80	80	100	100	90	90	70	70			70	70	
c. Innovativeness/comments on TOR	40	80	32	80	32	80	32	70	28			80	32	
d. Work program	20	80	16	70	14	90	18	80	16			90	18	
e. Personnel schedule	20	80	16	90	18	80	16	50	10			90	18	
f. Counterpart personnel & facilities	10	70	7	80	8	70	7	70	7			90	9	
g. Proposal presentation	10	80	8	90	9	50	5	70	7			80	8	
III. Personnel (Areas of Expertise)	700		558.76		597.16		617.4		556.86				80	576.37
International Consultants	420		330		355		375		332				339	
a. Team leadership *	50	74	37	75	38	91	46	84	42			75	38	
b. Water Resources Management Specialist/TL	130	74	96	81	105	97	126	78	101			75	98	
c. Water Management Associations Specialist	90	78	70	84	76	89	80	78	70			84	76	
d. Integrated Water Resources Planner	40	79	32	91	36	89	36	84	34			84	34	
e. Institutional Development Advisor	25	91	23	99	25	70	18	75	19			84	21	
f. River Engineer (Morphology)	15	91	14	89	13	91	14	70	11			100	15	
g. Agriculture Economist	20	84	17	81	16	78	16	86	17			78	16	
h. Environmental Specialist	15	99	15	87	13	70	11	71	11			83	12	
i. Resettlement Specialist	15	83	12	97	15	79	12	86	13			95	14	
j. Quality Control Specialist	20	73	15	89	18	91	18	73	15			84	17	
National Consultants	280		229		243		243		225				237	
a. Water Resources Specialist/Deputy TL	45	84	38	90	41	90	41	74	33			82	37	
b. Participatory Water Mgt. Specialist (TWMP)	7	82	6	90	6	72	5	80	6			90	6	
c. Water Management Association Specialist	40	74	30	90	36	90	36	72	29			90	36	
d. Water Resources Planner	10	82	8	74	7	90	9	80	8			90	9	
e. Institutional Advisor	15	97	15	84	13	74	11	84	13			82	12	
f. Hydrologist	5	82	4	90	5	90	5	70	4			82	4	
g. Design Engineer	5	90	5	84	4	90	5	72	4			82	4	
h. Agriculture Extension Specialist	20	74	15	82	16	88	18	90	18			80	16	
i. Fishery Development Specialist	20	84	17	82	16	90	18	82	16			90	18	
j. Agriculture Economist	8	74	6	82	7	82	7	82	7			74	6	
k. Gender and Poverty Specialist	15	82	12	90	14	90	14	84	13			90	14	
l. Environmental Specialist	15	90	14	90	14	82	12	84	13			82	12	
m. Resettlement Specialist	15	91	14	72	11	90	14	90	14			91	14	
n. Quality Control Specialist (WMA)	10	72	7	90	9	84	8	82	8			82	8	
o. Quality Control Specialist (Infrastructure)	15	72	11	90	14	72	11	82	12			82	12	
p. O & M Specialist	25	84	21	90	23	90	23	82	21			82	21	
q. Financial Management Advisor	10	82	8	90	9	90	9	90	9			80	8	
TOTAL	1000		807		870		877		772				820	
Rating: Excellent - 100% Very Good - 90% Above Average - 80% Average - 70% Below Average - 50% Noncomplying - 0% Score: Maximum Weight x Rating / 100 Note: Interband ratings are not allowed in application of the above rating scale. For example, only a score of 90% or 80% can be given, not 85%, 87%, etc. However, for III. Personnel, figures in the rating column may result in interband ratings derived from the "Total Score" column of the Personnel Evaluation Sheet.														
Criteria Approved by:				Evaluation Done by:				Date Evaluated:						
CHAIRPERSON				CHAIRPERSON										

2.8.2.7 Identifying Firms that Rate Below and Above 750 Points

At the end of the evaluation process, those firms that scored fewer than 750 points are identified. For consultancies for which the selection is done by the EA and prior review is required by the procurement plan, the result of the evaluation and the names of firms scoring 750 points and above are sent to ADB at this point for clearance. This normally comprises the second submission during the recruitment process. Documents required for submission include:

- the summary evaluation sheet highlighting any proposal that scored below 750 points,
- a personnel evaluation sheet for each proposal,
- comments on the strengths and weaknesses of each proposal, and
- minutes of the evaluation meeting.

Financial evaluation continues after clearance has been received.

The EA (in the case of loans) or COSO (in the case of TA grants) informs firms scoring below 750 points that their proposals have been unsuccessful and their financial proposals are then returned unopened. At the same time, firms scoring 750 points and above are informed not only of this but also of the date and time of the opening of financial proposals. This is normally at least 2 weeks after the notification date to allow any consultants who wish to send a representative to the proposal opening to do so.

2.8.3 Evaluating Financial Proposals

2.8.3.1 Public Opening of Financial Proposals

Financial proposals for proposals that score 750 points and above in the technical evaluation are opened publicly. Those attending should sign an attendance form, and the following procedure should be used:

- The score of each technical proposal that met the minimum mark of 750 is read aloud.
- Each financial proposal is inspected to confirm that it has remained sealed and unopened.

1. A formal CSC meeting by the borrower's CSC is required for all loan-funded and delegated TA grant funded consulting services, while a formal CSC meeting is required within ADB for TA grant-funded consulting services with estimated contracts more than \$600,000. For TA-grant funded contracts of \$600,000 or less the user division may decide to hold an informal, internal CSC meeting to evaluate proposals.

- Each financial proposal is opened, and the names of each qualified consultant along with the total price shown in the consultant's financial proposal are read aloud.
- A rate sheet is distributed that indicates the applicable currency exchange rate(s) as of the date of submission of the proposals, which will be used to compute US dollar equivalents during evaluation of the financial proposals.
- The likely schedule for contract negotiations and commencement of the assignment is announced.
- A written record is made of the proposal opening, detailing the results.

After the opening, all the other information in the financial proposals is to be kept confidential. Whether they have attended the opening or not, all qualified firms are sent a letter informing them of the technical scores and total prices proposed by each qualified firm. For borrower-recruited consultancies, the chairperson of the CSC or a representative thereof normally undertakes these steps. For ADB-recruited consultancies, a representative of COSO performs these steps.

2.8.3.2 Verification of Financial Proposals

The financial proposal submitted by the firm is referred to as the "gross financial proposal" (GFP). During the verification process, GFPs are first checked for compliance with the data sheet. Each GFP must include provisional sums and contingencies in the amounts specified on the data sheet, and the validity period of the proposals must accord with the validity period set down in the data sheet.

A review is then made to ensure that the figures provided in each GFP are consistent with the details of the corresponding technical proposal (e.g., staffing schedule inputs, number and duration of field trips, applicable per diems, etc.). The following are taken into account:

- If the inputs shown in the GFP for any expert do not match those shown on the staffing schedule in the technical proposal, the staffing schedule inputs shall prevail and adjustments will be made to the financial proposal accordingly.
- If an expert included in the technical proposal is omitted from the GFP, then the cost of that expert is included in the firm's financial proposal at the highest rate for that position from among all the financial proposals.
- In the case of TA, a minimum of person-months required is normally included in the data sheet. If the total international and/or national inputs shown on the staffing schedule are below those indicated in the data sheet, an adjustment will be made for

the missing person-months using the remuneration rate shown in the GFP for individual international and/or national experts.

- The unit rates used for each expert will be fixed, and it is not possible to change these rates during contract negotiations.
- If any of the essential out-of-pocket expense items are not priced in the GFP, the consultant will be expected to bear this cost at its own expense during implementation of the contract.
- If the number of international trips and per diems calculated from the staffing schedule does not match the quantities for these items shown in the GFP, no adjustments will be made to the GFP inputs for the purpose of evaluation. However, no additional costs will be permitted for such omissions during contract negotiations.

Finally, a review is made for computational errors. The proposal amount is converted into US dollars using the exchange rate sheet issued on the date of the public opening of the financial proposals. The final amount is considered as the "gross evaluated financial proposal" (GEFP).

For FBS and LCS, the selection process stops at this point. Under FBS, the firm with the highest technical score and a GEFP within the budget will be invited to negotiate. Under LCS, the firm with the lowest GEFP scoring 750 points and above will be invited to negotiate. If required by the procurement plan, submissions are made to ADB prior to invitations being issued. These will comprise the:

- minutes of the public opening of financial proposals,
- financial evaluation report,
- rankings, and
- minutes of the financial evaluation meetings.

2.8.3.3 Determining the Financial Score for QCBS

For evaluations using QCBS, if the data sheet for the RFP indicates a **maximum** contract budget for the consulting services, GEFPs are expected to be within this budget. If the GEFP of any firm exceeds the budget, the proposal will be considered financially nonresponsive and will be allocated a financial score of zero. However, if the data sheet indicates an **estimated** budget, consultants will not be penalized for exceeding it and their financial proposals will be considered.

Once any nonresponsive financial proposals have been identified, the remaining GEFPs will be converted into "net evaluated financial proposals" (NEFPs). NEFPs include only variable

cost items such as remuneration and out of pocket expenditures. Fixed cost items such as provisional sums and contingencies are not included. NEFPs are calculated by subtracting the provisional sums and contingencies (noncompetitive components) shown in the data sheet from the GEFPs.

The lowest NEFP is then given a maximum score of 1,000 points. This is then used as a basis to calculate the score of the other financial proposals. The financial score for each proposal is inversely proportional to its NEFP, that is, the higher the NEFP, the lower the financial score. The financial score is computed as follows:

Financial Score = NEFP of the lowest priced proposal divided by NEFP of the proposal under consideration, multiplied by 1,000

An example is shown below:

NEFP of lowest priced proposal = \$799,000

NEFP of second lowest priced proposal = \$850,000

Financial score of lowest NEFP = $\$799,000/\$799,000 \times 1,000 = 1,000$

Financial score of second lowest priced NEFP
= $\$799,000/\$850,000 \times 1,000 = 940$

Using this methodology, all proposals are given a financial score.

2.8.4 Ranking Proposals and Inviting for Contract Negotiations

Once the financial score for each qualifying technical proposal is calculated, the whole evaluation process can be completed. This is done by applying a weight to the technical score and a weight to the financial score (which together add up to 100%) and adding them together to achieve a final score. The normal weight used for the technical component is 80%. The normal weight for the financial component is 20%. However, the option to use ratios of either 70:30 or 90:10 exists, depending on the joint decision taken by the TA fact-finding mission or the loan appraisal mission and the borrower as outlined in the procurement plan.

A typical calculation for a proposal in which the technical score is 830 points and the financial score is 940 points is as follows:

Technical score: $830 \times 80\% = 664$

Financial score: $940 \times 20\% = 188$

Final score: technical score (664) + financial score (188) = **852** (The final scores computed for each technical and each financial proposal are rounded to the nearest whole number.)

Once the final scores for each proposal have been calculated, they can be ranked from highest to lowest. In the event two or more proposals have the same scores in the final ranking of proposals, the proposal with the highest technical score will be ranked higher and the next highest technical score will be ranked lower. After the final ranking, the first-ranked consultant will be invited for contract negotiations.

In the case of EA-recruited consultancies, prior approval by ADB for inviting the first-ranked firm to negotiations may be required by the procurement plan. If so, the following documents are required:

- the minutes of the public opening of financial proposals,
- a financial verification report,
- the rankings, and
- the minutes of the financial evaluation meetings.

In the case of ADB recruitment, for contracts over \$600,000, COSO sends its evaluation report to CSC members for endorsement. Any CSC member who wishes to discuss the evaluation may request a CSC meeting. The user division within ADB informs the EA of the name of the first-ranked consultant prior to inviting the firm for negotiations. A representative of the EA is also normally invited to attend. The role of the representative will be as an observer and to confirm the support that the EA can provide during TA implementation. An appropriate amount of funding should be placed in the TA budget to accommodate the EA representative's attendance.

CHAPTER 03 – REVIEW OF WORLD BANK GUIDELINES

3.1 Introduction

The purpose of these Guidelines is to define the Bank's policies and procedures for selecting, contracting, and monitoring consultants required for projects that are financed in whole or in part by a loan from the International Bank for Reconstruction and Development (IBRD), a credit or a grant from the International Development Association (IDA),¹ a project preparation advance (PPA), a grant from the Bank, or a trust fund² administered by the Bank and executed by the recipient.

3.2 Quality- And Cost-Based Selection (QCBS)

3.2.1 The Selection Process

QCBS uses a competitive process among short-listed firms that takes into account the quality of the proposal and the cost of the services in the selection of the successful firm. Cost as a factor of selection shall be used judiciously. The relative weight to be given to the quality and cost shall be determined for each case depending on the nature of the assignment.

The selection process shall include the following steps:

- (a) preparation of the TOR;
- (b) preparation of cost estimate and the budget, and short-listing criteria;
- (c) advertising;
- (d) preparation of the short list of consultants;
- (e) preparation and issuance of the RFP (which should include: the Letter of Invitation (LOI), Instructions to Consultants (ITC), the TOR, and the proposed draft contract);
- (f) receipt of proposals;
- (g) evaluation of technical proposals: consideration of quality;
- (h) public opening of financial proposals;
- (i) evaluation of financial proposal;
- (j) final evaluation of quality and cost; and
- (k) negotiations and award of the contract to the selected firm.

3.2.2 Terms of Reference (TOR)

The Borrower shall be responsible for preparing the TOR for the assignment. The TOR shall be prepared by a person(s) or a firm specialized in the area of the assignment. The scope of the services described in the TOR shall be compatible with the available budget. The TOR shall define clearly the objectives, goals, and scope of the assignment and provide background information (including a list of existing relevant studies and basic data) to facilitate the consultants' preparation of their proposals. If transfer of knowledge or training is an objective, it should be specifically outlined along with details of the number of staff to be trained, and so forth, to enable consultants to estimate the required resources. The TOR shall list the services and surveys necessary to carry out the assignment and the expected outputs (for example, reports, data, maps, surveys, etc.). However, the TOR should not be too detailed and inflexible, so that competing consultants may propose their own methodology and staffing. Firms shall be encouraged to comment on the TOR in their proposals. The Borrower's and consultants' respective responsibilities should be clearly defined in the TOR.

3.2.3 Cost Estimate (Budget)

Preparation of a well-thought-through cost estimate is essential if realistic budgetary resources are to be earmarked. The cost estimate shall be based on the Borrower's assessment of the resources needed to carry out the assignment: experts' time, logistical support, and physical inputs (for example, vehicles, laboratory equipment). Costs shall be divided into two broad categories: (a) fee or remuneration (according to the type of contract used), and (b) reimbursable items, and further divided into foreign and local costs. The cost of experts' time inputs shall be estimated based on a realistic assessment of required international and national expertise. The RFP shall indicate the estimated level of experts' time inputs or the estimated total cost of the contract, but not detailed estimates such as fees.

3.2.4 Advertising

For all projects, the Borrower is required to prepare and submit to the Bank a General Procurement Notice. The Bank will arrange for its publication in *UN Development Business online (UNDB online)* and on the Bank's external website. To obtain expressions of interest (EOIs), the Borrower shall include a list of expected consulting assignments in the General Procurement Notice, and shall advertise a request for expressions of interest (REOI) for each contract for consulting firms in the national gazette, provided that it is of wide circulation, or in at least one newspaper, or technical or financial magazine, of national circulation in the

Borrower's country, or in a widely used electronic portal with free national and international access in English, French, or Spanish. In addition, assignments expected to cost more than US\$300,000 shall be advertised in *UNDB online*. Borrowers may also in such cases advertise REOIs in an international newspaper or a technical or financial magazine. The information requested shall be the minimum required to make a judgment on the firm's suitability and not be so complex as to discourage consultants from expressing interest. REOIs shall at a minimum include the following information applicable to the assignment: required qualifications and experience of the firm, but not individual experts' bio data; short-listing criteria; and conflict of interest provisions. No less than 14 (fourteen) days from date of posting on *UNDB online* shall be provided for responses, before preparation of the short list. The late submission of a response to an REOI shall not be a cause for its rejection unless the Borrower has already prepared a short list, based on received EOIs, that meets the conditions set below in the next paragraph. The Bank will arrange the simultaneous publication of all REOIs prepared and submitted by the Borrowers on the Bank's external website.

3.2.5 Short List of Consultants

The Borrower is responsible for preparing short lists. The Borrower shall give first consideration to those firms expressing interest that possess the relevant qualifications. Short lists shall comprise six firms with a wide geographic spread, with (i) no more than two firms from any one country unless there are no other qualified firms identified to meet this requirement; and (ii) and at least one firm from a developing country, unless no qualified firms from developing countries could be identified. When any of the above requirements cannot be met on the basis of received EOIs, the Borrower may directly solicit interest from qualified firms based on its own knowledge, or request Bank assistance. Exceptionally, the Bank may agree to short lists comprising a smaller number of firms when there are not enough qualified firms having expressed interest for the specific assignment, when enough qualified firms could not be identified, or when the size of the contract or the nature of the assignment does not justify wider competition. Once the Bank has issued a no objection to a short list, the Borrower shall not modify it without the Bank's no objection. Firms that expressed interest, as well as any other firm or entity that specifically requests so, shall be provided the final short list of firms by the Borrower.

The short list may comprise entirely national consultants (firms registered or incorporated in the country), if the assignment is below the ceiling (or ceilings) established in the Procurement Plan approved by the Bank, a sufficient number of qualified national firms is

available for having a short list of firms with competitive costs, and when competition including foreign consultants is prima facie not justified or foreign consultants have not expressed interest. These same ceilings will be used in Bank lending operations supporting Sector Wide Approaches (SWAs) (in which government and/or donor funds are pooled) as the threshold below which short lists will be composed entirely of national firms selected under procedures agreed with the Bank. However, if foreign firms express interest, they shall be considered.

The short list should normally comprise consultants of the same category with similar business objectives, corporate capacity, experience and field of expertise, and that have undertaken assignments of a similar nature and complexity. Government-owned enterprises or institutions and not-for-profit organizations (NGOs, Universities, UN Agencies, etc.) should not normally be included in the same short list along with private sector firms, unless they operate as commercial entities meeting the requirements of paragraph 1.13(b) of these Guidelines. If mixing is used, the selection should normally be made using Quality-Based Selection (QBS) or Selection Based on the Consultants' Qualifications (CQS) (for small assignments).³⁴ The short list shall not include Individual Consultants. Finally, if the same firm is considered for inclusion in short lists for concurrent assignments, the Borrower shall assess the firm's overall capacity to perform multiple contracts before including it in more than one short list.

3.2.6 Preparation and Issuance of the Request for Proposals (RFP)

The RFP shall include: (a) a Letter of Invitation, (b) Instructions to Consultants and Data Sheet, (c) the TOR, and (d) the proposed type of contract. Borrowers shall use the applicable standard RFPs issued by the Bank with minimal changes, acceptable to the Bank, as necessary to address project-specific conditions. Any such changes shall be introduced only through the RFP data sheet. Borrowers shall list all the documents included in the RFP. The Borrower may use an electronic system to distribute the RFP, provided that the Bank is satisfied with the adequacy of such system. If the RFP is distributed electronically, the electronic system shall be secure to avoid modifications to the RFP and shall not restrict the access of short-listed consultants to the RFP.

3.2.7 Letter of Invitation (LOI)

The LOI shall state the intention of the Borrower to enter into a contract for the provision of consulting services, the source of funds, the details of the client, and the date, time, and address for submission of proposals.

3.2.8 Instructions to Consultants and Data Sheet (ITC)

The ITC shall contain all necessary information that would help consultants prepare responsive proposals, and shall bring as much transparency as possible to the selection procedure by providing information on the evaluation process and by indicating the evaluation criteria and factors, their respective weights, and the minimum passing quality score. The ITC shall indicate either an estimate of the key experts' inputs (in person-months) required of the consultants or the estimated budget, but not both. Consultants, however, shall be free to prepare their own estimates of experts' time to carry out the assignment and to offer the corresponding cost in their proposals. When, under time-based contracts, the services are of a routine nature or do not require an innovative approach, the Borrower may, subject to the Bank's no objection, require the consultants to include in their proposal the same level of experts' time inputs as indicated in the RFP, failing which their financial proposal shall be adjusted for the purpose of comparison of proposals and decision for award. The ITC shall specify the proposal validity period, which should be adequate for the evaluation of proposals, decision on award, Bank review, and finalization of contract negotiations.

3.2.9 Receipt and Opening of Proposals

The Borrower shall allow enough time for the consultants to prepare their proposals. The time allowed shall depend on the assignment, but normally shall not be less than four weeks or more than three months (for example, for assignments requiring establishment of a sophisticated methodology, preparation of a multidisciplinary master plan). During this interval, the firms may request clarifications about the information provided in the RFP. The Borrower shall provide these clarifications in writing and copy them to all firms on the short list (who intend to submit proposals). If necessary, the Borrower shall extend the deadline for submission of proposals. The technical and financial proposals shall be submitted at the same time. No amendments to the technical or financial proposal shall be accepted after the deadline, although amended proposals may be submitted before such deadline. To safeguard the integrity of the process, the technical and financial proposals shall be submitted in separate sealed envelopes. A committee of officials drawn by the Borrower from the relevant departments (technical, finance, legal, as appropriate), shall open all technical proposals received by the deadline for the submission of proposals at the designated place stipulated in the RFP irrespective of the number of proposals received by such deadline.

At the opening of technical proposals, in the presence of consultants wishing to attend, the Borrower shall neither reject nor discuss the merits of any proposal.

All proposals received after the deadline shall be declared late and rejected and promptly returned unopened. The committee shall read aloud the names of the consultants that submitted proposals, the presence or absence of duly sealed financial envelopes, and any other information deemed appropriate. The financial proposals shall remain sealed and shall be deposited with a reputable public auditor or independent authority until they are opened. Borrowers may use electronic systems permitting consultants to submit proposals by electronic means, provided the Bank is satisfied with the adequacy of the system, including, inter alia, that the system is secure; maintains the integrity, confidentiality, and authenticity of proposals submitted; and uses an electronic signature system or equivalent to keep consultants bound to their proposals.

3.2.10 Evaluation of Proposals: Consideration of Quality and Cost

The evaluation of the proposals shall be carried out in two stages: first the quality, and then the cost. Evaluators of technical proposals shall not have access to the financial proposals until the technical evaluation, including any Bank reviews and no objection, is concluded. Financial proposals shall be opened only thereafter. The evaluation shall be carried out in full conformity with the provisions of the RFP.

3.2.10.1 Evaluation of the Quality

Given the need for high quality services, the quality of the evaluation of technical proposals is paramount. The Borrower shall evaluate each technical proposal using an evaluation committee of at least 3 (three), and normally no more than 7 (seven), members including qualified specialists in the sector of the assignment under consideration. Each member of the committee shall not be in a conflict of interest, and certify to that effect before participating in the evaluation. When the Bank determines that the technical evaluation is inconsistent with the RFP or does not properly evaluate the strengths or weaknesses of the proposals, and the committee fails to address the situation in a timely manner, the Bank may require the Borrower to form a new evaluation committee, including international experts in the sector of the assignment, if necessary.

The technical evaluation shall take into account the criteria indicated in the RFP. The RFP shall describe each such criterion and sub-criterion along with their relative maximum scores and disclose the overall minimum technical score below which a proposal will be rejected as nonresponsive. The indicative range for the overall minimum technical score is 70 to 85 (seventy to eighty-five) on a scale of 1 to 100 (one to one hundred). The maximum score for

each criterion and the minimum overall technical score shall be determined based on the nature and complexity of the specific assignment.

The criteria shall include: (a) the consultant's relevant experience for the assignment, (b) the quality of the methodology proposed, (c) the qualifications of the key experts proposed, (d) the transfer of knowledge, if required in the TOR, and (e) the extent of the participation of nationals among key experts in the performance of the assignment. They shall be within the indicative range of scores specified below, except with the no objection of the Bank. The maximum score for the "Participation by national experts" as indicated below shall not exceed 10 (ten).

Consultant's specific
experience: 0 to 10

Methodology: 20 to 50

Key experts: 30 to 60

Transfer of knowledge: 0 to 10

Participation by national
experts: 0 to 10

Total: 100

The Borrower shall normally divide these criteria into sub-criteria. Each criterion shall then be scored on the basis of the weights assigned to respective sub-criteria. For example, sub-criteria under methodology might be *innovation* and *level of detail*. However, the number of sub-criteria should be kept to the essential. The Bank recommends against the use of exceedingly detailed lists of sub-criteria that may render the evaluation a mechanical exercise more than a professional assessment of the proposals. The weight given to experience can be relatively modest, since this criterion has already been taken into account when short-listing the consultant. More weight shall be given to the methodology in the case of more complex assignments (for example, multidisciplinary feasibility or management studies). Only the key experts should be evaluated. Since they ultimately determine the quality of performance, more weight shall be assigned to this criterion if the proposed assignment is complex. The

Borrower shall review the qualifications and experience of proposed key experts in their *curricula vitae*, which must be accurate, complete, and signed by an authorized official of the consulting firm and the individual proposed. The individuals shall be rated in the following three sub-criteria, as relevant to the task:

- (a) general qualifications: general education and training, length of experience, positions held, previous assignments as team expert, experience in developing countries, and so forth;
- (b) adequacy for the assignment: education, training, and experience in the specific sector, field, subject, and so forth, relevant to the particular assignment; and
- (c) experience in the region: knowledge of the local language, culture, administrative system, government organization, and so forth.

Borrowers shall evaluate each proposal on the basis of its responsiveness to the TOR. A proposal shall be considered unsuitable and shall be rejected at this stage if it fails to comply with important aspects described in the RFP. Technical proposals containing any material financial information shall be declared nonresponsive.

The members of the evaluation committee shall evaluate proposals in accordance with the evaluation criteria specified in the RFP, independently of each other, and without any external influence from any person or entity. A proposal shall be rejected if it fails to achieve the overall minimum technical score specified in the RFP. At the end of the evaluation process, the Borrower shall prepare a Technical Evaluation Report using the Bank's standard form of evaluation report or another report acceptable to the Bank. The report shall substantiate the results of the evaluation and justify the total technical scores assigned to each proposal by describing the relative strengths and weaknesses of the proposals. Large differences in the individual scores given to a proposal for the same criterion or sub-criterion by different members shall be addressed and a justification be provided in the technical evaluation report. In the case of contracts subject to prior review, the technical evaluation report including the detailed evaluation sheets of each committee member shall be submitted to the Bank for its review and no objection. All records relating to the evaluation, such as individual score sheets shall be retained.

3.2.10.2 Opening of Financial Proposals and Evaluation of Cost

After the Technical Evaluation Report is completed (and for prior review contracts, after the Bank has issued its no objection), the Borrower shall inform consultants whose proposals did not meet the minimum qualifying technical score or were considered nonresponsive to the RFP and TOR that their financial proposals will be returned unopened after the signature of

the contract. In addition, the Borrower shall inform each of the above consultants of their overall technical score as well as scores obtained for each criterion and sub-criterion if any. The Borrower shall simultaneously notify the consultants that have secured the minimum overall technical score of the date, time, and place set for opening the financial proposals. The opening date shall be set allowing sufficient time for consultants to make arrangements to attend the opening of the financial proposals. The financial proposals shall be opened in the presence of representatives of the consultants who choose to attend (in person or online). The name of the consultant, the technical scores, including the break-down by criterion, and the offered total prices shall be read aloud (and posted online when electronic submission of proposals is used) and recorded when the financial proposals are opened. The Borrower shall also prepare the minutes of the opening and a copy of this record shall be promptly sent to the Bank and to all consultants who submitted proposals.

The Borrower shall then evaluate and compare the financial proposals in accordance with the following procedures. Prices shall be converted to a single currency selected by the Borrower (local currency or fully convertible foreign currency) as stated in the RFP. The Borrower shall make this conversion by using the selling (exchange) rates for those currencies quoted by an official source (such as the Central Bank) or by a commercial bank or by an internationally circulated newspaper for similar transactions. The RFP shall specify the source of the exchange rate to be used and the date of that exchange rate, provided that the date shall not be earlier than four weeks prior to the deadline for submission of proposals, nor later than the original date of expiration of the period of validity of the proposal. For a time-based contract, any arithmetical errors shall be corrected, and prices shall be adjusted if they fail to reflect all inputs that are included in the respective technical proposals. For a lump-sum contract, the consultant is deemed to have included all prices in its financial proposal, so neither arithmetical corrections nor price adjustments shall be made, and the total price, net of taxes understood as per paragraph below, included in the financial proposal shall be considered as the offered price.

For the purpose of evaluation, the offered prices shall exclude local identifiable indirect taxes on the contract and income tax payable to the country of the Borrower on the remuneration of services rendered in the country of the Borrower by non-resident experts and other personnel of the consultant. In exceptional circumstances, when indirect taxes cannot be fully identified by the Borrower when evaluating the financial offers, the Bank may agree that prices, for the purpose of evaluation only, include all taxes payable to the country of the Borrower. The offered total price shall include all consultants' remuneration and other expenses such as

travel, translation, report printing, or secretarial expenses. The proposal with the lowest offered total price may be given a financial score of 100 (one hundred) and other proposals given financial scores that are inversely proportional to their prices. Alternatively, a directly proportional or other methodology may be used in allocating the scores to the financial proposals. The methodology to be used shall be described in the RFP.

3.2.10.3 Combined Quality and Cost Evaluation

The total score shall be obtained by weighting the quality and cost scores and adding them. The weight for the cost shall be chosen, taking into account the complexity of the assignment and the relative importance of quality. Except for the type of services specified in Section III, the weight for cost shall normally be 20 (twenty) points out of a total score of 100 (one hundred). The proposed weightings for quality and cost shall be specified in the RFP. The firm obtaining the highest total score shall be invited for negotiations.

3.2.11 World Bank's Standard Evaluation Forms

Form IIA. Technical Evaluation - Basic Data

2.1	Name of country Name of Project	_____	_____
2.2	Client: (a) name (b) address, phone, facsimile	_____	_____
2.3	Type of assignment (pre-investment, preparation, or implementation), and brief description of sources	_____	_____
2.4	Method of selection ¹ :	QCBS ___	Quality-Based ___
		Fixed-Budget ___	Least-Cost ___
		Qualifications ___	Single-Source ___
2.5	Prior review thresholds:		
	(a) Full prior review	US\$ _____	
	(b) Simplified prior review (notice)	US\$ _____	

¹ See *Guidelines*.

- 2.6 Request for expressions of interest²:
- (a) publication in *United Nations Development Business* (UNDB)³ Yes _____ No _____
- (b) publication in national newspaper(s) Yes _____ No _____
- (c) number of responses _____
- 2.7 Shortlist:
- (a) names/nationality of firms/associations (mark domestic firms and firms that had expressed interest)
1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
- (b) Submission to the Bank for no-objection Date _____
- (c) Bank's no-objection Date _____
- 2.8 Request for Proposals:
- (a) submission to the Bank for no-objection Date _____
- (b) Bank's no-objection Date _____
- (c) issuance to Consultants Date _____
- 2.9 Amendments and clarifications to the RFP (describe)
- _____
- _____
- 2.10 Contract:
- (a) Bank Standard Time-Based Yes _____
Price adjustment: Yes _____ No _____
- (b) Bank Standard Lump Sum Yes _____
Price adjustment: Yes _____ No _____
- (c) other (describe) _____
- _____
- 2.11 Pre-proposal conference:
- (a) minutes issued Yes _____ No _____
Yes _____ No _____
- 2.12 Proposal submission:
- (a) two envelopes (technical and financial proposals) Yes _____
- (b) one envelope (technical) Yes _____
- (c) original submission Date _____ Time _____
- (d) extensions(s) Date _____ Time _____
- 2.13 Submission of Financial Proposal Location _____
- 2.14 Opening of Technical Proposals by selection committee Date _____ Time _____
- 2.15 Number of proposals submitted _____

² Required for large contracts (see *Guidelines*).

³ Indicate whether expressions of interest advertised in Web or hardcopy edition of UNDP.

2.16 Evaluation committee⁴:
 Members' names and titles (normally three to five)

1. _____
 2. _____
 3. _____
 4. _____
 5. _____

2.17 Proposal validity period (days):
 (a) original expiration date Date _____ Time _____
 (b) extension(s), if any Date _____ Time _____

2.18 Evaluation Criteria/subcriteria⁵:

(a) Consultants' experience

(i) _____ Weight _____
 (ii) _____ Weight _____

(b) methodology

(i) _____ Weight _____
 (ii) _____ Weight _____

(c) key staff

(i) individual(s)

(A) _____ Weight _____
 (B) _____ Weight _____
 (C) _____ Weight _____

(ii) group(s)

(A) _____ Weight _____
 (B) _____ Weight _____
 (C) _____ Weight _____

(d) training (optional)

(i) _____ Weight _____
 (ii) _____ Weight _____

(e) local input (optional)

(i) _____
 (ii) _____

⁴ It is important that evaluators be qualified.

⁵ Maximum of three subcriteria per criterion.

2.19 Technical scores by Consultant Minimum qualifying score _____

	Consultants' names	Technical scores
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____

2.20 Evaluation report:
(a) submission to the Bank for no-objection Date _____

2.21 Evaluation notice:
(a) submission to the Bank: Date _____

Form IIB. Evaluation Summary
Technical Scores/Ranking

Consultants' names	<i>[Insert name of Consultant 1]</i>	<i>[Insert name of Consultant 2]</i>	<i>[Insert name of Consultant 3]</i>	<i>[Insert name of Consultant 4]</i>
Criteria	Scores	Scores	Scores	Scores
Experience				
Methodology				
Proposed staff				
Training				
Local input				
Total score^a				
Rank				

a. Proposals scoring below the minimum qualifying score of *[number]* points have been rejected.

Form IIC. Individual Evaluations—Comparison

Consultants' Names	<i>[Insert name of Consultant 1]</i>	<i>[Insert name of Consultant 2]</i>	<i>[Insert name of Consultant 3]</i>	<i>[Insert name of Consultant 4]</i>
Criteria Experience	A C	B D		
Methodology				
Key staff				
Training				
Local input				
Total				

a. A, B, C, and D = scores given by evaluators; AV = average score, see Annex I(i).

Form IVA. Financial Evaluation—Basic Data

4.1 Bank's no-objection to technical evaluation report (Quality-Based, Qualifications, Single-Source) Date _____

4.2 Public opening of financial proposals
 (a) Names and proposal prices (mark Date _____ Time _____
 Consultants that attended public opening)
 1. _____
 2. _____
 3. _____
 4. _____

4.3 Evaluation committee: members' names and titles (if not the same as in the technical evaluation - Quality-Based, Qualifications, Single-Source)

4.4 Methodology (formula) for evaluation of cost (QCBS only; cross as appropriate)
 Weight inversely proportional to cost _____
 Other _____

4.5 Submission of final technical/financial evaluation report to the Bank (Quality-Based, Qualifications, Single-Source)
 Date _____

4.6 QCBS

Consultant' Name	Technical scores	Financial scores	Final scores
(a) Technical, financial and final scores (Quality-Based: technical scores only)	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

(b) Award recommendation _____

4.7 Fixed Budget and Least-Cost

Consultant' Name	Technical scores	Proposal prices	Evaluated prices
(a) Technical scores, proposal and evaluated prices	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____

(b) Award recommendation _____

(c) Fixed-Budget: best technical proposal within the budget (evaluated price)
 Name _____

(d) Least-Cost: lowest evaluated price proposal above minimum qualifying score
 Name _____

Form IVB. Adjustments—Currency Conversion—Evaluated Prices⁶

Consultants' Names	Proposals' prices ^a		Adjustments ^b	Evaluated price(s)	Conversion to currency of evaluation ^c		Financial scores ^d
	Currency	Amounts (1)	(2)	(3) = (1) + (2)	Exchange rate(s) ^e (4)	Proposals' prices (5) = (3)(4)	(6)

- a. Comments, if any (e.g., exchange rates); three foreign currencies maximum, plus local currency.
- b. Arithmetical errors and omissions of items included in the technical proposals. Adjustments may be positive or negative.
- c. As per RFP.
- d. 100 points to the lowest evaluated proposal; other scores to be determined in accordance with provisions of RFP.
- e. Value of one currency unit in the common currency used for evaluation purposes, normally the local currency (e.g., US\$1 = 30 rupees). Indicate source as per RFP.

⁶ For Quality-Based, Qualifications, and Single-Source, fill out only up to column 3.

Form IVC. QCBS—Combined Technical/Financial Evaluation—Award Recommendation

Consultants' names	Technical Evaluation			Financial Evaluation		Combined Evaluation	
	Technical scores ^a S(t)	Weighted scores S(t) × T ^b	Technical rank	Financial scores ^c S(f)	Weighted scores S(f) × F ^d	Scores S(t) T + S(f) F	Rank
Award recommendation	To highest combined technical/financial score. Consultant's name: _____						

- a. See Form IIB.
- b. T = As per RFP.
- c. See Form IVB.
- d. F = as per RFP.

Form IVD. Fixed-Budget and Least-Cost Selection—Award Recommendation⁷

Consultants' names	Fixed-Budget Selection		Least-Cost Selection	
	Technical scores ^a	Evaluated prices ^b	Technical scores	Evaluated prices
Award recommendation	To best technical score with evaluated price within budget. Consultant's name: _____		To lowest evaluated price above minimum qualifying score. Consultant's name: _____	

- a. See Form IIB.
- b. See Form IVB.

⁷ Fill in appropriate part of form.

Individual Evaluations

Criteria/Sub-Criteria	Maximum Scores	Evaluators					Average Scores
		1	2	3	4	5	
Experience							
-							
-							
-							
Methodology							
-							
-							
-							
Key Staff							
-							
-							
-							
Transfer of Knowledge (Training ^a)							
-							
-							
-							
Participation by Nationals ^a							
-							
-							
-							
Total	100						

a. If specified in the RFP

1. Evaluator's Name: _____ Signature: _____ Date: _____

2. Evaluator's Name: _____ Signature: _____ Date: _____

3. Evaluator's Name: _____ Signature: _____ Date: _____

4. Evaluator's Name: _____ Signature: _____ Date: _____

5. Evaluator's Name: _____ Signature: _____ Date: _____

Individual Evaluations—Key Personnel

Consultant's Name: _____

Key Staff Names ^a	Maximum Scores	General Qualifications () ^b	Adequacy for the Assignment () ^b	Experience in Region () ^b	Total Marks (100)	Scores
Total						

a. Sometimes evaluations are made by groups instead of individuals. Each group (e.g. financial group) has a weight. The group score is obtained by the weighted scores of the members of the group. For example, the score of a group of three individuals scoring a, b, and c would be $ax + by + cz$ with x, y, and z representing the respective weights of the members ($x + y + z = 1$) in this group.

b. Maximum marks as per RFP

Name of Evaluator: _____ Signature: _____ Date: _____

CHAPTER 04 – REVIEW OF REVIEW OF PUBLIC PROCUREMENT RULES – 2008

4.1 Introduction

The prime consideration in the selection of the successful Consultant in the Procurement of intellectual and professional Services shall be given to the quality of a Consultant's Technical Proposal. The cost of the Services shall be considered judiciously because in the Procurement of intellectual and professional Services in general, if cost considerations predominate in the evaluation, the quality of the resulting Services often ends up being inferior which in turn places further cost burdens on the Procuring Entity due to rework being needed or less economical solutions being recommended. The Procuring Entity shall encourage the involvement of national Consultants in assignments with international competition.

4.2 Evaluation of Expression of Interest and Short-listing

The assessment of EOI and short-listing procedure is described in rule-115 of PPR ó 2008. According to this rule a Proposal Evaluation Committee (PEC) constituted under Rule 8 shall, on the basis of the information specified in the Request of Expressions of Interest, review and assess the Expressions of Interest received, in order to prepare a short-list composed of Applicants who are considered to be best qualified to undertake the assignment. The assessment of an Applicant's qualifications shall review the following information requested in the Expressions of Interest to determine appropriateness for the assignment, using a qualification scale (not marking) of Excellent, very Good, Good and poor to determine the best combination of qualified Applicants ó

- (a) brochures submitted by the Applicants summarizing their facilities and areas of expertise;
- (b) descriptions of similar assignments;
- (c) experience in similar operating environments and conditions;
- (d) availability of appropriate experience and professional qualifications among Applicant's staff and adequate resources to carry out the assignment; and
- (e) managerial strength and financial capacity.

Following the assessment, the PEC shall prepare a short-list, composed of the number not less than four (4) and not more than seven (7) Applicants which have met the requirements of the EOI and who in the opinion of the PEC indicate sufficient and adequate capacity to

perform the assignment under consideration, and submit its report with recommendations to the Head of the Procuring Entity for approval.

If it is intended by the Procuring Entity that the RFP shall be issued on an international basis, then the short-list shall include not more than two (2) firms from the same country and at least one (1) firm from a developing country.

If after assessment the number of short-listed Applicants is less than four (4), the PEC shall review the assignment to verify that ó

- (a) the format of the Request for Expressions of Interest was correct;
- (b) it met the requirements of the Procuring Entity; and
- (c) it was properly advertised as per Rule 90.

If the process above was found to be in compliance with these Rules, then a short-list with less than four (4) Applicants can be recommended by the PEC for the approval of the Head of the Procuring Entity.

If greater competition is sought, the Head of the Procuring Entity may give direction to make appropriate amendments to the assignment to make it more attractive to the consulting industry and then re-advertise the Request, but ensuring a wider publicity, provided that Procuring Entities shall not resort to the practice of re-advertisement as a routine matter, but instead should always make efforts to invite Requests for Expressions of Interest that will enable them to finalise adequate short-lists in the first round of advertisement.

If after re-advertising the number of re-assessed and short-listed Applicants is still less than four (4), the short-list should be considered as final and the Request for Proposal shall be issued to the lower number of short-listed Applicants.

Following the approval of the EOI Assessment Report by the Head of the Procuring Entity or an officer authorised by him or her or an Approving Authority, all Applicants participating in the EOI shall be informed whether or not they have been short-listed by the Procuring Entity.

EOI Evaluation Sheet

General Information:

EOI Ref. No. & date :

Name of the Firm :

Address of the Firm :

Application for EOI : [Submitted or not]

Date of submission of EOI :

Trade license (copy) : [Submitted or not]

VAT and Tax clearance certificate (copy) : [Submitted or not]

Evaluation

Date & Time:

SL. No.	Description of the items to be evaluated	Excellent	Very Good	Good	Poor	Remarks
1	Experience of the Firm					
2	Experience of similar Assignment					
3	Experience of other than similar Assignment					
4	Works in hand					
5	Managerial Strength & financial Capability					
6	Infrastructures and logistics strength					
7	Availability of appropriate experience and professional qualifications.					
	OVERALL EVALUATION REPORT					

Evaluators Signature & Date:

4.3 Evaluation of Technical Proposals:

A Proposal Evaluation Committee (PEC) shall evaluate all Technical Proposals, in accordance with the RFP and the relevant provisions of the Act and these Rules.

If Proposals are received or invited from Applicants with whom member(s) of the PEC have business or other close links, such member(s) shall be replaced, in order to avoid conflicts of interest.

Under QCBS (Quality and Cost Based Selection), SFB (Selection under Fixed Budget); LCS (Least Cost Selection), the First Stage of the evaluation shall involve only an examination and evaluation of the Technical Proposals and such evaluation shall be carried out by the PEC as specified in the RFP.

The PEC members themselves shall evaluate each Proposal on the basis of its responsiveness to the TOR, and a Proposal shall be considered unsuitable or non-responsive and it shall be rejected if it does not respond to important aspects of the TOR or if it fails to achieve the minimum technical point specified in the RFP.

Once technical proposals are received and opened, consultants shall not be required nor permitted to change the substance of the Proposal, the key staff, and so forth.

In the event that only one (1) Proposal achieves the minimum technical point, then with the approval of the Head of the Procuring Entity, or an officer authorised by him or her or an Approving Authority (if the Approving Authority is below the level of the Head of the Procuring Entity), the Financial Proposal will be opened and examined.

A Procuring Entity shall forward a single Proposal to the PEC for evaluation if only one (1) is submitted on the due date and time, provided that all short-listed Applicants have been requested to submit Proposals allowing the time specified in the RFP.

Each member of the PEC shall evaluate separately each Proposal, and then the point for each Proposal will be calculated as the average of the points given by all members of the PEC for the respective Proposal.

In the case of major differences in the points assigned by an individual evaluator, the Chairperson shall look into the differences and ask the concerned individual evaluator to explain and justify his points provided that,

- (a) if his justification has no convincing grounds, his evaluation shall be discarded;
- (b) if his justification has convincing grounds and the evaluator turns out to be the only one mastering the subject, a new PEC shall be assembled in which the individual evaluator will be a member.

A Proposal Evaluation Report shall be prepared clearly indicating the technical points attributed to each Proposal, in order to identify Applicants who have achieved the required minimum technical points and who shall be considered in the combined technical and financial evaluation.

The Technical Evaluation Report shall be submitted to the Head of the Procuring Entity, an officer authorised by him or her or an Approving Authority (if the Approving Authority is below the level of the Head of the Procuring Entity) in the same manner as under Rule 36.

Table 1 – Evaluation Worksheet for Specific Experience

Date of Evaluation :
 Evaluation Carried Out by :
 Name of Consultant :

Criteria	Points(P)	Rating (R)%	Score (PXR)
Specific Experience (Similar projects, similar areas & conditions, specialization)	5	70	3.50
TOTAL	5		3.50

Table 2 – Evaluation Worksheet for Methodology and Work Plan

Date of Evaluation :
 Evaluation Carried Out by :
 Name of Consultant :

Criteria	Points(P)	Rating (R)%	Score (PXR)
Approach & Methodology	8	40	3.20
Work Plan	7	70	4.90
Review of Detailed Design	4	70	2.80
Supervise during Construction	11	90	9.90
TOTAL	30		20.80

**Table 3 – Evaluation Worksheet for Qualification and competence of the key staff
(Group scoring)**

Date of Evaluation :
 Evaluation Carried Out by :
 Name of Consultant :

Group	Total Points	General Qualifications 25%			Adequacy for the Project 55%			Experience in Region & Language 20%		
		Points (P)	Rating (R)%	Score PXR	Points (P)	Rating (R)%	Score PXR	Points (P)	Rating (R)%	Score PXR
1.Hydraulic Engineering Group	8.250									
Hydraulic Engineer 1		2.0625	70	1.4438	4.5375	90	4.084	1.65	90	1.485
Hydraulic Engineer 2		2.0625	70	1.4438	4.5375	90	4.084	1.65	40	0.66
Hydraulic Engineer 3		2.0625	90	1.8563	4.5375	70	3.176	1.65	90	1.485
Averaged Subtotal				1.581			3.781			1.21
2. Electromech. Engineer. Group	5.550									
Electrical Engineer		1.375	40	0.55	3.025	40	1.21	1.10	90	0.99
Mechanical Engineer		1.375	90	1.238	3.025	90	2.723	1.10	100	1.10
Averaged Subtotal				0.894			1.967			1.045

**Table 4 – Evaluation Worksheet for Qualification and competence of the key staff
(Consolidated scoring)**

Date of Evaluation :
 Evaluation Carried Out by :
 Name of Consultant :

Group	Total Points	General Qualifications 25%			Adequacy for the Project 55%			Experience in Region & Language 20%		
		Points (P)	Rating (R)%	Score PXR	Points (P)	Rating (R)%	Score PXR	Points (P)	Rating (R)%	Score PXR
Team Leader	22.000	5.50	90	4.95	12.1	90	10.89	4.40	70	3.08
Hydraulic Engg. Group	8.250	2.0625		1.581	4.5375		3.781	1.65		1.21
Structural Engg. Group	5.500	1.375	70	0.963	3.025	70	2.118	1.10	70	0.77
Soil mechanics Group	5.500	1.375	40	0.55	3.025	40	1.21	1.10	90	0.99
Electromech. Engineer. Group	5.500	1.375		0.894	3.025		1.967	1.10		1.045
Project Control Group	8.250	2.0625	70	0.825	4.5375	70	3.176	1.65	100	1.65
Subtotals				9.763			23.142			8.745
Total for the key Staff	55						41.650			

Table 5 – Evaluation Worksheet for Transfer of Knowledge

Date of Evaluation :
 Evaluation Carried Out by :
 Name of Consultant :

Criteria	Points(P)	Rating (R)%	Score (PXR)
Transfer of Knowledge	10	32	3.20
TOTAL	10		3.20

Table 6 – Summary of Evaluation (Technical Proposal)

Date of Evaluation :
 Evaluation Carried Out by :
 Name of Consultants : 1. _____ 2. _____

Criteria	Total Points	Consultant-1 Score	Consultant-2 Score
Specific Experience related to the Assignment	5	3.50	5.0
Adequacy of the proposed work plan & methodology	30	20.80	23.00
Qualification and competence of the key staff	55	41.65	36.80
Suitability of the transfer of knowledge	10	3.20	2.60
Local Participation	N/A		
Total		69.15	67.40

4.4 Evaluation of Financial Proposals

Upon approval of the technical Evaluation Report by the Head of the Procuring Entity, or an officer authorised by him or her or an Approving Authority (if the Approving Authority is below the level of the Head of the Procuring Entity), the Applicants who attained at least the minimum technical points specified in the RFP shall be invited to a public opening of their Financial Proposals.

At the public opening, the PEC shall announce the technical points for each Proposal which has achieved the minimum technical points, together with its respective price.

The financial Proposal shall be checked to verify that it is arithmetically correct and any errors in calculation shall be notified to the Applicant.

If pricing of activities was required, activities and items described in the Technical Proposal but not priced shall be assumed to be included in the prices of other activities or items.

Where an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, the Evaluation Committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal.

Example

if a Technical Proposal indicates the presence of the team leader at the assignment site for twelve (12) months and the Financial Proposal indicates only eight (8) months,, an adjustment should be calculated by adding the corresponding amount of staff remuneration to the proposed amount.

Reimbursable items priced by the Applicants shall be reviewed both for arithmetical errors and content and if it is determined that an item has been included that is not required by the Consultant, it shall be omitted from the Proposal and not considered in the financial evaluation.

Example

The Consultant has priced office rent while the RFP indicates that the Procuring Entity or the beneficiary entity will provide it.

In the case of Lump-Sum Form of Contract, no corrections shall be applied to the Financial Proposal.

4.5 Combined Technical and Financial Evaluation for QCBS

The technical score shall be calculated in the combined Technical and Financial Evaluation as shown in the following example.

Example

If a Technical Proposal achieved ninety (90) points and the weighting applied to this was eighty percent (80%), then by applying this weighting the technical score of the proposal would be ninety times eighty percent equals seventy-two ($90 \times 80\% = 72$).

The financial score of each Proposal shall be determined in a manner so as to ensure that the Financial Proposal with the lowest evaluated cost is given one hundred (100) points and other Proposals pro-rata points, reduced by the same percentage that the cost of their Proposal is higher than that of the lowest cost Proposal.

Example

If the lowest cost Financial Proposal is say Tk. one (1.0) million, then the financial points awarded to it would be one hundred (100) (the maximum) and the resulting financial scores would then be:

Proposals	Cost	Points	Weight	Score
<i>Lowest Financial Proposal</i>	<i>Tk. 1.0 million</i>	<i>100</i>	<i>20%</i>	<i>20</i>
<i>Next highest Financial Proposal</i>	<i>Tk. 1.2 million</i>	<i>83.3</i>	<i>20%</i>	<i>16.66</i>
<i>Next higher Financial Proposal</i>	<i>Tk. 1.5 million</i>	<i>66.6</i>	<i>20%</i>	<i>13.32</i>

The technical score plus the financial score gives the combined score and the Consultant with the highest combined score shall be invited for Contract negotiations.

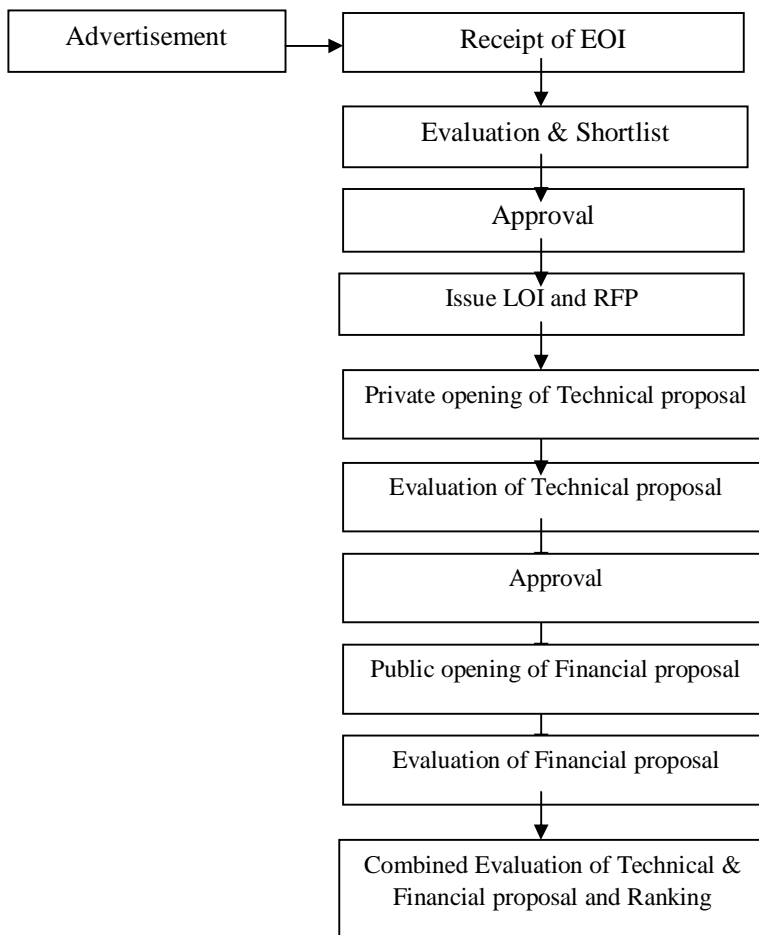
Table 5 – Summary of Evaluation (Technical + Financial)

Consultants	Technical Evaluation			Financial Evaluation				Combined Evaluation
	Technical Score	Technical Weight Factor	Technical Points	Price (Tk.)	Financial Score	Price Weight Factor	Price Points	Total Points
1	69.15	0.8	55.32	31000000	100	0.2	20	75.32
2	67.40	0.8	53.92	34000000	91.18	0.2	18.4	72.32
Consultant – 1 is selected for Negotiation								

CHAPTER 05– ANALYSIS AND FINDINGS

5.1 Analysis of the Reviews

The reviews are done to analyse the guidelines for the purpose of comparison. The guidelines have almost the same features except some insignificant differences. Basically the comparisons are made in a specific area of the guidelines. The area analysed here is the evaluation procedure of intellectual and professional services contract. This evaluation contains three part (i) Evaluation of EoI, (ii) Evaluation of Technical proposal, (iii) Evaluation of Financial proposal. These three parts are mainly thoroughly reviewed for the comparison. The overall evaluation procedure in all the three guidelines are almost same and as follows:



5.2 Analysis of the Evaluation of EOI

In ADB guidelines it is mentioned that when EOI is evaluated then a refined long list is prepared before preparing the final short list. The refined long list normally contains of 15 to 20 firms from broad geographic spread but must be within the ADB member countries. It is also mentioned that if enough firms do not express their interest then CMS searches are made to prepare long list. Qualification and experience these two criteria are evaluated to prepare the long list. On the other hand this long listing procedure is not mentioned in World Bank Guidelines and in PPR of 2008.

For the short list six firms are selected from the refined long list and these firms must be from the ADB member countries in a geographically balanced manner. Usually one firm is selected from one country. In special cases with special permission two firms can be selected from the same country. Similarly World Bank guidelines also suggest short listing of six firms with wide geographical spread but the difference is not more than two firms from the same country and at least one from developing country if eligible. According to PPR of 2008 the number of short listed firms should not be less than four and also should not be greater than seven.

As per ADB guidelines the short list is prepared based on some criteria like experience with activities similar to the consultancy, experience in similar geographical areas, experience with similar project authorities, past experience with ADB projects and or TA (especially important for PPTA), nature of the firm (e.g., whether it is a small, specialized firm with limited staff or a large firm with access to a pool of expertise), firm history (i.e., has it been in business for an extended period and developed a track record in the field and/or region?), and Degree of in-house quality control (for example, if the firm adheres to requirements of the International Standards Organization or has an ethics code). World Bank Guidelines mentioned the criteria are Experience of the Firm, Availability of appropriate experience and professional qualifications, Experience of other than similar Assignment, Works in hand, Managerial Strength & financial Capability, Infrastructures and logistics strength, Experience of similar Assignment.

5.3 Analysis of the evaluation of Technical Proposal

According to ADB Guidelines the technical evaluation is based on three main criteria which have sub criteria under them. The three main criteria are Qualifications of Proposer,

Approach and Methodology and Personnel. The total point for technical proposal is 1000. And this 1000 points divided among the main criteria as follows:

Criteria	Points
Qualifications of Proposer	100 - 200
Approach and Methodology	200 - 400
Personnel	500 - 700
Total	1000

Then these divided points are further sub divided among the sub criteria. The minimum Technical score is 750 that mean those firms who obtained technical score below 750 are not considered for financial evaluation. There are six categories of ratings which evaluators can use during evaluation such as Excellent ó 100%, Very Good ó 90%, Above Average ó 80%, Average ó 70%, Below Average ó 50% and Non complying ó 0%.

According to WB guidelines the technical evaluations are based on certain criteria such as the consultant's relevant experience for the assignment, the quality of the methodology proposed, the qualifications of the key experts proposed, the transfer of knowledge, if required in the TOR, and the extent of the participation of nationals among key experts in the performance of the assignment. There are also some sub criteria under this main criteria. The total point is 100 and this total point is divided among the main criteria as follows:

Consultant's specific experience:	0 to 10
Methodology:	20 to 50
Key experts:	30 to 60
Transfer of knowledge:	0 to 10
Participation by national experts:	0 to 10
Total:	100

The minimum technical score is 70 to 85 and the rating depends upon the evaluators from 0% to 100%.

According to PPR ó 2008 the technical evaluation is based on five general criteria like specific experience, adequacy of methodology and work plan, key staff qualifications, transfer of knowledge, national participation. Like WB Guidelines here the total point is also 100. And this point is divided as follows:

Criteria	Points
specific experience	5 - 10
adequacy of methodology and work plan	20 - 50
key staff qualifications	40 - 60
transfer of knowledge	0 - 20
national participation	0 - 10
Total	100

Here there is no such specific minimum score but the minimum score which is assigned must be circulated in the RFP. And the good practice of grading is Excellent ó 40%, Good ó 90%, Satisfactory ó 70%, poor ó 40%. The score calculation procedures for the three guidelines are the same.

5.4 Analysis of the Evaluation of Financial Proposal

According to ADB Guidelines the financial proposals are evaluated based on the NEFPs which mean the variables like remuneration and out of pocket expenditures. Fixed cost items such as provisional sums and contingencies are not included. NEFPs are calculated by subtracting the provisional sums and contingencies (noncompetitive components) shown in the data sheet from the GEFPs. The lowest NEFP is then given a maximum score of 1,000 points. This is then used as a basis to calculate the score of the other financial proposals. The financial score for each proposal is inversely proportional to its NEFP, that is, the higher the NEFP, the lower the financial score. For evaluations using QCBS, if the data sheet for the RFP indicates a **maximum** contract budget for the consulting services, GEFPs are expected to be within this budget. If the GEFP of any firm exceeds the budget, the proposal will be considered financially nonresponsive and will be allocated a financial score of zero. However, if the data sheet indicates an **estimated** budget, consultants will not be penalized for exceeding it and their financial proposals will be considered.

Financial Score = NEFP of the lowest priced proposal divided by NEFP of the proposal under consideration, multiplied by 1,000.

According to WB guidelines and PPR - 2008 for the purpose of evaluation, the offered prices shall exclude local identifiable indirect taxes on the contract and income tax payable to the country of the Borrower on the remuneration of services rendered in the country of the Borrower by non-resident experts and other personnel of the consultant. In exceptional circumstances, when indirect taxes cannot be fully identified by the Borrower when evaluating the financial offers, the Bank may agree that prices, for the purpose of evaluation only, include all taxes payable to the country of the Borrower. The offered total price shall include all consultants' remuneration and other expenses such as travel, translation, report printing, or secretarial expenses. The proposal with the lowest offered total price may be given a financial score of 100 (one hundred) and other proposals given financial scores that are inversely proportional to their prices. Alternatively, a directly proportional or other methodology may be used in allocating the scores to the financial proposals. The methodology to be used shall be described in the RFP.

Financial Score = lowest offered total priced proposal divided by the offered total price of the proposal under consideration, multiplied by 100.

CHAPTER 06– CONCLUSION AND RECOMMENDATION

6.1 Conclusion

This dissertation is about the comparison of the ADB Guidelines, WB Guidelines and PPR 6 2008. This comparison does not cover the all guidelines or all the clauses of the guidelines. This only covers those parts of the guidelines which are related to the evaluation procedure of intellectual and professional services contract. The three guidelines are almost uniform and same in nature. That means all the guidelines have provided almost the same instruction regarding the evaluation procedure of intellectual and professional services contract. They made their guidelines uniform because one procuring entity may has to use all the three guidelines in different procurement perspective so huge difference among the guidelines may confuse the procuring entity. However there are some differences in some specific points for example ADB uses total score 1000 where as WB and PPR use 100 for the evaluation of both technical and financial proposal. ADB uses NEEPs for technical evaluation on the other hand WB and PPR 6 2008 use total offered price for the technical evaluation.

6.2 Recommendation

There are some limitations while performing this dissertation such as all the aspects are not taken into account. If all the aspects regarding the topic are taken in to account in future studies then the findings will be more specific and accurate. For example annual procurement plan is not taken in to account while comparisons are make among the three guidelines. This annual procurement plan may have significant impact upon evaluation procedure which can be a further study. Again the comparison is done only upon QCBS method and other methods are not described here in detail. So other methods comparison can also be done in future. Moreover the findings of this dissertation can be used for further topic related studies.

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